

*Johnny Key*  
Secretary

*Dr. Jim Carr*  
AHECB Chair

*Dr. Maria Markham*  
Director

# ARKANSAS HIGHER EDUCATION COORDINATING BOARD

## REGULAR QUARTERLY MEETING

JANUARY 29, 2021



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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 29, 2021**

**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 29, 2021

Via Zoom

## AGENDA

### I. EXECUTIVE

- \*1. Approve Minutes of the October 30, 2020 Regular Meeting
- \*2. Report of Nominating Committee for 2021-22 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. Review of Audit Report (Dr. Markham)
- 7. Annual Enrollment Report (Ms. Sonia Hazelwood)
- 8. Annual Report on Institutional Certification (Ms. Alana Boles)

### II. FINANCE

- 9. Annual Higher Education Financial Condition Report (Mr. Nick Fuller)
- 10. Maintenance Report (Mr. Fuller)
- \*11. Economic Feasibility of Loan Issue for the University of Arkansas Community College at Hope-Texarkana (Mr. Fuller)
- \*12. Economic Feasibility of Bond Issue for the University of Arkansas for Medical Sciences (Mr. Fuller)
- \*13. Economic Feasibility of Loan for Henderson State University (Mr. Fuller)

### III. ACADEMIC

- \*14. New Program: Arkansas State University – Jonesboro  
Bachelor of Science in Occupational and Environmental Safety and Health  
(Dr. Jessie Walker)
- \*15. New Program: Arkansas State University Mid-South  
Certificate of proficiency, Technical Certificate, Associate of Applied Science in  
Computer Programming and Certificate of Proficiency in Database (Dr. Walker)
- \*16. New Program: Ozarka College  
Certificate of Proficiency and Technical Certificate in Precision Machining  
Technology (Dr. Walker)
- \*17. New Program: University of Arkansas at Pine Bluff  
Master of Education (M.Ed.) in Computer Science (Dr. Walker)
- \*18. New Program: Arkansas Tech University  
Associate of Science in Manufacturing (Dr. Walker)
- \*19. New Program: Southeast Arkansas College  
Associate of Applied Science in Supply Chain Management (Dr. Walker)
- \*20. Institutional Certification Advisory Committee: Resolutions (Dr. Walker)
- 21. Letters of Notification (Dr. Walker)
- 22. Letters of Intent (Dr. Walker)

# **FINANCE COMMITTEE**

**Arkansas Higher Education Coordinating Board**

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

**Friday, January 29, 2021**

Finance Committee

Keven Anderson, Chair  
Al Brodell  
Bill Clary

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

## **AGENDA**

9. Annual Higher Education Financial Condition Report (Mr. Nick Fuller)
10. Maintenance Report (Mr. Fuller)
- \*11. Economic Feasibility of Loan Issue for the University of Arkansas Community College at Hope-Texarkana (Mr. Fuller)
- \*12. Economic Feasibility of Bond Issue for the University of Arkansas for Medical Sciences (Mr. Fuller)
- \*13. Economic Feasibility of Loan 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 29, 2021**

Academic Committee

Lori Griffin, Chair  
Andy McNeill

Dr. Michael Stanton  
Dr. Jim Carr, Ex officio

## **CONSENT AGENDA**

- \*14. New Program: Arkansas State University – Jonesboro  
Bachelor of Science in Occupational and Environmental Safety and Health  
(Dr. Jessie Walker)
- \*15. New Program: Arkansas State University Mid-South  
Certificate of proficiency, Technical Certificate, Associate of Applied Science in  
Computer Programming and Certificate of Proficiency in Database (Dr. Walker)
- \*16. New Program: Ozarka College  
Certificate of Proficiency and Technical Certificate in Precision Machining  
Technology (Dr. Walker)
- \*17. New Program: University of Arkansas at Pine Bluff  
Master of Education (M.Ed.) in Computer Science (Dr. Walker)
- \*18. New Program: Arkansas Tech University  
Associate of Science in Manufacturing (Dr. Walker)
- \*19. New Program: Southeast Arkansas College  
Associate of Applied Science in Supply Chain Management (Dr. Walker)
- \*20. Institutional Certification Advisory Committee: Resolutions (Dr. Walker)
- 21. Letters of Notification (Dr. Walker)
- 22. Letters of Intent (Dr. Walker)

\*Numbers refer to main agenda.

**ARKANSAS HIGHER EDUCATION COORDINATING BOARD**  
**Regular Quarterly Meeting**  
**October 30, 2020**

**Minutes of Meeting**

The October 30, 2020, regular meeting of the Arkansas Higher Education Coordinating Board (AHECB) was held via Zoom video conferencing. Chair Jim Carr called the meeting to order at 10:00 a.m., with all members present.

Coordinating Board present:

Dr. Jim Carr, Chair  
Al Brodell, Vice Chair  
Chris Gilliam, Secretary  
Keven Anderson  
Bill Clary  
Lori Griffin  
Chad Hooten  
Andy McNeill  
Greg Revels  
Dr. Michael Stanton

Coordinating Board absent:

Department staff present:

Dr. Maria Markham, Director  
Dr. Jessie Walker, Assistant Director for Academic Affairs  
Nick Fuller, Assistant Director for Finance  
Ann Clemmer, Assistant Director for Governmental Relations  
Sonia Hazelwood, Assistant Director for Research and Analytics  
Micah Gilbert, Network Support Specialist  
Nichole Abernathy, Executive Assistant

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

Chair Carr began by thanking everyone for participating in the virtual meeting. He then said that Dr. Olin Cook has decided to resign from the Higher Education Coordinating Board. Chair Carr asked that a proclamation be sent to Dr. Cook thanking him for his years of service to higher education in Arkansas.

Agenda Item No. 1  
Approval of Minutes

Greg Revels moved to approve Agenda Item No. 1. Keven Anderson 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 2021-22 at the January 29, 2021 meeting. The members included Dr. Michael Stanton (Chair), Chris Gilliam, Lori Griffin and Chad Hooten.

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

Agenda Item No. 3  
Approval of 2021 Coordinating Board  
Meeting Schedule

The Arkansas Higher Education Coordinating Board meets quarterly to act upon Board initiatives and to respond to campus proposals. Director Maria Markham noted that in lieu of social distancing measures, all AHECB Meetings would be held via Zoom until further notice.

**R RESOLVED**, That the Arkansas Higher Education Coordinating Board agrees to the following dates for regular quarterly meetings during 2021: January 29, April 23, July 30, and October 29.

**FURTHER RESOLVED**, That the Board expresses its appreciation and accepts the invitations to meet in January, April, July and October via Zoom.

Keven Anderson moved to approve Agenda Item No. 3. Andy McNeill seconded the motion and the Board unanimously approved.

Agenda Item No. 4  
Director's Report

Dr. Markham began by thanking presidents, chancellors and the board for their participation in the non-traditional format and also for maintaining quality on campus during a global pandemic.

*ADHE Staff Changes*

Dr. Cortez Henderson is the new program coordinator for Academic Affairs. Henderson began on October 19 and previously served as Vice President of Student Affairs at ASU Three Rivers.



*Institutional Changes*

Dr. Sandra Massey, Arkansas State University-Newport Chancellor, is retiring at the end of the year. Before becoming chancellor, Dr. Massey served as ASU-Newport's Vice Chancellor for Academic Affairs. She has been at ASU-Newport for seven years.

*Challenge Scholarship/Lottery Funded Scholarships Update*

This presentation is reflective of the overall engagement of the higher education institutions this Fall, said Dr. Markham. Our preliminary enrollment numbers reflect a statewide decline of approximately 4.4%. She noted that Arkansas is performing better than the national numbers on engagement in higher education.

*Higher Education COVID Responses*

A lot of time has been devoted to coordinating COVID funding and COVID responses on campuses, said Markham. Arkansas received over 28 million in federal CARES Act funds dedicated to testing, contact tracing, and providing PPE to the institutions. Markham noted that the funds are set to expire on December 31. Without another stimulus package, we are unable to extend those funds, said Markham.

The points of contact for the private and public institutions meet weekly to discuss logistical issues, to trouble shoot any process problems, and to provide the latest CDC guidelines. The hesitancy of students to submit to COVID testing and cooperation with contact tracers is the most immediate concern, said Markham.

*Legislative Update*

Higher Education budget hearings began this week and the appropriations were approved for FY 2022. Markham noted that ADHE has several agency bills that will be presented during next year's regular session, including the Challenge Plus, a needs-based scholarship.

There were no questions.

Agenda Item No. 5  
Report on Annual Review of Faculty Performance

Arkansas Code Annotated §6-63-104 and Arkansas Higher Education Coordinating Board (AHECB) policy 5.5 require that each college and university conduct an annual performance review of faculty members. Pursuant to this statute, Arkansas Department of Higher Education (ADHE) staff is required to monitor the faculty evaluation processes adopted at public institutions, and make a report to the Coordinating Board and Legislative Council each year. Each institution must have on file with ADHE a plan detailing the procedures for faculty evaluation at each institution. Appendix A contains ADHE instructional report on the annual review of faculty performance instrument. Significant amendments to these plans are to be submitted for Board approval.

Faculty performance was assessed using a variety of methods including assessment by students, classroom visits by administrators, peer review, and self-evaluation activities. Findings were shared with faculty members being evaluated and, when appropriate, an improvement plan was jointly developed between the faculty member and the administrator who conducted the evaluation. Evaluation methods and timeframes of the process varied among institutions. All teaching faculty members including teaching assistants as well as full-time, part-time, adjunct, and visiting faculty were evaluated.

There were no questions.

Agenda Item No. 6  
Report on Academic Program Deletions

Sonia Hazelwood provided summary and detailed information about academic program deletions at all Public Arkansas Colleges and Universities for the 2020 academic year. Colleges and universities deleted 80 programs in AY 2020 as compared to 108 in 2019, 104 deletions in 2018, 69 deletions in 2017, and 46 deletions in 2016. Of the 80 programs deleted in 2020, 2-Year Colleges deleted 46, while the 4-Year Universities deleted 34 programs. It is likely the Covid-19 pandemic and the shift back in the spring semester to all online instruction played a part in the decline of academic program deletions for 2020, said Hazelwood.

There were no questions.

Agenda Item No. 7  
Report on 2019 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 32,325 public high school students graduating from an Arkansas public high school in 2019, 15,674 enrolled at an Arkansas public or private/independent institution in Fall 2019, the fall term immediately following their high school graduation. This represents a College-Going Rate of 48.5%, which is a 1.4% increase from the previous year of 47.1%.

There were no questions.

Agenda Item No. 8  
Annual Report on Credentials Awarded

Sonia Hazelwood presented summary and detailed information about credentials awarded. Arkansas higher education institutions experienced a slight decline of .9% in the number of credentials awarded in 2020 compared to 2019. There were 422 fewer credentials awarded in 2020. The 4-year universities held steady, while the 2-year colleges reported a slight decline from 2019 to 2020 of less than 1%. The private and independent colleges and universities reported a 5.5% decline in the number of credentials awarded.

This is the first decline in total credentials since the 2011 and 2012 academic years. It is likely the Covid-19 pandemic played a significant role in delaying graduation for many students who expected to graduate in Spring 2020, said Hazelwood.

There were no questions.

Agenda Item No. 9  
Annual Status Report for  
Sexual Assault Prevention on Campus

Ann Clemmer presented the 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. 10  
Unplanned Pregnancy Prevention Annual Report

Ann Clemmer presented the 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. 11  
Report on Intercollegiate Athletic Revenues  
and Expenditures for 2019-20

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.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board accepts the Report of 2019-20 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 2019-20 Intercollegiate Athletic Revenues and Expenditures to the Legislative Joint Auditing Committee according to the provisions of A.C.A. §6-62-106.

Greg Revels questioned the actual amounts budgeted verse the requested amounts. He stated that the requests ranged from 14% below to 90% over the budged amount. Nick Fuller stated that National Park College was over 90% of what they budgeted due to equipment, uniforms and supplies, which was probably a one-year hit for those purchases.

Dr. John Hogan, President of National Park College, explained that the overage was due to startup costs related to the addition of baseball and softball which were not accounted for in the initial budget.

Al Brodell moved to recommend the approval of Agenda Item No. 11 to the full Board for consideration. Bill Clary seconded and the Committee approved.

Agenda Item No. 12  
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.

Greg Revels moved to recommend the approval of Agenda Item No. 12 to the full Board for consideration. Chris Gilliam seconded and the Committee approved.

Agenda Item No. 13  
Bachelor of Science in Computer Engineering  
Henderson State University

The proposed Bachelor of Science degree in Computer Engineering will emphasize the ability of developing and adapting computer hardware for applications and prepares broadly trained computer engineers who are experienced in both software and hardware engineering. Computer engineers design, implement, program, verify, and analyze computing systems. By understanding a computer system from application software to operating systems to hardware and circuits, computer engineers are well prepared to create the wide array of computing systems and devices that we all use and depend upon every day.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Bachelor of Science in Computer Engineering (CIP

14.0901; 120 credit hours) offered by the Henderson State University, effective Fall 2021.

**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 Henderson State University of the approval.

Kenneth Taylor, Vice Provost and Dean of Graduate School, provided additional information.

There were no questions.

Agenda Item No. 14  
Associate of Science in Cybersecurity  
North Arkansas College

The proposed Associate of Science in Cybersecurity 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 within the program will be trained to understand the techniques used to compromise and infiltrate systems as well as the proven methods to protect diverse data. The program will include courses in programming, wireless technologies, mathematics, and networking with focused concentrations in both theory and practical hands-on experience. As well as, curriculum in forensics and incident response, virtualization, introduction to computer architecture, basic operating systems theory, network configuration, legal issues in cybersecurity, large scale distributed systems, best practices in software design, and hardware configuration.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Associate of Science in Cybersecurity (CIP 11.1003; 60 credit hours) offered by North Arkansas College, effective Spring 2021.

**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 North Arkansas College of the approval.

Dr. Rick Massengale, Vice President of Academic and Student Affairs, provided additional information.

Chair Jim Carr asked how many institutions are there that have less than five students enrolled in this program. Dr. Massengale explained that the program is designed so students can move on to four-year programs.

Agenda Item No. 15  
Technical Certificate in Programming  
Associate of Science in Data Science  
North Arkansas College

The proposed 61 credit hour Associates of Science in Data Science is designed to provide students real-world training in identifying, cleaning, transforming, modeling and presenting data in order to identify useful relationships, inform conclusions, and support decision-making. The proposed degree was developed in collaboration with the University of Arkansas to enable transfer into the University's new B.S. in Data Science.

The proposed Technical Certificate is a 30 credit program that will prepare students for positions in business and industry, while at the same time support the new Associates of Science in Data and Cybersecurity programs.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Associate of Science in Data Science (CIP 30.7001; 61 credit hours), Technical Certificate in Programming (CIP 11.0201; 30 credit hours) offered by North Arkansas College, effective Spring 2021.

**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 North Arkansas College of the approval.

Dr. Massengale provided additional information.

There were no questions.

Agenda Item No. 16  
Bachelor of Science in Cybersecurity  
University of Arkansas Little Rock

The proposed 121 credit hour Bachelor of Science in Cybersecurity is designed to produce graduates who can identify, assess, and manage cyber threats. Cybersecurity comprises both the technologies and techniques used to protect information and the underlying systems. The proposed program will leverage existing expertise at UALR-National Security Agency (NSA) Center of Academic Excellence, minor in Information Assurance (IA).

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Bachelor of Science in Cybersecurity (CIP 11.1003; 120 credit hours) offered by the University of Arkansas-Little Rock, effective Fall 2021.

**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 at Little Rock of the approval.

Ann Bain, Executive Vice Chancellor for Academic Affairs and Provost, provided additional information.

There were no questions.

Agenda Item No. 17  
Associate of Applied Science in Massage Therapy  
Certificate of Proficiency in Aesthetics  
University of Arkansas Rich Mountain

The proposed Associate of Applied Science of Massage Therapy degree program will expand student's knowledge beyond initial licensure in Massage Therapy. It prepares students for industry recognized licensure/certification examinations and then furthers their education in performing massage in clinical and medical settings, such as chiropractor offices, nursing homes, hospitals as well as upscale spa settings and health clubs. The degree is intended to broaden student skills in writing, mathematics, and social science in addition to earning enough clinical hours to become a Master Massage Therapist. The program will be supported by an existing Technical Certificate in Massage Therapy.

The Certificate of Proficiency in Aesthetics program is designed to prepare students for professions within the field of licensed cosmetology using technical skills and work habits for success.

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Associated of Applied Science in Message Therapy (CIP 51.3501; 65 credit hours), Certificate of Proficiency in Aesthetics (CIP 12.0409; 16 credit hours) offered by the University of Arkansas Community College – Rich Mountain, effective Spring 2021.

**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 – Rich Mountain of the approval.

Dr. Krystal Thrailkill, Vice Chancellor of Academic Affairs, provided additional information.

There were no questions.

Agenda Item No. 18  
Institutional Certification Advisory Committee

**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, 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 466 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.

Brandman University, Irvine, California  
California Southern University, Costa Mesa, California  
Reach University, Oakland, California

### **Arkansas Institutions**

New York Institute of Technology, Old Westbury, New York

Andy McNeill moved to recommend the approval of Agenda Items No. 13 - 18 to the full Board for consideration. Andy McNeill seconded and the Committee approved.

### Agenda Items No. 19 & 20 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 19-1 through 19-32 and in the Letters of Intent on pages 20-1 through 20-6 of the agenda book.

There were no questions.



Report of the Committees

Keven Anderson presented the report of the Finance Committee and moved approval of Agenda Items 11 – 12. Andy McNeill seconded and the board approved.

Lori Griffin presented the report of the Academic Committee and moved approval of Agenda Items 13 – 18. Al Brodell seconded and the board approved.

Remarks by Presidents and Chancellors

Chair Carr announced that the January 29, 2021 AHECB meeting would be held via Zoom.

With no further comments, the meeting adjourned at 11:20 p.m.

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Nichole Abernathy

APPROVED:

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Chris Gilliam, Secretary

Agenda Item No. 2  
Higher Education Coordinating Board  
January 29, 2021

## **REPORT OF NOMINATING COMMITTEE**

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The Nominating Committee (Chair Dr. Michael Stanton, Chris Gilliam, Lori Griffin and Chad Hooten) will make a recommendation on the slate of Board officers for 2021-22, 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.

**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.

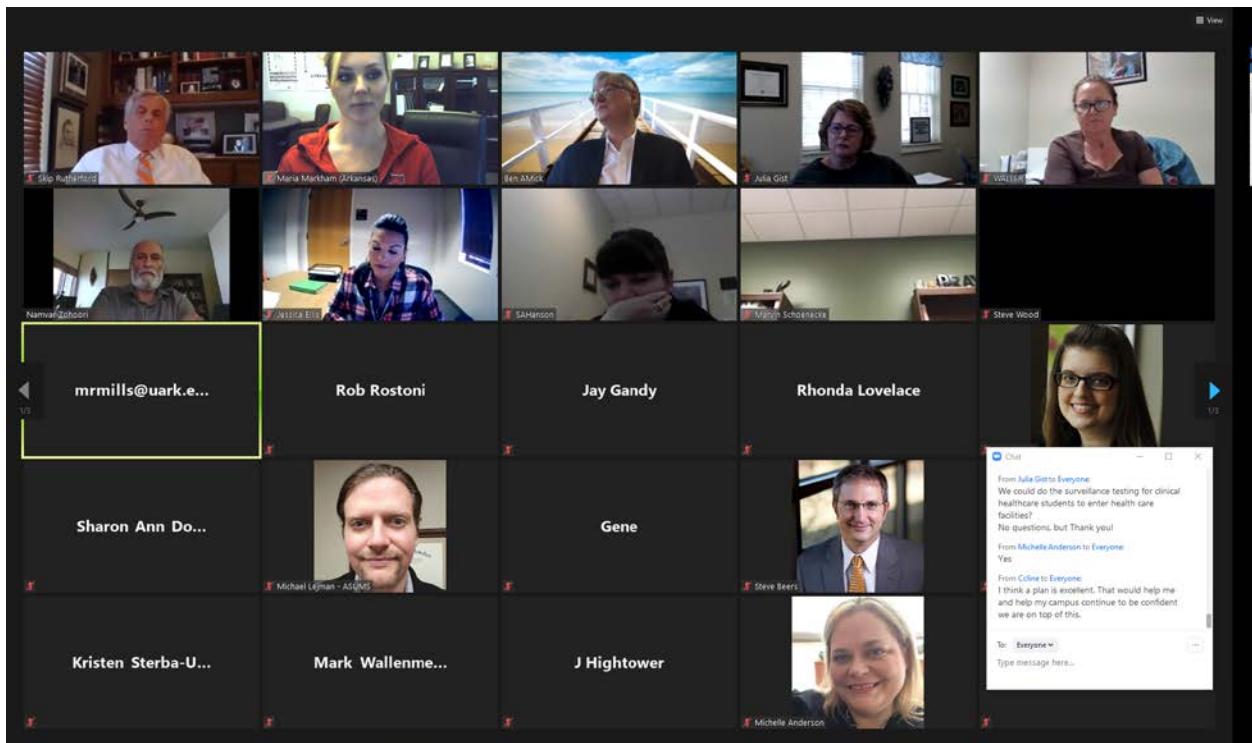
**FURTHER RESOLVED**, That the expense reimbursement shall not exceed the rate established for state employees by state travel regulations.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Division 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

### Contact Tracing Meeting

To help prevent the spread of COVID-19 and reduce the risk of exposure, the Arkansas Department of Health and Dr. Markham have scheduled weekly meetings with institutional representatives to discuss the process of notifying people of their potential exposure and to provide information about the virus and other relevant health information. In addition, instructions for self-quarantine, monitoring, testing and clinical services are provided.



### Data Science Workshop

On November 12, Dr. Markham participated in the Data Science for Arkansas Virtual Workshop hosted by the Arkansas Center for Data Sciences (ACDS). ACDS is a non-profit dedicated to building and retaining top Data Science and IT talent in the state of Arkansas. By working closely with Arkansas higher education institutions, ACDS is helping align corporate talent and skill set requirements with two- & four-year Data Science curriculum that will bring more opportunities to students as they become employees.

**CCA Southern Town Hall**

On December 8, Dr. Markham joined panelists with different roles (institutional, foundation, and state/system) from across the South as they shared their thoughts on what priorities higher education should pursue in light of the continued pandemic, systemic racism, economic slowdown, and a new Department of Education administration.



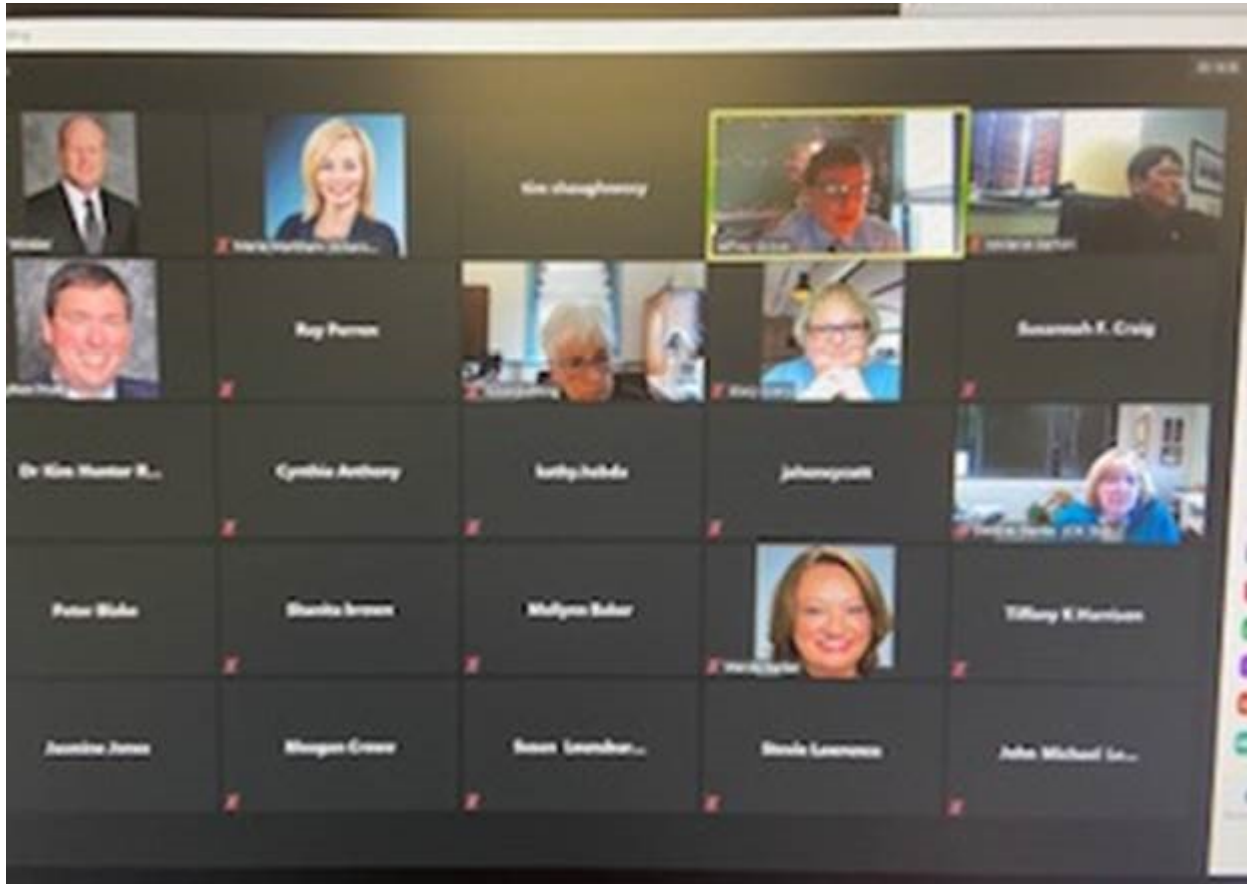
**AmeriCorps and Higher Education: Partnering for Public Good**

Dr. Markham participated in the AmeriCorps and Higher Education discussion on how national service programs and higher education support each other in advancing the public good. During the event, AmeriCorps CEO Barbara Stewart announced an exciting new way AmeriCorps will support college access and affordability. Leaders from colleges and universities and AmeriCorps alumni shared their experiences of how higher education and national service work together to create opportunity nationwide.

Arkansas Service Commission-EngageAR seeks to empower communities through service. In addition to managing the State AmeriCorps sub-grant program, the office works to build collaboration across federal and state agencies, community-based organizations and national streams of service programs, improving lives and strengthening communities.

**SREB Dual Enrollment Advisory Panel**

The SREB Dual Enrollment Advisory Panel met on Tuesday, December 8. The panel provided an update on the DE matrix, shared information on open educational resources, and identified goals for 2021. The SREB Dual Enrollment Advisory Panel helps SREB define issues to study, identify promising practices and develop recommendations. The panel includes members from each SREB state, including Board and Legislative Advisory Council members, state and district K-12 leaders, state higher education agency leaders, and technical college and university staff.



**ASU-Newport Chancellor Retirement**



Dr. Sandra Massey, Arkansas State University-Newport Chancellor, retired on December 31. Dr. Massey previously served as ASU-Newport’s Vice Chancellor for Academic Affairs. Prior to her tenure in Newport, she was Campus Provost at the Northeast Campus of Tulsa Community College, Dean of Student Services at Tulsa Community College and Vice President of Student Affairs and Enrollment Management at Oklahoma State University-Okmulgee, where Massey also served as Interim Dean for Student Support and Development.



**Moore Appointed Chancellor at ASU-Newport**

Arkansas State University System President Dr. Charles L. Welch announced the selection of Dr. Johnny M. Moore as the next chancellor of ASU-Newport.



Moore returns home to Arkansas after spending the last four years as president of Pierpont Community & Technical College in Fairmont, W.Va. and will begin his duties effective Feb. 8. A native of Old Washington, Ark., he was president and CEO of Philander Smith College in Little Rock from 2012-2014.

Moore received a Bachelor of Science in mathematics at Philander Smith College, a Master of Science in mathematics at Arkansas State University and a Doctor of Philosophy in mathematics education at Florida Institute of Technology.

**ADHE Staff Changes**

Jamal Williams, AmeriCorps Communications Officer, last day at ADHE was November 3.

Tiffany Donovan, Operational Assistant, began on November 16. Donovan previously worked for ADE’s Division of Elementary and Secondary Education.

LaShonia Williams, Financial Aid Student Applications Specialist, began on November 30. Williams previously worked as a Health Services Specialist for the Department of Health.

Ann Clemmer, Assistant Director for Government Relations, has shifted to the private sector. Her last day at ADHE was January 6, 2021.

Sarah Ward, Outreach and Communications Officer for AmeriCorps, began on January 11, 2021.

**Activities of the Director**

- November 2 Leadership Team Meeting
- November 3 Higher Education Planning Session
- November 4 Diversity and Inclusion Professional Development  
DIS Meeting
- November 6 ADE First Friday  
Contact Tracing Meeting  
Productivity Discussion  
SHEEO Post-Election Meeting
- November 9 Think Tank Leader Updates

- November 10 Special Language
- November 12 Data Science Workshop  
ALC-JBC Budget Hearings  
Arkansas Higher Education Leaders Convening  
ADE Budget Hearings
- November 13 College Board Data Updates Meeting  
Contact Tracing Meeting  
COVID Testing Meeting  
Higher Education Operations Meeting
- November 16 Data Transparency Panel  
Northwest Technical Institute Meeting
- November 17 Webex Meeting  
Higher Education Planning Session
- November 18 ADE Bi-weekly Update Meeting  
UALR Lecture
- November 19 ALC Lottery Oversight Subcommittee
- November 20 Arkansas Legislative Council Meeting  
ASTA Board Meeting  
Contact Tracing Meeting  
ADE Strategic Planning Meeting  
Higher Education Operations Team Meeting
- November 30 Higher Education Continuity Discussions
- December 1 Leadership Team Meeting  
Higher Educations Planning Session
- December 2 ADE Bi-Weekly Update Meeting  
Productivity Funding 101 Meeting
- December 3 Legislative Joint Audit  
Microsoft Teams Meeting  
ASMSA Meeting
- December 4 ADE First Friday Zoom  
Contact Tracing Meeting  
Higher Education Operations Meeting
- December 7 ADHE Legislation Discussion  
State Agency Roundtable
- December 8 SREB Dual Enrollment Advisory Panel  
OSD Meeting  
Censorship on Campus Zoom  
CCA Southern Regional Town Hall  
Higher Education Planning Session
- December 9 Regional Workforce Grant Discussions

	Schools of National Service Meeting
	Pay Your Tuition Meeting
December 10	Regional Workforce Grant Discussions
December 11	Contact Tracing Meeting
	YOUiversal Planning Meeting
	Higher Education Operations Team Meeting
	Regional Workforce Grant Discussions
December 14	Commercialization Committee Meeting
	Bellwether/ADE Division Leaders Meeting
	CAO/CSAO Meeting
	Regional Workforce Grant Discussions
December 15	AmeriCorps and Higher Education: Partnering for Public Good
	Higher Education Planning Session
December 16	Leadership Team Meeting
	ADE Bi-weekly Update Meeting
	Regional Workforce Grant Discussions
December 17	ALC-Lottery Oversight Subcommittee
	YOUiversal Discussion and Planning Session
December 18	Contact Tracing Meeting
	Higher Education Operations Team Meeting
December 29	Higher Education Planning Session
December 30	ADE Bi-Weekly Update Meeting
January 1	ADE First Friday Zoom
	Contact Tracing Meeting
	Higher Education Operations Team Meeting
January 5	Meeting of the Executive Council of the Presidents Council
January 12	Higher Education Planning Session
January 13	ADE Bi-weekly Update Meeting
January 15	Contact Tracing Meeting
	Higher Education Operations Team Meeting
January 19	Higher Education Planning Session
January 22	Contact Tracing Meeting
	Higher Education Operations Team Meeting
	SHEEO Member Training
January 26	Higher Education Planning Session
January 27	ADE Bi-weekly Update Meeting
January 29	AHECB Meeting

## **REVIEW OF AUDIT REPORT BY GOVERNING BODY**

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According to 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 shall be 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 Division of Higher Education will report on the 2019 audit findings, comments and recommendations to the Higher Education Coordinating Board at its next regular scheduled meeting.

ARKANSAS DEPARTMENT OF HIGHER EDUCATION

**Annual Financial Report**

June 30, 2019

LEGISLATIVE JOINT AUDITING COMMITTEE



ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
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# Arkansas

Sen. Jason Rapert  
Senate Chair  
Sen. Eddie Cheatham  
Senate Vice Chair



Roger A. Norman, JD, CPA, CFE, CFF  
Legislative Auditor

Rep. Richard Womack  
House Chair  
Rep. DeAnn Vaught  
House Vice Chair

## LEGISLATIVE JOINT AUDITING COMMITTEE ARKANSAS LEGISLATIVE AUDIT

### INDEPENDENT AUDITOR'S REPORT

Arkansas Department of Higher Education  
Legislative Joint Auditing Committee

#### ***Report on the Financial Statements***

We have audited the accompanying financial statements of the major fund of the Arkansas Department of Higher Education, a department of Arkansas state government, as of and for the year ended June 30, 2019, and the related notes to the financial statements, which collectively comprise the Arkansas Department of Higher Education's departmental financial statements as listed in the table of contents.

#### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### ***Auditor's Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the major fund of the Arkansas Department of Higher Education as of June 30, 2019, the changes in financial position thereof, and the budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Emphasis of Matter**

As indicated above, the financial statements of the Arkansas Department of Higher Education are intended to present the financial position, the changes in financial position and budgetary comparisons of only that portion of the major fund of the State that is attributable to the transactions of the Arkansas Department of Higher Education. They do not purport to, and do not, present fairly the financial position of the State as of June 30, 2019, the changes in its financial position, and budgetary comparisons for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

**Other Matters**

**Required Supplementary Information**

The Governmental Accounting Standards Board requires that a Management's Discussion and Analysis be presented to supplement government-wide financial statements. However, as discussed in the "Emphasis of Matter" paragraph above, the financial statements of the Arkansas Department of Higher Education are only for the specific transactions and activity of the Agency and not for the State as a whole. Therefore, the Management's Discussion and Analysis is not required to be presented for the Arkansas Department of Higher Education individually. Our opinion on the departmental financial statements is not affected by the omission of this information.

**Other Information**

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the Arkansas Department of Higher Education's departmental financial statements. The Schedule of Selected Information and Other General Information are presented for purposes of additional analysis and are not a required part of the departmental financial statements.

The Schedule of Selected Information and Other General Information have not been subjected to the auditing procedures applied in the audit of the departmental financial statements, and accordingly, we do not express an opinion or provide any assurance on this information.

**Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated July 15, 2020, on our consideration of the Arkansas Department of Higher Education's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the effectiveness of the Arkansas Department of Higher Education's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Arkansas Department of Higher Education's internal control over financial reporting and compliance.

ARKANSAS LEGISLATIVE AUDIT



Roger A. Norman, JD, CPA, CFE, CFF  
Legislative Auditor

Little Rock, Arkansas  
July 15, 2020  
SA1870019



# Arkansas

Sen. Jason Rapert  
Senate Chair  
Sen. Eddie Cheatham  
Senate Vice Chair



Rep. Richard Womack  
House Chair  
Rep. DeAnn Vaught  
House Vice Chair

Roger A. Norman, JD, CPA, CFE, CFF  
Legislative Auditor

## LEGISLATIVE JOINT AUDITING COMMITTEE ARKANSAS LEGISLATIVE AUDIT

### REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

#### INDEPENDENT AUDITOR'S REPORT

Arkansas Department of Higher Education  
Legislative Joint Auditing Committee

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the major fund of the Arkansas Department of Higher Education (the "Agency"), a department of Arkansas state government, as of and for the year ended June 30, 2019, and the related notes to the financial statements, which collectively comprise the Arkansas Department of Higher Education's departmental financial statements, and have issued our report thereon dated July 15, 2020.

#### ***Internal Control Over Financial Reporting***

In planning and performing our audit of the financial statements, we considered the Agency's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control. Accordingly, we do not express an opinion on the effectiveness of the Agency's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify certain deficiencies in internal control, described in the accompanying Schedule of Findings and Responses as item 2019-1, that we consider to be a significant deficiency.

#### ***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the Agency's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* and which are described below in the Schedule of Findings and Responses as item 2019-1.

## SCHEDULE OF FINDINGS AND RESPONSES

2019-1 Agencies are required to record amounts due for student loans in accordance with Ark. Code Ann. § 19-2-304. Additionally, according to Ark. Code Ann. § 19-2-305(a), "A state agency shall diligently and actively pursue the collection of their accounts and notes receivable."

The Arkansas Department of Higher Education oversees several state-funded student loan programs. Students who receive the loans may be eligible to have the loans forgiven if they meet certain criteria; students not meeting the criteria are placed in repayment status. The Agency is required to maintain student loan subsidiary ledgers to track changes to total loan balances throughout the year. These subsidiary ledgers are then used to adjust loans receivables in AASIS during the fiscal year-end closing process.

Review of 31 **active** individual student loan files revealed the following deficiencies in loans receivable:

- Four instances totaling \$140,619 of student loan balances for which it was unclear if collection should have been pursued or if forgiveness was warranted due to insufficient documentation.
- Four instances totaling \$35,624 of student loan balances in which the documentation provided did not match the subsidiary ledgers, resulting in an understated receivables balance.
- One instance of loan forgiveness totaling \$22,741 that the auditor was unable to recalculate due to insufficient documentation.

Review of 32 **inactive** student loan files revealed the following deficiencies in loans receivable:

- Four instances totaling \$36,000 of student loan balances that should have been placed into repayment status and pursued for collection as a result of recipients not meeting the loan requirements.
- Three instances totaling \$10,196 of student loan balances in which the documentation provided did not match the subsidiary ledgers, resulting in an overstated receivables balance.
- Three instances totaling \$4,500 of understated student loan balances that were placed into repayment status.

Follow-up on prior-year audit deficiencies in inactive accounts receivable revealed that 2 of 7 deficiencies remained uncorrected as of the completion of fieldwork.

We recommend the Agency continue to review the subsidiary ledgers to ensure receivables are properly reported and actively pursued for collection. In addition, we recommend the Agency maintain procedures to ensure student loan files are maintained and regularly monitored and updated.

Management personnel responded, "The Division agrees with the finding. ADHE has restructured the Financial Aid section within our Division to be able to better address this issue. The day to day record keeping documentation storage policies have been updated to provide better and more accurate reporting and to allow for accurate reconciliation between all three ledgers."

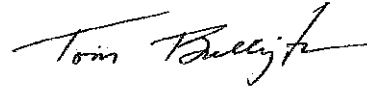
### ***Agency's Response to Findings***

The Agency's response to the finding identified in our audit is described above. The Agency's response was not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

***Purpose of this Report***

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose. However, pursuant to Ark. Code Ann. § 10-4-417, all reports presented to the Legislative Joint Auditing Committee are matters of public record, and distribution is not limited.

ARKANSAS LEGISLATIVE AUDIT



Tom Bullington, CPA  
Deputy Legislative Auditor

Little Rock, Arkansas  
July 15, 2020

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
BALANCE SHEET – GOVERNMENTAL FUND  
JUNE 30, 2019

Exhibit A

	General Fund
<b>ASSETS</b>	
Cash and cash equivalents	\$ 30,059,650
Investments	15,165
Due from other state agencies	98,230,738
Accrued income	2,104
Loans receivable, net:	
Emergency Secondary Education Loans	1,965
Paul Douglas Congressional Teachers Scholarship Loans	84,363
Minority Teachers Scholarship Program Loans	41,101
Minority Masters Fellows Program Loans	15,536
State Teacher Assistance Resource Program Loans	844,785
Teacher Opportunity Program Loans	9,845
Dental Program Loans	5,847,168
Optometry Program Loans	591,160
Other receivables	4,066
Prepaid items	43,770
<b>TOTAL ASSETS</b>	<b>\$ 135,791,416</b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCE</b>	
<b>Liabilities:</b>	
Accounts payable	\$ 68,461
Accrued payroll	137,022
Due to other governments	64,303
Due to other state agencies	7,686,080
Unearned revenues	130,578
<b>Total Liabilities</b>	<b>8,086,444</b>
<b>Deferred inflows of resources:</b>	
Related to revenues	4,036
<b>Fund balance:</b>	
<b>Nonspendable for:</b>	
Prepaid items	43,770
Loans	7,435,923
<b>Restricted for:</b>	
Program requirements	313,819
Debt service	15,165
Lottery	97,760,617
Other	91,792
<b>Committed for:</b>	
Program requirements	20,089,584
Other	238,228
Assigned for other	141,814
Unassigned	1,570,224
<b>Total Fund Balance</b>	<b>127,700,936</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCE</b>	<b>\$ 135,791,416</b>

The accompanying notes are an integral part of the financial statements.

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE –  
GOVERNMENTAL FUND  
FOR THE YEAR ENDED JUNE 30, 2019

Exhibit B

	General Fund
<b>REVENUES</b>	
Federal grants and reimbursements	\$ 63,781
Grants and reimbursements	502,921
Interest income	160,700
Fee income	235,871
Miscellaneous	6,166
 TOTAL REVENUES	 969,439
 Less: State Treasury service charge	 3,326
 NET REVENUES	 966,113
 <b>EXPENDITURES</b>	
Salary and benefits	3,329,337
Communication and transportation of commodities	276,535
Printing and advertising	246
Repairing and servicing	87,860
Utilities and rent	571,932
Travel and subsistence	115,269
Professional services	147,962
Insurance and bonds	5,048
Other expenses and services	1,643,520
Commodities, materials, and supplies	118,706
Assistance, grants, and aid	122,124,108
Refunds, taxes, and claims	65,683
Capital outlay	78,171
 TOTAL EXPENDITURES	 128,564,377
 EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	 (127,598,264)

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE –  
GOVERNMENTAL FUND  
FOR THE YEAR ENDED JUNE 30, 2019

Exhibit B

	<u>General Fund</u>
OTHER FINANCING SOURCES (USES)	
Interagency transfers in:	
General revenue distribution	\$ 51,416,648
Arkansas Lottery Commission	98,639,040
Federal grants and reimbursements from other state agencies	7,352,305
Educational Excellence Trust Fund	14,999,378
General improvement funding	3,703,500
Interagency transfers out:	
Assistance, grants, and aids to other state entities	(17,486,660)
Excess general revenue subsequently transferred to the	
General Revenue Allotment Reserve Fund (GAD)	(267,555)
Other, net	(3,009,360)
Prior-year warrants outlawed and cancelled	4,460
Prior-year refunds to expenditures	161,528
 TOTAL OTHER FINANCING SOURCES (USES)	 155,513,284
 NET CHANGE IN FUND BALANCE	 27,915,020
 FUND BALANCE - JULY 1	 99,785,916
 FUND BALANCE - JUNE 30	 \$ 127,700,936

The accompanying notes are an integral part of the financial statements.

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE –  
BUDGET AND ACTUAL – GENERAL FUND  
FOR THE YEAR ENDED JUNE 30, 2019

Exhibit C

	General Fund			Variance With Final Budget Positive (Negative)
	Budgeted Amount		Actual	
	Original	Final		
<b>REVENUES</b>				
Federal grants and reimbursements	\$ 700,000	\$ 700,000	\$ 63,781	\$ (636,219)
Grants and reimbursements	480,200	480,200	502,921	22,721
Interest income			160,700	160,700
Rents, royalties, and leases	500,000	500,000		(500,000)
Fee income	453,893	453,893	235,871	(218,022)
Miscellaneous			6,166	6,166
<b>TOTAL REVENUES</b>	<b>2,134,093</b>	<b>2,134,093</b>	<b>969,439</b>	<b>(1,164,654)</b>
Less: State Treasury service charge			3,326	(3,326)
<b>NET REVENUES</b>	<b>2,134,093</b>	<b>2,134,093</b>	<b>966,113</b>	<b>(1,167,980)</b>
<b>EXPENDITURES</b>				
Regular salaries	3,004,894	2,861,061	2,501,035	360,026
Extra help	33,000	63,000	34,251	28,749
Operating expenses	2,179,198	5,261,607	123,969	5,137,638
Personal services matching	925,395	888,123	794,051	94,072
Grants and aids	36,058,951	84,088,451	30,242,417	53,846,034
Lottery scholarships			91,389,908	(91,389,908)
Conference fees and travel	132,598	108,700	74,929	33,771
Professional fees and services	526,784	501,284	139,334	361,950
Capital outlay	70,000	170,000	78,171	91,829
Refunds and reimbursements	350,000	100,001	37,440	62,561
Marketing and redistribution proceeds		447		447
Loans	1,377,370	1,377,370	1,052,500	324,870
Scholarships	1,325,000	2,375,000	2,096,372	278,628
Academic Challenge scholarship program	33,500,000	400,000		400,000
91st Regular Session Projects		6,990,541		6,990,541
Governor's Scholars program	15,200,000			
Outcome centered awards	54,512,702			
Student undergraduate research fellowship	150,000			
Web-based applications	1,000,000			
<b>TOTAL EXPENDITURES</b>	<b>150,345,892</b>	<b>105,185,585</b>	<b>128,564,377</b>	<b>(23,378,792)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(148,211,799)</b>	<b>(103,051,492)</b>	<b>(127,598,264)</b>	<b>(24,546,772)</b>

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE –  
BUDGET AND ACTUAL – GENERAL FUND  
FOR THE YEAR ENDED JUNE 30, 2019

Exhibit C

	General Fund			Variance With Final Budget Positive (Negative)
	Budgeted Amount		Actual	
	Original	Final		
OTHER FINANCING SOURCES (USES)				
Interagency transfers in:				
General revenue distribution	\$ 54,182,117	\$ 54,182,117	\$ 51,416,648	\$ (2,765,469)
Arkansas Lottery Commission	798,228	798,228	98,639,040	97,840,812
Federal grants and reimbursements from other state agencies	7,537,196	7,537,196	7,352,305	(184,891)
Educational Excellence Trust Fund	14,291,518	14,291,518	14,999,378	707,860
General improvement funding			3,703,500	3,703,500
Outcome Center Awards Funding	54,512,702	54,512,702		(54,512,702)
Interagency transfers out:				
Assistance, grants, and aids to other state entities			(17,486,660)	(17,486,660)
Excess general revenue subsequently transferred to the General Revenue Allotment Reserve Fund (GAD)			(267,555)	(267,555)
Other			(3,009,360)	(3,009,360)
Prior-year warrants outlawed and cancelled			4,460	4,460
Prior-year refunds to expenditures			161,528	161,528
TOTAL OTHER FINANCING SOURCES (USES)	<u>131,321,761</u>	<u>131,321,761</u>	<u>155,513,284</u>	<u>24,191,523</u>
NET CHANGE IN FUND BALANCE	(16,890,038)	28,270,269	27,915,020	(355,249)
FUND BALANCE - JULY 1	<u>99,785,916</u>	<u>99,785,916</u>	<u>99,785,916</u>	
FUND BALANCE - JUNE 30	<u>\$ 82,895,878</u>	<u>\$ 128,056,185</u>	<u>\$ 127,700,936</u>	<u>\$ (355,249)</u>

The accompanying notes are an integral part of the financial statements.



ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2019

NOTE 1: Summary of Significant Accounting Policies

A. Reporting Entity/History

Act 38 of 1971, as amended, established the Arkansas Department of Higher Education as a department of Arkansas state government, to provide greater coordination of financing the higher education program of the State, certifying new educational programs and new institutions of higher learning, and administering certain student financial aid programs.

Act 1114 of 1998 created the Arkansas Higher Education Coordinating Board and transferred to it all the powers, duties, and functions of the State Board of Higher Education, effective May 1, 1998. The Arkansas Higher Education Coordinating Board consists of 12 members appointed by the Governor. Board members serve without compensation but may receive reimbursement for performing official duties at the rate established for state employees by state travel regulations in accordance with Ark. Code Ann. §§ 25-16-901, 25-16-908.

Act 565 of 2017 transferred the State Board of Private Career Education to the Department of Higher Education, effective March 22, 2017. The State Board of Private Career Education consists of 7 members, appointed by the Governor.

B. Basis of Presentation – Fund Accounting

The accounting system is organized and operated on a fund basis. A *fund* is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein, which are segregated for purposes of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. The following types of funds, if applicable to this Agency, are recognized in the accompanying financial statements.

Governmental Funds

General Fund – General Fund is the general operating fund and is used to report all financial resources, except those required to be accounted for in another fund.

C. Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized and reported in the financial statements. Financial statements for governmental funds are presented using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when they become both measurable and available. "Available" means collectible within the current period or soon enough thereafter to pay current liabilities (i.e., 45 days). Expenditures are generally recognized under the modified accrual basis when the related fund liability is incurred. Revenues from federal grants and federal reimbursements are recognized when all applicable eligibility requirements and the availability criteria of 45 days have been met.

D. Cash and Cash Equivalents

Cash and cash equivalents include demand accounts, imprest accounts, cash on hand, cash in State Treasury, all certificates of deposit with maturities at purchase of 90 days or less, and all short-term instruments with maturities at purchase of 90 days or less. All short-term investments are stated at fair value.

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2019

NOTE 1: Summary of Significant Accounting Policies (Continued)

E. Deposits and Investments

State Board of Finance Policies

Ark. Code Ann. § 19-4-805 requires that agencies holding monies not deposited in the State Treasury, other than the institutions of higher learning, abide by the recommendations of the State Board of Finance. The State Board of Finance promulgated cash management, collateralization, and investments policies and procedures, effective July 14, 2012, as referenced in the Financial Management Guide issued by the Department of Finance and Administration for use by all state agencies.

The stated goal of state cash management is the protection of principal, while maximizing investment income and minimizing non-interest earning balances. Deposits are to be made within the borders of the State of Arkansas and must qualify for Federal Deposit Insurance Corporation (FDIC) deposit insurance coverage. Policy requires a minimum of four bids to be sought on interest-bearing deposits in order to obtain the highest rate possible.

Policy states that funds are to be in transactional and non-transactional accounts as defined in the Financial Management Guide. Funds in excess of immediate expenditure requirements (excluding minimum balances) should not remain in non-interest bearing accounts.

State Board of Finance policy states that cash funds may only be invested in accounts and investments authorized under Ark. Code Ann. §§ 19-3-510, -518. All noncash investments must be held in safekeeping by a bank or financial institution. In addition, all cash funds on deposit with a bank or financial institution that exceed FDIC deposit insurance coverage must be collateralized. Collateral pledged must be held by an unaffiliated third-party custodian in an amount at least equal to 105% of the cash funds on deposit.

Deposits

Deposits are carried at cost and consist of cash in bank and cash in State Treasury totaling \$5,146,579 and \$24,849,658, respectively. State Treasury Management Law governs the management of funds held in the State Treasury, and the Treasurer of State is responsible for ensuring these funds are adequately insured and collateralized.

Custodial Credit Risk – Custodial credit risk for deposits is the risk that, in the event of the failure of a depository institution, the Agency will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The Agency has adopted the State Board of Finance Policy requiring the use of depository insurance and collateralization procedures to manage the risk that deposits may not be returned. As of June 30, 2019, none of the Agency's bank balance of \$5,146,579 was exposed to custodial credit risk.

Investments

Except for certain interest-earning investment contracts and money market investments, investments are reported at fair value.

Nonparticipating contracts (certificates of deposit) and participating interest-earning investment contracts that have a remaining maturity at the time of purchase of one year or less are reported at amortized cost. Changes in the fair value of investments are recognized as revenue in the operating statements.

Investment in the State Treasury Money Management Trust Fund – During the year, the Agency participated in the State Treasury Money Management Trust Fund for investment purposes. Ark. Code Ann. §§ 19-3-601 – 19-3-606 authorizes the State Treasury Money Management Trust Fund ("Fund") to be a means by which state agencies and local governments and subdivisions may enhance their investment opportunities and earnings of idle cash funds and is defined as an external investment pool by the Governmental Accounting Standards Board (GASB) Statement No. 31.

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
 NOTES TO FINANCIAL STATEMENTS  
 JUNE 30, 2019

NOTE 1: Summary of Significant Accounting Policies (Continued)

E. Deposits and Investments (Continued)

Investments (Continued)

The Treasurer of State, the pool sponsor, may invest the Fund's assets in those investments authorized by the State Treasury Management Law (Ark. Code Ann. § 19-3-518). The Treasurer of State has established procedures for participation in the Fund and its operation. Participants make deposits to and withdrawals from their accounts in the Fund using electronic banking transfers. Participants must notify the Fund managers of withdrawals no later than the close of business on the day prior to the withdrawal. Monthly earnings are distributed at the end of the following month with each participant receiving their proportionate share of earnings less any fees assessed. Monthly statements of activity are provided to each participant. Although the Treasurer of State does not provide reports to the Fund's participants that include fair values of the proportionate share of the Fund's investments, we have determined that there is not a significant difference for reporting purposes between the Agency's cost plus interest earnings and the fair value of its investment in the Fund.

As of June 30, 2019, the Agency has the following investment balances and segmented maturities:

Investment Type	Fair Value	Investment Maturities (In Years)			
		Less than 1	1-5	6-10	More than 10
Federated Treasury Obligations					
money market mutual funds	\$ 15,165	\$ 15,165	\$ 0	\$ 0	\$ 0

Interest Rate Risk – Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The Agency does not have a formal investment policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates. The summary shown above indicates that none of the Agency's investment maturities are one year or longer.

Credit Risk – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The Agency has adopted the State Board of Finance Policy that limits investment choices to certificates of deposit, repurchase agreements, treasury bills, treasury notes, and securities issued by the State of Arkansas and its political subdivisions. The Agency's exposure to credit risk as of June 30, 2019 is as follows:

Rating	Fair Value
AAA	\$ 15,165

F. Interfund Balances and Transfers

Interfund receivables and payables arise from interfund transactions and are recorded by all funds affected in the period in which transactions are executed. Details of interfund transfers are disclosed in the financial statements.

G. Prepaid Expenses

Prepaid expenses generally represent the cost of consumable supplies on hand or unexpired services at year-end. The cost of these items is included with expenditures at the time of purchase. Prepaid expenses, as reported in the general fund financial statements, are also recorded as a nonspendable component of fund balance indicating that they do not constitute "available, spendable financial resources."

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2019

NOTE 1: Summary of Significant Accounting Policies (Continued)

H. Deferred Outflows of Resources and Deferred Inflows of Resources

Deferred outflows of resources represent a decrease of net position that applies to future periods. These items will not be recognized as an outflow of resources (an expense or expenditure) until a future period.

Deferred inflows of resources represent an increase of net position that applies to future periods. These items will not be recognized as an inflow of resources (revenue) until a future period.

I. Fund Equity

Fund Balance

In the financial statements, fund balance is reported in one of five classifications, where applicable, based on the constraints imposed on the use of the resources.

The nonspendable fund balance includes amounts that cannot be spent because they are either (a) not in spendable form (e.g., prepaid items, inventories, long-term amount of loans and notes receivables, etc.) or (b) legally or contractually required to be maintained intact.

The spendable portion of fund balance, where applicable, comprises the remaining four classifications: restricted, committed, assigned, and unassigned.

*Restricted fund balance.* This classification reflects constraints imposed on resources either (a) externally by creditors, grantors, contributors, or laws or regulations of other governments or (b) by law through constitutional provisions or enabling legislation.

*Committed fund balance.* These amounts can only be used for specific purposes according to constraints imposed by legislation of the General Assembly, the government's highest level of decision-making authority. Committed amounts cannot be used for any other purpose unless the General Assembly removes or changes the constraint by the same action that imposed the constraint.

*Assigned fund balance.* This classification reflects amounts constrained by the State's "intent" to be used for specific purposes but are neither restricted nor committed. The General Assembly has the authority to assign amounts to be used for specific purposes by legislation or approved methods of financing.

*Unassigned fund balance.* This amount is the residual classification for the general fund.

When more than one spendable classification is available for use, it is the State's policy to use the resources in this order: restricted, committed, assigned, and unassigned.

J. Budgetary Data

The State utilizes an annual budgeting process with budget amounts initially derived from the previous fiscal year's funded allocation. In accordance with the appropriations and funding provided by the Legislature, individual state agencies have been charged with the responsibility of administering and managing their programs as authorized by the Legislature. Agencies are also charged with the responsibility of preparing an annual operations plan as a part of the budgetary process for the operation of each of their assigned programs. State law provides for the establishment of a comprehensive financial management system that includes adequate controls over receipts, expenditures, and balances of Agency funds. It is mandated that this system include a modified accrual system, conform with generally accepted governmental accounting principles, and provide a reporting system whereby actual expenditures are compared to expenditures projected in the Agency's annual operation plan.

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2019

NOTE 2: Subsequent Events

A. Transformation of State Government

In accordance with Act 910 of 2019, effective July 1, 2019, the Arkansas Department of Higher Education was renamed the Arkansas Division of Higher Education and became part of the newly created cabinet-level Department of Education. The administrative functions of the Arkansas Department of Higher Education were transferred to and are administered under the direction and supervision of the cabinet-level department. The employees of the Arkansas Department of Higher Education are considered employees of the cabinet-level department, which provides all administrative support, employment needs, and staff to carry out the orders, rules, regulations, directives, and standards promulgated or issued by the Arkansas Department of Higher Education, unless otherwise provided by law.

B. Effects of Coronavirus Disease 2019

On March 11, 2020, the Governor of Arkansas issued Executive Order 20-03 declaring a public health emergency and ordered the Arkansas Department of Health to take action to prevent the spread of coronavirus disease 2019 (COVID-19). The COVID-19 outbreak is disrupting sales, travel, and everyday life across several industries and governments. The extent of the impact of COVID-19 on the financial statements for future reporting periods will depend on certain developments, including the duration of the outbreak and revenue collections – all of which are uncertain and cannot be predicted. The COVID-19 outbreak's anticipated effects are a reduction in expenditures due to lack in general revenue distribution, absenteeism of employees, and a potential disruption in service. The financial impact of COVID-19 on the Arkansas Department of Higher Education is uncertain.

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
 SCHEDULE OF SELECTED INFORMATION  
 FOR THE FIVE-YEAR PERIOD ENDED JUNE 30, 2019  
 (UNAUDITED)

	For the Year Ended June 30,				
	2019	2018	2017	2016	2015
<b>General Fund</b>					
Total Assets	\$ 135,791,416	\$ 113,355,840	\$ 80,557,862	\$ 59,793,124	\$ 54,450,061
Total Liabilities	8,086,444	13,566,502	2,939,290	1,980,136	2,042,397
Total Deferred Inflows of Resources	4,036	3,422	9,870	586,779	513,587
Total Fund Equity	127,700,936	99,785,916	77,608,702	57,226,209	51,894,077
Net Revenues	966,113	1,334,071	2,258,909	2,457,163	2,743,557
Total Expenditures	128,564,377	129,564,812	128,513,798	136,833,449	137,598,893
Total Other Financing Sources (Uses)	155,513,284	150,407,955	146,637,382	139,708,418	132,638,440

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
OTHER GENERAL INFORMATION  
JUNE 30, 2019  
(UNAUDITED)

A. Capital Assets

Capital assets purchased and in the custody of this Agency were recorded as expenditures at the time of purchase. Assets with costs exceeding \$5,000 and an estimated useful life exceeding one year are reported at historical cost, including ancillary costs (such as professional fees and costs, freight costs, preparation or setup costs, and installation costs). Infrastructure or public domain fixed assets (such as roads, bridges, tunnels, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems) are also capitalized. Gifts or contributions are generally recorded in the accounts at acquisition value at the time received. Acquisition value is the market value if the Agency would have purchased the item. In accordance with current accounting principles generally accepted in the United States of America, general capital assets and depreciation are reported in the State's "Government-Wide" financial statements but are not reported in the governmental fund financial statements. Depreciation is reported for proprietary fund capital assets based on a straight-line method, with no salvage value. Estimated useful lives generally assigned are as follows:

<u>Assets:</u>	Years
Equipment	5-20
Buildings and building improvements	20-50
Infrastructure	10-40
Land improvements	10-100
Intangibles	4-95
Other capital assets	10-15

Capital assets activity for the year ended June 30, 2019, was as follows:

	Beginning Balance	Additions	Retirements	Ending Balance
Governmental activities:				
Equipment	\$ 370,256	\$ 78,171	\$ 28,354	\$ 420,073
Leasehold improvements	316,785			316,785
Intangibles	3,385			3,385
Total governmental activities	\$ 690,426	\$ 78,171	\$ 28,354	\$ 740,243

B. Pension Plan

Arkansas Public Employees Retirement System (APERS)

Plan Description – The Agency contributes to APERS, a cost-sharing, multiple-employer defined benefit pension plan administered by the APERS Board of Trustees. APERS provides retirement and disability benefits, annual redetermination of benefit adjustments, and survivor benefits to plan members and beneficiaries. The Constitution of Arkansas, Article 5, vests with the General Assembly the legislative power to enact and amend benefit provisions of APERS as published in Chapters 2, 3, and 4 of Title 24 of the Arkansas Code Annotated. APERS issues a publicly available financial report that includes financial statements and required supplementary information. This report may be obtained by writing to Arkansas Public Employees Retirement System, One Union National Plaza, 124 West Capitol, Little Rock, Arkansas 72201 or by calling 1-501-682-7855.

Funding Policy – Contributory plan members are required to contribute 5% of their annual covered salary. The Agency is required to contribute for all covered state employees at the rate of 15.32% of annual covered payroll. The contribution requirements of plan members are established and may be amended by the Arkansas General Assembly. The contribution requirements of the Agency are established and may be amended by the APERS Board of Trustees. The Agency's contributions to APERS for the years ended June 30, 2019, 2018, and 2017, were \$265,954, \$221,713, and \$225,067, respectively, equal to the required contributions for each year.

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
OTHER GENERAL INFORMATION  
JUNE 30, 2019  
(UNAUDITED)

B. Pension Plan (Continued)

Arkansas Teacher Retirement System

Plan Description – The Agency contributes to the Arkansas Teacher Retirement System (ATRS), a cost-sharing, multiple-employer defined benefit pension plan administered by the ATRS Board of Trustees. ATRS provides retirement and disability benefits, annual redetermination of benefit adjustments, and survivor benefits to plan members and beneficiaries. The Constitution of Arkansas, Article 5, vests with the Arkansas General Assembly the legislative power to enact and amend benefit provisions of ATRS as published in Chapter 7 of Title 24 of Arkansas Code Annotated. ATRS issues a publicly-available financial report that includes financial statements and required supplementary information. This report may be obtained by writing to Arkansas Teacher Retirement System, 1400 West Third Street, Little Rock, Arkansas 72201 or by calling 1-800-682-1517.

Funding Policy – Contributory plan members are required to contribute 6% of their annual covered salary. The Agency is required to contribute for all covered state employees at the rate of 14% of annual covered payroll. The contribution requirements of plan members and the Agency are established and may be amended by the Arkansas General Assembly. The Agency's contributions to ATRS for the years ended June 30, 2019, 2018, and 2017, were \$71,448, \$70,146, and \$73,699, respectively, equal to the required contributions for each year.

Teachers Insurance and Annuity Association/College Retirement Equities Fund

Plan Description – The Agency participates in the Teachers Insurance Annuity Association/College Retirement Equities Fund (TIAA/CREF), a defined contribution plan. The plan is a 403(b) program as defined by the Internal Revenue Service Code of 1986 as amended, and is administered by TIAA/CREF. TIAA is an insurance company offering participants a traditional annuity with guaranteed principal and a specific interest rate plus the opportunity for additional growth through dividends. CREF is an investment company that offers a variable annuity. Arkansas Code Annotated authorizes participation in the plan.

Funding Policy – TIAA/CREF has contributory and non-contributory plans. Contributory members are required to contribute at least 6% of earnings to the plan. The Agency contributes 10% of earnings for members. The Agency's contributions for the years ended June 30, 2019, 2018, and 2017 were \$26,653, \$29,866, and \$28,330, respectively, equal to the required contributions for each year.

C. Postemployment Benefits Other Than Pensions (OPEB)

Arkansas State Employee Health Insurance Plan (Plan)

Plan Description – The Department of Finance and Administration – Employee Benefits Division (DFA-EBD) provides medical and prescription drug benefits for eligible state employees and retirees. Policies for DFA-EBD related to medical and prescription drug plans are established by the State and Public School Life and Health Insurance Board (Board) and may include ad hoc benefit changes or annual cost redeterminations. For the current year, no ad hoc or cost redetermination changes occurred. The Constitution of Arkansas, Article 5, vests the General Assembly with legislative power to enact and amend duties of and benefit provisions of the Board and DFA-EBD, respectively, as published in Subchapter 4, Chapter 5 of Title 21 of the Arkansas Code Annotated. DFA-EBD is included in the State of Arkansas's Comprehensive Annual Financial Report (CAFR), which includes all applicable financial information, notes, and required supplementary information. That report may be obtained by writing to Department of Finance and Administration, 1509 West Seventh Street, Suite 403, Little Rock, Arkansas 72201 or by calling 501-682-1675.

The Agency contributes to the Plan, a single employer defined benefit OPEB plan administered by DFA-EBD, on a monthly basis. The Board establishes medical and prescription drug benefits for three classes of covered individuals: active employees, terminated employees with accumulated benefits, and retirees and beneficiaries. The Plan is established on the basis of a pay-as-you-go financing requirement, and no assets are accumulated in a trust, as defined by GASB Statement No. 75. The State's annual OPEB cost for the Plan is based on an actuarially-determined calculated amount made in accordance with GASB Statement No. 75.



ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
OTHER GENERAL INFORMATION  
JUNE 30, 2019  
(UNAUDITED)

C. Postemployment Benefits Other Than Pensions (OPEB) (Continued)

Arkansas State Employee Health Insurance Plan (Plan) (Continued)

Funding Policy – Employer contributions to the Plan are established by Ark. Code Ann. § 21-5-414 and may not exceed \$450 per budgeted position. Employees, retirees, and beneficiaries contribute varying amounts based on the type of coverage and inclusion of family members. Benefits for Medicare-eligible retirees are coordinated with Medicare Parts A and B, and the Plan is the secondary payer.

D. Compensated Absences – Employee Leave

Annual leave is earned by all full-time employees. Upon termination, employees are entitled to receive compensation for their unused accrued annual leave up to 30 days. Liabilities for compensated absences are determined at the end of the year based on current salary rates.

Sick leave is earned by all full-time employees and may be accrued up to 120 days. Compensation up to a maximum of \$7,500 for unused sick leave is payable to employees upon retirement.

Compensated absences are reported in the State's "Government-Wide" financial statements but are not reported as liabilities or expenditures in the governmental funds. However, the compensated absences payable attributable to this Agency's employee annual and sick leave as of June 30, 2019 and 2018, amounted to \$306,756 and \$233,554, respectively. The net changes to compensated absences payable during the year ended June 30, 2019 amounted to \$73,202.

E. General Obligation Bonds Long-Term Debt

The Constitution of the State does not limit the amount of general obligation bonds that the State may issue; however, no such bonds may be issued unless approved by the voters of the State at a general election or a special election held for that purpose. Principal, interest, and paying agent fees are recorded as debt service expenditures when due. When a bond is issued, the face amount of the debt is recorded as an other financing source, and the bond premium, discount, and/or issuance cost is recognized. Premiums and discounts are recorded as other financing sources and uses, respectively. Issuance costs are recorded as debt service expenditures.

In accordance with current accounting principles generally accepted in the United States of America, the liability; deferred premiums, discounts, and/or issuance costs; and amortization of deferred premiums, discounts, and/or issuance costs are reported in the State of Arkansas' Comprehensive Annual Financial Report, the State's "government-wide" financial statements, but are not reported in the governmental fund financial statements.

General obligation bonds outstanding at June 30, 2019, were as follows:

	Final Maturity Date June 1,	Interest Rates %	Balance
Higher Education Bonds:			
2015 Series, G.O. Bonds	2029	4.00 - 4.25	\$ 125,880,000
2016 Series, G.O. Bonds	2022	2.00 - 4.25	<u>48,840,000</u>
			<u>\$ 174,720,000</u>

ARKANSAS DEPARTMENT OF HIGHER EDUCATION  
OTHER GENERAL INFORMATION  
JUNE 30, 2019  
(UNAUDITED)

E. General Obligation Bonds Long-Term Debt (Continued)

Future amounts required to pay principal and interest on general obligation bonds at June 30, 2019, were as follows:

Year Ending June 30,	Principal	Interest	Total
2020	\$ 16,700,000	\$ 6,493,238	\$ 23,193,238
2021	17,200,000	5,992,238	23,192,238
2022	14,940,000	5,497,737	20,437,737
2023	13,205,000	5,068,212	18,273,212
2024	18,800,000	4,507,000	23,307,000
2025 - 29	93,875,000	10,635,600	104,510,600
	<u>\$ 174,720,000</u>	<u>\$ 38,194,025</u>	<u>\$ 212,914,025</u>

Details of general obligation bonds outstanding are as follows:

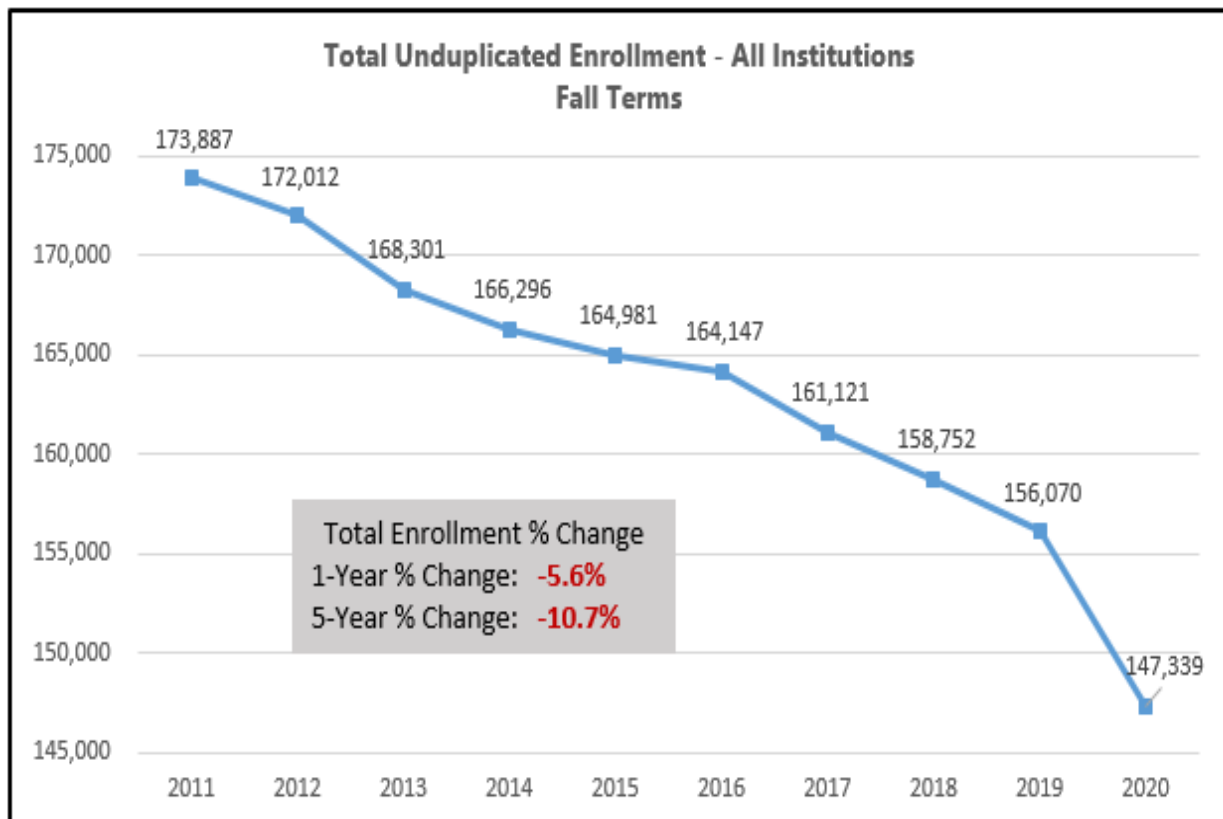
Higher Education General Obligation Bond – Act 1282 of 2005 authorized the State to issue Higher Education General Obligation Bonds. All bonds issued under the authority of this Act are direct general obligations of the State and are secured by an irrevocable pledge of the full faith, credit, and resources of the State. The Act limited the total principal amount to approximately \$250 million. However, the total outstanding principal amount of Higher Education General Obligation Bonds issued under Act 1282 of 2005 and the College Savings Bond Act of 1989 shall not have scheduled debt service payments on a combined basis in excess of \$24 million in any one fiscal year. The Higher Education General Obligation Bonds were issued to provide funds to finance technology and facility improvements for state institutions of higher education and to refund certain outstanding bonds. The bonds are payable from the net general revenues of the State and investment earnings on the proceeds of the bonds. No bonds were issued under this Act in the 2019 fiscal year.

## ANNUAL ENROLLMENT REPORT

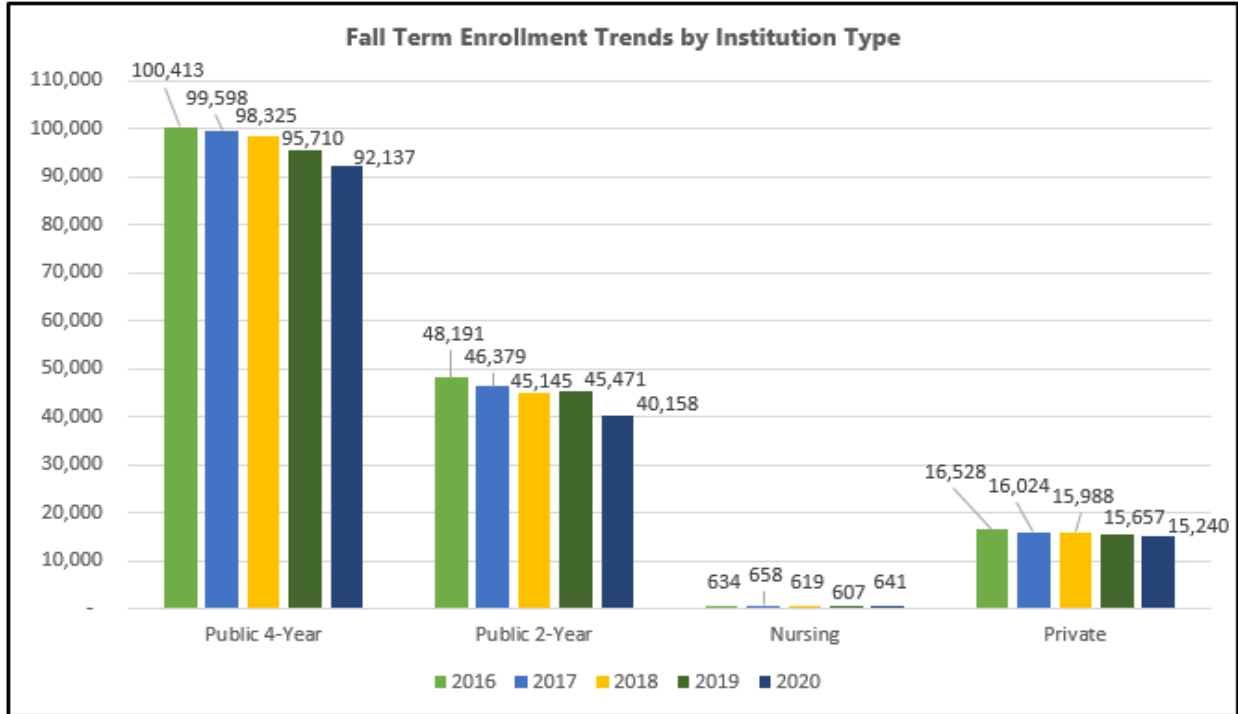
The **total** unduplicated enrollment for the fall 2020 term in all sectors of Arkansas higher education, including public universities, public colleges, private/independent colleges and universities, and nursing schools was **147,339 students**; representing a 1-year decline of 5.6 percent.

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 5.6 percent, Arkansas higher education currently has over 26,000 fewer students compared to the fall 2011 term.

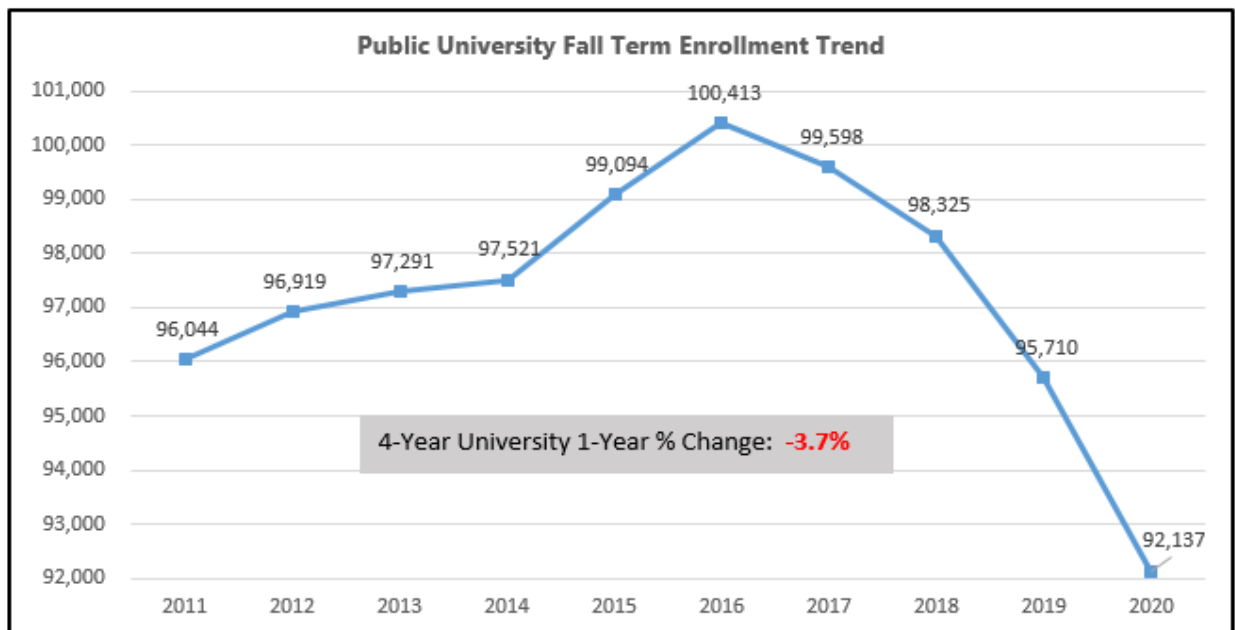
Of the 147,339 students enrolled in fall 2020, 1,446 students enrolled at more than one institution. This is only one percent of the total fall 2020 enrollment. The largest number of students attending more than one institution in the fall term was 3,110 in fall 2011, which was 1.8 percent of the total 173,887 students enrolled.



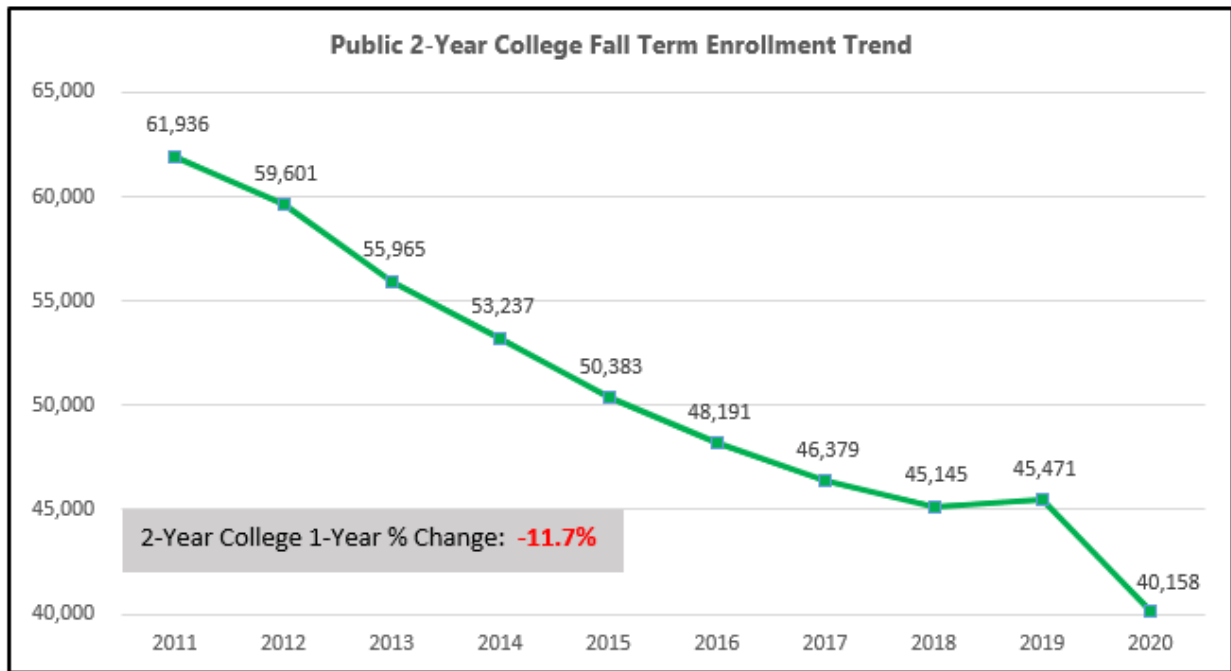
The following graph provides a five-year total enrollment trend for each sector of Arkansas higher education. 4-Year universities, 2-year colleges, and the private and independent institutions all experienced a decline in enrollment, while the nursing institutions reported an increase.



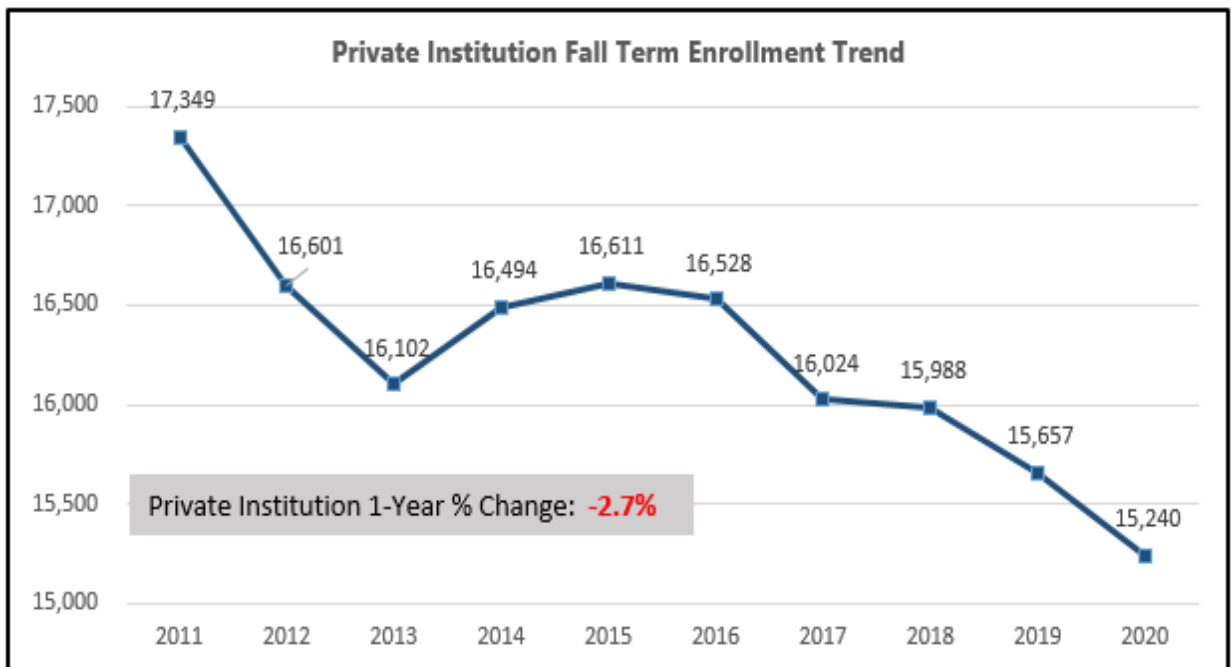
The 4-Year Public Universities reported a fall term decline for the fourth year in a row. They experienced their highest enrollment in the fall 2016 term of 100,413.



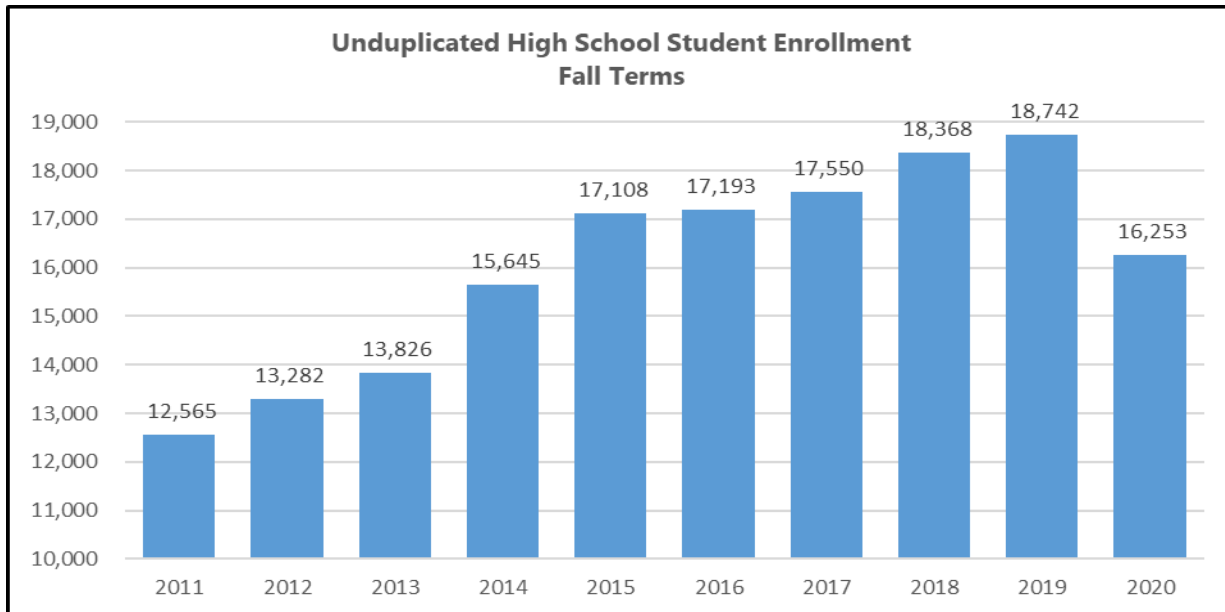
The 2-Year Public Colleges reported a decrease from last year of 11.7%. Their highest enrollment was fall 2011 of 61,936.



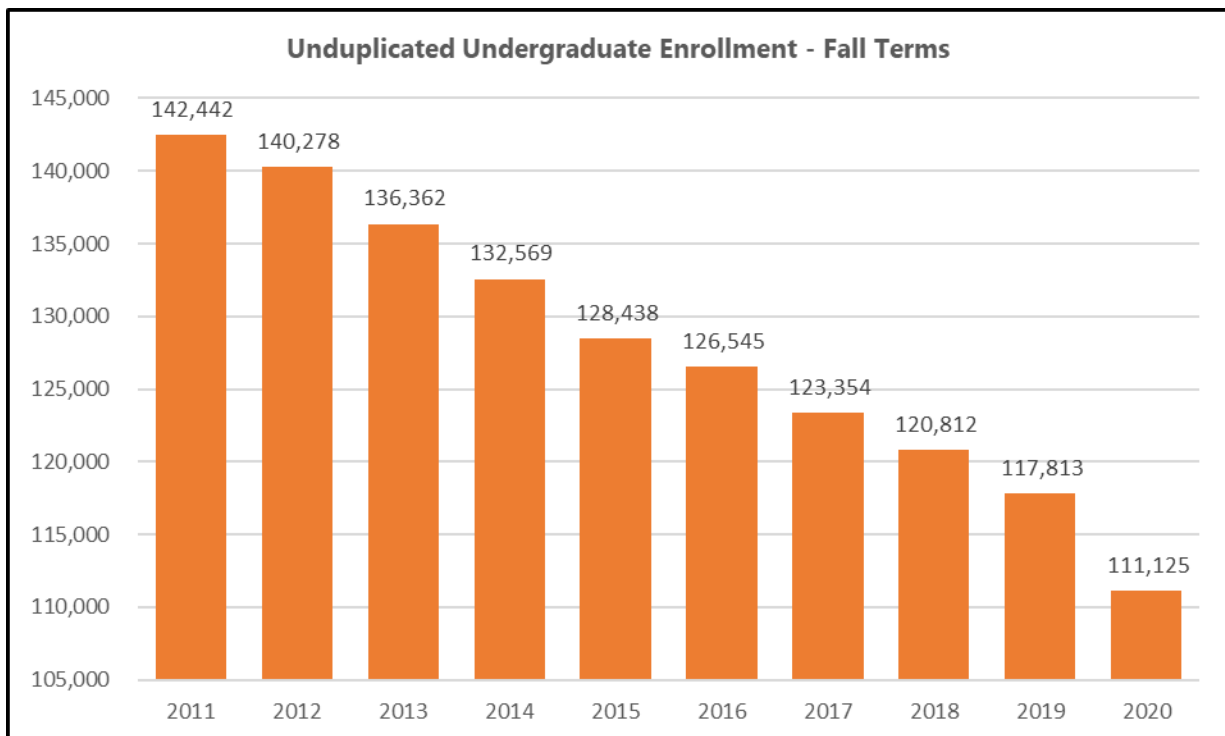
The Private/Independent Colleges fall term enrollment has declined the last five years. The 17,349 students reported in fall 2011 is their largest fall enrollment ever.



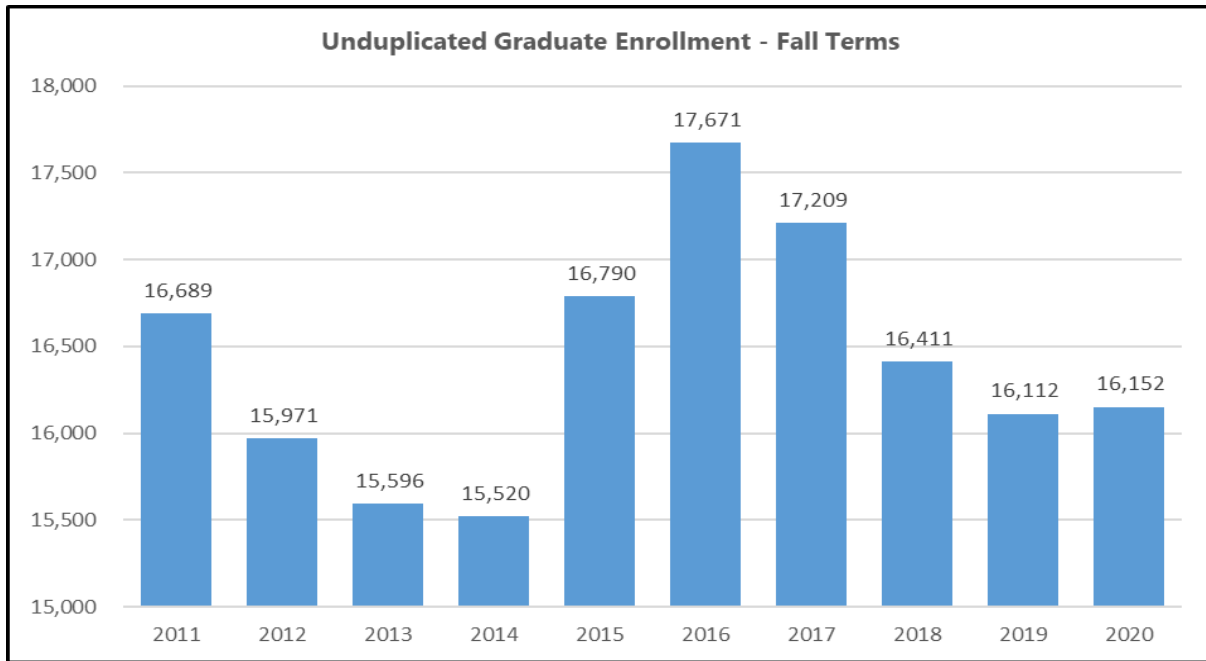
High School student enrollment, including both concurrent and dually enrolled students, decreased from last year by over 2,400 students. 576 or 3.5 percent of high school students enrolled in concurrent courses at more than one institution.



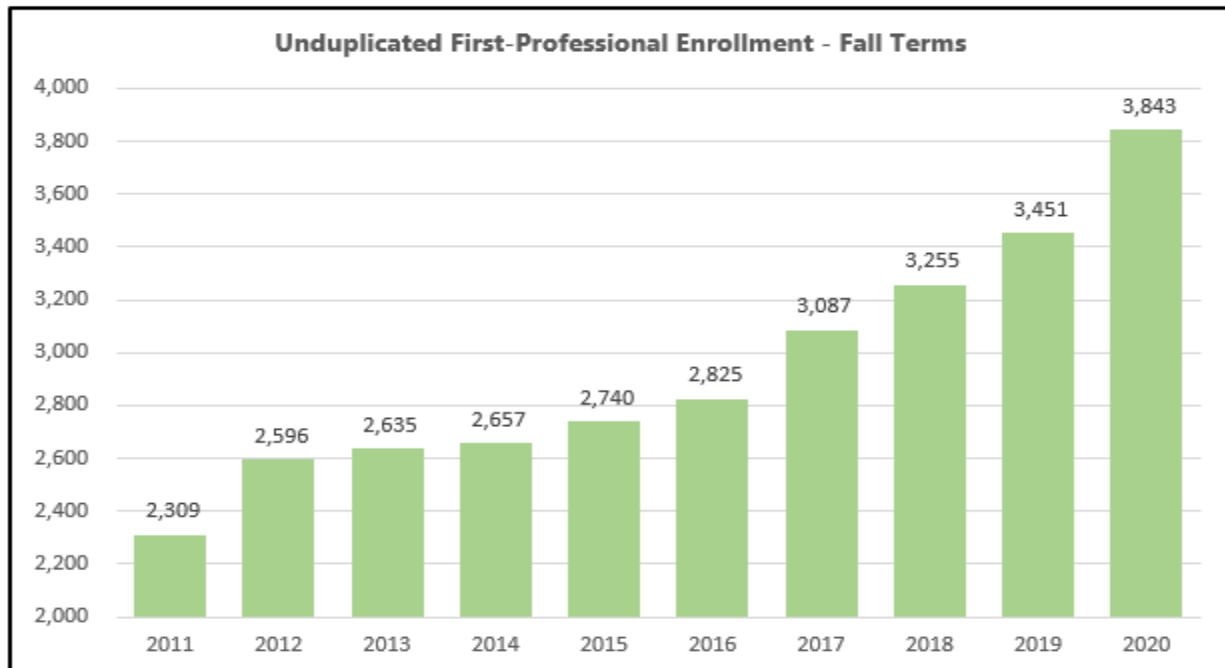
Undergraduate enrollment reported a decline of 5.7 percent. The largest undergraduate class on record is 142,442 reported in fall 2011. Undergraduate enrollment reported here does not include high school student enrollment.



Graduate enrollment for all public and private institutions reported an increase for Fall 2020 of 40 students. The largest graduate enrollment on record was reported in fall 2016 at 17,671.



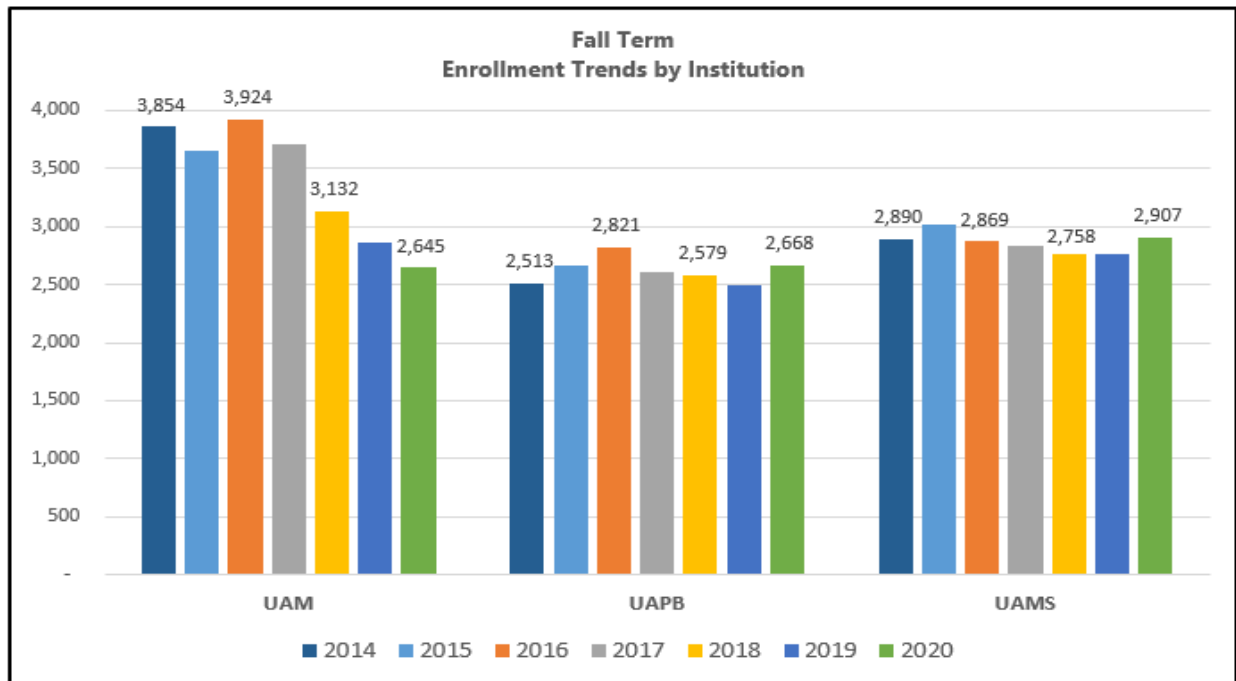
First-Professional enrollment has grown each of the last ten years. Enrollment includes students in law, medicine, pharmacy, advanced nursing programs, occupational and physical therapies.



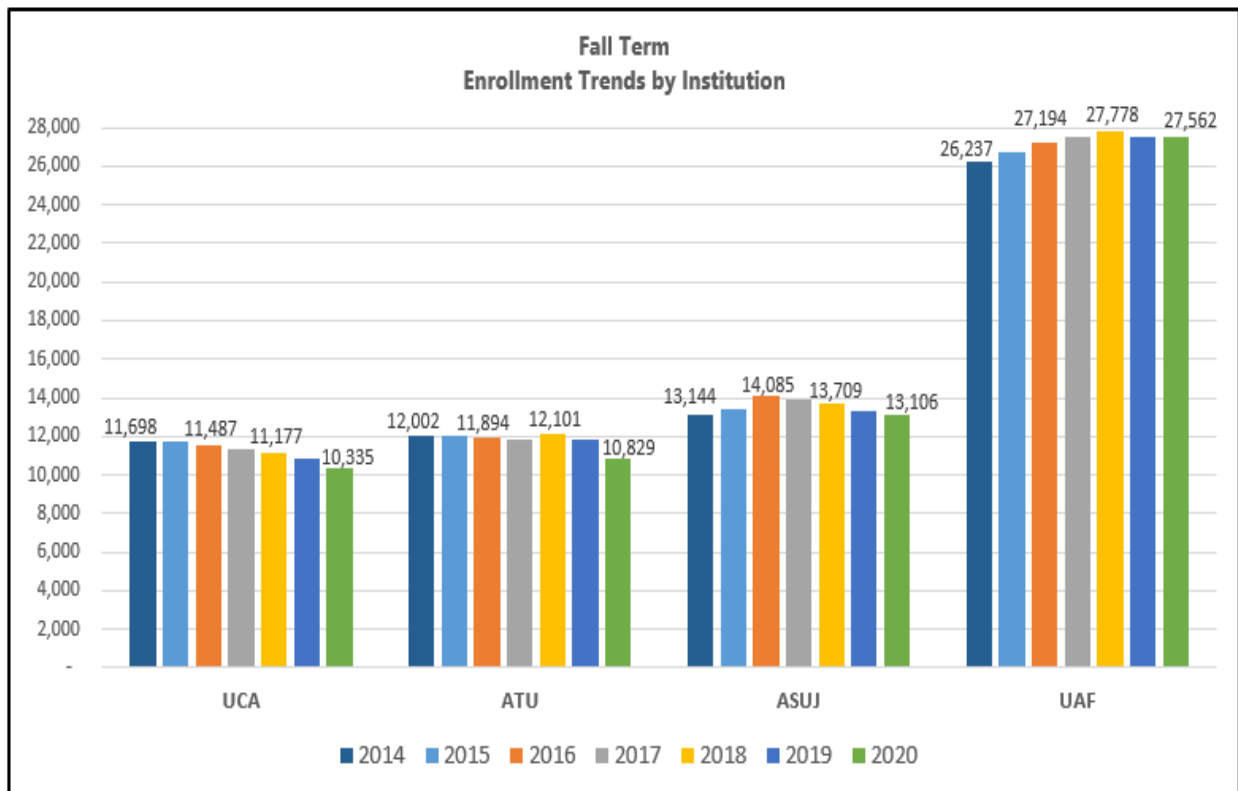
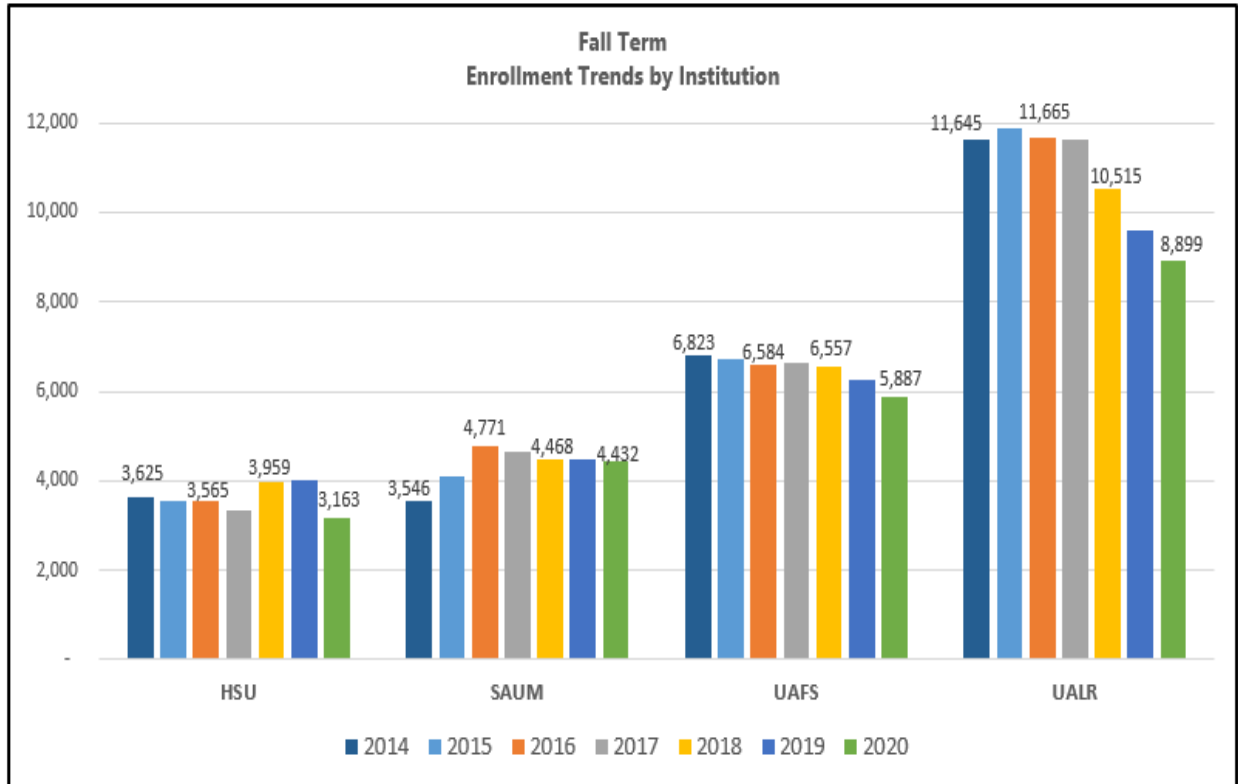
### Public 4-Year College Fall Term Enrollment Trends

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 2014, 2016, 2018 and 2020. Colleges are grouped by similar enrollment counts to allow for better graphing results. UAMS and UAPB were the only two 4-Year universities reporting an increase in fall term enrollment for fall 2020. UAF held steady reporting three more students than was reported for fall 2019.

Public Universities - Total Enrollment Trends							
	Fall Term					Change from Fall 2016	Change from Fall 2019
	2016	2017	2018	2019	2020		
ASUJ	14,085	13,930	13,709	13,356	13,106	-7.0%	-1.9%
ATU	11,894	11,830	12,101	11,829	10,829	-9.0%	-8.5%
HSU	3,565	3,336	3,959	4,027	3,163	-11.3%	-21.5%
SAUM	4,771	4,643	4,468	4,475	4,432	-7.1%	-1.0%
UAF	27,194	27,558	27,778	27,559	27,562	1.4%	0.0%
UAFS	6,584	6,626	6,557	6,265	5,887	-10.6%	-6.0%
UALR	11,665	11,624	10,515	9,581	8,899	-23.7%	-7.1%
UAM	3,924	3,700	3,132	2,855	2,645	-32.6%	-7.4%
UAMS	2,869	2,834	2,758	2,768	2,907	1.3%	5.0%
UAPB	2,821	2,612	2,579	2,498	2,668	-5.4%	6.8%
UCA	11,487	11,350	11,177	10,869	10,335	-10.0%	-4.9%



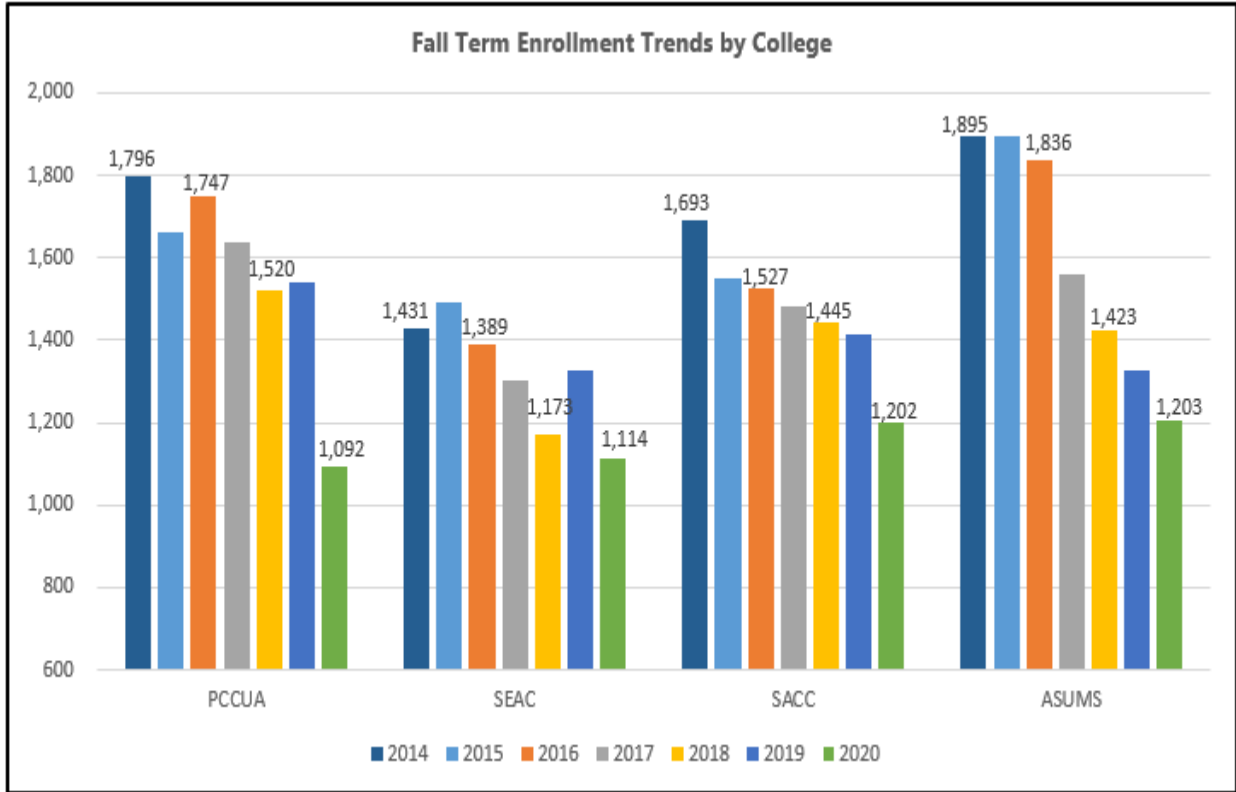
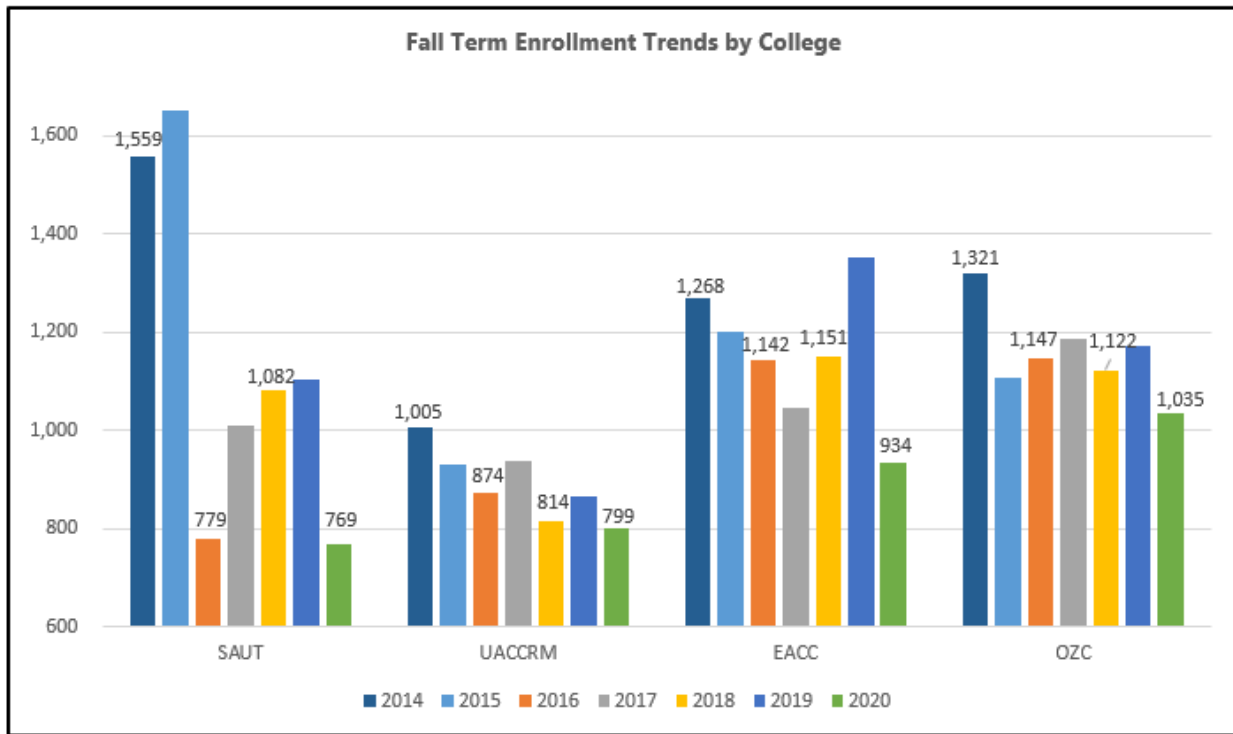


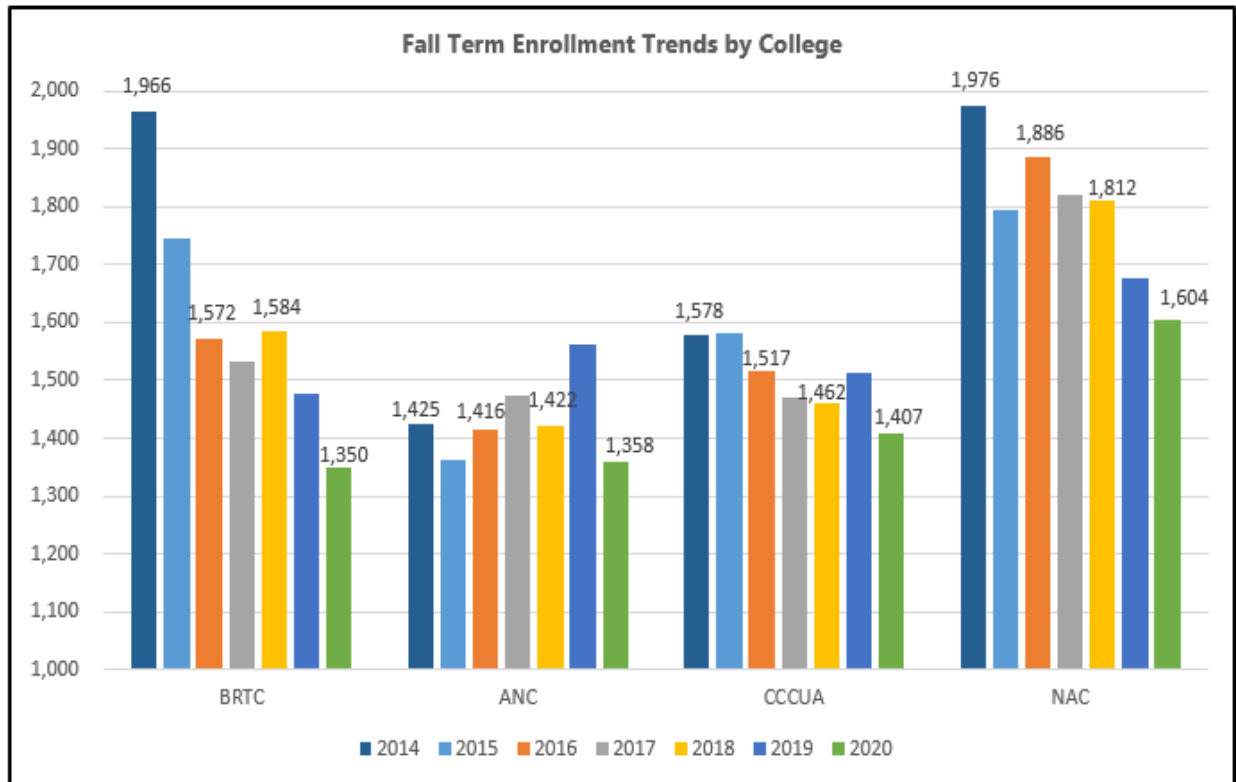
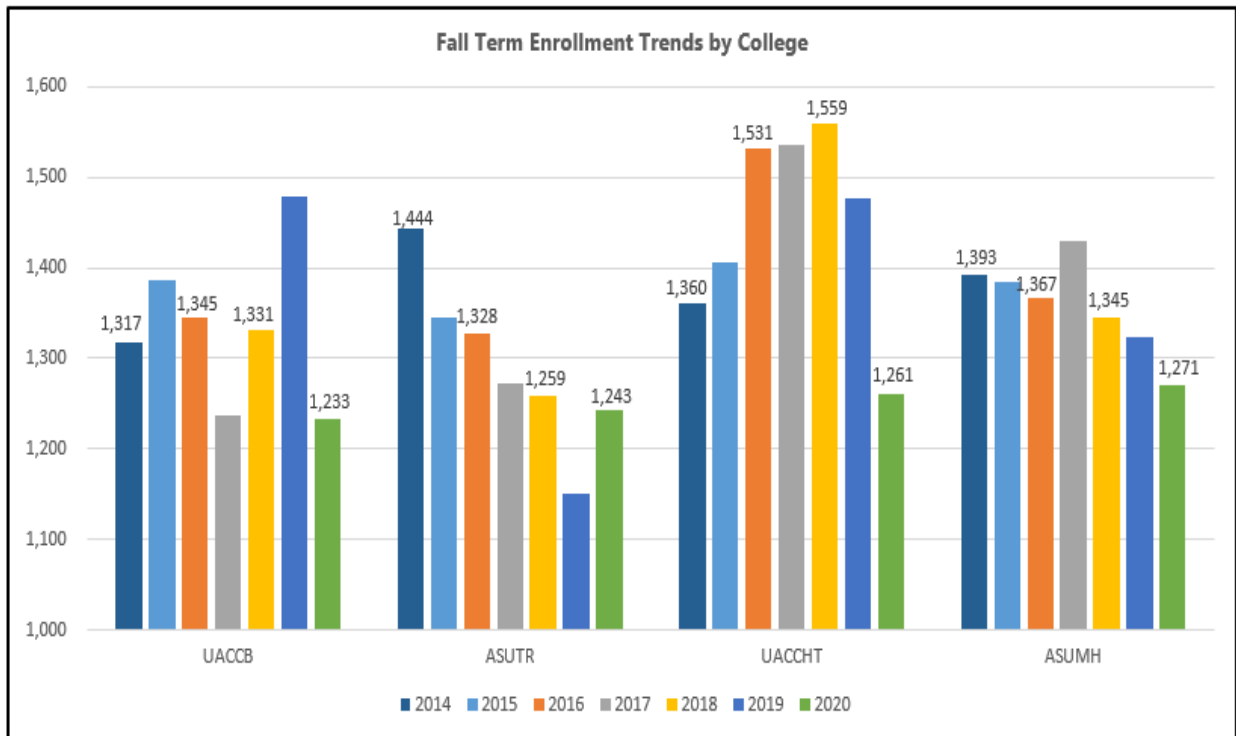


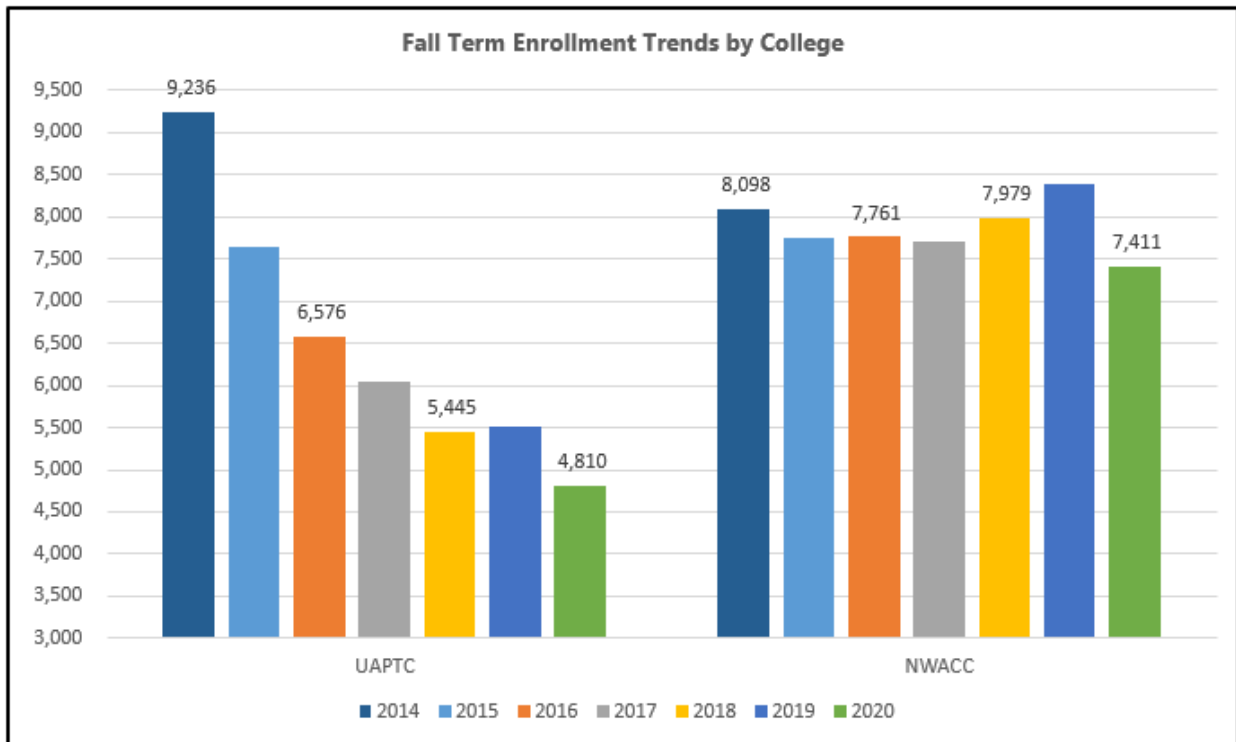
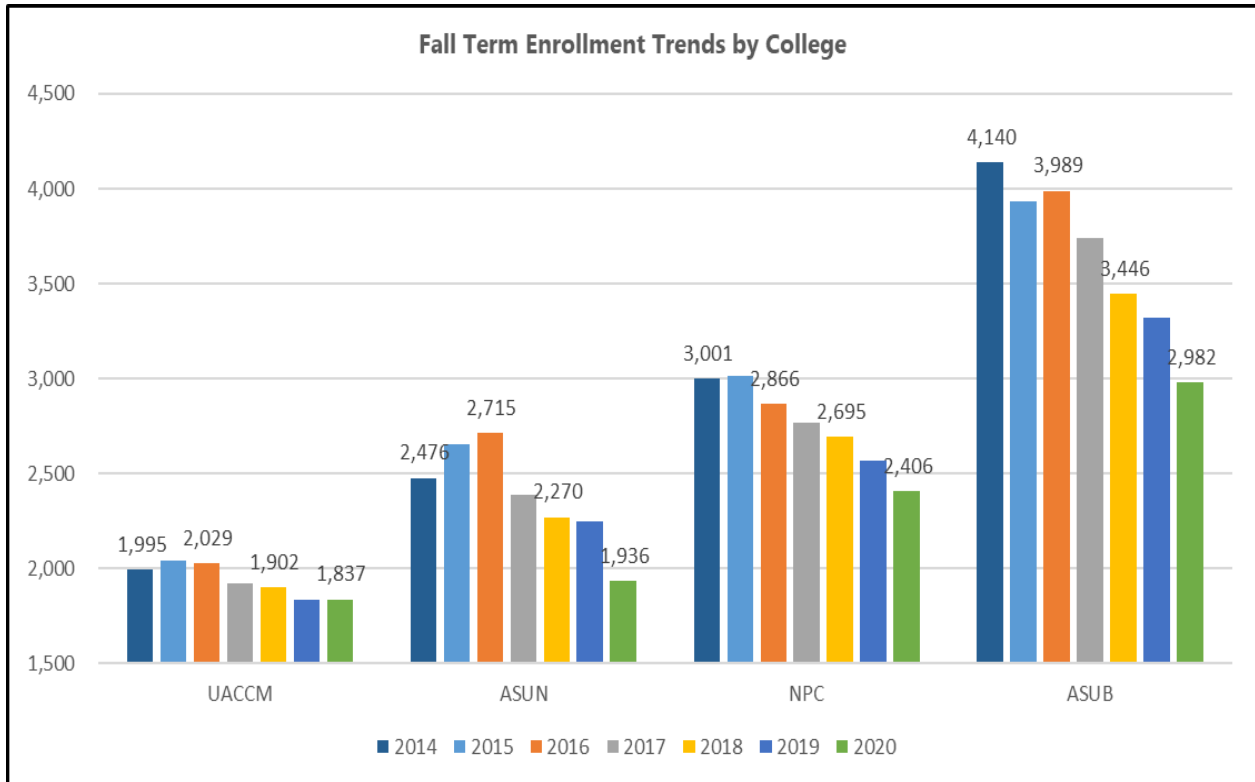
### Public 2-Year College Fall Term Enrollment Trends

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 2014, 2016, 2018 and 2020. Colleges are grouped by similar enrollment counts to allow for better graphing results. One 2-Year college reported an increase in fall term enrollment. ASU-Three Rivers showed 8.1% growth. UACCM held steady reporting the same enrollment as fall 2019.

2-Year Colleges - Total Enrollment Trends							
	Fall Term					Change from Fall 2016	Change from Fall 2019
	2016	2017	2018	2019	2020		
ANC	1,416	1,474	1,422	1,562	1,358	-4.1%	-13.1%
ASUB	3,989	3,739	3,446	3,317	2,982	-25.2%	-10.1%
ASUMH	1,367	1,429	1,345	1,324	1,271	-7.0%	-4.0%
ASUMS	1,836	1,561	1,423	1,329	1,203	-34.5%	-9.5%
ASUN	2,715	2,386	2,270	2,247	1,936	-28.7%	-13.8%
ASUTR	1,328	1,272	1,259	1,150	1,243	-6.4%	8.1%
BRTC	1,572	1,532	1,584	1,477	1,350	-14.1%	-8.6%
CCCUA	1,517	1,470	1,462	1,512	1,407	-7.3%	-6.9%
EACC	1,142	1,047	1,151	1,350	934	-18.2%	-30.8%
NAC	1,886	1,821	1,812	1,676	1,604	-15.0%	-4.3%
NPC	2,866	2,768	2,695	2,567	2,406	-16.1%	-6.3%
NWACC	7,761	7,715	7,979	8,383	7,411	-4.5%	-11.6%
OZC	1,147	1,187	1,122	1,171	1,035	-9.8%	-11.6%
PCCUA	1,747	1,636	1,520	1,540	1,092	-37.5%	-29.1%
SACC	1,527	1,481	1,445	1,412	1,202	-21.3%	-14.9%
SAUT	779	1,010	1,082	1,102	769	-1.3%	-30.2%
SEAC	1,389	1,301	1,173	1,329	1,114	-19.8%	-16.2%
UACCB	1,345	1,238	1,331	1,479	1,233	-8.3%	-16.6%
UACCHT	1,531	1,536	1,559	1,477	1,261	-17.6%	-14.6%
UACCM	2,029	1,921	1,902	1,837	1,837	-9.5%	0.0%
UACCRM	874	938	814	865	799	-8.6%	-7.6%
UAPTC	6,576	6,035	5,445	5,502	4,810	-26.9%	-12.6%







Ten of our private/independent and nursing schools reported a fall term enrollment decline ranging from -1.8 percent to -26.1 percent.

Private/Independent/Nursing - Total Enrollment Trends							
	Fall Term					Change from Fall 2016	Change from Fall 2019
	2016	2017	2018	2019	2020		
BHCLR	587	612	558	561	607	3.4%	8.2%
JSN	47	46	61	46	34	-27.7%	-26.1%
ABC	843	529	486	515	432	-48.8%	-16.1%
ACHE	-	162	318	516	677	-	31.2%
CBC	832	745	730	699	631	-24.2%	-9.7%
CCC	-	-	92	80	66	-	-17.5%
CRC	229	215	193	187	191	-16.6%	2.1%
EC	209	190	200	194	168	-19.6%	-13.4%
HC	1,328	1,233	1,206	1,121	1,076	-19.0%	-4.0%
HU	5,875	5,511	5,052	4,793	4,579	-22.1%	-4.5%
JBU	2,707	2,613	2,440	2,319	2,278	-15.8%	-1.8%
LC	689	669	671	661	661	-4.1%	0.0%
OBU	1,494	1,545	1,689	1,633	1,705	14.1%	4.4%
PSC	765	891	1,000	996	799	4.4%	-19.8%
SC	408	472	565	568	546	33.8%	-3.9%
UO	686	752	872	824	836	21.9%	1.5%
WBU	464	502	488	554	614	32.3%	10.8%

Agenda Item No. 8  
Higher Education Coordinating Board  
January 29, 2021

**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.

AGENDA ITEM NO. 9  
HIGHER EDUCATION COORDINATING BOARD  
JANUARY 29, 2021

# ANNUAL FINANCIAL CONDITION REPORT

# JANUARY 2021



A REPORT TO  
THE ARKANSAS HIGHER EDUCATION  
COORDINATING BOARD



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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 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.

As described above, Arkansas has historically funded higher education loosely based on enrollment-based formulas, with a performance component introduced in 2011 which penalized institutions that did not meet predetermined performance measures. Most research around state funding formulas suggest that both approaches can be problematic. Additionally, funding had 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 had 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.



### Five-Year Change In Total University Revenue Available per Student from All Sources - 2012-13 to 2017-18

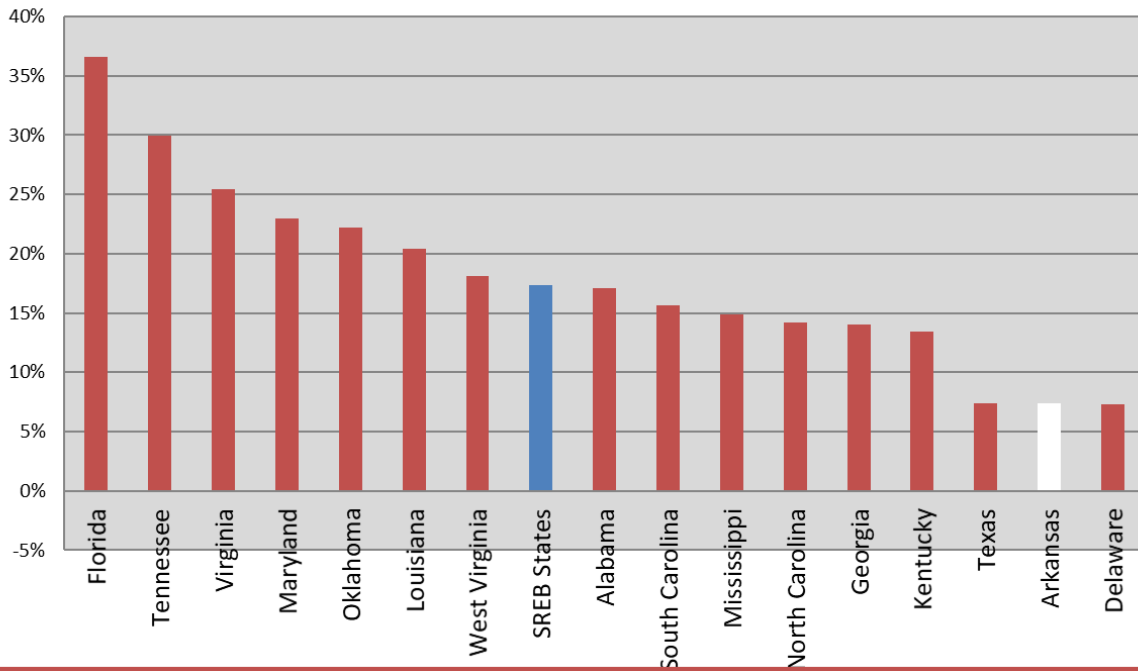
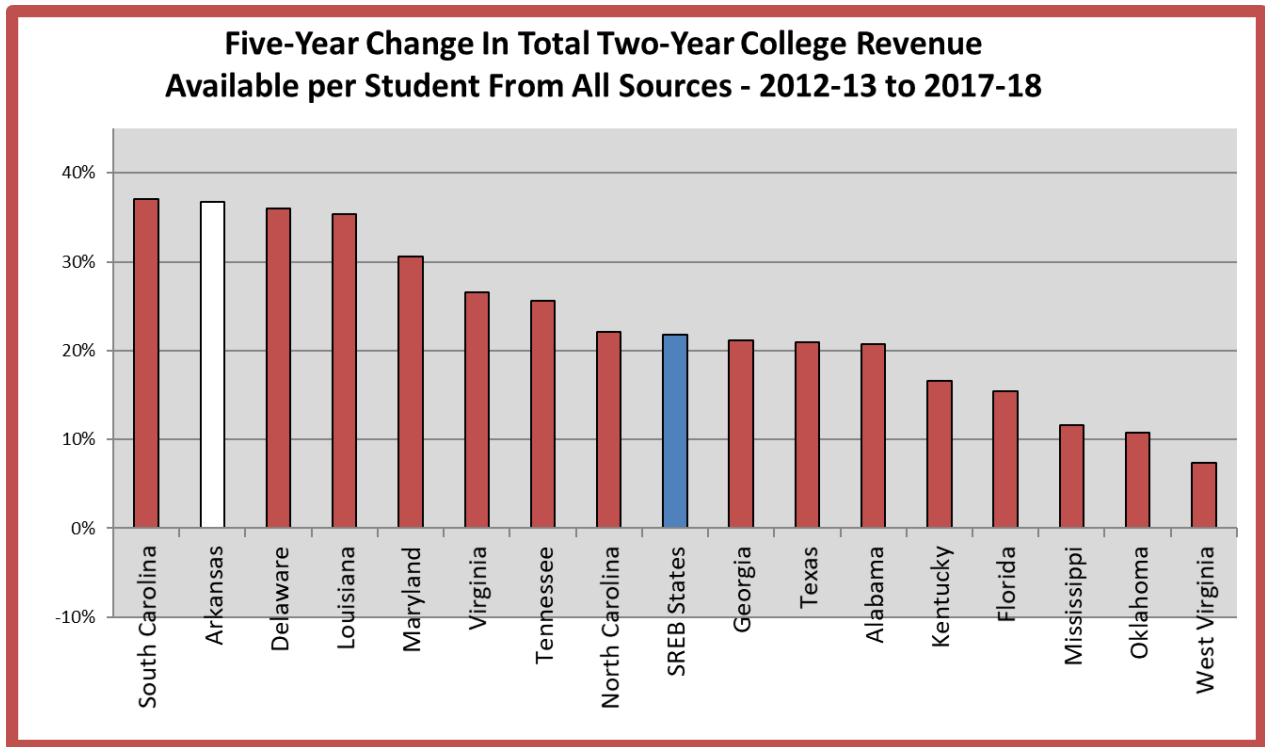
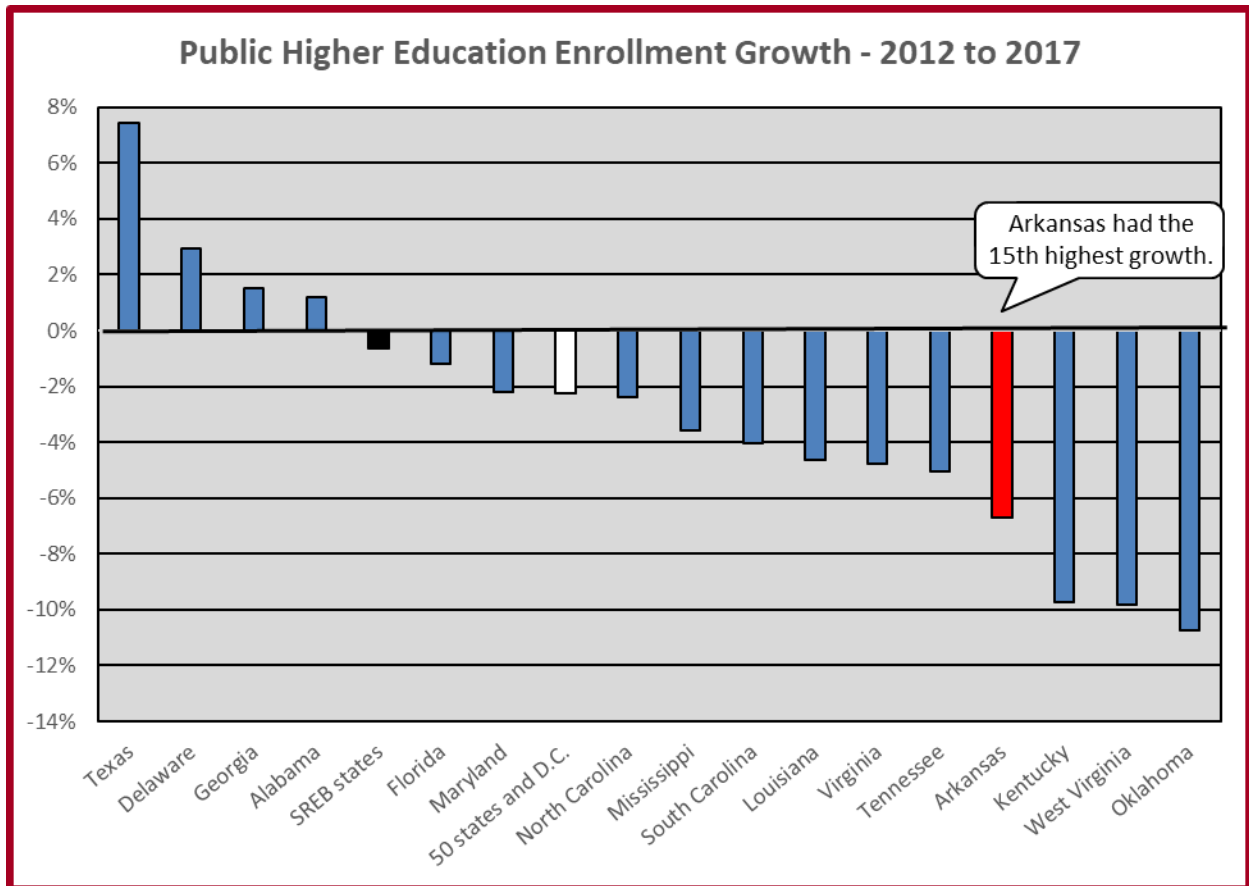


Table 89 of the ***SREB Factbook on Higher Education*** contains the comparable data for Two-Year Colleges. Arkansas’s two-year schools funds per FTE student increased approximately 37 percent over the same five year period. West Virginia experienced the smallest increase for this period at 7 percent, 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 2020 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.

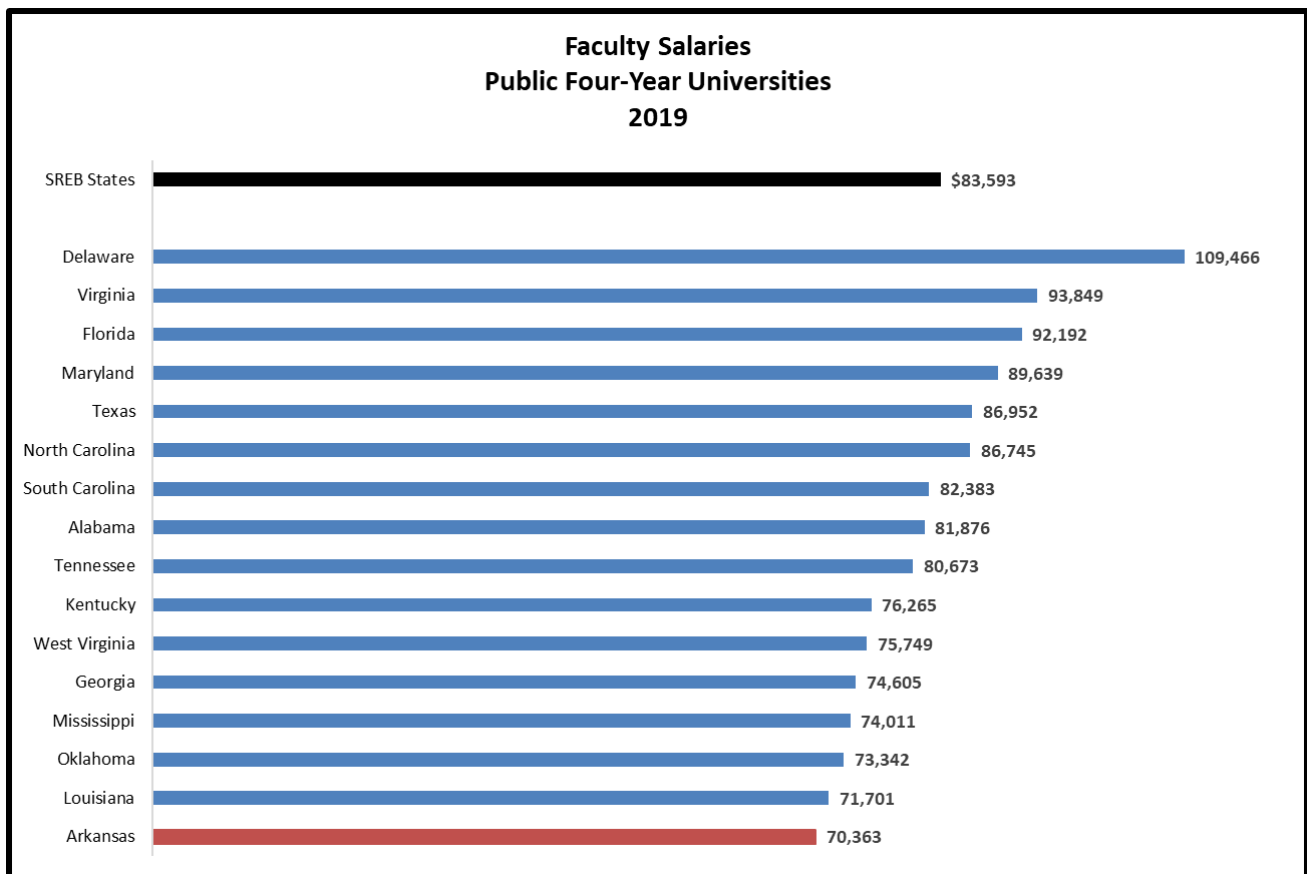
Not surprisingly, systems including electrical, in the older facilities are not adequate to handle all the new computing equipment, which was not even contemplated when the buildings were designed. Computer equipment also places stress on outdated air conditioning systems. In addition, EPA regulations 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

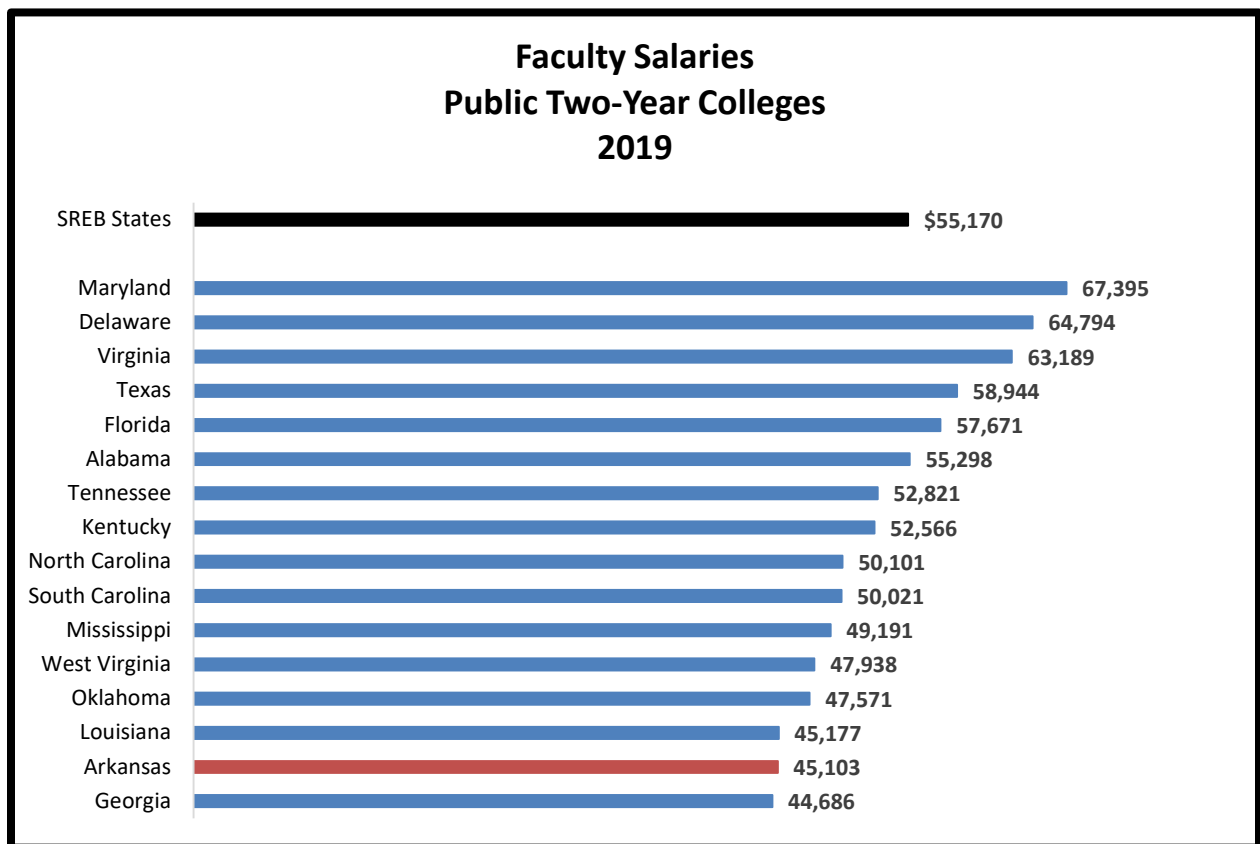
address capital needs either as recurring/designated funding, surplus/non-recurring funding or some combination of the two. In 2006, Arkansas did designate funding for higher education capital needs through General Obligation (GO) Bonds, but institutions have had to rely on surplus/non-recurring funds 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 February 2020 compares average faculty salaries in each of the SREB states with the regional average. The average university faculty member’s salary in Arkansas has increased \$1,414 from 2018. However, it remains the lowest in the region at \$13,230 below the SREB average.



Two-year college salaries decreased by \$255, dropping to 15<sup>th</sup> in 2019. The average faculty salary in Arkansas for two-year colleges of \$45,103 was \$10,067 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 \$16,000,000 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 .7 percent and two-year colleges needed to increase tuition and fees on average by .4 percent for fiscal year 2020-21 which is reflected in the charts below.



**Annual Full-time Undergraduate Tuition and Mandatory Fees  
for Four-Year Institutions (2015-16 through 2020-21)**

**RESIDENT**

Institution	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	1 YR Increase	5 YR Increase	5 YR Average Increase
ASUJ	8,050	8,200	8,478	8,608	8,900	8,900	0.0%	10.6%	2.0%
ATU	7,740	8,280	8,880	9,068	9,255	9,255	0.0%	19.6%	3.7%
HSU	7,809	8,116	8,311	8,436	8,811	9,240	4.9%	18.3%	3.4%
SAUM	7,896	8,196	8,346	8,676	8,980	8,980	0.0%	13.7%	2.6%
UAF	8,521	8,819	9,062	9,129	9,385	9,385	0.0%	10.1%	2.0%
UAFS	6,322	6,701	6,935	7,128	7,339	7,339	0.0%	16.1%	3.0%
UALR	8,165	8,633	8,936	9,439	9,529	9,529	0.0%	16.7%	3.2%
UAM	6,447	7,210	7,462	7,696	7,909	7,909	0.0%	22.7%	4.2%
UAPB	6,271	6,676	7,212	7,842	8,064	8,064	0.0%	28.6%	5.2%
UCA	7,889	8,224	8,524	8,751	9,188	9,338	1.6%	18.4%	3.4%
<b>Average</b>	<b>7,511</b>	<b>7,906</b>	<b>8,214</b>	<b>8,477</b>	<b>8,736</b>	<b>8,794</b>	<b>0.7%</b>	<b>17.5%</b>	<b>3.2%</b>

**Annual Full-time Undergraduate Tuition and Mandatory Fees  
for Two-Year Institutions (2015-16 through 2020-21)**

**RESIDENT**

Institution	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	1 YR Increase	5 YR Increase	5 YR Average Increase
ANC	2,600	2,660	2,750	2,780	2,810	2,840	1.1%	9.2%	1.8%
ASUB	3,420	3,480	3,540	3,600	3,660	3,660	0.0%	7.0%	1.4%
ASUMH	3,420	3,480	3,540	3,570	3,630	3,630	0.0%	6.1%	1.2%
ASUMS	3,790	3,880	4,000	4,000	4,090	4,090	0.0%	7.9%	1.5%
ASUN	3,270	3,330	3,450	3,480	3,570	3,570	0.0%	9.2%	1.8%
ASUTR	3,620	3,620	3,680	3,890	4,070	4,070	0.0%	12.4%	2.4%
BRTC	3,240	3,330	3,600	3,660	4,050	4,200	3.7%	29.6%	5.4%
CCCUA	3,030	3,405	3,600	3,840	3,960	3,960	0.0%	30.7%	5.6%
EACC	3,090	3,150	3,150	3,180	3,234	3,234	0.0%	4.7%	0.9%
NAC	3,270	3,330	3,510	3,600	3,690	3,840	4.1%	17.4%	3.3%
NPC	3,460	3,460	3,780	4,110	4,500	4,500	0.0%	30.1%	5.5%
NWACC	4,633	4,633	4,683	4,683	5,058	5,088	0.6%	9.8%	1.9%
OZC	3,445	3,445	3,640	3,730	3,730	3,730	0.0%	8.3%	1.6%
PCCUA	2,968	3,110	3,200	3,320	3,410	3,410	0.0%	14.9%	2.8%
SACC	3,380	3,510	3,660	3,750	3,750	3,750	0.0%	10.9%	2.1%
SAUT	4,140	4,140	4,500	4,500	4,590	4,590	0.0%	10.9%	2.1%
SEAC	3,070	3,220	3,460	3,850	3,850	3,850	0.0%	25.4%	4.7%
UACCB	3,195	3,375	3,480	3,555	3,555	3,555	0.0%	11.3%	2.2%
UACCH-T	2,650	2,890	2,980	3,070	3,250	3,250	0.0%	22.6%	4.2%
UACCM	3,785	3,980	4,130	4,220	4,320	4,320	0.0%	14.1%	2.7%
UACCRM	3,480	3,630	3,780	4,020	4,260	4,260	0.0%	22.4%	4.2%
UAPTC	4,650	5,280	5,460	5,632	5,670	5,670	0.0%	21.9%	4.2%
<b>Average</b>	<b>3,437</b>	<b>3,561</b>	<b>3,708</b>	<b>3,820</b>	<b>3,941</b>	<b>3,958</b>	<b>0.4%</b>	<b>15.3%</b>	<b>2.9%</b>

SOURCE: ADHE FORM 18-1

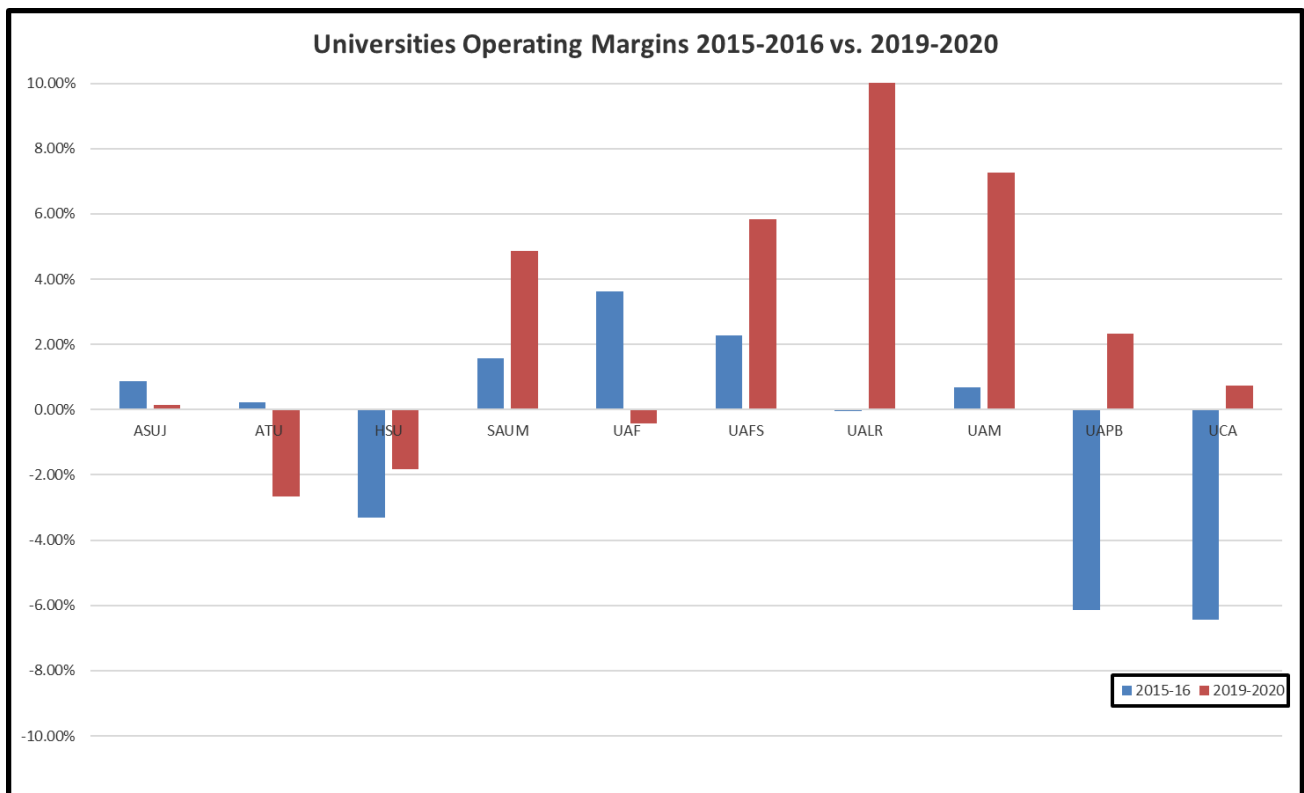
\*\*Mandatory Fees include both E&G and Auxiliary

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.

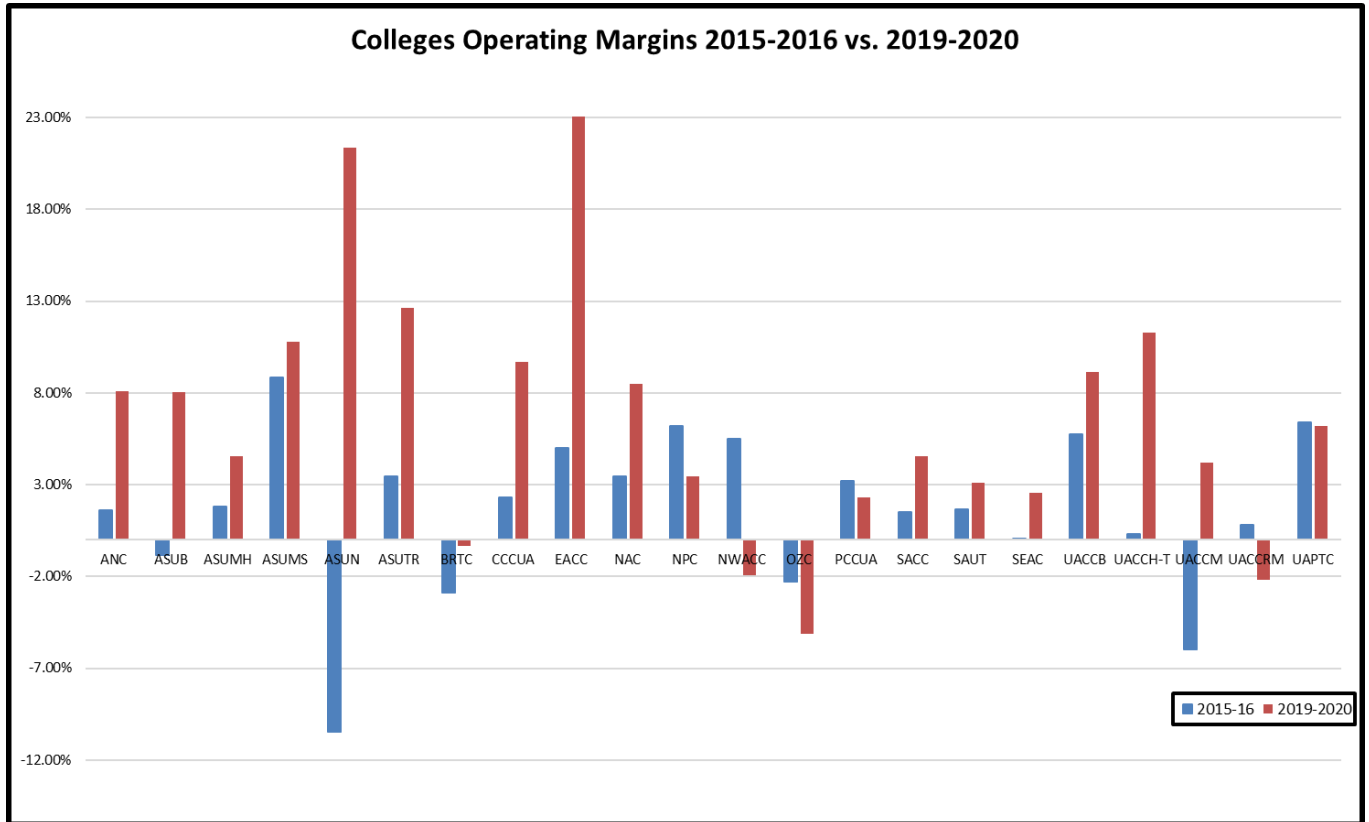
## Operating Margins

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 2015-16 operating margins to the 2019-20 margins are presented below. The more detailed historical operating margins by institutions are in Appendix B. Of the 10 universities, there were 3 with negative operating margins both in 2019-20 as compared to 4 in 2015-16.



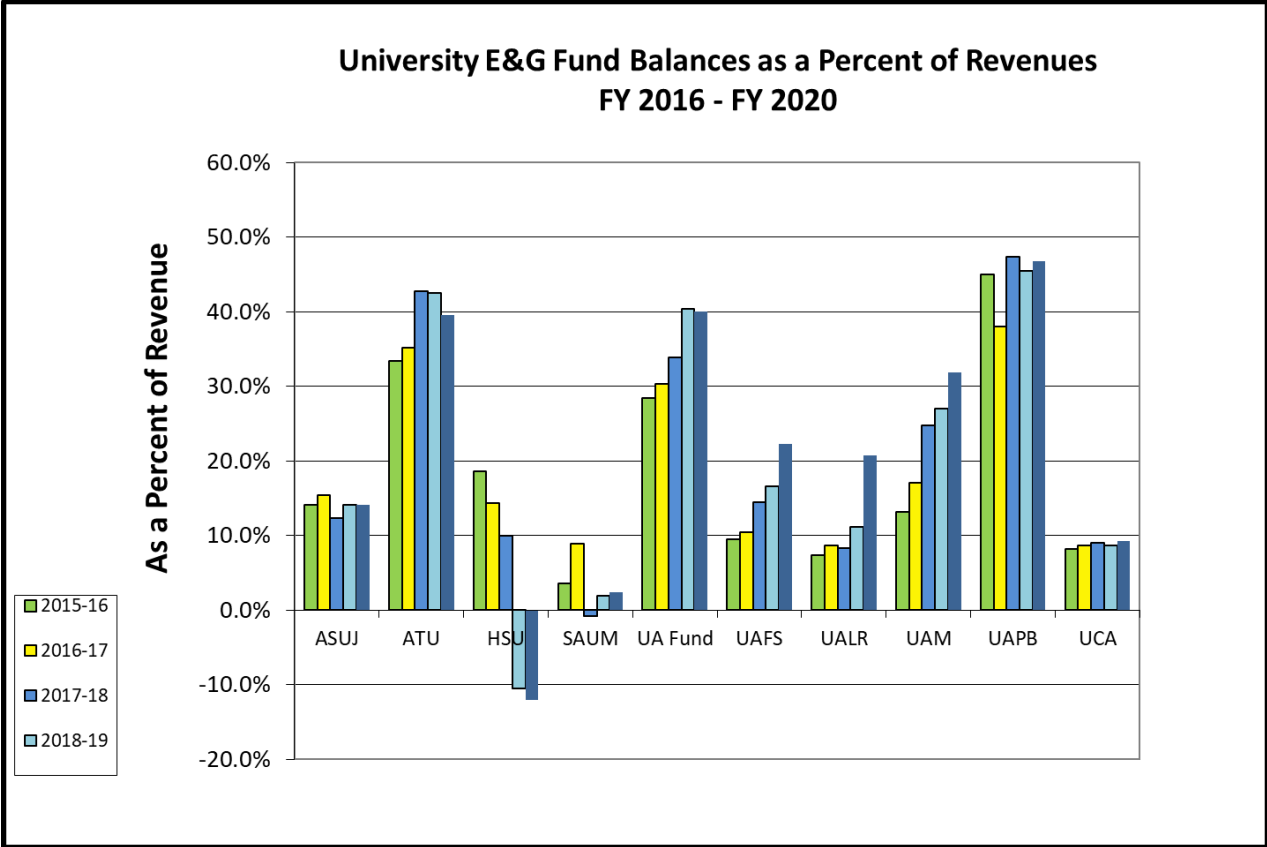
The graph below contains the comparison of 2015-16 and 2019-20 operating margins of the two-year colleges. Of the 22 institutions, four had negative operating margins compared to five in 2015-16.



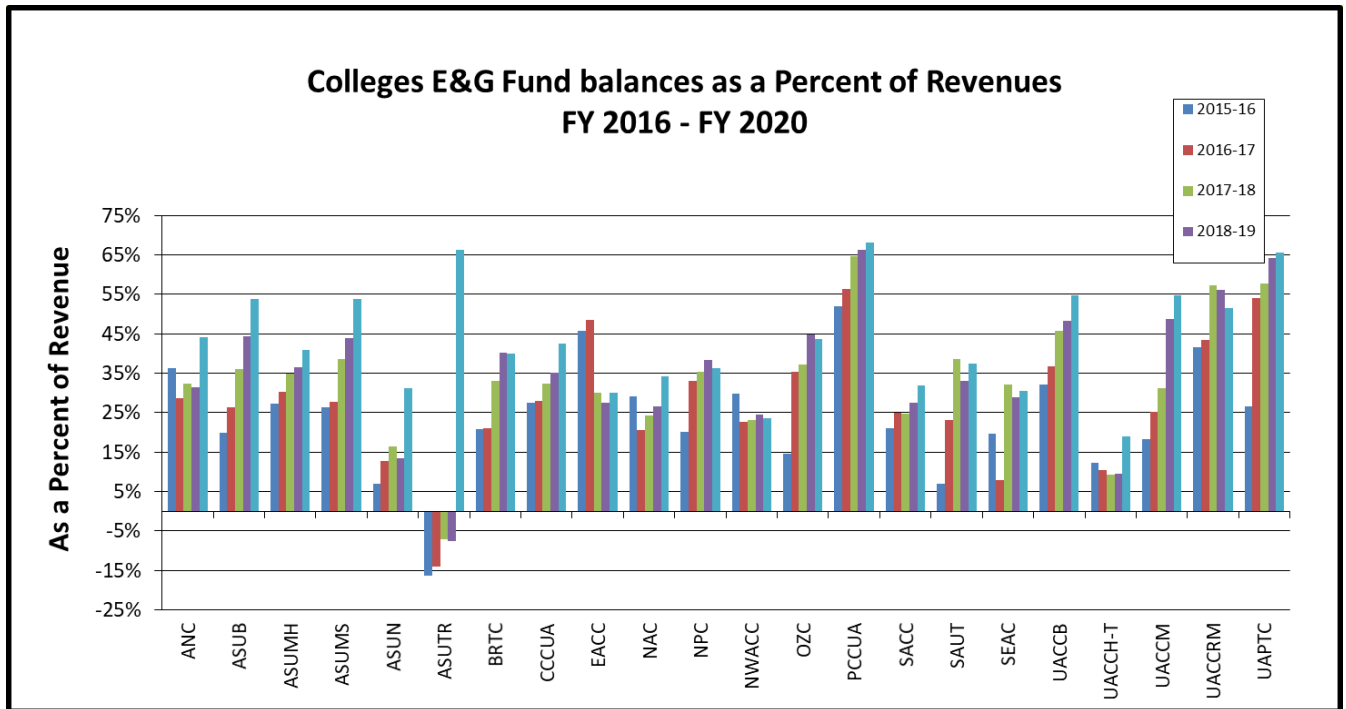
*\*Note - Often negative operating margins are the result of expending prior year fund balances to complete a serious deferred maintenance problem.*

## 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 2019-20, 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 all 22 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 2019-20 indicates that the average university's expenditure for scholarships represented 9.4 percent of their total educational and general tuition and mandatory fee revenue. For 2019-20, the legislatively mandated cap on Academic and Performance Scholarships was 20 percent of educational and general tuition and fee revenue. All but 1 institution reported scholarships below this mandated amount.

**Undergraduate Academic and Performance Scholarship Expenditures for Fiscal 2019-20\***

Institution	Academic		Performance		Total Scholarships		Total Tuition & Fee Income	Scholarships as a Percent of Tuition & Fees	Average Academic Award	2019-20 Tuition & Fees
	Awards	Amount	Awards	Amount	Awards	Amount				
ASUJ	2,113	\$11,721,577	443	\$963,281	2,556	\$12,684,858	\$102,568,632	12.4%	\$5,547	\$8,900
ATU	2,119	\$9,936,367	207	\$470,124	2,326	\$10,406,490	\$71,967,974	14.5%	\$4,689	\$9,255
HSU	1,278	\$5,798,163	296	\$569,387	1,574	\$6,367,550	\$26,956,088	23.6%	\$4,537	\$8,811
SAUM	853	\$4,602,536	132	\$402,668	985	\$5,005,204	\$37,066,992	13.5%	\$5,396	\$8,980
UAF	3,530	\$12,926,232	388	\$1,017,700	3,918	\$13,943,932	\$324,415,640	4.3%	\$3,662	\$9,385
UAFS	787	\$2,122,657	61	\$80,875	848	\$2,203,532	\$35,690,922	6.2%	\$2,697	\$7,339
UALR	1,202	\$4,409,863	61	\$81,688	1,263	\$4,491,551	\$69,085,775	6.5%	\$3,669	\$9,529
UAM	331	\$1,665,939	187	\$437,733	518	\$2,103,672	\$18,165,889	11.6%	\$5,033	\$7,909
UAPB	357	\$2,420,782	249	\$908,874	606	\$3,329,656	\$19,604,674	17.0%	\$6,781	\$8,064
UCA	3,114	\$13,397,940	329	\$737,077	3,443	\$14,135,016	\$89,073,759	15.9%	\$4,302	\$9,188
<b>University Total</b>	<b>15,684</b>	<b>\$69,002,055</b>	<b>2,353</b>	<b>\$5,669,406</b>	<b>18,037</b>	<b>\$74,671,461</b>	<b>\$794,596,345</b>	<b>9.4%</b>	<b>\$4,400</b>	<b>\$8,736</b>

\*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 9.4 percent for 2019-2020 is the highest in the five-year span and a 0.5 percent increase from 2018-2019.

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

Institution		2016	2017	2018	2019	2020
ASUJ	Academic & Performance Scholarship	\$9,244,613	\$9,717,174	\$11,126,935	\$12,164,608	\$12,684,858
	Tuition & Fees	\$94,776,124	\$97,962,241	\$100,396,319	\$101,894,078	\$102,568,632
	Scholarship %	9.8%	9.9%	11.1%	11.9%	12.4%
ATU	Academic & Performance Scholarship	\$6,440,591	\$6,940,490	\$7,398,314	\$8,528,689	\$10,406,490
	Tuition & Fees	\$60,980,667	\$62,511,993	\$67,166,601	\$66,250,946	\$71,967,974
	Scholarship %	10.6%	11.1%	11.0%	12.9%	14.5%
HSU	Academic & Performance Scholarship	\$3,290,782	\$3,880,821	\$3,093,081	\$4,639,639	\$6,367,550
	Tuition & Fees	\$26,279,333	\$27,319,768	\$24,321,678	\$26,291,230	\$26,956,088
	Scholarship %	12.5%	14.2%	12.7%	17.6%	23.6%
SAUM	Academic & Performance Scholarship	\$3,467,658	\$4,090,050	\$4,120,329	\$4,632,512	\$5,005,204
	Tuition & Fees	\$33,189,267	\$37,274,708	\$34,423,650	\$34,878,651	\$37,066,992
	Scholarship %	10.4%	11.0%	12.0%	13.3%	13.5%
UAF	Academic & Performance Scholarship	\$10,220,490	\$13,710,126	\$14,503,097	\$13,899,912	\$13,943,932
	Tuition & Fees	\$265,662,890	\$284,797,711	\$306,218,597	\$316,129,466	\$324,415,640
	Scholarship %	3.8%	4.8%	4.7%	4.4%	4.3%
UAFS	Academic & Performance Scholarship	\$2,806,017	\$2,883,091	\$1,861,529	\$1,862,262	\$2,203,532
	Tuition & Fees	\$32,108,775	\$33,446,182	\$34,631,536	\$36,204,027	\$35,690,922
	Scholarship %	8.7%	8.6%	5.4%	5.1%	6.2%
UALR	Academic & Performance Scholarship	\$8,935,337	\$9,462,849	\$4,574,804	\$5,306,641	\$4,491,551
	Tuition & Fees	\$74,498,288	\$76,940,214	\$74,680,770	\$69,025,411	\$69,085,775
	Scholarship %	12.0%	12.3%	6.1%	7.7%	6.5%
UAM	Academic & Performance Scholarship	\$3,046,462	\$2,398,727	\$2,480,579	\$2,336,189	\$2,103,672
	Tuition & Fees	\$16,265,576	\$18,663,395	\$19,675,119	\$17,851,366	\$18,165,889
	Scholarship %	18.7%	12.9%	12.6%	13.1%	11.6%
UAPB	Academic & Performance Scholarship	\$2,058,390	\$2,450,745	\$3,780,390	\$2,090,603	\$3,329,656
	Tuition & Fees	\$17,837,577	\$19,153,179	\$18,745,592	\$18,978,958	\$19,604,674
	Scholarship %	11.5%	12.8%	20.2%	11.0%	17.0%
UCA	Academic & Performance Scholarship	\$9,015,215	\$9,516,911	\$9,736,595	\$13,186,980	\$14,135,016
	Tuition & Fees	\$81,892,796	\$84,265,717	\$86,166,624	\$87,757,228	\$89,073,759
	Scholarship %	11.0%	11.3%	11.3%	15.0%	15.9%
University Totals	Academic & Performance Scholarship	\$58,525,555	\$65,050,983	\$62,675,653	\$68,648,035	\$74,671,461
	Tuition & Fees	\$703,491,292	\$742,335,108	\$766,426,486	\$775,261,362	\$794,596,345
	Scholarship %	8.3%	8.8%	8.2%	8.9%	9.4%

\*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**

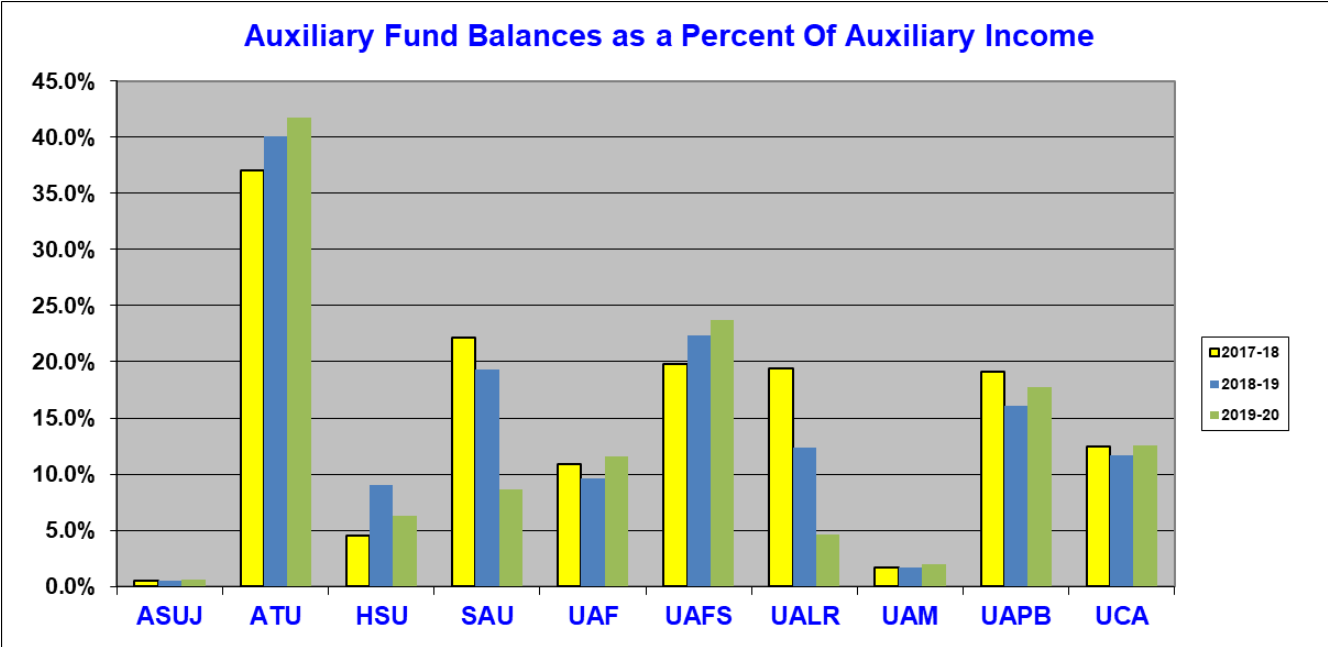
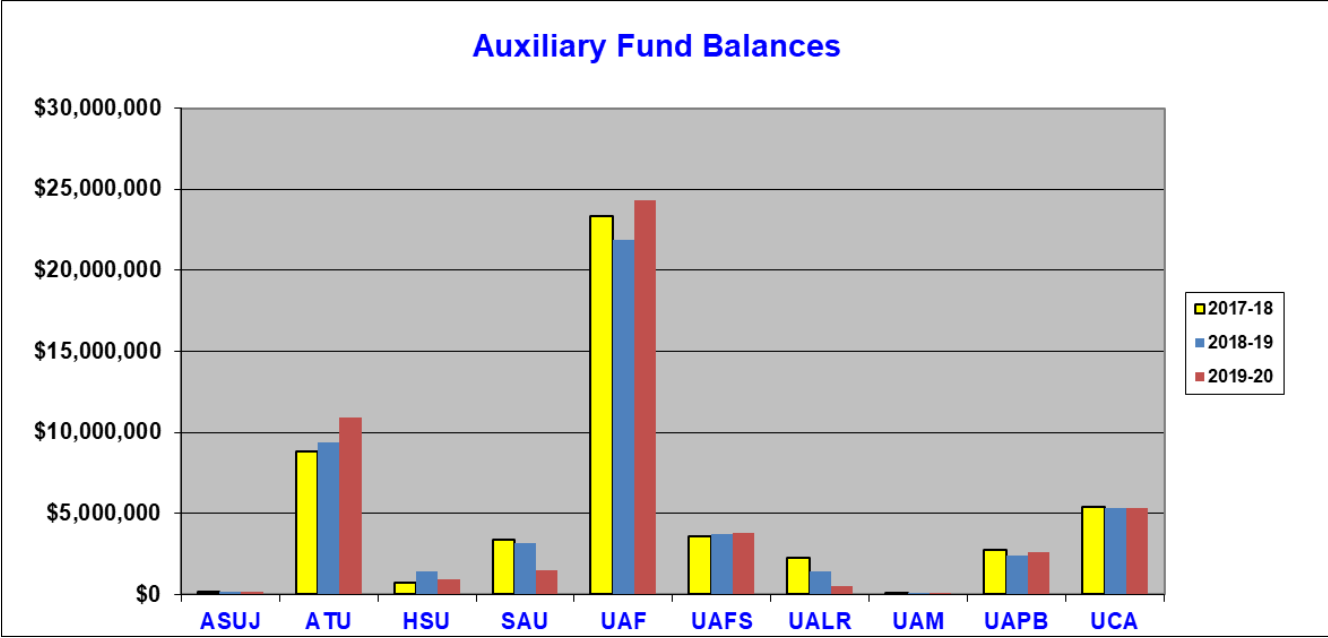
The Facilities Audit Program reported the replacement values for E&G facilities as \$5.5 billion. The **E&G maintenance** needs as of 2020 shows that the institutions have **\$2.95 billion** in deferred maintenance with **\$259.8 million of that classified as critical**.

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 4 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 2019-20. 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 2020

Auxiliary Enterprise		UAF			
		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 106,169,342	\$ 86,992,216	\$ 15,458,900	\$ 3,718,226
Residence Hall	2	\$ 71,221,671	\$ 39,419,348	\$ 18,449,463	\$ 13,352,860
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ -	\$ -	\$ -	\$ -
College Union	6	\$ 5,335	\$ 608,703	\$ -	\$ (603,368)
Bookstore	7	\$ 10,668,516	\$ 10,979,421	\$ 1,029,994	\$ (1,340,899)
Student Organizations And Publications	8	\$ 2,417,100	\$ 1,360,679	\$ -	\$ 1,056,421
Student Health Services	9	\$ 8,509,153	\$ 8,602,067	\$ 715,483	\$ (808,397)
Other (Specify On Attached Sheet)	10	\$ 11,117,436	\$ 7,336,327	\$ 4,578,339	\$ (797,230)
Sub-Total	11	\$ 210,108,553	\$ 155,298,761	\$ 40,232,179	\$ 14,577,613
Transfers In	Auxiliary (Athletic and Activity)	12	\$ -		\$ -
	Other	13	\$ -		\$ -
Transfers Out	14		\$ 12,088,825	\$ -	\$ (12,088,825)
<b>GRAND TOTALS</b>	15	<b>\$ 210,108,553</b>	<b>\$ 167,387,586</b>	<b>\$ 40,232,179</b>	<b>\$ 2,488,788</b>

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

## Auxiliary Enterprises at Four-Year II\* Institutions FY 2020

Auxiliary Enterprise		UALR			
		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 5,692,143	\$ 9,415,156	\$ -	\$ (3,723,013)
Residence Hall	2	\$ 5,415,400	\$ 2,148,851	\$ -	\$ 3,266,549
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ 2,444,715	\$ 2,613,944	\$ -	\$ (169,229)
College Union	6	\$ 499,819	\$ 1,716,837	\$ -	\$ (1,217,018)
Bookstore	7	\$ 250,369	\$ -	\$ -	\$ 250,369
Student Organizations And Publications	8	\$ 379,758	\$ 258,928	\$ -	\$ 120,830
Student Health Services	9	\$ -	\$ -	\$ -	\$ -
Other (Specify On Attached Sheet)	10	\$ 1,272,788	\$ 892,597	\$ 222	\$ 379,969
<b>Sub-Total</b>	<b>11</b>	<b>\$15,954,992</b>	<b>\$17,046,313</b>	<b>\$ 222</b>	<b>\$ (1,091,543)</b>
Transfers In	Auxiliary (Athletic and Activity)	12	\$ 4,489,872		\$ 4,489,872
	Other	13	\$ 63,754		\$ 63,754
Transfers Out	14		\$ 473,062	\$ 3,910,776	\$ (4,383,838)
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$20,508,618</b>	<b>\$17,519,375</b>	<b>\$ 3,910,998</b>	<b>\$ (921,755)</b>

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

**Auxiliary Enterprises at Four-Year III\* Institutions  
FY 2020**

		ASU				ATU			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$11,316,035	\$20,826,793	\$ -	\$ (9,510,758)	\$ 4,431,432	\$ 5,553,716	\$ 222,300	\$ (1,344,584)
Residence Hall	2	\$13,042,905	\$ 3,439,187	\$ 5,439,401	\$ 4,164,317	\$11,017,355	\$ 6,347,541	\$ 3,533,904	\$ 1,135,910
Married Student Housing	3	\$ 1,179,279	\$ 123,990	\$ 827,534	227,755	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ 21,800	\$ 8,993	\$ -	12,807	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ 1,085,437	\$ 320,145	\$ -	\$ 765,292	\$ 7,706,556	\$ 5,500,386	\$ 425,966	\$ 1,780,204
College Union	6	\$ 2,303,975	\$ 1,045,892	\$ 1,200,643	\$ 57,440	\$ 701,613	\$ 14,032	\$ -	\$ 687,581
Bookstore	7	\$ 235,150	\$ 61,071	\$ -	\$ 174,079	\$ 295,900	\$ 192,711	\$ -	\$ 103,189
Student Organizations And Publications	8	\$ -	\$ 10	\$ -	\$ (10)	\$ 520	\$ 479,093	\$ -	\$ (478,573)
Student Health Services	9	\$ -	\$ -	\$ -	\$ -	\$ 1,761,176	\$ 1,460,329	\$ -	\$ 300,847
Other (Specify On Attached Sheet)	10	\$ 2,284,568	\$ 4,613,837	\$ 409,120	\$ (2,738,389)	\$ 227,395	\$ 79,468	\$ -	\$ 147,927
Sub-Total	11	\$31,469,150	\$30,439,918	\$ 7,876,699	\$ (6,847,467)	\$26,141,947	\$19,627,276	\$ 4,182,170	\$ 2,332,501
Transfers In									
Auxiliary (Athletic and Activity)	12	\$ 3,425,398			\$ 3,425,398	\$ 1,974,240			\$ 1,974,240
Other	13	\$ 3,422,069			\$ 3,422,069	\$ 1,063,184			\$ 1,063,184
Transfers Out	14		\$ -	\$ -	\$ -		\$ 3,851,448	\$ -	\$ (3,851,448)
GRAND TOTALS	15	\$38,316,617	\$30,439,918	\$ 7,876,699	\$ 0	\$29,179,371	\$23,478,724	\$ 4,182,170	\$ 1,518,477

		UCA			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 8,659,088	\$12,265,895	\$ 669,102	\$ (4,275,909)
Residence Hall	2	\$17,886,970	\$ 9,461,794	\$ 7,225,455	\$ 1,199,721
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ 9,301,342	\$ 7,347,964	\$ -	\$ 1,953,378
College Union	6	\$ 1,215,194	\$ 984,776	\$ 225,569	\$ 4,849
Bookstore	7	\$ 366,526	\$ 81,997	\$ -	\$ 284,529
Student Organizations And Publications	8	\$ -	\$ -	\$ -	\$ -
Student Health Services	9	\$ 1,695,857	\$ 1,402,766	\$ 325,841	\$ (32,750)
Other (Specify On Attached Sheet)	10	\$ 3,344,370	\$ 1,824,448	\$ 1,003,630	\$ 516,292
Sub-Total	11	\$42,469,347	\$33,369,640	\$ 9,449,597	\$ (349,890)
Transfers In					
Auxiliary (Athletic and Activity)	12	\$ 1,362,789			\$ 1,362,789
Other	13	\$ 3,163,383			\$ 3,163,383
Transfers Out	14		\$ 4,163,564	\$ -	\$ (4,163,564)
GRAND TOTALS	15	\$46,995,519	\$37,533,204	\$ 9,449,597	\$ 12,718

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

**Auxiliary Enterprises at Four-Year IV\* Institutions  
FY 2020**

		HSU				SAUM			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 1,701,143	\$ 4,844,723	\$ -	\$ (3,143,580)	\$ 2,012,183	\$ 4,655,859	\$ 175,171	\$ (2,818,848)
Residence Hall	2	\$ 7,029,413	\$ 1,902,645	\$ 1,493,663	\$ 3,633,105	\$ 8,161,408	\$ 4,005,798	\$ 1,650,626	\$ 2,504,984
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -	\$ 28,085	\$ 8,595	\$ -	\$ 19,490
Food Service	5	\$ 4,760,207	\$ 4,618,149	\$ 211,300	\$ (69,242)	\$ 5,353,477	\$ 3,924,365	\$ -	\$ 1,429,111
College Union	6	\$ 133,423	\$ 329,445	\$ 34,598	\$ (230,620)	\$ 26,508	\$ 212,611	\$ -	\$ (186,103)
Bookstore	7	\$ 120,843	\$ -	\$ -	\$ 120,843	\$ 240,310	\$ 12,398	\$ -	\$ 227,912
Student Organizations And Publications	8	\$ 87,179	\$ 95,029	\$ -	\$ (7,850)	\$ 628,061	\$ 488,188	\$ 4,375	\$ 135,498
Student Health Services	9	\$ 276,116	\$ 477,415	\$ -	\$ (201,299)	\$ 344,621	\$ 367,739	\$ -	\$ (23,118)
Other (Specify On Attached Sheet)	10	\$ 1,207,429	\$ 964,483	\$ 135,074	\$ 107,872	\$ 219,315	\$ 70,457	\$ -	\$ 148,858
Sub-Total	11	\$15,315,753	\$13,231,889	\$ 1,874,635	\$ 209,229	\$17,013,966	\$13,746,009	\$ 1,830,172	\$ 1,437,785
Transfers In									
Auxiliary (Athletic and Activity)	12	\$ 1,362,186			\$ 1,362,186	\$ 762,789			\$ 762,789
Other	13	\$ 130,119			\$ 130,119	\$ 12,478			\$ 12,478
Transfers Out	14		\$ -	\$ 2,077,331	\$ (2,077,331)		\$ 4,074,251	\$ -	\$ (4,074,251)
GRAND TOTALS	15	\$16,808,058	\$13,231,889	\$ 3,951,966	\$ (375,797)	\$17,789,234	\$17,820,259	\$ 1,830,172	\$ (1,861,198)

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

## Auxiliary Enterprises at Four-Year V\* Institutions FY 2020

		UAM			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 1,089,555	\$ 3,644,391	\$ 119,312	\$ (2,674,148)
Residence Hall	2	\$ 1,616,074	\$ 572,570	\$ 957,982	\$ 85,522
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ 5,847	\$ 345	\$ -	\$ 5,502
Food Service	5	\$ 1,494,059	\$ 1,297,544	\$ -	\$ 196,515
College Union	6	\$ -	\$ -	\$ -	\$ -
Bookstore	7	\$ 80,923	\$ -	\$ -	\$ 80,923
Student Organizations And Publications	8	\$ -	\$ -	\$ -	\$ -
Student Health Services	9	\$ -	\$ -	\$ -	\$ -
Other (Specify On Attached Sheet)	10	\$ 974,196	\$ 153,212	\$ -	\$ 820,984
<b>Sub-Total</b>	<b>11</b>	<b>\$ 5,260,654</b>	<b>\$ 5,668,062</b>	<b>\$ 1,077,294</b>	<b>\$ (1,484,702)</b>
Transfers In	Auxiliary (Athletic and Activity)	12	\$ 1,362,789		\$ 1,362,789
	Other	13	\$ -		\$ -
Transfers Out	14		\$ -	\$ -	\$ -
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$ 6,623,443</b>	<b>\$ 5,668,062</b>	<b>\$ 1,077,294</b>	<b>\$ (121,913)</b>

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

## Auxiliary Enterprises at Four-Year VI\* Institutions FY 2020

		UAFS				UAPB			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics	1	\$ 2,721,398	\$ 3,559,107	\$ -	\$ (837,709)	\$ 3,463,962	\$ 7,876,263	\$ -	\$ (4,412,301)
Residence Hall	2	\$ 3,595,219	\$ 1,694,353	\$ 2,655,562	\$ (754,696)	\$ 5,837,100	\$ 2,434,777	\$ 1,349,702	\$ 2,052,621
Married Student Housing	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty Housing	4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food Service	5	\$ 1,356,268	\$ 1,601,535	\$ -	\$ (245,267)	\$ 5,174,689	\$ 3,154,004	\$ -	\$ 2,020,685
College Union	6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 252,122	\$ -	\$ (252,122)
Bookstore	7	\$ 330,873	\$ 22,784	\$ -	\$ 308,089	\$ 246	\$ 1,622	\$ -	\$ (1,376)
Student Organizations And Publications	8	\$ 2,613,575	\$ 881,861	\$ -	\$ 1,731,714	\$ -	\$ -	\$ -	\$ -
Student Health Services	9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (Specify On Attached Sheet)	10	\$ 217,881	\$ 292,565	\$ -	\$ (74,684)	\$ 156,291	\$ 800,617	\$ -	\$ (644,326)
<b>Sub-Total</b>	<b>11</b>	<b>\$10,835,214</b>	<b>\$ 8,052,205</b>	<b>\$ 2,655,562</b>	<b>\$ 127,447</b>	<b>\$14,632,288</b>	<b>\$14,519,405</b>	<b>\$ 1,349,702</b>	<b>\$ (1,236,819)</b>
Transfers In	Auxiliary (Athletic and Activity)	12	\$ 825,681		\$ 825,681	\$ 1,213,234			\$ 1,213,234
	Other	13	\$ -		\$ -	\$ 184,212			\$ 184,212
Transfers Out	14		\$ 870,083	\$ -	\$ (870,083)	\$ -	\$ -	\$ -	\$ -
<b>GRAND TOTALS</b>	<b>15</b>	<b>\$11,660,895</b>	<b>\$ 8,922,288</b>	<b>\$ 2,655,562</b>	<b>\$ 83,045</b>	<b>\$16,029,734</b>	<b>\$14,519,405</b>	<b>\$ 1,349,702</b>	<b>\$ 160,627</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 2019-20 total amount of athletic expenditures reported by state supported universities is \$191,460,243 and two-year colleges is \$1,749,814. The statewide total is \$193,210,057 – a decrease of \$9,783,531 (4.8%) from \$202,993,588 in 2018-19.

A comparison of 2019-20 actual expenditures to 2019-20 budgeted revenues certified to the Coordinating Board in July 2019 is also illustrated at the bottom of the summary chart. Certified budgeted expenditures for 2019-20 totaled \$200,070,766 for all institutions. Total actual expenditures for 2019-20 for all institutions was below this budgeted amount by 3.4% percent. Actual expenditures varied from the Board of Trustees certified budgeted expenditures by a range of 14 percent below to 98 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 and Expenditures, 2019-2020**

INSTITUTIONS	ASUJ	ATU	HSU	SAUM	UAF	UAFS	UALR	UAM	UAPB	UCA	4-yr TOTAL	ASUMS	CCCUA	NAC	NPC	SACC	SAUT	UACCRM	2-yr TOTAL
TICKET SALES	\$1,114,281	\$164,652	\$20,652	\$42,890	\$34,525,350	\$16,920	\$372,343	\$40,415	\$463,011	\$492,572	\$37,253,086	\$4,197	\$3,677	\$3,910	\$0	\$6,229	\$4,420	\$0	\$22,433
STUDENT FEES	\$4,303,099	\$4,112,974	\$1,618,287	\$1,924,225	\$0	\$2,617,708	\$3,610,194	\$1,021,059	\$1,544,226	\$5,276,664	\$26,028,435	\$0	\$0	\$0	\$0	\$0	\$140,057	\$0	\$140,057
GAME GUARANTEES	\$2,400,000	\$1,500	\$2,000	\$5,000	\$2,015,000	\$0	\$234,820	\$4,000	\$1,224,000	\$1,171,750	\$7,058,070	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CONTRIBUTIONS	\$1,105,505	\$0	\$18,669	\$3,415	\$15,753,136	\$39,204	\$751,013	\$0	\$0	\$295,723	\$17,966,665	\$25,000	\$1,878	\$0	\$0	\$21,821	\$31,252	\$0	\$79,951
NCAA/CONFERENCE DISTRIBUTIONS	\$875,706	\$13,171	\$15,598	\$0	\$12,794,727	\$28,481	\$285,938	\$14,256	\$142,347	\$1,047,184	\$15,217,408	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BROADCAST, TV, RADIO, INTERNET RIGHTS	\$0	\$0	\$0	\$0	\$34,826,266	\$0	\$0	\$0	\$0	\$0	\$34,826,266	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM SALES, CONCESSIONS, NOVELTIES, PARKING	\$0	\$0	\$1,066	\$36,353	\$1,705,010	\$38,699	\$0	\$0	\$50,640	\$13,291	\$1,845,059	\$0	\$3,868	\$0	\$0	\$0	\$5,788	\$0	\$9,666
ROYALTIES, LICENSING, ADVERTISEMENTS, SPONSORSHIPS	\$1,226,399	\$45,760	\$0	\$0	\$15,844,715	\$8,250	\$324,088	\$9,825	\$0	\$356,367	\$17,815,404	\$0	\$15,793	\$8,500	\$0	\$0	\$0	\$0	\$24,293
SPORTS CAMPS REVENUES	\$0	\$81,698	\$0	\$70,189	\$45,300	\$16,756	\$0	\$0	\$0	\$0	\$213,943	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDOWMENT AND INVESTMENT INCOME	\$156,089	\$67,109	\$0	\$0	\$575,589	\$394	\$0	\$0	\$0	\$0	\$799,121	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OTHER INCOME	\$134,956	\$26,265	\$31,165	\$300	\$231,757	\$3,223	\$111,478	\$0	\$39,738	\$18,142	\$597,024	\$55,285	\$0	\$12,743	\$0	\$0	\$6,016	\$0	\$74,044
CWSP FEDERALLY FUNDED PORTION	\$0	\$11,514	\$1,400	\$48,868	\$14,674	\$8,225	\$0	\$62,298	\$0	\$150,205	\$297,184	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CWSP FED. PORTION AS % TOTAL CWSP	0%	100%	7%	39%	75%	100%	0%	100%	0%	100%	75%	0%	0%	0%	0%	0%	0%	0%	0%
OTHER AUXILIARY PROFITS	\$6,207,859	\$0	\$1,773,097	\$1,362,002	\$0	\$825,681	\$350,000	\$1,189,446	\$3,199,067	\$2,770,932	\$17,678,084	\$0	\$0	\$110,978	\$43,097	\$0	\$0	\$0	\$154,075
TRANSFERS FROM UNRESTRICTED EBG	\$3,425,398	\$1,974,240	\$1,362,789	\$1,362,789	\$0	\$0	\$2,900,000	\$1,362,789	\$1,213,234	\$1,362,789	\$14,964,028	\$163,279	\$56,890	\$163,098	\$150,000	\$41,880	\$181,159	\$117,469	\$863,775
PRIOR YEAR FUND BALANCE	\$0	\$0	\$0	\$0	\$0	\$29,618	\$128,110	\$121,913	\$0	\$0	\$279,641	\$0	\$0	\$3,951	\$131,915	\$25,000	\$0	\$211,936	\$372,802
<b>Total Revenues for Athletics</b>	<b>\$20,949,292</b>	<b>\$6,498,883</b>	<b>\$4,844,723</b>	<b>\$4,856,031</b>	<b>\$118,331,524</b>	<b>\$3,633,099</b>	<b>\$9,067,984</b>	<b>\$3,826,001</b>	<b>\$7,876,263</b>	<b>\$12,955,619</b>	<b>\$192,839,419</b>	<b>\$247,761</b>	<b>\$82,106</b>	<b>\$293,180</b>	<b>\$325,012</b>	<b>\$94,930</b>	<b>\$388,702</b>	<b>\$329,405</b>	<b>\$1,741,096</b>

R E V E N U E S

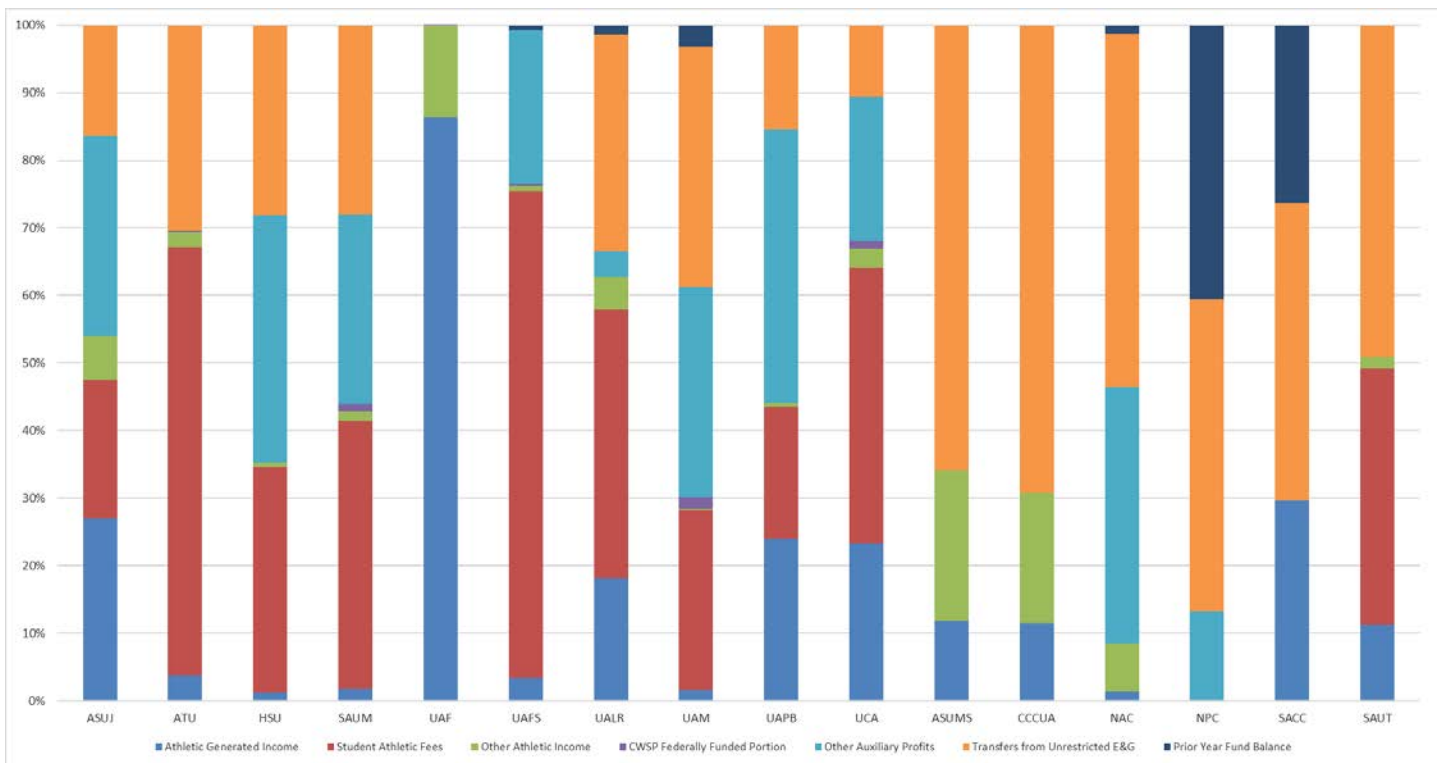
Summary of Intercollegiate Athletic Expenditures, 2019-2020

INSTITUTIONS	ASUJ	ATU	HSU	SAUM	UAF	UAFS	UALR	UAM	UAPB	UCA	4-yr TOTAL	ASUMS	CCCUA	NAC	NPC	SACC	SAUT	UACCRM	2-yr TOTAL
SALARIES	\$4,657,570	\$1,493,340	\$1,349,446	\$1,108,763	\$36,951,620	\$920,863	\$3,010,485	\$1,063,740	\$1,910,962	\$3,027,726	\$55,494,505	\$30,000	\$19,808	\$52,833	\$0	\$20,424	\$68,808	\$33,398	\$225,271
BUDGETED FTE POSITIONS	\$80	\$28	\$26	\$21	\$343	\$20	\$45	\$22	\$0	\$57	\$642	\$0	\$0	\$1	\$0	\$1	\$2	\$1	\$5
FRINGE BENEFITS	\$1,398,224	\$479,681	\$420,914	\$348,115	\$7,862,016	\$231,801	\$689,013	\$340,974	\$463,402	\$1,014,813	\$13,247,853	\$10,028	\$8,464	\$10,672	\$4,822	\$5,184	\$23,458	\$21,525	\$84,152
FRINGE BENEFITS AS A % OF SALARIES	30.0%	32.1%	31.2%	31.4%	21.3%	25.2%	22.9%	32.0%	24.2%	33.5%	23.9%	33.4%	42.7%	20.2%	0.0%	25.4%	34.1%	64.4%	37.4%
EXTRA HELP	\$255,675	\$55,266	\$29,644	\$8,488	\$1,240,345	\$10,084	\$32,912	\$63,614	\$181,113	\$194,321	\$2,071,462	\$25,613	\$8,595	\$11,376	\$24,511	\$5,433	\$25,054	\$17,310	\$117,892
OWSP, TOTAL COST (FEDERAL AND STATE MATCH)	\$0	\$11,514	\$18,908	\$125,349	\$19,565	\$8,225	\$0	\$62,298	\$0	\$150,205	\$397,064	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ATHLETIC SCHOLARSHIPS	\$6,075,409	\$1,920,833	\$1,924,805	\$1,849,027	\$10,630,035	\$1,112,617	\$2,723,226	\$1,251,619	\$2,612,718	\$4,290,018	\$34,390,307	\$55,285	\$0	\$80,902	\$118,716	\$2,100	\$86,085	\$95,948	\$439,036
RECRUITING	\$399,960	\$46,304	\$43,201	\$16,362	\$1,970,762	\$17,419	\$178,564	\$24,204	\$18,249	\$139,023	\$2,854,048	\$0	\$3,336	\$4,852	\$0	\$1,092	\$6,745	\$8,422	\$24,447
TEAM TRAVEL	\$2,523,866	\$267,601	\$424,692	\$344,248	\$5,571,085	\$356,715	\$876,600	\$206,704	\$1,235,603	\$1,418,134	\$13,227,248	\$40,153	\$10,009	\$30,654	\$10,581	\$9,146	\$36,294	\$57,604	\$194,441
SPORTS EQUIPMENT, UNIFORMS, SUPPLIES	\$1,383,989	\$113,751	\$248,532	\$372,557	\$4,259,985	\$163,610	\$411,332	\$171,240	\$336,731	\$486,502	\$7,951,219	\$25,566	\$25,654	\$26,915	\$134,132	\$28,137	\$56,803	\$42,161	\$339,368
CONCESSIONS/PROGRAMS	\$0	\$0	\$0	\$30,444	\$0	\$32,975	\$0	\$0	\$0	\$0	\$63,419	\$0	\$0	\$0	\$0	\$0	\$3,058	\$0	\$3,058
GAME EXPENSES	\$933,621	\$58,991	\$56,988	\$75,074	\$5,607,124	\$42,451	\$275,639	\$62,295	\$339,006	\$602,304	\$8,053,373	\$18,980	\$6,000	\$15,715	\$0	\$8,262	\$9,354	\$11,360	\$69,671
GAME GUARANTEES	\$389,700	\$0	\$0	\$1,500	\$4,908,585	\$7,400	\$5,000	\$9,000	\$55,000	\$23,200	\$5,379,385	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FUNDRAISING, MARKETING, PROMOTIONS	\$195,708	\$47,006	\$0	\$733	\$1,522,222	\$20,885	\$42,628	\$0	\$12,646	\$2,884	\$1,834,712	\$2,822	\$240	\$0	\$0	\$620	\$2,558	\$5,871	\$12,111
SPORTS CAMPS EXPENSES	\$0	\$79,468	\$0	\$0	\$61,334	\$28,657	\$0	\$0	\$0	\$0	\$169,459	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DIRECT FACILITIES, MAINTENANCE, RENTALS	\$1,297,737	\$447,387	\$185,874	\$172,460	\$7,399,722	\$361,027	\$244,820	\$52,856	\$79,846	\$450,110	\$10,691,840	\$9,623	\$0	\$26,903	\$32,250	\$0	\$32,198	\$410	\$100,384
DEBT SERVICE	\$0	\$344,858	\$0	\$175,171	\$15,438,721	\$0	\$0	\$119,312	\$0	\$669,102	\$16,747,165	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SPRIT GROUPS	\$0	\$100,105	\$0	\$0	\$1,195,757	\$95,453	\$17,826	\$60,688	\$0	\$36,631	\$1,506,440	\$0	\$0	\$0	\$0	\$0	\$6,107	\$0	\$6,107
MEDICAL EXPENSES AND MEDICAL INSURANCE	\$266,608	\$221,931	\$113,889	\$62,928	\$1,446,673	\$52,822	\$5,441	\$186,006	\$298,728	\$153,697	\$2,808,723	\$9,307	\$0	\$18,958	\$0	\$7,356	\$12,538	\$17,557	\$65,714
MEMBERSHIPS AND DUES	\$132,597	\$36,613	\$27,850	\$45,489	\$80,118	\$52,405	\$4,271	\$25,900	\$36,900	\$72,034	\$514,177	\$4,710	\$0	\$4,825	\$0	\$6,343	\$7,387	\$5,171	\$28,436
OTHER OPERATING EXPENDITURES	\$946,219	\$282,292	\$0	\$118,321	\$10,828,174	\$117,700	\$455,682	\$125,671	\$295,359	\$98,883	\$13,268,301	\$16,674	\$0	\$8,575	\$0	\$0	\$1,808	\$12,668	\$39,725
TRANSFERS TO OTHER FINANCING FUNDS/ACCOUNTS	\$122,499	\$10,054	\$0	\$0	\$440,413	\$0	\$90,545	\$0	\$0	\$126,033	\$789,544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures for Athletics</b>	<b>\$20,949,292</b>	<b>\$6,016,995</b>	<b>\$4,844,723</b>	<b>\$4,856,031</b>	<b>\$117,434,236</b>	<b>\$3,633,099</b>	<b>\$9,067,984</b>	<b>\$3,826,001</b>	<b>\$7,876,263</b>	<b>\$12,955,619</b>	<b>\$191,460,243</b>	<b>\$247,761</b>	<b>\$62,106</b>	<b>\$293,180</b>	<b>\$325,012</b>	<b>\$94,097</b>	<b>\$378,253</b>	<b>\$329,406</b>	<b>\$1,749,814</b>
Fund Balance	\$0	\$481,888	\$0	\$0	\$897,288	\$0	\$0	\$0	\$0	\$0	\$1,379,176	\$0	\$0	\$0	\$1	\$633	-\$9,551	-\$1	-\$8,718
2019-2020 Budgeted Expenditures, Certified July 2019	\$18,594,808	\$6,482,897	\$4,570,010	\$5,101,699	\$125,621,500	\$3,537,023	\$10,537,667	\$3,958,687	\$6,586,670	\$13,604,977	\$198,595,938	\$263,000	\$71,200	\$315,155	\$164,500	\$88,880	\$377,750	\$194,343	\$1,474,828
% Difference Between Expenditures & Budgeted Revenue	13%	7%	6%	5%	7%	3%	14%	3%	20%	5%	4%	6%	0%	7%	98%	0%	0%	0%	19%

EXPENDITURES

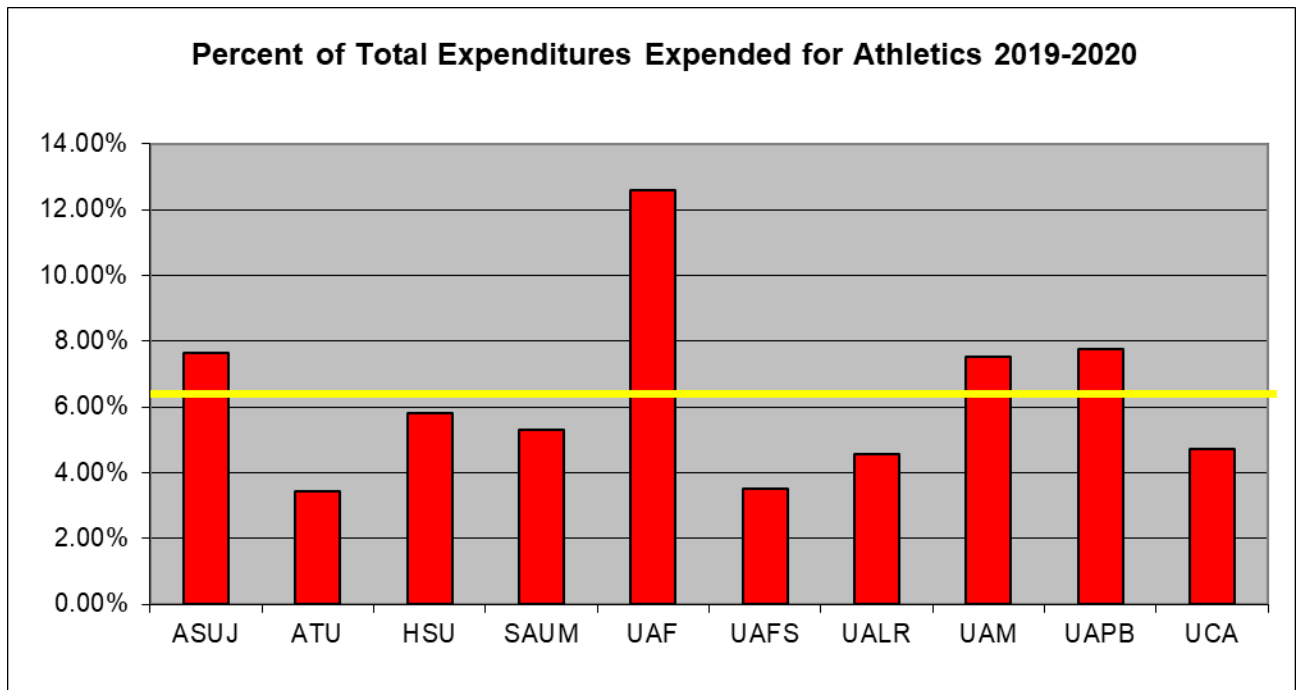
The graph below looks at the revenue sources as a percent of total revenue which provides perspective on how dependent some institutions are on athletic fees, other auxiliary profits and E&G transfers to support their athletic program. The allowable athletic transfer from E&G revenue should be noted in this graph. The 2019-20 allowable transfer from E&G was the greater of either 2 percent of the institutions' FY19 Unrestricted E&G Revenues or \$1,362,789 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 70 percent of the revenue.

**Athletic Revenue by Source 2019-2020**





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 2019-20 represented only 5.47 percent of the total of the universities' expenditures. When UAF is included, that brings the average up to the 6.29 percent reflected in the below graph.



## **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 2010-11 and 2015-16 to 2019-2020**

		2010-11		2015-16	2016-17	2017-18	2018-19	2019-2020
ASUJ	Total Expenditures	\$141,011,347		\$165,677,597	\$165,533,134	\$176,017,818	\$169,498,833	\$173,809,349
	FTE Enrollment	12,495		12,450	12,928	12,825	12,744	12,590
	Revenues:							
	Tuition & Fees	\$83,317,001		\$94,776,124	\$97,962,241	\$100,396,319	\$101,894,078	\$102,568,632
	Other	\$6,249,024		\$9,463,330	\$6,812,777	\$7,576,850	\$7,218,150	\$7,817,466
	State Funds	\$59,350,027		\$62,881,380	\$63,157,177	\$63,296,752	\$63,552,962	\$63,678,191
	Total Revenue	\$148,916,052		\$167,120,834	\$167,932,195	\$171,269,921	\$172,665,191	\$174,064,289
	Operating Margin	\$7,904,705		\$1,443,237	\$2,399,062	(\$4,747,897)	\$3,166,358	\$254,940
	Percent of Expenditures	5.61%		0.87%	1.45%	-2.70%	1.87%	0.15%
ATU	Total Expenditures	\$71,118,694		\$96,689,704	\$96,458,354	\$100,298,239	\$105,451,266	\$106,973,056
	FTE Enrollment	7,642		8,178	7,983	8,785	8,614	8,511
	Revenues:							
	Tuition & Fees	\$43,321,699		\$60,980,667	\$62,511,993	\$67,166,601	\$66,250,946	\$66,949,557
	Other	\$3,013,258		\$4,012,150	\$4,204,087	\$4,972,751	\$5,924,350	\$4,439,728
	State Funds	\$30,829,562		\$31,908,441	\$31,995,945	\$32,043,763	\$32,813,053	\$32,733,916
	Total Revenue	\$77,164,519		\$96,901,258	\$98,712,025	\$104,183,115	\$104,988,349	\$104,123,201
	Operating Margin	\$6,045,825		\$211,554	\$2,253,671	\$3,884,876	(\$462,917)	(\$2,849,855)
	Percent of Expenditures	8.50%		0.22%	2.34%	3.87%	-0.44%	-2.66%
HSU	Total Expenditures	\$43,570,581		\$50,062,623	\$51,785,371	\$48,725,728	\$56,357,128	\$50,542,858
	FTE Enrollment	3,583		3,245	3,221	3,097	3,483	3,448
	Revenues:							
	Tuition & Fees	\$23,785,076		\$26,279,333	\$27,319,768	\$24,321,678	\$26,291,230	\$26,956,088
	Other	\$1,289,298		\$1,098,332	\$1,481,204	\$671,129	\$1,399,663	\$1,169,082
	State Funds	\$20,991,048		\$21,034,398	\$21,131,335	\$21,174,382	\$21,348,315	\$21,488,947
	Total Revenue	\$46,065,422		\$48,412,063	\$49,932,307	\$46,167,189	\$49,039,208	\$49,614,117
	Operating Margin	\$2,494,841		(\$1,650,560)	(\$1,853,064)	(\$2,558,539)	(\$7,317,920)	(\$928,741)
	Percent of Expenditures	5.73%		-3.30%	-3.58%	-5.25%	-12.98%	-1.84%
SAUM	Total Expenditures	\$38,703,980		\$51,669,131	\$56,641,285	\$53,261,978	\$55,061,625	\$58,689,398
	FTE Enrollment	3,102		3,930	4,245	3,949	3,895	3,914
	Revenues:							
	Tuition & Fees	\$20,015,740		\$33,189,267	\$37,274,708	\$34,423,650	\$34,878,651	\$37,066,992
	Other	\$1,565,721		\$2,314,030	\$2,351,998	\$2,657,367	\$2,776,647	\$2,546,981
	State Funds	\$16,593,714		\$16,983,378	\$17,014,578	\$17,053,804	\$17,578,029	\$19,075,426
	Total Revenue	\$38,175,175		\$52,486,675	\$56,641,285	\$54,134,821	\$55,233,328	\$58,689,398
	Operating Margin	(\$528,805)		\$817,544	\$0	\$872,843	\$171,703	\$0
	Percent of Expenditures	-1.37%		1.58%	0.00%	1.64%	0.31%	0.00%
UAF	Total Expenditures	\$294,326,927		\$403,271,461	\$417,833,923	\$431,736,290	\$441,092,337	\$491,099,168
	FTE Enrollment	19,748		24,456	24,666	25,153	25,440	25,122
	Revenues:							
	Tuition & Fees	\$149,585,188		\$265,662,890	\$284,797,711	\$306,218,597	\$316,129,466	\$324,415,640
	Other	\$28,401,023		\$24,663,501	\$22,875,987	\$26,243,454	\$34,276,418	\$31,600,134
	State Funds	\$121,756,787		\$127,579,023	\$127,851,983	\$128,414,582	\$133,273,388	\$132,965,510
	Total Revenue	\$299,742,998		\$417,905,414	\$435,525,681	\$460,876,633	\$483,679,272	\$488,981,284
	Operating Margin	\$5,416,071		\$14,633,953	\$17,691,758	\$29,140,343	\$42,586,935	(\$2,117,884)
	Percent of Expenditures	1.84%		3.63%	4.23%	6.75%	9.65%	-0.43%

**Table A-1. (cont.) Universities Unrestricted E&G Operating Margins 2010-11 and 2015-16 to 2019-20**

		2010-11		2015-16	2016-17	2017-18	2018-19	2019-20
UAFS	Total Expenditures	\$58,461,395		\$62,176,539	\$64,517,975	\$64,852,907	\$66,805,864	\$63,938,174
	FTE Enrollment	6,437		5,409	5,253	5,275	5,237	4,958
	Revenues:							
	Tuition & Fees	\$28,927,962		\$32,108,775	\$33,446,182	\$34,631,536	\$36,204,027	\$35,690,922
	Other	\$6,716,412		\$7,592,668	\$7,810,153	\$7,423,754	\$8,200,940	\$7,707,640
	State Funds	\$23,180,319		\$23,895,393	\$24,056,683	\$24,080,995	\$24,190,209	\$24,266,368
	Total Revenue	\$58,824,693		\$63,596,836	\$65,313,018	\$66,136,285	\$68,595,176	\$67,664,930
	Operating Margin	\$363,298		\$1,420,297	\$795,043	\$1,283,378	\$1,789,312	\$3,726,756
	Percent of Expenditures	0.62%		2.28%	1.23%	1.98%	2.68%	5.83%
UALR	Total Expenditures	\$140,781,513		\$148,144,016	\$150,560,514	\$152,239,874	\$146,758,917	\$132,140,473
	FTE Enrollment	9,881		8,722	8,621	8,488	7,655	7,120
	Revenues:							
	Tuition & Fees	\$69,689,299		\$74,498,288	\$76,940,214	\$77,216,209	\$69,025,411	\$69,085,775
	Other	\$7,335,310		\$6,870,184	\$8,999,646	\$8,098,336	\$10,439,527	\$9,032,875
	State Funds	\$65,172,451		\$66,716,004	\$66,932,402	\$67,153,982	\$67,293,979	\$67,438,262
	Total Revenue	\$142,197,060		\$148,084,476	\$152,872,262	\$152,468,527	\$146,758,917	\$145,556,912
	Operating Margin	\$1,415,547		(\$59,540)	\$2,311,748	\$228,653	\$0	\$13,416,439
	Percent of Expenditures	1.01%		-0.04%	1.54%	0.15%	0.00%	10.15%
UAM	Total Expenditures	\$27,367,121		\$31,172,390	\$32,121,450	\$33,350,243	\$32,981,750	\$32,082,914
	FTE Enrollment	2,428		2,380	2,508	2,874	2,608	2,423
	Revenues:							
	Tuition & Fees	\$12,586,857		\$16,265,576	\$18,663,395	\$19,675,119	\$17,851,366	\$16,395,379
	Other	\$874,784		\$947,618	\$720,769	\$617,601	\$1,150,368	\$3,373,402
	State Funds	\$13,937,501		\$14,169,126	\$14,328,821	\$14,590,552	\$14,506,006	\$14,648,811
	Total Revenue	\$27,399,142		\$31,382,320	\$33,712,985	\$34,883,272	\$33,507,740	\$34,417,592
	Operating Margin	\$32,021		\$209,930	\$1,591,535	\$1,533,029	\$525,990	\$2,334,678
	Percent of Expenditures	0.12%		0.67%	4.95%	4.60%	1.59%	7.28%
UAPB	Total Expenditures	\$45,158,022		\$45,042,924	\$46,179,048	\$42,963,421	\$47,289,627	\$47,467,818
	FTE Enrollment	3,104		2,502	2,611	2,486	2,423	2,296
	Revenues:							
	Tuition & Fees	\$18,584,185		\$17,837,577	\$19,153,179	\$18,745,592	\$18,978,958	\$19,604,674
	Other	\$949,128		\$757,005	\$927,362	\$2,411,606	\$839,516	\$980,791
	State Funds	\$26,936,796		\$23,683,131	\$23,763,310	\$23,807,125	\$27,672,764	\$27,994,072
	Total Revenue	\$46,470,109		\$42,277,713	\$43,843,851	\$44,964,323	\$47,491,238	\$48,579,537
	Operating Margin	\$1,312,087		(\$2,765,211)	(\$2,335,197)	\$2,000,902	\$201,611	\$1,111,719
	Percent of Expenditures	2.91%		-6.14%	-5.06%	4.66%	0.43%	2.34%
UCA	Total Expenditures	\$125,887,141		\$153,086,649	\$144,962,427	\$147,488,011	\$151,202,747	\$151,212,703
	FTE Enrollment	10,447		10,691	10,468	10,277	10,213	9,942
	Revenues:							
	Tuition & Fees	\$68,951,666		\$81,892,796	\$84,265,717	\$86,166,624	\$87,757,228	\$89,073,759
	Other	\$3,128,367		\$2,853,419	\$3,502,959	\$3,831,591	\$4,767,836	\$3,599,617
	State Funds	\$56,494,605		\$58,475,054	\$58,068,410	\$58,198,968	\$58,960,831	\$59,639,049
	Total Revenue	\$128,574,637		\$143,221,269	\$145,837,086	\$148,197,183	\$151,485,895	\$152,312,425
	Operating Margin	\$2,687,496		(\$9,865,380)	\$874,659	\$709,172	\$283,148	\$1,099,722
	Percent of Expenditures	2.13%		-6.44%	0.60%	0.48%	0.19%	0.73%

\*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 2010-11 and 2015-16 to 2019-2020**

		2010-11	2015-16	2016-2017	2017-18	2018-19	2019-2020
<b>ANC</b>	Total Expenditures	\$16,487,202	\$13,290,446	\$13,806,050	\$12,758,040	\$13,523,261	\$12,933,147
	FTE Enrollment	1,434	917	949	918	885	901
	Revenues:						
	Tuition & Fees	\$3,105,840	\$2,543,129	\$2,692,338	\$2,711,991	\$2,664,494	\$2,794,950
	Other	\$1,606,750	\$743,300	\$902,702	\$874,195	\$985,795	\$888,789
	State Funds	\$9,956,804	\$10,216,031	\$10,247,170	\$10,254,894	\$10,269,334	\$10,298,146
	Total Revenue	\$14,669,394	\$13,502,460	\$13,842,210	\$13,841,080	\$13,919,623	\$13,981,885
	Operating Margin	(\$1,817,808)	\$212,014	\$36,160	\$1,083,040	\$396,362	\$1,048,738
Percent of Expenditures	-11.03%	1.60%	0.26%	8.49%	2.93%	8.11%	
<b>ASUB</b>	Total Expenditures	\$27,005,939	\$26,668,240	\$24,842,863	\$24,210,860	\$26,549,194	\$24,318,230
	FTE Enrollment	3,561	2,899	2,860	2,689	2,532	2,413
	Revenues:						
	Tuition & Fees	\$10,757,627	\$10,298,303	\$10,411,011	\$10,249,389	\$9,632,051	\$9,326,445
	Other	\$2,326,269	\$2,021,982	\$2,069,210	\$2,333,615	\$2,499,955	\$2,529,924
	State Funds	\$14,140,378	\$14,122,727	\$14,185,008	\$14,208,961	\$15,316,233	\$14,422,334
	Total Revenue	\$27,224,274	\$26,443,012	\$26,665,229	\$26,791,964	\$27,448,239	\$26,278,703
	Operating Margin	\$218,335	(\$225,228)	\$1,822,366	\$2,581,104	\$899,045	\$1,960,473
Percent of Expenditures	0.81%	-0.84%	7.34%	10.66%	3.39%	8.06%	
<b>ASUMH</b>	Total Expenditures	\$10,325,005	\$10,565,591	\$10,330,667	\$9,957,433	\$10,361,889	\$10,177,311
	FTE Enrollment	1,235	1,086	1,007	991	973	910
	Revenues:						
	Tuition & Fees	\$4,128,543	\$4,413,118	\$4,292,653	\$4,148,966	\$4,175,157	\$4,048,149
	Other	\$1,572,915	\$1,620,938	\$1,599,549	\$1,503,740	\$1,905,804	\$1,925,828
	State Funds	\$4,666,965	\$4,722,039	\$4,722,039	\$4,711,682	\$4,542,755	\$4,664,755
	Total Revenue	\$10,368,423	\$10,756,095	\$10,614,241	\$10,364,387	\$10,623,715	\$10,638,732
	Operating Margin	\$43,418	\$190,504	\$283,575	\$406,954	\$261,826	\$461,421
Percent of Expenditures	0.42%	1.80%	2.74%	4.09%	2.53%	4.53%	
<b>ASUMS</b>	Total Expenditures	\$11,609,253	\$12,675,161	\$12,993,824	\$12,089,263	\$11,595,044	\$10,733,238
	FTE Enrollment	1,354	1,069	999	901	821	758
	Revenues:						
	Tuition & Fees	\$4,423,627	\$4,275,451	\$3,888,782	\$3,650,618	\$3,338,178	\$3,167,639
	Other	\$868,320	\$1,945,429	\$1,364,850	\$1,306,296	\$1,160,446	\$1,057,652
	State Funds	\$5,927,012	\$7,576,777	\$7,578,471	\$7,521,381	\$7,567,856	\$7,663,414
	Total Revenue	\$11,218,959	\$13,797,657	\$12,832,103	\$12,478,295	\$12,066,480	\$11,888,705
	Operating Margin	(\$390,294)	\$1,122,496	(\$161,721)	\$389,032	\$471,436	\$1,155,467
Percent of Expenditures	-3.36%	8.86%	-1.24%	3.22%	4.07%	10.77%	
<b>ASUN</b>	Total Expenditures	\$14,713,396	\$17,500,408	\$15,038,337	\$15,482,235	\$17,835,318	\$14,240,452
	FTE Enrollment	1,518	1,838	1,906	1,861	1,898	1,825
	Revenues:						
	Tuition & Fees	\$4,350,180	\$7,054,757	\$7,419,734	\$7,550,916	\$8,137,117	\$7,763,000
	Other	\$1,122,533	\$1,207,028	\$1,149,292	\$1,158,354	\$1,307,533	\$1,129,225
	State Funds	\$7,352,515	\$7,409,921	\$7,409,921	\$7,392,101	\$8,098,995	\$8,391,250
	Total Revenue	\$12,825,228	\$15,671,706	\$15,978,947	\$16,101,371	\$17,543,645	\$17,283,475
	Operating Margin	(\$1,888,168)	(\$1,828,702)	\$940,610	\$619,136	(\$291,673)	\$3,043,023
Percent of Expenditures	-12.83%	-10.45%	6.25%	4.00%	-1.64%	21.37%	
<b>ASUTR</b>	Total Expenditures	\$7,510,577	\$7,816,115	\$8,054,089	\$7,361,464	\$8,071,090	\$7,095,553
	FTE Enrollment	994	805	802	755	717	677
	Revenues:						
	Tuition & Fees	\$2,710,844	\$3,120,200	\$3,210,350	\$3,006,815	\$3,022,888	\$3,104,923
	Other	\$150,482	\$282,864	\$328,302	\$271,240	\$318,762	\$173,381
	State Funds	\$4,615,667	\$4,683,647	\$4,683,647	\$4,669,112	\$4,683,249	\$4,714,219
	Total Revenue	\$7,476,993	\$8,086,711	\$8,222,299	\$7,947,167	\$8,024,899	\$7,992,523
	Operating Margin	(\$33,584)	\$270,596	\$168,210	\$585,703	(\$46,191)	\$896,970
Percent of Expenditures	-0.45%	3.46%	2.09%	7.96%	-0.57%	12.64%	
<b>BRTC</b>	Total Expenditures	\$15,416,073	\$14,104,806	\$14,338,373	\$17,163,265	\$13,772,804	\$13,963,089
	FTE Enrollment	2,112	1,270	1,223	1,214	1,224	1,130
	Revenues:						
	Tuition & Fees	\$6,169,956	\$5,181,804	\$5,103,976	\$5,291,813	\$5,192,812	\$5,409,258
	Other	\$978,262	\$157,892	\$1,073,339	\$3,688,045	\$156,775	\$149,926
	State Funds	\$8,165,416	\$8,358,725	\$8,358,725	\$8,330,503	\$8,295,696	\$8,356,160
	Total Revenue	\$15,313,634	\$13,698,421	\$14,536,040	\$17,310,361	\$13,645,283	\$13,915,344
	Operating Margin	(\$102,439)	(\$406,385)	\$197,667	\$147,096	(\$127,521)	(\$47,745)
Percent of Expenditures	-0.66%	-2.88%	1.38%	0.86%	-0.93%	-0.34%	
<b>CCCUA</b>	Total Expenditures	\$8,406,596	\$9,570,044	\$9,946,211	\$9,693,856	\$10,047,994	\$9,872,124
	FTE Enrollment	1,083	965	914	907	921	957
	Revenues:						
	Tuition & Fees	\$2,743,718	\$3,640,662	\$3,836,092	\$3,908,017	\$3,780,943	\$4,166,804
	Other	\$1,566,877	\$1,403,000	\$1,472,797	\$1,532,279	\$1,607,591	\$1,698,173
	State Funds	\$4,625,521	\$4,746,139	\$4,747,973	\$4,729,248	\$5,028,601	\$4,963,104
	Total Revenue	\$8,936,116	\$9,789,801	\$10,056,862	\$10,169,544	\$10,417,135	\$10,828,081
	Operating Margin	\$529,520	\$219,757	\$110,651	\$475,688	\$369,141	\$955,957
Percent of Expenditures	6.30%	2.30%	1.11%	4.91%	3.67%	9.68%	
<b>EACC</b>	Total Expenditures	\$8,591,850	\$9,036,488	\$8,838,254	\$12,005,805	\$12,700,810	\$11,155,753
	FTE Enrollment	1,031	751	675	658	754	876
	Revenues:						
	Tuition & Fees	\$2,745,377	\$2,717,009	\$2,545,344	\$2,884,021	\$2,893,319	\$3,342,400
	Other	\$319,833	\$205,776	\$185,708	\$753,243	\$666,581	\$300,283
	State Funds	\$6,481,982	\$6,565,224	\$6,597,817	\$10,034,282	\$10,049,421	\$10,084,850
	Total Revenue	\$9,547,192	\$9,488,009	\$9,328,869	\$13,671,547	\$13,609,320	\$13,727,533
	Operating Margin	\$955,342	\$451,521	\$490,615	\$1,665,742	\$908,510	\$2,571,780
Percent of Expenditures	11.12%	5.00%	5.55%	13.87%	7.15%	23.05%	

**Table A-2. (cont.) Two-Year College Operating Margins 2010-11 and 2015-16 to 2019-2020**

		2010-11		2015-16	2016-17	2017-18	2018-19	2019-2020
<b>NAC</b>	Total Expenditures	\$13,256,518		\$13,280,251	\$13,975,544	\$13,478,569	\$14,071,791	\$13,241,509
	FTE Enrollment	1,922		1,314	1,329	1,345	1,293	1,244
	Revenues:							
	Tuition & Fees	\$4,532,076		\$4,287,268	\$4,380,849	\$4,654,434	\$4,905,371	\$4,902,691
	Other	\$271,698		\$451,930	\$680,323	\$311,799	\$348,232	\$368,416
	State Funds	\$8,927,799		\$9,001,126	\$9,020,375	\$9,023,664	\$9,070,441	\$9,093,165
	Total Revenue	\$13,731,573		\$13,740,324	\$14,081,547	\$13,989,897	\$14,324,044	\$14,364,272
	Operating Margin	\$475,055		\$460,073	\$106,003	\$511,328	\$252,253	\$1,122,763
	Percent of Expenditures	3.58%		3.46%	0.76%	3.79%	1.79%	8.48%
<b>NPC</b>	Total Expenditures	\$18,042,694		\$16,792,936	\$17,531,169	\$17,217,055	\$17,530,395	\$18,235,312
	FTE Enrollment	2,768		1,908	1,802	1,864	1,833	1,847
	Revenues:							
	Tuition & Fees	\$7,114,956		\$6,903,185	\$6,973,932	\$6,521,638	\$6,989,716	\$7,766,886
	Other	\$168,387		\$54,202	\$41,166	\$56,224	\$103,021	\$81,285
	State Funds	\$10,579,128		\$10,876,872	\$10,925,619	\$10,943,860	\$10,975,619	\$11,015,738
	Total Revenue	\$17,862,471		\$17,834,259	\$17,940,717	\$17,521,722	\$18,068,357	\$18,863,909
	Operating Margin	(\$180,223)		\$1,041,323	\$409,548	\$304,667	\$537,962	\$628,597
	Percent of Expenditures	-1.00%		6.20%	2.34%	1.77%	3.07%	3.45%
<b>NWACC</b>	Total Expenditures	\$39,753,660		\$39,313,255	\$38,906,666	\$40,554,873	\$44,445,692	\$45,112,653
	FTE Enrollment	5,776		4,883	4,985	4,951	4,984	5,050
	Revenues:							
	Tuition & Fees	\$22,284,095		\$22,555,743	\$22,871,518	\$22,445,625	\$22,857,811	\$23,508,113
	Other	\$6,416,094		\$7,275,780	\$6,981,307	\$6,985,101	\$11,684,447	\$8,176,772
	State Funds	\$10,701,253		\$11,646,661	\$11,689,510	\$11,713,051	\$11,752,813	\$12,559,563
	Total Revenue	\$39,401,442		\$41,478,184	\$41,542,336	\$41,143,777	\$46,295,071	\$44,244,449
	Operating Margin	(\$352,218)		\$2,164,929	\$2,635,670	\$588,904	\$1,849,379	(\$868,205)
	Percent of Expenditures	-0.89%		5.51%	6.77%	1.45%	4.16%	-1.92%
<b>OZC</b>	Total Expenditures	\$7,852,907		\$8,708,835	\$8,491,419	\$8,600,490	\$8,690,733	\$9,241,494
	FTE Enrollment	1,253		812	823	795	788	797
	Revenues:							
	Tuition & Fees	\$3,723,770		\$3,385,560	\$3,511,951	\$3,592,575	\$3,774,383	\$4,104,383
	Other	\$449,833		\$723,823	\$613,856	\$665,227	\$676,513	\$265,578
	State Funds	\$4,179,930		\$4,398,316	\$4,398,316	\$4,382,329	\$4,362,612	\$4,397,004
	Total Revenue	\$8,353,533		\$8,507,698	\$8,524,122	\$8,640,131	\$8,813,508	\$8,766,965
	Operating Margin	\$500,626		(\$201,137)	\$32,704	\$39,641	\$122,774	(\$474,529)
	Percent of Expenditures	6.38%		-2.51%	0.39%	0.46%	1.41%	-5.13%
<b>PCCUA</b>	Total Expenditures	\$15,458,427		\$15,802,178	\$15,554,296	\$16,334,386	\$16,243,448	\$16,331,642
	FTE Enrollment	1,291		942	989	938	916	912
	Revenues:							
	Tuition & Fees	\$3,168,939		\$2,696,184	\$2,966,651	\$2,917,017	\$3,003,617	\$3,012,674
	Other	\$2,760,584		\$3,262,405	\$2,919,454	\$3,160,111	\$3,248,783	\$3,255,063
	State Funds	\$10,247,275		\$10,349,799	\$10,381,540	\$10,392,225	\$10,411,433	\$10,438,889
	Total Revenue	\$16,176,798		\$16,308,388	\$16,267,645	\$16,469,353	\$16,663,833	\$16,706,626
	Operating Margin	\$718,371		\$506,210	\$713,349	\$134,967	\$420,385	\$374,984
	Percent of Expenditures	4.65%		3.20%	4.59%	0.83%	2.59%	2.30%
<b>SACC</b>	Total Expenditures	\$11,722,624		\$11,711,648	\$11,429,496	\$12,244,204	\$12,026,004	\$11,747,744
	FTE Enrollment	1,375		1,076	1,005	1,054	1,047	1,009
	Revenues:							
	Tuition & Fees	\$4,515,680		\$4,542,271	\$4,551,361	\$5,054,074	\$4,757,528	\$4,553,442
	Other	\$254,200		\$315,734	\$307,378	\$229,827	\$381,087	\$420,281
	State Funds	\$6,913,577		\$7,029,201	\$7,049,780	\$7,057,112	\$7,068,245	\$7,310,943
	Total Revenue	\$11,683,457		\$11,887,207	\$11,908,520	\$12,341,013	\$12,206,860	\$12,284,666
	Operating Margin	(\$39,167)		\$175,559	\$479,024	\$96,809	\$180,856	\$536,922
	Percent of Expenditures	-0.33%		1.50%	4.19%	0.79%	1.50%	4.57%
<b>SAUT</b>	Total Expenditures	\$10,598,229		\$10,781,730	\$10,159,986	\$10,712,524	\$10,772,927	\$10,202,007
	FTE Enrollment	1,372		1,084	925	1,041	948	847
	Revenues:							
	Tuition & Fees	\$4,365,266		\$4,457,094	\$3,866,023	\$4,188,246	\$4,198,527	\$3,914,855
	Other	\$799,174		\$587,104	\$629,551	\$631,046	\$815,470	\$663,502
	State Funds	\$5,798,707		\$5,915,047	\$5,923,834	\$5,928,636	\$5,936,228	\$5,938,370
	Total Revenue	\$10,963,147		\$10,959,245	\$10,419,408	\$10,747,928	\$10,950,225	\$10,516,727
	Operating Margin	\$364,918		\$177,515	\$259,422	\$35,404	\$177,298	\$314,720
	Percent of Expenditures	3.44%		1.65%	2.55%	0.33%	1.65%	3.08%



**Table A-2. (cont.) Two-Year College Operating Margins 2010-11 and 2015-16 to 2019-2020**

		2010-11		2015-16	2016-17	2017-18	2018-19	2019-2020
<b>SEAC</b>	Total Expenditures	\$9,832,880		\$11,513,495	\$11,137,253	\$12,156,770	\$12,220,201	\$11,238,737
	FTE Enrollment	1,570		1,029	952	858	830	888
	Revenues:							
	Tuition & Fees	\$4,630,879		\$3,610,512	\$3,438,456	\$3,219,283	\$3,422,459	\$3,705,241
	Other	\$118,247		\$296,722	\$149,800	\$171,534	\$242,733	\$208,083
	State Funds	\$7,532,012		\$7,611,997	\$7,611,997	\$7,587,169	\$7,556,548	\$7,609,632
	Total Revenue	\$12,281,138		\$11,519,231	\$11,200,253	\$10,977,986	\$11,221,740	\$11,522,956
	Operating Margin	\$2,448,258		\$5,736	\$63,000	(\$1,178,784)	(\$998,461)	\$284,219
	Percent of Expenditures	24.90%		0.05%	0.57%	-9.70%	-8.17%	2.53%
<b>UACCB</b>	Total Expenditures	\$9,971,952		\$9,303,392	\$9,342,443	\$9,442,301	\$9,717,374	\$9,572,567
	FTE Enrollment	1,341		963	891	889	955	982
	Revenues:							
	Tuition & Fees	3,521,138		3,320,452	3,193,719	3,277,192	3,411,879	3,552,205
	Other	\$1,490,091		\$1,518,241	\$1,572,870	\$1,593,533	\$1,677,601	\$1,831,437
	State Funds	\$4,852,307		\$4,997,821	\$4,997,821	\$4,986,926	\$4,973,488	\$5,061,933
	Total Revenue	\$9,863,536		\$9,836,514	\$9,764,410	\$9,857,651	\$10,062,968	\$10,445,575
	Operating Margin	(\$108,416)		\$533,122	\$421,967	\$415,350	\$345,594	\$873,008
	Percent of Expenditures	-1.09%		5.73%	4.52%	4.40%	3.56%	9.12%
<b>UACCH-T</b>	Total Expenditures	\$9,150,399		\$10,299,611	\$10,577,520	\$11,335,420	\$10,870,587	\$10,234,492
	FTE Enrollment	1,126		948	1,024	1,051	981	945
	Revenues:							
	Tuition & Fees	\$2,448,183		\$2,658,467	\$3,050,172	\$3,489,634	\$3,310,145	\$3,229,345
	Other	\$356,983		\$1,223,131	\$916,404	\$1,185,641	\$990,224	\$1,186,669
	State Funds	\$6,371,618		\$6,450,944	\$6,450,944	\$6,426,320	\$6,559,868	\$6,971,807
	Total Revenue	\$9,176,784		\$10,332,542	\$10,417,520	\$11,101,595	\$10,860,237	\$11,387,821
	Operating Margin	\$26,385		\$32,931	(\$160,000)	(\$233,825)	(\$10,350)	\$1,153,329
	Percent of Expenditures	0.29%		0.32%	-1.51%	-2.06%	-0.10%	11.27%
<b>UACCM</b>	Total Expenditures	\$12,986,615		\$14,564,110	\$12,865,515	\$13,514,112	\$11,794,549	\$13,383,651
	FTE Enrollment	1,978		1,545	1,552	1,456	1,414	1,367
	Revenues:							
	Tuition & Fees	\$6,249,309		\$6,247,346	\$6,630,234	\$6,573,957	\$6,510,844	\$6,347,396
	Other	\$982,120		\$1,133,289	\$880,995	\$1,121,412	\$1,704,369	\$1,288,931
	State Funds	\$5,974,769		\$6,313,341	\$6,313,341	\$6,297,111	\$6,277,094	\$6,311,812
	Total Revenue	\$13,206,198		\$13,693,976	\$13,824,570	\$13,992,480	\$14,492,307	\$13,948,139
	Operating Margin	\$219,583		(\$870,134)	\$959,055	\$478,368	\$2,697,758	\$564,488
	Percent of Expenditures	1.69%		-5.97%	7.45%	3.54%	22.87%	4.22%
<b>UACCRM</b>	Total Expenditures	\$5,223,011		\$5,598,973	\$5,540,838	\$5,597,362	\$6,016,367	\$6,405,695
	FTE Enrollment	688		551	521	557	522	564
	Revenues:							
	Tuition & Fees	\$1,796,133		\$2,132,131	\$2,118,220	\$2,295,024	\$2,413,144	\$2,625,014
	Other	\$176,175		\$100,515	\$108,202	\$153,127	\$157,874	\$204,082
	State Funds	\$3,384,422		\$3,412,013	\$3,420,616	\$3,425,317	\$3,432,750	\$3,435,845
	Total Revenue	\$5,356,730		\$5,644,659	\$5,647,038	\$5,873,468	\$6,003,768	\$6,264,941
	Operating Margin	\$133,719		\$45,686	\$106,200	\$276,106	(\$12,599)	(\$140,754)
	Percent of Expenditures	2.56%		0.82%	1.92%	4.93%	-0.21%	-2.20%
<b>UAPTC</b>	Total Expenditures	\$41,873,066		\$41,497,477	\$42,856,615	\$42,541,300	\$39,189,654	\$40,290,246
	FTE Enrollment	8,437		5,150	4,340	3,957	3,710	3,932
	Revenues:							
	Tuition & Fees	\$27,554,605		\$25,985,310	\$25,066,842	\$24,017,644	\$23,293,269	\$24,090,787
	Other	\$1,433,150		\$749,578	\$740,887	\$779,450	\$1,075,780	\$1,280,134
	State Funds	\$16,490,355		\$17,411,209	\$17,411,209	\$17,382,628	\$17,347,378	\$17,404,858
	Total Revenue	\$45,478,110		\$44,146,097	\$43,218,938	\$42,179,721	\$41,716,427	\$42,775,779
	Operating Margin	\$3,605,044		\$2,648,620	\$362,323	(\$361,579)	\$2,526,773	\$2,485,533
	Percent of Expenditures	8.61%		6.38%	0.85%	-0.85%	6.45%	6.17%

\*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 2018-2019 to 2019-2020

Institutions	2018-2019		2019-2020	
	Current Fund Revenues	Fund Balance as a Percent of Revenues	Current Fund Revenues	Fund Balance as a Percent of Revenues
Arkansas State University - Jonesboro	\$172,665,191	14.1%	\$24,387,505	14.2%
Arkansas Tech University	\$104,988,349	41.9%	\$44,037,133	39.6%
Henderson State University	\$49,039,208	-10.5%	-\$5,154,505	-12.1%
Southern Arkansas University	\$55,233,328	2.0%	\$1,091,426	2.3%
University of Arkansas Fund*	\$590,264,713	40.4%	\$238,418,626	40.0%
University of Arkansas at Ft. Smith	\$68,595,176	16.6%	\$11,355,072	22.3%
University of Arkansas at Little Rock	\$146,758,917	11.2%	\$16,415,163	20.7%
University of Arkansas at Monticello	\$33,507,740	27.0%	\$9,050,315	31.9%
University of Arkansas at Pine Bluff	\$47,491,238	45.5%	\$21,608,588	46.8%
University of Central Arkansas	\$151,485,895	8.7%	\$13,208,479	9.2%
<b>Four-Year Total</b>	<b>\$829,765,042</b>	<b>16.4%</b>	<b>\$135,999,176</b>	<b>18.5%</b>
Arkansas Northeastern College	\$13,919,623	31.5%	\$4,383,694	44.0%
Arkansas State University - Beebe	\$27,448,239	44.3%	\$12,171,682	53.8%
Arkansas State University - Mountain Home	\$10,623,715	36.5%	\$3,879,127	40.8%
Arkansas State University Mid-South	\$12,066,480	43.8%	\$5,286,179	53.8%
Arkansas State University - Newport	\$17,543,645	13.5%	\$2,363,060	31.3%
Arkansas State University Three Rivers	\$8,024,899	-7.6%	-\$610,163	66.3%
Black River Technical College	\$13,645,283	41.1%	\$5,607,801	40.0%
Cossatot Community College of the University of Arkansas	\$10,417,135	35.0%	\$3,647,803	42.5%
East Arkansas Community College	\$13,609,320	55.9%	\$7,607,165	30.0%
North Arkansas College	\$14,324,044	26.5%	\$3,801,356	34.3%
National Park College	\$18,068,357	38.4%	\$6,936,850	36.3%
Northwest Arkansas Community College	\$46,295,071	24.4%	\$11,292,859	23.6%
Ozarka College	\$8,813,508	44.8%	\$3,950,365	46.2%
Phillips Community College of the University of Arkansas	\$16,663,833	66.3%	\$11,051,094	68.0%
South Arkansas Community College	\$12,206,860	27.6%	\$3,366,251	31.9%
Southern Arkansas University Tech	\$10,950,225	33.1%	\$3,628,876	37.5%
Southeast Arkansas College	\$11,221,740	28.9%	\$3,242,132	30.6%
University of Arkansas Community College at Batesville	\$10,062,968	48.2%	\$4,854,154	54.8%
University of Arkansas Community College at Hope-Texarkana	\$10,860,237	9.6%	\$1,043,105	19.1%
University of Arkansas Community College at Morrilton	\$14,492,307	48.7%	\$7,062,429	54.7%
University of Arkansas Community College at Rich Mountain	\$6,003,768	56.2%	\$3,371,401	51.6%
University of Arkansas - Pulaski Technical College	\$41,716,427	64.3%	\$26,820,842	68.5%
<b>Two-Year Total</b>	<b>\$348,977,683</b>	<b>38.6%</b>	<b>\$134,758,063</b>	<b>43.9%</b>
UAMS	\$1,612,916,260	20.8%	\$335,947,584	23.3%
<b>Total Teaching Campuses</b>	<b>\$2,791,658,985</b>	<b>21.7%</b>	<b>\$606,704,822</b>	<b>24.4%</b>
				<b>\$671,349,221</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	2015-16	2016-17	2017-18	2018-19	2019-20
ASUJ	Tuition and Fee Income	\$83,317,001	\$94,776,124	\$97,962,241	\$100,396,319	\$101,894,078	\$102,568,632
	Scholarships	\$18,461,261	\$21,095,488	\$22,104,769	\$22,156,244	\$24,538,021	\$25,864,808
	Net Tuition and Fee Income	\$64,855,740	\$73,680,636	\$75,857,472	\$78,240,075	\$77,356,057	\$76,703,824
	Annual FTE	12,495	12,450	12,928	12,825	12,744	12,590
	UG Resident Tuition	\$6,640	\$8,050	\$8,200	\$8,478	\$8,608	\$8,900
	Net Income/FTE	\$5,191	\$5,918	\$5,868	\$6,100	\$6,070	\$6,093
ATU	Tuition and Fee Income	\$43,321,699	\$60,980,667	\$62,511,993	\$67,166,601	\$66,250,946	\$66,949,557
	Scholarships	\$9,945,481	\$10,722,906	\$11,613,640	\$13,253,705	\$15,624,854	\$18,831,761
	Net Tuition and Fee Income	\$33,376,218	\$50,257,761	\$50,898,353	\$53,912,896	\$50,626,092	\$48,117,796
	Annual FTE	7,642	8,178	7,983	8,785	8,614	8,511
	UG Resident Tuition	\$5,908	\$7,740	\$8,280	\$8,880	\$9,068	\$9,255
	Net Income/FTE	\$4,368	\$6,145	\$6,376	\$6,137	\$5,877	\$5,653
HSU	Tuition and Fee Income	\$23,785,076	\$26,279,333	\$27,319,768	\$24,321,678	\$26,291,230	\$26,956,088
	Scholarships	\$7,532,709	\$9,186,323	\$9,817,778	\$8,603,883	\$9,950,063	\$10,043,313
	Net Tuition and Fee Income	\$16,252,367	\$17,093,010	\$17,501,990	\$15,717,795	\$16,341,167	\$16,912,775
	Annual FTE	3,583	3,245	3,221	3,097	3,483	3,448
	UG Resident Tuition	\$6,444	\$7,809	\$8,116	\$8,311	\$8,436	\$8,811
	Net Income/FTE	\$4,536	\$5,267	\$5,433	\$5,075	\$4,692	\$4,906
SAUM	Tuition and Fee Income	\$20,015,740	\$33,189,267	\$37,274,708	\$34,423,650	\$34,878,651	\$37,066,992
	Scholarships	\$6,331,579	\$8,998,896	\$9,936,581	\$11,516,437	\$12,641,008	\$13,745,327
	Net Tuition and Fee Income	\$13,684,161	\$24,190,370	\$27,338,127	\$22,907,212	\$22,237,644	\$23,321,665
	Annual FTE	3,102	3,930	4,245	3,949	3,895	3,914
	UG Resident Tuition	\$6,426	\$7,896	\$8,196	\$8,346	\$8,676	\$8,980
	Net Income/FTE	\$4,411	\$6,156	\$6,440	\$5,801	\$5,710	\$5,958
UAF	Tuition and Fee Income	\$149,585,188	\$265,662,890	\$284,797,711	\$306,218,597	\$316,129,466	\$324,415,640
	Scholarships	\$13,843,726	\$16,952,988	\$17,697,581	\$19,768,341	\$17,500,715	\$17,516,143
	Net Tuition and Fee Income	\$135,741,462	\$248,709,902	\$267,100,130	\$286,450,256	\$298,628,751	\$306,899,497
	Annual FTE	19,748	24,456	24,666	25,153	25,440	25,122
	UG Resident Tuition	\$6,767	\$8,521	\$8,819	\$9,062	\$9,129	\$9,385
	Net Income/FTE	\$6,874	\$10,170	\$10,829	\$11,389	\$11,739	\$12,216
UAFS	Tuition and Fee Income	\$28,927,962	\$32,108,775	\$33,446,182	\$34,631,536	\$36,204,027	\$35,690,922
	Scholarships	\$3,646,079	\$5,265,979	\$4,790,957	\$4,485,982	\$5,913,564	\$6,758,754
	Net Tuition and Fee Income	\$25,281,883	\$26,842,796	\$28,655,225	\$30,145,554	\$30,290,463	\$28,932,168
	Annual FTE	6,437	5,409	5,253	5,275	5,237	4,958
	UG Resident Tuition	\$4,918	\$6,322	\$6,701	\$6,935	\$7,128	\$7,339
	Net Income/FTE	\$3,928	\$4,962	\$5,455	\$5,715	\$5,784	\$5,835
UALR	Tuition and Fee Income	\$69,689,299	\$74,498,288	\$76,940,214	\$77,216,209	\$69,025,411	\$69,085,775
	Scholarships	\$13,519,688	\$18,914,406	\$19,136,268	\$19,105,966	\$13,323,955	\$12,394,899
	Net Tuition and Fee Income	\$56,169,611	\$55,583,882	\$57,803,946	\$58,110,243	\$55,701,456	\$56,690,876
	Annual FTE	9,881	8,722	8,621	8,488	7,655	7,120
	UG Resident Tuition	\$6,642	\$8,165	\$8,633	\$8,936	\$9,439	\$9,529
	Net Income/FTE	\$5,685	\$6,373	\$6,705	\$6,846	\$7,276	\$7,962
UAM	Tuition and Fee Income	\$12,586,857	\$16,265,576	\$18,663,395	\$19,675,119	\$17,851,366	\$16,395,379
	Scholarships	\$3,821,758	\$5,434,442	\$5,998,425	\$5,970,967	\$4,989,064	\$4,561,987
	Net Tuition and Fee Income	\$8,765,099	\$10,831,134	\$12,664,970	\$13,704,152	\$12,862,302	\$11,833,392
	Annual FTE	2,428	2,721	2,508	2,874	2,608	2,423
	UG Resident Tuition	\$4,990	\$6,447	\$7,210	\$7,462	\$7,696	\$7,909
	Net Income/FTE	\$3,610	\$3,981	\$5,051	\$4,769	\$4,932	\$4,884
UAPB	Tuition and Fee Income	\$18,584,185	\$17,837,577	\$19,153,179	\$18,745,592	\$18,978,958	\$19,604,674
	Scholarships	\$3,771,935	\$7,254,206	\$8,324,606	\$7,204,766	\$7,097,171	\$6,988,936
	Net Tuition and Fee Income	\$14,812,250	\$10,583,371	\$10,828,573	\$11,540,826	\$11,881,787	\$12,615,738
	Annual FTE	3,104	2,502	2,611	2,486	2,423	2,296
	UG Resident Tuition	\$5,033	\$6,271	\$6,676	\$7,212	\$7,842	\$8,064
	Net Income/FTE	\$4,772	\$4,229	\$4,147	\$4,643	\$4,905	\$5,495
UCA	Tuition and Fee Income	\$68,951,666	\$81,892,796	\$84,265,717	\$86,166,624	\$87,757,228	\$89,073,759
	Scholarships	\$18,698,237	\$20,685,146	\$21,821,646	\$23,277,319	\$24,422,159	\$25,786,721
	Net Tuition and Fee Income	\$50,253,429	\$61,207,650	\$62,444,071	\$62,889,305	\$63,335,069	\$63,287,038
	Annual FTE	10,447	10,691	10,468	10,277	10,213	9,942
	UG Resident Tuition	\$6,908	\$7,889	\$8,224	\$8,524	\$8,751	\$9,188
	Net Income/FTE	\$4,811	\$5,725	\$5,965	\$6,120	\$6,201	\$6,365
TOTAL	Tuition and Fee Income	\$518,764,673	\$703,491,292	\$742,335,108	\$768,961,925	\$775,261,362	\$787,807,418
	Scholarships	\$99,572,453	\$124,510,780	\$131,242,251	\$135,343,610	\$136,000,574	\$142,492,649
	Net Tuition and Fee Income	\$419,192,220	\$578,980,512	\$611,092,858	\$633,618,315	\$639,260,788	\$645,314,769

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

		2010-11	2015-16	2016-17	2017-18	2018-19	2019-20
ANC	Tuition and Fee Income	\$3,105,840	\$2,543,129	\$2,692,338	\$2,711,991	\$2,664,494	\$2,794,950
	Scholarships	\$143,913	\$354,487	\$387,094	\$372,566	\$551,151	\$471,981
	Net Tuition and Fee Income	\$2,961,927	\$2,188,642	\$2,305,244	\$2,339,425	\$2,113,343	\$2,322,969
	Annual FTE	1,434	917	949	918	885	901
	UG Resident Tuition	\$2,140	\$2,600	\$2,660	\$2,750	\$2,780	\$2,810
	Net Tuition Income/FTE	\$2,066	\$2,386	\$2,428	\$2,547	\$2,389	\$2,578
ASUB	Tuition and Fee Income	\$10,757,627	\$10,298,303	\$10,411,011	\$10,249,389	\$9,632,051	\$9,326,445
	Scholarships	\$1,067,843	\$1,199,360	\$1,266,452	\$1,411,889	\$1,308,528	\$1,296,647
	Net Tuition and Fee Income	\$9,689,784	\$9,098,943	\$9,144,559	\$8,837,500	\$8,323,523	\$8,029,798
	Annual FTE	3,561	2,899	2,860	2,689	2,525	2,413
	UG Resident Tuition	\$2,790	\$3,420	\$3,480	\$3,540	\$3,600	\$3,660
	Net Tuition Income/FTE	\$2,721	\$3,139	\$3,197	\$3,286	\$3,296	\$3,328
ASUMH	Tuition and Fee Income	\$4,128,543	\$4,413,118	\$4,292,653	\$4,148,966	\$4,175,157	\$4,048,149
	Scholarships	\$177,271	\$269,454	\$233,136	\$249,784	\$184,143	\$302,541
	Net Tuition and Fee Income	\$3,951,272	\$4,143,664	\$4,059,518	\$3,899,182	\$3,991,014	\$3,745,608
	Annual FTE	1,235	1,086	1,007	991	973	910
	UG Resident Tuition	\$2,910	\$3,420	\$3,480	\$3,540	\$3,570	\$3,630
	Net Tuition Income/FTE	\$3,199	\$3,817	\$4,032	\$3,934	\$4,100	\$4,118
ASUMS	Tuition and Fee Income	\$4,423,627	\$4,275,451	\$3,888,782	\$3,650,618	\$3,338,178	\$3,167,639
	Scholarships	\$261,814	\$338,356	\$538,844	\$348,231	\$377,186	\$249,999
	Net Tuition and Fee Income	\$4,161,813	\$3,937,095	\$3,349,938	\$3,302,387	\$2,960,992	\$2,917,640
	Annual FTE	1,354	1,069	999	901	821	758
	UG Resident Tuition	\$2,720	\$3,790	\$3,880	\$4,000	\$4,000	\$4,090
	Net Tuition Income/FTE	\$3,075	\$3,683	\$3,352	\$3,664	\$3,606	\$3,847
ASUN	Tuition and Fee Income	\$4,350,180	\$7,054,757	\$7,419,734	\$7,550,916	\$8,137,117	\$7,763,000
	Scholarships	\$57,591	\$320,375	\$414,409	\$559,700	\$521,027	\$463,666
	Net Tuition and Fee Income	\$4,292,589	\$6,734,382	\$7,005,325	\$6,991,216	\$7,616,090	\$7,299,334
	Annual FTE	1,518	1,838	1,906	1,861	1,898	1,825
	UG Resident Tuition	\$2,550	\$3,270	\$3,330	\$3,450	\$3,480	\$3,570
	Net Tuition Income/FTE	\$2,828	\$3,665	\$3,675	\$3,757	\$4,013	\$4,001
ASUTR	Tuition and Fee Income	\$2,710,844	\$3,120,200	\$3,210,350	\$3,006,815	\$3,022,888	\$3,104,923
	Scholarships	\$458,290	\$52,801	\$80,103	\$65,957	\$36,394	\$49,913
	Net Tuition and Fee Income	\$2,252,554	\$3,067,399	\$3,130,247	\$2,940,858	\$2,986,494	\$3,055,010
	Annual FTE	994	805	802	755	717	677
	UG Resident Tuition	\$2,312	\$3,620	\$3,620	\$3,680	\$3,890	\$4,070
	Net Tuition Income/FTE	\$2,265	\$3,812	\$3,903	\$3,896	\$4,166	\$4,510
BRTC	Tuition and Fee Income	\$6,169,956	\$5,181,804	\$5,103,976	\$5,291,813	\$5,192,812	\$5,409,258
	Scholarships	\$713,152	\$692,040	\$627,968	\$759,018	\$881,886	\$954,100
	Net Tuition and Fee Income	\$5,456,804	\$4,489,764	\$4,476,008	\$4,532,795	\$4,310,926	\$4,455,158
	Annual FTE	2,112	1,270	1,223	1,214	1,224	1,130
	UG Resident Tuition	\$2,460	\$3,240	\$3,330	\$3,600	\$3,660	\$4,050
	Net Tuition Income/FTE	\$2,584	\$3,534	\$3,661	\$3,735	\$3,521	\$3,942
CCCUA	Tuition and Fee Income	\$2,743,718	\$3,640,662	\$3,836,092	\$3,908,017	\$3,780,943	\$4,166,804
	Scholarships	\$29,855	\$67,152	\$71,314	\$51,628	\$44,446	\$66,076
	Net Tuition and Fee Income	\$2,713,863	\$3,573,510	\$3,764,778	\$3,856,389	\$3,736,497	\$4,100,728
	Annual FTE	1,083	965	914	907	921	957
	UG Resident Tuition	\$2,080	\$3,030	\$3,405	\$3,600	\$3,840	\$3,960
	Net Tuition Income/FTE	\$2,506	\$3,703	\$4,118	\$4,250	\$4,057	\$4,286

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

		2010-11	2015-16	2016-17	2017-18	2018-19	2019-20
EACC	Tuition and Fee Income	\$2,745,377	\$2,717,009	\$2,545,344	\$2,884,021	\$2,893,319	\$3,342,400
	Scholarships	\$243,546	\$267,219	\$217,730	\$223,137	\$240,170	\$301,962
	Net Tuition and Fee Income	\$2,501,831	\$2,449,790	\$2,327,614	\$2,660,884	\$2,653,148	\$3,040,438
	Annual FTE	1,031	751	675	658	754	876
	UG Resident Tuition	\$2,430	\$3,090	\$3,150	\$3,150	\$3,180	\$3,234
	Net Tuition Income/FTE	\$2,427	\$3,262	\$3,450	\$4,045	\$3,520	\$3,472
NAC	Tuition and Fee Income	\$4,532,076	\$4,287,268	\$4,380,849	\$4,654,434	\$4,905,371	\$4,902,691
	Scholarships	\$379,252	\$430,047	\$501,064	\$441,040	\$739,046	\$711,437
	Net Tuition and Fee Income	\$4,152,824	\$3,857,221	\$3,879,785	\$4,213,394	\$4,166,325	\$4,191,254
	Annual FTE	1,922	1,314	1,329	1,345	1,293	1,244
	UG Resident Tuition	\$2,580	\$3,270	\$3,330	\$3,510	\$3,600	\$3,690
	Net Tuition Income/FTE	\$2,161	\$2,935	\$2,920	\$3,132	\$3,223	\$3,371
NPC	Tuition and Fee Income	\$7,114,956	\$6,903,185	\$6,973,932	\$6,521,638	\$6,989,716	\$7,766,886
	Scholarships	\$797,808	\$1,325,412	\$1,117,992	\$577,899	\$695,585	\$876,260
	Net Tuition and Fee Income	\$6,317,148	\$5,577,773	\$5,855,940	\$5,943,739	\$6,294,131	\$6,890,626
	Annual FTE	2,768	1,908	1,802	1,864	1,833	1,847
	UG Resident Tuition	\$2,670	\$3,460	\$3,460	\$3,780	\$4,110	\$4,500
	Net Tuition Income/FTE	\$2,282	\$2,923	\$3,250	\$3,189	\$3,434	\$3,731
NWACC	Tuition and Fee Income	\$22,284,095	\$23,818,087	\$22,871,518	\$22,445,625	\$22,857,811	\$23,508,113
	Scholarships	\$830,820	\$1,262,344	\$1,486,929	\$1,733,190	\$286,827	\$287,463
	Net Tuition and Fee Income	\$21,453,275	\$22,555,743	\$21,384,589	\$20,712,435	\$22,570,984	\$23,220,650
	Annual FTE	5,776	4,883	4,985	4,951	4,984	5,050
	UG Resident Tuition	\$3,813	\$4,633	\$4,633	\$4,683	\$4,683	\$5,058
	Net Tuition Income/FTE	\$3,714	\$4,619	\$4,290	\$4,184	\$4,529	\$4,598
OZC	Tuition and Fee Income	\$3,723,770	\$3,385,560	\$3,511,951	\$3,592,575	\$3,774,383	\$4,104,383
	Scholarships	\$291,761	\$530,501	\$529,023	\$618,974	\$633,955	\$662,481
	Net Tuition and Fee Income	\$3,432,009	\$2,855,059	\$2,982,928	\$2,973,601	\$3,140,428	\$3,441,902
	Annual FTE	1,253	812	823	795	788	797
	UG Resident Tuition	\$2,720	\$3,445	\$3,445	\$3,640	\$3,730	\$3,730
	Net Tuition Income/FTE	\$2,738	\$3,518	\$3,626	\$3,739	\$3,987	\$4,317
PCCUA	Tuition and Fee Income	\$3,168,939	\$2,696,184	\$2,966,651	\$2,917,017	\$3,003,617	\$3,012,674
	Scholarships	\$278,738	\$309,235	\$754,097	\$754,693	\$675,895	\$775,700
	Net Tuition and Fee Income	\$2,890,201	\$2,386,949	\$2,212,554	\$2,162,324	\$2,327,722	\$2,236,974
	Annual FTE	1,291	942	989	938	916	912
	UG Resident Tuition	\$2,450	\$2,968	\$3,110	\$3,200	\$3,320	\$3,410
	Net Tuition Income/FTE	\$2,238	\$2,533	\$2,236	\$2,304	\$2,543	\$2,452
SACC	Tuition and Fee Income	\$4,515,680	\$4,542,271	\$4,551,361	\$5,054,074	\$4,757,528	\$4,553,442
	Scholarships	\$260,020	\$297,214	\$322,808	\$438,708	\$417,972	\$438,522
	Net Tuition and Fee Income	\$4,255,660	\$4,245,057	\$4,228,553	\$4,615,366	\$4,339,556	\$4,114,920
	Annual FTE	1,375	1,076	1,005	1,054	1,047	1,009
	UG Resident Tuition	\$2,620	\$3,380	\$3,510	\$3,660	\$3,750	\$3,750
	Net Tuition Income/FTE	\$3,096	\$3,946	\$4,207	\$4,378	\$4,144	\$4,078

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

		2010-11	2015-16	2016-17	2017-18	2018-19	2019-20
SAUT	Tuition and Fee Income	\$4,365,266	\$4,457,094	\$3,866,023	\$4,188,246	\$4,198,527	\$3,914,855
	Scholarships	\$654,567	\$1,239,735	\$1,375,253	\$1,345,429	\$1,260,763	\$953,022
	Net Tuition and Fee Income	\$3,710,699	\$3,217,359	\$2,490,770	\$2,842,817	\$2,937,764	\$2,961,833
	Annual FTE	1,372	1,084	925	1,041	948	847
	UG Resident Tuition	\$3,270	\$4,140	\$4,140	\$4,500	\$4,500	\$4,590
	Net Tuition Income/FTE	\$2,704	\$2,969	\$2,693	\$2,731	\$3,100	\$3,497
SEAC	Tuition and Fee Income	\$4,630,879	\$3,610,512	\$3,438,456	\$3,219,283	\$3,422,459	\$3,705,241
	Scholarships	\$185,724	\$245,198	\$258,126	\$224,984	\$220,444	\$459,357
	Net Tuition and Fee Income	\$4,445,155	\$3,365,314	\$3,180,330	\$2,994,299	\$3,202,015	\$3,245,884
	Annual FTE	1,570	1,029	952	858	830	888
	UG Resident Tuition	\$2,770	\$3,070	\$3,220	\$3,460	\$3,850	\$3,850
	Net Tuition Income/FTE	\$2,831	\$3,271	\$3,342	\$3,489	\$3,858	\$3,657
UACCB	Tuition and Fee Income	\$3,521,138	\$3,320,452	\$3,193,719	\$3,277,192	\$3,411,879	\$3,552,205
	Scholarships	\$300,568	\$395,152	\$352,241	\$422,938	\$437,207	\$483,749
	Net Tuition and Fee Income	\$3,220,570	\$2,925,300	\$2,841,478	\$2,854,254	\$2,974,672	\$3,068,456
	Annual FTE	1,341	963	891	889	955	982
	UG Resident Tuition	\$2,660	\$3,195	\$3,375	\$3,480	\$3,555	\$3,555
	Net Tuition Income/FTE	\$2,402	\$3,038	\$3,190	\$3,211	\$3,115	\$3,124
UACCH-T	Tuition and Fee Income	\$2,448,183	\$2,658,467	\$3,050,172	\$3,489,634	\$3,310,145	\$3,229,345
	Scholarships	\$158,788	\$326,698	\$359,609	\$484,381	\$408,982	\$362,296
	Net Tuition and Fee Income	\$2,289,395	\$2,331,769	\$2,690,563	\$3,005,253	\$2,901,163	\$2,867,049
	Annual FTE	1,126	948	1,024	1,051	981	945
	UG Resident Tuition	\$2,121	\$2,650	\$2,890	\$2,980	\$3,070	\$3,250
	Net Tuition Income/FTE	\$2,033	\$2,461	\$2,629	\$2,861	\$2,957	\$3,035
UACCM	Tuition and Fee Income	\$6,249,309	\$6,247,346	\$6,630,234	\$6,573,957	\$6,510,844	\$6,347,396
	Scholarships	\$583,361	\$402,926	\$555,113	\$501,398	\$423,563	\$366,284
	Net Tuition and Fee Income	\$5,665,948	\$5,844,420	\$6,075,121	\$6,072,559	\$6,087,281	\$5,981,112
	Annual FTE	1,978	1,545	1,552	1,456	1,414	1,367
	UG Resident Tuition	\$3,030	\$3,785	\$3,980	\$4,130	\$4,220	\$4,320
	Net Tuition Income/FTE	\$2,865	\$3,784	\$3,914	\$4,170	\$4,304	\$4,377
UACCRM	Tuition and Fee Income	\$1,796,133	\$2,132,131	\$2,118,220	\$2,295,024	\$2,413,144	\$2,625,014
	Scholarships	\$203,606	\$383,006	\$375,210	\$447,751	\$394,970	\$350,717
	Net Tuition and Fee Income	\$1,592,527	\$1,749,125	\$1,743,010	\$1,847,273	\$2,018,174	\$2,274,297
	Annual FTE	688	551	521	557	522	564
	UG Resident Tuition	\$2,430	\$3,480	\$3,630	\$3,780	\$4,020	\$4,260
	Net Tuition Income/FTE	\$2,314	\$3,173	\$3,344	\$3,318	\$3,868	\$4,032
UAPTC	Tuition and Fee Income	\$27,554,605	\$25,985,310	\$25,066,842	\$24,017,644	\$23,293,269	\$24,090,787
	Scholarships	\$1,452,288	\$1,645,095	\$1,465,864	\$1,622,320	\$1,688,258	\$1,563,044
	Net Tuition and Fee Income	\$26,102,317	\$24,340,215	\$23,600,978	\$22,395,324	\$21,605,011	\$22,527,743
	Annual FTE	8,437	5,150	4,340	3,957	3,710	3,932
	UG Resident Tuition	\$2,860	\$4,650	\$5,280	\$5,460	\$5,632	\$5,670
	Net Tuition Income/FTE	\$3,094	\$4,726	\$5,438	\$5,659	\$5,824	\$5,729
TOTAL	Tuition and Fee Income	\$137,040,741	\$137,288,300	\$136,020,209	\$135,648,888	\$135,685,652	\$138,436,600
	Scholarships	\$9,530,576	\$12,353,807	\$13,290,378	\$13,655,615	\$12,428,398	\$12,447,217
	Net Tuition and Fee Income	\$127,510,165	\$124,934,493	\$122,729,831	\$121,993,274	\$123,257,253	\$125,989,384

Appendix C:  
Expenditures per FTE by  
Function



**Table C-1. Expenditures per FTE by Expenditure Function for 2019-2020**

College	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Operation and Maintenance of Plant	Scholarships & Fellowships	Other	Total
ASUW	\$5,261	\$213	\$243	\$1,196	\$762	\$1,034	\$1,361	\$2,054	\$255	\$12,379
ATU	\$3,593	\$497	\$38	\$36	\$795	\$1,541	\$956	\$2,213	\$2	\$9,670
HSU	\$6,017	\$41	\$32	\$444	\$966	\$2,144	\$1,569	\$2,913	\$175	\$14,301
SAU	\$4,877	\$62	\$76	\$1,065	\$1,235	\$1,381	\$1,843	\$3,512	\$0	\$14,051
UAF	\$7,699	\$1,148	\$325	\$1,920	\$1,299	\$1,555	\$946	\$697	\$320	\$15,909
UAFS	\$4,726	\$17	\$59	\$899	\$987	\$1,904	\$1,111	\$1,363	\$407	\$11,066
UALR	\$6,276	\$626	\$350	\$2,419	\$14,790	\$2,122	\$1,106	\$1,741	\$0	\$29,837
UAM	\$4,373	\$8	\$48	\$0	\$995	\$2,411	\$1,601	\$1,883	\$2	\$11,322
UAPB	\$5,432	\$903	\$607	\$2,161	\$1,520	\$3,492	\$2,492	\$3,044	\$0	\$19,652
UCA	\$6,608	\$118	\$257	\$1,341	\$807	\$1,487	\$1,337	\$2,594	-\$30	\$14,520
<b>Average</b>	<b>\$5,486</b>	<b>\$363</b>	<b>\$204</b>	<b>\$1,148</b>	<b>\$2,416</b>	<b>\$1,907</b>	<b>\$1,432</b>	<b>\$2,201</b>	<b>\$113</b>	<b>\$15,271</b>

**Table C-2. Expenditures per FTE by Expenditure Function for 2019-2020**

College	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Operation and Maintenance of Plant	Scholarships & Fellowships	Other	Total
ANC	\$7,054	\$0	\$1,064	\$204	\$884	\$2,257	\$2,210	\$524	\$0	\$14,197
ASUB	\$3,909	\$0	\$0	\$505	\$700	\$2,375	\$1,079	\$537	\$109	\$9,214
ASUMH	\$4,482	\$0	\$143	\$768	\$745	\$1,978	\$1,663	\$333	\$0	\$10,111
ASUMS	\$3,765	\$0	\$1,724	\$1,324	\$911	\$3,791	\$2,164	\$330	\$0	\$14,008
ASUN	\$3,435	\$0	\$0	\$471	\$874	\$2,141	\$739	\$254	\$560	\$8,473
ASUTR	\$4,482	\$0	\$143	\$768	\$745	\$1,978	\$1,663	\$333	\$0	\$10,111
BRTC	\$4,817	\$0	\$402	\$529	\$961	\$2,173	\$1,485	\$844	\$0	\$11,212
CCCUA	\$4,218	\$0	\$48	\$883	\$1,141	\$1,765	\$1,305	\$69	\$135	\$9,564
EACC	\$4,791	\$0	\$595	\$2,025	\$1,455	\$2,039	\$1,601	\$345	\$0	\$12,851
NAC	\$4,651	\$0	\$0	\$1,464	\$682	\$2,280	\$1,218	\$572	\$0	\$10,867
NPCC	\$4,186	\$0	\$0	\$600	\$1,126	\$2,057	\$875	\$474	\$0	\$9,319
NWACC	\$4,183	\$0	\$0	\$913	\$1,079	\$1,521	\$1,541	\$57	\$0	\$9,294
OZC	\$4,356	\$0	\$330	\$135	\$756	\$2,604	\$2,450	\$831	\$0	\$11,463
PCCUA	\$5,662	\$0	\$538	\$0	\$1,286	\$2,841	\$1,926	\$850	\$0	\$13,104
SACC	\$3,912	\$0	\$52	\$1,299	\$515	\$3,327	\$1,386	\$435	\$0	\$10,926
SAUT	\$3,658	\$0	\$848	\$972	\$1,199	\$2,496	\$1,620	\$1,125	\$0	\$11,918
SEAC	\$4,410	\$0	\$0	\$1,241	\$1,084	\$3,910	\$1,499	\$518	\$0	\$12,662
UACCB	\$3,598	\$0	\$0	\$1,610	\$1,069	\$1,649	\$1,035	\$493	\$0	\$9,453
UACCH-T	\$3,935	\$0	\$395	\$1,018	\$1,227	\$2,055	\$1,298	\$384	\$548	\$10,861
UACCM	\$4,066	\$0	\$0	\$1,019	\$939	\$1,423	\$1,299	\$268	\$0	\$9,014
UACCRM	\$2,927	\$0	\$412	\$500	\$1,683	\$3,283	\$1,464	\$622	\$0	\$10,891
UAPTC	\$3,403	\$361	\$0	\$953	\$830	\$1,679	\$955	\$397	\$0	\$8,578
<b>Average</b>	<b>\$4,268</b>	<b>\$16</b>	<b>\$304</b>	<b>\$873</b>	<b>\$995</b>	<b>\$2,346</b>	<b>\$1,476</b>	<b>\$482</b>	<b>\$61</b>	<b>\$10,822</b>

**Table C-3. Expenditure Shifts 2015-16 to 2019-2020 by Institution Category\***

Four-Year I*						Four-Year II*					
Expenditure Function	UAF					2015-16	UALR				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change		2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$6,805	46.6%	\$7,699	48.4%	3.7%	\$5,933	38.7%	\$6,276	36.3%	-6.3%	
Research	\$1,007	6.9%	\$1,148	7.2%	4.5%	\$571	3.7%	\$626	3.6%	-2.9%	
Public Service	\$399	2.7%	\$325	2.0%	-25.3%	\$271	1.8%	\$350	2.0%	14.5%	
Academic Support	\$1,639	11.2%	\$1,920	12.1%	7.4%	\$2,325	15.2%	\$2,419	14.0%	-7.8%	
Student Services	\$1,068	7.3%	\$1,299	8.2%	11.5%	\$917	6.0%	\$928	5.4%	-10.4%	
Institutional Support	\$1,684	11.5%	\$1,555	9.8%	-15.3%	\$1,587	10.3%	\$2,122	12.3%	18.4%	
Operation and Maintenance of Plant	\$983	6.7%	\$946	5.9%	-11.7%	\$1,246	8.1%	\$1,106	6.4%	-21.4%	
Scholarships & Fellowships	\$693	4.8%	\$697	4.4%	-7.8%	\$2,171	14.2%	\$1,741	10.1%	-29.0%	
Other	\$310	2.1%	\$320	2.0%	-5.6%	\$312	2.0%	\$1,741	10.1%	395.1%	
<b>Total</b>	<b>\$14,587</b>	<b>100%</b>	<b>\$15,909</b>	<b>100%</b>		<b>\$15,334</b>	<b>100%</b>	<b>\$17,309</b>	<b>100%</b>		

Four-Year III*										
Expenditure Function	ASUJ					ATU				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$4,909	42.5%	\$5,261	43.3%	1.9%	\$4,291	40.4%	\$3,593	32.2%	-20.2%
Research	\$224	1.9%	\$213	1.8%	-9.4%	\$140	1.3%	\$497	4.5%	238.5%
Public Service	\$239	2.1%	\$0	0.0%	-100.0%	\$23	0.2%	\$38	0.3%	58.9%
Academic Support	\$1,341	11.6%	\$1,196	9.9%	-15.2%	\$1,099	10.3%	\$1,518	13.6%	31.6%
Student Services	\$812	7.0%	\$762	6.3%	-10.7%	\$852	8.0%	\$795	7.1%	-11.1%
Institutional Support	\$1,118	9.7%	\$1,034	8.5%	-12.0%	\$1,908	17.9%	\$1,541	13.8%	-23.0%
Operation and Maintenance of Plant	\$1,126	9.7%	\$1,361	11.2%	15.1%	\$921	8.7%	\$956	8.6%	-1.1%
Scholarships & Fellowships	\$1,703	14.8%	\$2,054	16.9%	14.8%	\$1,311	12.3%	\$2,213	19.8%	60.9%
Other	\$74	0.6%	\$255	2.1%	228.7%	\$87	0.8%	\$2	0.0%	-97.8%
<b>Total</b>	<b>\$11,544</b>	<b>100%</b>	<b>\$12,136</b>	<b>100%</b>		<b>\$10,633</b>	<b>100%</b>	<b>\$11,152</b>	<b>100%</b>	

UCA					
Expenditure Function	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
	Instruction	\$5,642	45.4%	\$6,608	46%
Research	\$104	0.8%	\$118	0.8%	-3.4%
Public Service	\$258	2.1%	\$257	1.8%	-14.7%
Academic Support	\$1,258	10.1%	\$1,341	9.2%	-8.6%
Student Services	\$644	5.2%	\$807	5.6%	7.4%
Institutional Support	\$1,262	10.1%	\$1,487	10.2%	0.9%
Operation and Maintenance of Plant	\$1,315	10.6%	\$1,337	9.2%	-12.9%
Scholarships & Fellowships	\$1,956	15.7%	\$2,594	17.9%	13.6%
Other	\$0	0.0%	-\$30	-0.2%	0.0%
<b>Total</b>	<b>\$12,440</b>	<b>100%</b>	<b>\$14,520</b>	<b>100%</b>	

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

**Four-Year IV\***

Expenditure Function	HSU					SAUM				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$5,959	40.67%	\$6,017	42.1%	3.5%	\$4,280	36.0%	\$4,877	34.7%	-3.7%
Research	\$7	0.05%	\$41	0.3%	474.0%	\$80	0.7%	\$62	0.4%	-34.9%
Public Service	\$66	0.45%	\$32	0.2%	-51.1%	\$55	0.5%	\$76	0.5%	17.6%
Academic Support	\$892	6.09%	\$444	3.1%	-49.0%	\$944	8.0%	\$1,065	7.6%	-4.7%
Student Services	\$948	6.47%	\$966	6.8%	4.4%	\$946	8.0%	\$1,235	8.8%	10.4%
Institutional Support	\$2,502	17.07%	\$2,144	15.0%	-12.2%	\$1,404	11.8%	\$1,381	9.8%	-16.9%
Operation and Maintenance of Plant	\$1,449	9.89%	\$1,569	11.0%	10.9%	\$1,833	15.4%	\$1,843	13.1%	-15.0%
Scholarships & Fellowships	\$2,831	19.32%	\$2,913	20.4%	5.5%	\$2,290	19.3%	\$3,512	25.0%	29.6%
Other	\$0	0.00%	\$175	1.2%	0.0%	\$42	0.4%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$14,655</b>	<b>100%</b>	<b>\$14,301</b>	<b>100%</b>		<b>\$11,873</b>	<b>100%</b>	<b>\$14,051</b>	<b>100%</b>	

**Four-Year V\***

Expenditure Function	UAM				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$5,358	43.1%	\$4,373	45.5%	5.5%
Research	\$15	0.1%	\$8	0.1%	-35.4%
Public Service	\$143	1.1%	\$48	0.5%	-56.8%
Academic Support	\$769	6.2%	\$700	7.3%	17.7%
Student Services	\$752	6.1%	\$995	10.4%	71.0%
Institutional Support	\$1,706	13.7%	\$0	0.0%	-100.0%
Operation and Maintenance of Plant	\$1,391	11.2%	\$1,601	16.7%	48.7%
Scholarships & Fellowships	\$2,283	18.4%	\$1,883	19.6%	6.5%
Other	\$0	0.0%	\$2	0.0%	0.0%
<b>Total</b>	<b>\$12,417</b>	<b>100%</b>	<b>\$9,611</b>	<b>100%</b>	

**Four-Year VI\***

UAFS					UAPB				
2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
\$4,039	40.3%	\$4,726	42.7%	6.0%	\$5,197	30.4%	\$5,432	27.6%	-9.2%
\$0	0.0%	\$17	0.2%	0.0%	\$301	1.8%	\$903	4.6%	160.6%
\$60	0.6%	\$59	0.5%	-10.6%	\$140	0.8%	\$607	3.1%	277.2%
\$1,276	12.7%	\$899	8.1%	-36.2%	\$1,818	10.6%	\$2,161	11.0%	3.3%
\$842	8.4%	\$987	8.9%	6.2%	\$1,456	8.5%	\$1,520	7.7%	-9.3%
\$1,805	18.0%	\$1,904	17.2%	-4.4%	\$2,743	16.1%	\$3,492	17.8%	10.6%
\$1,032	10.3%	\$1,111	10.0%	-2.5%	\$2,515	14.7%	\$2,492	12.7%	-13.9%
\$974	9.7%	\$1,363	12.3%	26.9%	\$2,899	17.0%	\$3,044	15.5%	-8.8%
\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>\$10,029</b>	<b>100%</b>	<b>\$11,066</b>	<b>100%</b>		<b>\$17,069</b>	<b>100%</b>	<b>\$19,652</b>	<b>100%</b>	

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

**Table C-4. Expenditure Shifts 2015-16 to 2019-2020 by Institution**

Expenditure Function	ANC					ASUB				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$7,715	59.3%	\$7,054	49.7%	-16.1%	\$3,816	45.4%	\$3,909	42.4%	-6.5%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$831	6.4%	\$1,064	7.5%	17.4%	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$322	2.5%	\$204	1.4%	-41.9%	\$518	6.2%	\$505	5.5%	-11.0%
Student Services	\$886	6.8%	\$884	6.2%	-8.5%	\$772	9.2%	\$700	7.6%	-17.2%
Institutional Support	\$1,055	8.1%	\$2,257	15.9%	96.2%	\$1,819	21.6%	\$2,375	25.8%	19.2%
Operation and Maintenance of Plant	\$1,824	14.0%	\$2,210	15.6%	11.2%	\$1,036	12.3%	\$1,079	11.7%	-4.9%
Scholarships & Fellowships	\$387	3.0%	\$524	3.7%	24.3%	\$414	4.9%	\$537	5.8%	18.6%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$38	0.4%	\$109	1.2%	164.8%
<b>Total</b>	<b>\$13,020</b>	<b>100%</b>	<b>\$14,197</b>	<b>100%</b>		<b>\$8,412</b>	<b>100%</b>	<b>\$9,214</b>	<b>100%</b>	

Expenditure Function	ASUMH					ASUMS				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$3,879	45.7%	\$4,482	48.1%	5.4%	\$3,486	29.2%	\$3,765	26.6%	-9%
Research	\$43	0.5%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0%
Public Service	\$96	1.1%	\$143	1.5%	35.8%	\$1,054	8.8%	\$1,724	12.2%	38%
Academic Support	\$325	3.8%	\$768	8.3%	115.7%	\$1,528	12.8%	\$1,324	9.3%	-27%
Student Services	\$661	7.8%	\$745	8.0%	2.8%	\$781	6.5%	\$911	6.4%	-2%
Institutional Support	\$1,865	22.0%	\$1,176	12.6%	-42.5%	\$2,927	24.5%	\$3,950	27.9%	14%
Operation and Maintenance of Plant	\$1,377	16.2%	\$1,663	17.9%	10.2%	\$1,857	15.5%	\$2,164	15.3%	-2%
Scholarships & Fellowships	\$248	2.9%	\$333	3.6%	22.3%	\$317	2.6%	\$330	2.3%	-12%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0%
<b>Total</b>	<b>\$8,494</b>	<b>100%</b>	<b>\$9,309</b>	<b>100%</b>		<b>\$11,950</b>	<b>100%</b>	<b>\$14,168</b>	<b>100%</b>	

Expenditure Function	ASUN					ASUTR				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$3,896	49.7%	\$3,435	43.4%	-12.7%	\$3,879	45.7%	\$4,482	44.3%	-2.9%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$43	0.5%	\$0	0.0%	0.0%
Public Service	\$0	0.0%	\$0	0.0%	0.0%	\$96	1.1%	\$143	1.4%	0.0%
Academic Support	\$476	6.1%	\$471	5.9%	-2.2%	\$325	3.8%	\$768	7.6%	98.6%
Student Services	\$722	9.2%	\$874	11.0%	19.8%	\$661	7.8%	\$745	7.4%	-5.4%
Institutional Support	\$1,872	23.9%	\$2,141	27.1%	13.2%	\$1,865	22.0%	\$1,978	19.6%	-10.9%
Operation and Maintenance of Plant	\$693	8.8%	\$739	9.3%	5.6%	\$1,377	16.2%	\$1,663	16.5%	1.5%
Scholarships & Fellowships	\$174	2.2%	\$254	3.2%	44.3%	\$248	2.9%	\$333	3.3%	12.6%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$7,832</b>	<b>100%</b>	<b>\$7,913</b>	<b>100%</b>		<b>\$8,494</b>	<b>100%</b>	<b>\$10,111</b>	<b>100%</b>	

Expenditure Function	BRTC					CCCUA				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$5,483	49.6%	\$4,817	43.0%	-13.4%	\$4,115	43.5%	\$4,218	44.1%	1.3%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$388	3.5%	\$402	3.6%	2.3%	\$0	0.0%	\$48	0.5%	0.0%
Academic Support	\$514	4.7%	\$529	4.7%	1.4%	\$1,158	12.2%	\$883	9.2%	-24.6%
Student Services	\$1,002	9.1%	\$961	8.6%	-5.4%	\$1,173	12.4%	\$1,141	11.9%	-3.9%
Institutional Support	\$1,596	14.4%	\$2,173	19.4%	34.3%	\$1,540	16.3%	\$1,765	18.4%	13.2%
Operation and Maintenance of Plant	\$1,528	13.8%	\$1,485	13.2%	-4.2%	\$1,222	12.9%	\$1,305	13.6%	5.6%
Scholarships & Fellowships	\$545	4.9%	\$844	7.5%	52.8%	\$70	0.7%	\$69	0.7%	-1.9%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$176	1.9%	\$135	1.4%	-23.8%
<b>Total</b>	<b>\$11,056</b>	<b>100%</b>	<b>\$11,212</b>	<b>100%</b>		<b>\$9,453</b>	<b>100%</b>	<b>\$9,564</b>	<b>100%</b>	

Expenditure Function	EACC					NAC				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$4,191	31.8%	\$4,791	37.3%	17.4%	\$4,381	43.6%	\$4,651	42.8%	-1.9%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$1,117	8.5%	\$595	4.6%	-45.3%	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$2,023	15.3%	\$2,025	15.8%	2.8%	\$1,412	14.1%	\$1,464	13.5%	-4.1%
Student Services	\$1,720	13.0%	\$1,455	11.3%	-13.1%	\$609	6.1%	\$682	6.3%	3.5%
Institutional Support	\$2,354	17.8%	\$2,039	15.9%	-11.0%	\$2,135	21.3%	\$2,280	21.0%	-1.3%
Operation and Maintenance of Plant	\$1,252	9.5%	\$1,601	12.5%	31.3%	\$1,180	11.7%	\$1,218	11.2%	-4.6%
Scholarships & Fellowships	\$390	3.0%	\$345	2.7%	-9.2%	\$327	3.3%	\$572	5.3%	61.6%
Other	\$151	1.1%	\$0	0.0%	-100.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$13,198</b>	<b>100%</b>	<b>\$12,851</b>	<b>100%</b>		<b>\$10,044</b>	<b>100%</b>	<b>\$10,867</b>	<b>100%</b>	

Expenditure Function	NPC					NWACC				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$3,915	45.4%	\$4,186	44.9%	-1.0%	\$3,849	43.8%	\$4,183	45.0%	2.7%
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%	#DIV/0!	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$544	6.3%	\$600	6.4%	2.1%	\$711	8.1%	\$913	9.8%	21.3%
Student Services	\$1,029	11.9%	\$1,126	12.1%	1.3%	\$828	9.4%	\$1,079	11.6%	23.2%
Institutional Support	\$1,603	18.6%	\$2,057	22.1%	18.8%	\$1,136	12.9%	\$1,521	16.4%	26.5%
Operation and Maintenance of Plant	\$839	9.7%	\$875	9.4%	-3.5%	\$1,398	15.9%	\$1,541	16.6%	4.1%
Scholarships & Fellowships	\$695	8.1%	\$474	5.1%	-36.8%	\$259	2.9%	\$57	0.6%	-79.2%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$600	6.8%	\$0	0.0%	-100.0%
<b>Total</b>	<b>\$8,625</b>	<b>100%</b>	<b>\$9,319</b>	<b>100%</b>		<b>\$8,780</b>	<b>100%</b>	<b>\$9,294</b>	<b>100%</b>	

Expenditure Function	OZC					PCCUA				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$4,043	38.0%	\$4,356	38.0%	0.0%	\$6,008	40.9%	\$5,662	36.9%	-10.0%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$219	2.1%	\$330	2.9%	40.3%	\$647	4.4%	\$538	3.5%	-20.6%
Academic Support	\$228	2.1%	\$135	1.2%	-44.9%	\$1,789	12.2%	\$2,256	14.7%	20.5%
Student Services	\$760	7.1%	\$756	6.6%	-7.7%	\$1,314	9.0%	\$1,286	8.4%	-6.5%
Institutional Support	\$2,917	27.4%	\$2,604	22.7%	-17.1%	\$2,786	19.0%	\$2,841	18.5%	-2.6%
Operation and Maintenance of Plant	\$1,821	17.1%	\$2,450	21.4%	24.9%	\$1,804	12.3%	\$1,926	12.5%	2.0%
Scholarships & Fellowships	\$654	6.1%	\$831	7.2%	18.0%	\$328	2.2%	\$850	5.5%	147.6%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$10,640</b>	<b>100%</b>	<b>\$11,463</b>	<b>100%</b>		<b>\$14,678</b>	<b>100%</b>	<b>\$15,361</b>	<b>100%</b>	

Expenditure Function	SACC					SAUT				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$4,132	40.2%	\$3,912	35.8%	-10.9%	\$3,205	32.7%	\$3,658	33.0%	0.9%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$47	0.5%	\$52	0.5%	4.3%	\$86	0.9%	\$1	0.0%	-98.6%
Academic Support	\$1,595	15.5%	\$1,299	11.9%	-23.3%	\$640	6.5%	\$972	8.8%	34.2%
Student Services	\$566	5.5%	\$515	4.7%	-14.2%	\$915	9.4%	\$1,199	10.8%	15.8%
Institutional Support	\$2,375	23.1%	\$3,327	30.4%	31.9%	\$2,484	25.4%	\$2,496	22.5%	-11.2%
Operation and Maintenance of Plant	\$1,296	12.6%	\$1,386	12.7%	0.7%	\$1,278	13.1%	\$1,620	14.6%	12.0%
Scholarships & Fellowships	\$276	2.7%	\$435	4.0%	48.1%	\$1,179	12.0%	\$1,125	10.2%	-15.6%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$10,288</b>	<b>100%</b>	<b>\$10,926</b>	<b>100%</b>		<b>\$9,787</b>	<b>100%</b>	<b>\$11,072</b>	<b>100%</b>	

Expenditure Function	SEAC					UACCB				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$4,255	39.0%	\$4,410	34.8%	-10.8%	\$3,646	40.2%	\$3,598	38.1%	-5.3%
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	\$571	5.2%	\$1,241	9.8%	87.0%	\$1,383	15.2%	\$1,610	17.0%	11.8%
Student Services	\$837	7.7%	\$1,084	8.6%	11.4%	\$964	10.6%	\$1,069	11.3%	6.4%
Institutional Support	\$3,494	32.1%	\$3,910	30.9%	-3.7%	\$1,623	17.9%	\$1,649	17.4%	-2.4%
Operation and Maintenance of Plant	\$1,504	13.8%	\$1,499	11.8%	-14.2%	\$1,051	11.6%	\$1,035	11.0%	-5.4%
Scholarships & Fellowships	\$238	2.2%	\$518	4.1%	86.9%	\$410	4.5%	\$493	5.2%	15.2%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$10,901</b>	<b>100%</b>	<b>\$12,662</b>	<b>100%</b>		<b>\$9,078</b>	<b>100%</b>	<b>\$9,453</b>	<b>100%</b>	

Expenditure Function	UACCH-T					UACCM				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$3,769	34.6%	\$3,935	36.2%	4.8%	\$3,336	42.6%	\$4,066	45.1%	5.9%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$553	5.1%	\$395	3.6%	-28.2%	\$5	0.1%	\$0	0.0%	-100.0%
Academic Support	\$697	6.4%	\$1,018	9.4%	46.6%	\$1,142	14.6%	\$1,019	11.3%	-22.5%
Student Services	\$957	8.8%	\$1,227	11.3%	28.7%	\$841	10.7%	\$939	10.4%	-3.0%
Institutional Support	\$2,450	22.5%	\$2,055	18.9%	-15.9%	\$1,401	17.9%	\$1,423	15.8%	-11.8%
Operation and Maintenance of Plant	\$1,277	11.7%	\$1,298	12.0%	2.0%	\$844	10.8%	\$1,299	14.4%	33.8%
Scholarships & Fellowships	\$345	3.2%	\$384	3.5%	11.6%	\$261	3.3%	\$268	3.0%	-10.7%
Other	\$850	7.8%	\$548	5.0%	-35.3%	\$0	0.0%	\$0	0.0%	0.0%
<b>Total</b>	<b>\$10,897</b>	<b>100%</b>	<b>\$10,861</b>	<b>100%</b>		<b>\$7,831</b>	<b>100%</b>	<b>\$9,014</b>	<b>100%</b>	

Expenditure Function	UACCRM					UAPTC				
	2015-16	% of Total	2019-2020	% of Total	5-YR % Change	2015-16	% of Total	2019-2020	% of Total	5-YR % Change
Instruction	\$3,718	35.6%	\$2,927	27.9%	-21.7%	\$2,999	44.3%	\$3,403	41.4%	-6.4%
Research	\$0	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Public Service	\$131	1.3%	\$17	0.2%	0.0%	\$0	0.0%	\$0	0.0%	0.0%
Academic Support	\$739	7.1%	\$500	4.8%	-32.6%	\$794	11.7%	\$953	11.6%	-1.1%
Student Services	\$1,116	10.7%	\$1,683	16.0%	50.0%	\$591	8.7%	\$830	10.1%	15.9%
Institutional Support	\$2,698	25.8%	\$3,283	31.3%	21.0%	\$1,312	19.4%	\$1,679	20.4%	5.5%
Operation and Maintenance of Plant	\$1,342	12.9%	\$1,464	14.0%	8.5%	\$663	9.8%	\$955	11.6%	18.7%
Scholarships & Fellowships	\$695	6.7%	\$622	5.9%	-11.0%	\$319	4.7%	\$397	4.8%	2.6%
Other	\$0	0.0%	\$0	0.0%	0.0%	\$97	1.4%	\$0	0.0%	-100.0%
<b>Total</b>	<b>\$10,440</b>	<b>100%</b>	<b>\$10,496</b>	<b>100%</b>		<b>\$6,775</b>	<b>100%</b>	<b>\$8,217</b>	<b>100%</b>	

# Appendix D: Scholarships

**Table D-1. Undergraduate Academic and Performance Scholarship Expenditures for Fiscal 2019-20\***

Institution	Academic		Performance		Total Scholarships		Total Tuition & Fee Income	Scholarships as a Percent of Tuition & Fees	Average Academic Award	2019-20 Tuition & Fees
	Awards	Amount	Awards	Amount	Awards	Amount				
ASUJ	2,113	\$11,721,577	443	\$963,281	2,556	\$12,684,858	\$102,568,632	12.4%	\$5,547	\$8,900
ATU	2,119	\$9,936,367	207	\$470,124	2,326	\$10,406,490	\$71,967,974	14.5%	\$4,689	\$9,255
HSU	1,278	\$5,798,163	296	\$569,387	1,574	\$6,367,550	\$26,956,088	23.6%	\$4,537	\$8,811
SAUM	853	\$4,602,536	132	\$402,668	985	\$5,005,204	\$37,066,992	13.5%	\$5,396	\$8,980
UAF	3,530	\$12,926,232	388	\$1,017,700	3,918	\$13,943,932	\$324,415,640	4.3%	\$3,662	\$9,385
UAFS	787	\$2,122,657	61	\$80,875	848	\$2,203,532	\$35,690,922	6.2%	\$2,697	\$7,339
UALR	1,202	\$4,409,863	61	\$81,688	1,263	\$4,491,551	\$69,085,775	6.5%	\$3,669	\$9,529
UAM	331	\$1,665,939	187	\$437,733	518	\$2,103,672	\$18,165,889	11.6%	\$5,033	\$7,909
UAPB	357	\$2,420,782	249	\$908,874	606	\$3,329,656	\$19,604,674	17.0%	\$6,781	\$8,064
UCA	3,114	\$13,397,940	329	\$737,077	3,443	\$14,135,016	\$89,073,759	15.9%	\$4,302	\$9,188
University Total	15,684	\$69,002,055	2,353	\$5,669,406	18,037	\$74,671,461	\$794,596,345	9.4%	\$4,400	\$8,736

\*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 2019 to FY 2020**

	2018-19						2019-20						Percent Change in:
	Annual Tuition	2018-19 E&G Tuition and Fee Income	Academic	Performance	Total Scholarships	Annual Tuition	2019-20 E&G Tuition and Fee Income	Academic	Performance	Total Scholarships	Scholarship Expenditures	Annual Tuition	
ASUJ	8,608	\$101,894,078	\$11,122,847	\$1,041,761	\$12,164,608	8,900	\$102,568,632	\$11,721,577	\$963,281	\$12,684,858	4.3%	3.4%	
ATU	9,068	\$66,250,946	\$8,483,746	\$44,943	\$8,528,689	9,255	\$71,967,974	\$9,936,367	\$470,124	\$10,406,490	22.0%	2.1%	
HSU	8,436	\$26,291,230	\$4,263,471	\$376,168	\$4,639,639	8,811	\$26,956,088	\$5,798,163	\$569,387	\$6,367,550	37.2%	4.4%	
SAUM	8,676	\$34,878,651	\$4,211,878	\$420,634	\$4,632,512	8,980	\$37,066,992	\$4,602,536	\$402,668	\$5,005,204	8.0%	3.5%	
UAF	9,129	\$316,129,466	\$12,860,231	\$1,039,681	\$13,899,912	9,385	\$324,415,640	\$12,926,232	\$1,017,700	\$13,943,932	0.3%	2.8%	
UAFS	7,128	\$36,204,027	\$1,799,637	\$62,625	\$1,862,262	7,339	\$35,690,922	\$2,122,657	\$80,875	\$2,203,532	18.3%	3.0%	
UALR	9,439	\$69,025,411	\$5,212,020	\$94,620	\$5,306,641	9,529	\$69,085,775	\$4,409,863	\$81,688	\$4,491,551	-15.4%	1.0%	
UAM	7,696	\$17,851,366	\$1,888,777	\$447,412	\$2,336,189	7,909	\$18,165,889	\$1,665,939	\$437,733	\$2,103,672	-10.0%	2.8%	
UAPB	7,842	\$18,378,958	\$1,649,640	\$440,963	\$2,090,603	8,064	\$19,604,674	\$2,420,782	\$908,874	\$3,329,656	59.3%	2.8%	
UCA	8,751	\$87,757,228	\$12,473,117	\$713,863	\$13,186,980	9,188	\$89,073,759	\$13,397,940	\$737,077	\$14,135,016	7.2%	5.0%	
<b>Total</b>		\$775,261,362	\$63,965,364	\$4,682,671	\$68,648,035		\$794,596,345	\$69,002,055	\$5,669,406	\$74,671,461	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	2016	2017	2018	2019	2020	
ASUJ	Academic & Performance Scholarship	\$9,244,613	\$9,717,174	\$11,126,935	\$12,164,608	\$12,684,858
	Tuition & Fees	\$94,776,124	\$97,962,241	\$100,396,319	\$101,894,078	\$102,568,632
	Scholarship %	9.8%	9.9%	11.1%	11.9%	12.4%
ATU	Academic & Performance Scholarship	\$6,440,490	\$6,940,490	\$7,398,314	\$8,528,689	\$10,406,490
	Tuition & Fees	\$60,980,667	\$62,511,993	\$67,166,601	\$66,250,946	\$71,967,974
	Scholarship %	10.6%	11.1%	11.0%	12.9%	14.5%
HSU	Academic & Performance Scholarship	\$3,290,782	\$3,880,821	\$3,093,081	\$4,639,639	\$6,367,550
	Tuition & Fees	\$26,279,333	\$27,319,768	\$24,321,678	\$26,291,230	\$26,956,088
	Scholarship %	12.5%	14.2%	12.7%	17.6%	23.6%
SAUM	Academic & Performance Scholarship	\$3,467,658	\$4,090,050	\$4,120,329	\$4,632,512	\$5,005,204
	Tuition & Fees	\$33,189,267	\$37,274,708	\$34,423,650	\$34,878,651	\$37,066,992
	Scholarship %	10.4%	11.0%	12.0%	13.3%	13.5%
UAF	Academic & Performance Scholarship	\$10,220,490	\$13,710,126	\$14,503,097	\$13,899,912	\$13,943,932
	Tuition & Fees	\$265,662,890	\$284,797,711	\$306,218,597	\$316,129,466	\$324,415,640
	Scholarship %	3.8%	4.8%	4.7%	4.4%	4.3%
UAFS	Academic & Performance Scholarship	\$2,806,017	\$2,883,091	\$1,861,529	\$1,862,262	\$2,203,532
	Tuition & Fees	\$32,108,775	\$33,446,182	\$34,631,536	\$36,204,027	\$35,690,922
	Scholarship %	8.7%	8.6%	5.4%	5.1%	6.2%
UALR	Academic & Performance Scholarship	\$8,935,337	\$9,462,849	\$4,574,804	\$5,306,641	\$4,491,551
	Tuition & Fees	\$74,498,288	\$76,940,214	\$74,680,770	\$69,025,411	\$69,085,775
	Scholarship %	12.0%	12.3%	6.1%	7.7%	6.5%
UAM	Academic & Performance Scholarship	\$3,046,462	\$2,398,727	\$2,480,579	\$2,336,189	\$2,103,672
	Tuition & Fees	\$16,265,576	\$18,663,395	\$19,675,119	\$17,851,366	\$18,165,889
	Scholarship %	18.7%	12.9%	12.6%	13.1%	11.6%
UAPB	Academic & Performance Scholarship	\$2,058,390	\$2,450,745	\$3,780,390	\$2,090,603	\$3,329,656
	Tuition & Fees	\$17,837,577	\$19,153,179	\$18,745,592	\$18,978,958	\$19,604,674
	Scholarship %	11.5%	12.8%	20.2%	11.0%	17.0%
UCA	Academic & Performance Scholarship	\$9,015,215	\$9,516,911	\$9,736,595	\$13,186,980	\$14,135,016
	Tuition & Fees	\$81,892,796	\$84,265,717	\$86,166,624	\$87,757,228	\$89,073,759
	Scholarship %	11.0%	11.3%	11.3%	15.0%	15.9%
University Totals	Academic & Performance Scholarship	\$58,525,555	\$65,050,983	\$62,675,653	\$68,648,035	\$74,671,461
	Tuition & Fees	\$703,491,292	\$742,335,108	\$766,426,486	\$775,261,362	\$794,596,345
	Scholarship %	8.3%	8.8%	8.2%	8.9%	9.4%

\* 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 2020 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	\$143,384,954	\$7,113,865	34.0%
ATU	998,685	\$186,899,205	\$189,226,033	\$12,093,782	101.2%
HSU	712,896	\$134,498,460	\$95,216,625	\$2,753,706	70.8%
SAUM	818,917	\$160,867,648	\$95,491,894	\$5,188,013	59.4%
UAF	4,373,473	\$807,346,999	\$486,434,563	\$56,252,750	60.3%
UAFS	880,658	\$168,494,638	\$81,814,671	\$5,547,931	48.6%
UALR	2,176,533	\$410,310,256	\$278,753,001	\$64,719,437	67.9%
UAM	610,526	\$110,691,979	\$119,264,979	\$0	107.7%
UAPB	958,085	\$183,847,744	\$80,021,842	\$4,856,171	43.5%
UCA	1,501,314	\$278,723,634	\$191,020,547	\$10,550,508	68.5%
<b>UNIV TOTAL</b>	<b>15,315,755</b>	<b>\$2,863,816,721</b>	<b>\$1,760,629,112</b>	<b>\$169,076,163</b>	<b>61.5%</b>
ANC	346,470	\$62,906,589	\$20,605,315	\$3,100,825	32.8%
ASUB	608,010	\$106,091,743	\$55,317,894	\$1,306,618	52.1%
ASUMH	229,342	\$41,915,473	\$13,644,941	\$1,472,966	32.6%
ASUMS	364,979	\$64,248,873	\$24,921,426	\$1,848,637	38.8%
ASUN	317,945	\$58,618,254	\$18,655,953	\$469,475	31.8%
ASUTR	152,532	\$28,244,048	\$10,838,737	\$31,650	38.4%
BRTC	354,991	\$64,122,238	\$21,099,193	\$158,250	32.9%
CCCUA	230,969	\$41,610,676	\$15,729,211	\$522,270	37.8%
EACC	273,972	\$51,170,173	\$22,797,062	\$36,925	44.6%
NAC	282,036	\$52,426,071	\$24,561,609	\$987,164	46.8%
NPC	341,805	\$61,798,709	\$24,752,840	\$1,125,017	40.1%
NWACC	466,147	\$91,377,878	\$28,187,023	\$0	30.8%
OZC	170,690	\$32,784,723	\$13,046,532	\$23,001	39.8%
PCCUA	460,622	\$82,680,709	\$47,440,274	\$1,461,175	57.4%
SACC	252,437	\$44,703,949	\$23,764,755	\$578,532	53.2%
SAUT	318,803	\$53,928,047	\$49,974,477	\$2,914,807	92.7%
SEAC	247,883	\$46,111,794	\$17,875,504	\$907,300	38.8%
UACCB	163,941	\$29,679,486	\$9,427,526	\$377,597	31.8%
UACCH	261,986	\$49,962,142	\$13,538,720	\$204,127	27.1%
UACCM	267,961	\$44,859,082	\$20,792,381	\$85,619	46.4%
UACCRM	143,107	\$25,477,263	\$4,781,149	\$458,183	18.8%
UA-PTC	728,612	\$136,798,809	\$28,859,755	\$685,381	21.1%
<b>COLLEGE TOTAL</b>	<b>6,985,240</b>	<b>\$1,271,516,729</b>	<b>\$510,612,276</b>	<b>\$18,755,517</b>	<b>40.2%</b>
ATU-Ozark	120,917	\$22,505,316	\$10,343,556	\$151,920	46.0%
UAM-Crosset	54,659	\$10,435,219	\$6,032,064	\$0	57.8%
UAM-McGehee	54,667	\$9,885,226	\$7,305,978	\$0	73.9%
<b>TECH INST TOTAL</b>	<b>230,243</b>	<b>\$42,825,761</b>	<b>\$23,681,598</b>	<b>\$151,920</b>	<b>55.3%</b>
UAMS	4,821,791	\$977,940,195	\$570,871,475	\$70,809,972	58.4%
UA-System - Div of Agri - AES	1,174,631	\$139,190,299	\$70,095,842	\$512,205	50.4%
UA-System - Div of Agri - CES	170,851	\$23,670,048	\$12,189,413	\$193,276	51.5%
UA-AAS	29,000	\$6,380,000	\$4,160,135	\$0	65.2%
UA-SYS	31,838	\$4,988,703	\$2,347,820	\$52,750	47.1%
SAUT-ETA	12,200	\$2,305,800	\$738,704	\$12,913	32.0%
SAUT-FTA	64,947	\$8,313,593	\$3,152,225	\$4,772	37.9%
<b>NON-FORMULA TOTAL</b>	<b>6,305,258</b>	<b>\$1,162,788,638</b>	<b>\$663,555,614</b>	<b>\$71,585,888</b>	<b>57.1%</b>
<b>GRAND TOTAL</b>	<b>28,836,496</b>	<b>5,340,947,849</b>	<b>2,958,478,599</b>	<b>259,569,488</b>	<b>55.4%</b>

**Appendix F:**  
**Bonds and Loans Approved by**  
**AHECB 2007-2020**

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

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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



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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. \$.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

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	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
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 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
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

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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
HSU	Jan-20	\$3,000,000	As of 9/15/2020, not utilized	Revolving line of credit for E&G purposes to 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.	E&G
UA-ASMSA	Jan-20	\$1,000,000	10 yrs/2.50%	Loan - E&G purposes to renovate current structures into expanded student residences and shared community spaces, which will allow ASMSA to accommodate approximately 24 additional students.	E&G
UALR	Jan-20	\$1,000,000	10 yrs/0.00%	Arkansas Sustainable Building Design Revolving Loan - E&G purposes to replace two aged and failing chillers and the associated cooling tower and pumps, which meet the revolving loan fund energy savings requirements.	E&G
EACC	Mar-20	\$2,700,000	20 yrs/2.50%	Loan - 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
UAF	Sep-20	\$19,100,000	8 yrs/2.00%	Loan - Auxiliary purposes for the Athletic Department to pay for and/or refund a portion of debt service costs for multiple series of bonds benefitting the University of Arkansas, Fayetteville Department of Athletics for the amounts due in 2020 and 2021.	Auxiliary

## **REPORT ON AHECB POLICY FOR MAINTENANCE OF NEW FACILITIES**

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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 and 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 FY2018-19 and FY2019-20 maintenance transfers.

**MAINTENANCE REPORT**

Institution	Facility	Date Board Approved	Date of Completion	Date of Occupancy	Actual Square Footage	FY 2018-19 Amount of Transfer	FY 2019-20 Amount of Transfer
<b>UNIVERSITIES:</b>							
ASUJ	Housing Facilities (Greek Housing & Honors Dormitory)	January 2012	8/1/13	9/1/13	74,179	\$92,724	\$92,724
ASUJ	Student Activities Center & Humanities and Social Sciences Building	October 2013	8/20/15	6/15/15	193,808	\$484,520	\$484,520
ATU	M Street Dorm	July 2011	7/10/13	8/28/13	64,170	\$80,213	\$80,213
ATU	Baseball Field	April 2012	4/9/13	4/9/13	8,043	\$10,054	\$10,054
ATU	Chambers Cafeteria Renovation	October 2012	8/23/13	8/28/13	36,997	\$46,246	\$46,246
ATU	Academic Classroom, Student Support and Administrative Facility (Brown Building)	October 2013	4/17/16	4/17/16	66,900	\$167,250	\$167,250
ATU-O	Allied Health Building	July 2014	3/31/16	3/31/16	20,273	\$50,683	\$50,683
HSU	Dining Facility	October 2010	6/6/13	6/6/13	21,980	\$27,475	\$27,475
HSU	Ridge Point Apartments	March 2014	11/1/14	11/1/14	80,317	\$100,396	\$100,396
HSU	Reddie Villas	March 2015	8/1/15	8/1/15	87,060	\$108,825	\$108,825
HSU	University Place	March 2016	10/1/15	10/1/15	108,825	\$136,031	\$136,031
SAUM	Agriculture Center	February 2011	4/1/13	11/1/12	33,178	\$82,945	\$82,945
SAUM	University Hall	April 2012	6/1/13	8/1/13	35,000	\$43,750	\$43,750
SAUM	Story Arena	February 2013	4/20/13	5/1/13	6,400	\$8,000	\$8,000
SAUM	Mulerider Activity Center	February 2013	6/1/12	10/1/12	34,770	\$55,479	\$55,399
SAUM	University Village Apartments	April 2014	7/1/14	7/1/14	77,900	\$97,375	\$97,375
SAUM	Burns Harsh Hall (Residence Hall)	January 2017	8/20/17	8/20/17	24,376	\$30,470	\$30,470
SAUM	President's residence & Official Event's Facility	May 2017	6/1/19	3/1/19		N/A	\$10,573
SAUM	University Court Apartment	May 2017	6/1/17	6/1/17	13,872	\$17,340	\$17,340
SAUM	Education Building Annex & Band Hall	February 2018	Not Yet Completed	Not Yet Occupied		N/A	N/A
SAUM	Mulerider Pointe Apartment Complex	June 2018	8/1/18	8/1/18		N/A	\$26,955
UAF	Nanoscale Science & Eng.	December 2009	2/1/11	3/1/11	77,691	\$194,228	\$194,228
UAF	Epley Center for Health Professions (Old Health Center)	December 2009	12/1/11	12/1/11	25,625	\$64,063	\$64,063
UAF	Ozark Hall	April 2011	8/1/13	8/1/13	18,310	\$45,775	\$45,775
UAF	Hillside Auditorium	April 2011	1/1/13	1/1/13	35,175	\$87,938	\$87,938
UAF	Jean Tyson Child Development Center (Child Development Study Center)	April 2011	8/1/12	8/1/12	23,398	\$58,495	\$58,495
UAF	Founders Hall	April 2011	8/1/13	8/1/13	78,300	\$97,875	\$97,875
UAF	Fred W. Smith Football Center	April 2011	7/1/13	7/1/13	80,400	\$100,500	\$100,500
UAF	Uptown Campus	June 2012	8/1/12	8/1/12	58,655	\$146,638	\$146,638
UAF	Fowler Family Athletic Academic and Dining Facility, a Baseball and Track Indoor Training Facility and a Basketball Practice Facility/Basketball Performance Center/Jerry and Gene Jones Student Athlete Success Center	March 2013	5/1/14 & 7/1/15	5/1/14 & 7/1/15	178,400	\$223,000	\$223,000
UAF	Classroom and Teaching Laboratory Building (Stephen L Anderson Design Center)/Champions Hall/Biology Greenhouse	March 2013	8/1/2013, 6/1/14 & 7/1/15	8/1/2013, 6/1/14 & 7/1/15	104,366	\$260,915	\$260,915
UAF	East Square Plaza	June 2013	8/1/13	8/1/13	82,788	\$206,970	\$206,970
UAF	Housing Office	June 2012	2/1/14	2/1/14	19,659	\$24,574	\$24,574
UAF	Arts and Design District	June 2014	8/1/16	8/1/16	34,483	\$86,208	\$86,208
UAF	Housing for the Pi Kappa Alpha Fraternity	June 2014	8/1/15	8/1/15	13,080	\$16,350	\$16,350
UAF	Cato Springs Research Center	June 2014	8/1/14	8/1/14	28,817	\$72,043	\$72,043
UAF	Kimpel Hall, Civil Engineering Research and Education Center, Sigma Alpha Epsilon Fraternity & Pat Walker Health Center	February 2016	6/30/19	6/30/19	34,174	N/A	\$75,861
UAF	Donald W. Reynolds Razorback Stadium & Broyles Athletic Center	September 2016	8/31/18	8/1/18		N/A	N/A
UAF	Library Storage Facility, Kimpel Hall, the Civil Engineering Research and Education Center, Residence Hall Complex, Pat Walker Health Center & Sigma Alpha Epsilon Fraternity House	June 2017	Not Yet Completed	Not Yet Occupied		N/A	N/A
UAF	Library Storage Facility, Kimpel Hall, the Civil Engineering Research and Education Center, Mullins Library, Student Success Center and Intramural Playing Fields	June 2018	6/30/19	6/30/19	26,896	N/A	\$67,240
UAF	Mullins Library, Student Success Center & Intramural Playing Fields	May 2019	Not Yet Completed	Not Yet Occupied		N/A	N/A
UAF	Track & Field Center & Baseball Development Center at Baum-Walker Stadium	July 2019	Not Yet Completed	Not Yet Occupied		N/A	N/A
UAFS	Lion's Den	January 2009	8/1/10	8/1/10	114,560	\$50,562	\$44,402
UAFS	Boreham Library	November 2010	3/1/13	3/1/13	39,170	\$97,925	\$97,925
UAFS	Student Recreation and Wellness Center	June 2014	8/1/16	8/1/16		\$116,750	\$116,750
UALR	West Hall Residence	October 2009	8/12/11	8/12/11	106,800	\$59,808	\$59,808
UALR	University Village	April 2012	11/30/12	11/30/12	139,554	\$174,443	\$174,443
UAM	Botanical Research Building and UAM Sundell Herbarium	January 2017	9/15/17	9/15/17	2,204	\$5,510	\$5,510
UAM	University Police Building	January 2017	7/18/18	7/18/18	3,364	N/A	\$8,410
UAM	Student Success Center	January 2017	7/9/18	7/9/18	37,102	N/A	\$92,755

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January 29, 2021

Institution	Facility	Date Board Approved	Date of Completion	Date of Occupancy	Actual Square Footage	FY 2018-19 Amount of Transfer	FY 2019-20 Amount of Transfer
UAMS	Generator Plant and Construction of Improvements to Pine & Cedar Streets	September 2019	Not Yet Completed	Not Yet Occupied		N/A	N/A
UCA	Bear Hall-Construction	July 2010	8/15/12	8/13/12	112,000	\$140,000	\$140,000
UCA	Bear Village-Purchase (Previously Leased before Purchase)	July 2012	8/1/12	6/1/05	156,915	\$196,144	\$196,144
UCA	HPER Expansion	October 2012	11/1/14	11/1/14	42,325	\$52,906	\$52,906
UCA	UCA Sky Box-Purchase	April 2013	8/30/12	9/1/12	9,900	\$12,375	\$12,375
UCA	Weight Room Addition-Purchase	April 2013	4/1/12	1/15/12	6,106	\$7,633	\$7,633
UCA	Sorority Houses ("Greek Village") and National Pan-Hellenic Council (NPHC) Facility	October 2013	8/1/15	8/1/15	56,500	\$70,625	\$70,625
UCA	Lewis Science Addition (Conway Corp Center for Sciences)	April 2014	1/1/17	1/1/17	52,155	\$130,388	\$130,388
UCA	Donaghey Hall	October 2014	8/1/16	8/1/16	67,500	\$84,375	\$84,375
UCA	Conway Hall	July 2017	8/1/19	8/15/19	56,110	N/A	\$70,138
UCA	Hughes Hall (Housing Facilities)	July 2017	8/1/18	8/15/18	47,230	N/A	\$59,038
UCA	Fine & Performing Arts Building	April 2019	Not Yet Completed	Not Yet Occupied		N/A	N/A
<b>COLLEGES:</b>							
ANC	Center for Allied Technologies	July 2015	8/16/19	8/19/19	80,000	N/A	\$200,000
ASUB	Housing Complex	January 2010	10/12/11	8/11/11	57,400	\$21,034	\$20,627
ASUMH	Vada Sheid Community Development Center	July 2009	9/1/10	9/1/10	65,000	\$81,250	\$81,250
ASUMS	Marion Berry Renewable Energy Building	April 2012	7/9/13	8/1/13	35,120	\$87,800	\$87,800
ASUMS	Wellness Centers - E&G Portion	April 2012	10/20/13	10/21/13	7,841	\$19,603	\$19,603
ASUMS	Wellness Centers - Auxiliary Portion	April 2012	10/20/13	10/21/13	18,049	\$22,561	\$22,561
ASUN	Fowler Family Hospitality Services Building	January 2012	7/15/13	8/1/13	11,826	\$29,565	\$29,565
BRTC	Health Science Complex	June 2013	10/1/15	10/1/15	39,934	\$99,835	\$99,835
CCCUA	Murfreesboro Building	October 2010	11/10/19	11/10/19	22,000	\$55,000	\$55,000
CCCUA	Nashville Maintenance/Welding Building	April 2013	2/13/19	2/13/19	8,100	\$20,250	\$20,250
CCCUA	Nashville Main Building	April 2013	3/8/19	7/8/19	21,550	\$53,875	\$53,875
CCCUA	Nashville Technical Trades Building	April 2013	3/8/19	7/8/19	16,834	\$42,085	\$42,085
CCCUA	Nashville Education A Building	April 2013	3/8/19	7/8/19	2,510	\$6,275	\$6,275
CCCUA	Nashville Education B Building	April 2013	3/8/19	7/8/19	2,510	\$6,275	\$6,275
COTO	Cosmetology Building Renovation/Addition	February 2011	8/1/11	8/1/11	2,000	\$5,000	\$5,000
COTO	CAST - Workforce Training Facility Purchase and Remodel	April 2014	8/1/15	8/1/15	26,076	\$65,190	\$65,190
EACC	Transportation and Technology Facility	October 2010	8/1/12	8/1/12	19,902	\$49,775	\$49,755
EACC	Allied Health Facility	October 2010	1/13/14	1/13/14	13,451	\$33,628	\$33,628
NAC	Science Building	July 2012	6/18/14	8/10/14	14,385	\$35,963	\$35,963
NPC	Student Commons Building	2/16/18 & 4/13/18	8/1/19	8/1/19	50,950	N/A	\$94,813
NPC	Marine Technology Building	2/16/18 & 4/13/18	1/31/20	8/10/20		N/A	N/A
NPC	Student Housing	June 2019	1/31/20	8/10/20		N/A	N/A
NWACC	Health Professional Bldg.	July 2010	10/1/12	10/1/12	79,926	\$199,815	\$199,815
OZC	Mtn View Student Services Center	October 2002	8/1/12	8/1/12	10,683	\$26,708	\$26,708
OZC	Melbourne Student Services Center	October 2012	1/1/15	1/1/15	18,560	\$46,400	\$46,400
OZC	Technical Training Center (Ash Flat Technical Center)	July 2019	9/1/19	9/1/19	12,000	N/A	\$30,000
SACC	Health Science Building	July 2009	3/10/11	2/1/11	38,378	\$95,945	No Transfer Made
SAUT	Multi-purpose Student Center - Auxiliary Portion	April 2012	9/1/14	6/15/14	10,035	\$12,544	\$12,544
SAUT	Multi-purpose Student Center - E&G Portion	February 2013	9/1/14	6/15/14	36,140	\$65,263	\$65,263
UACCB	Nursing & Allied Health Bldg.	January 2010	6/5/11	8/1/11	40,669	\$101,673	No Transfer Made
UACCB	Workforce Training Center	September 2016	Not Yet Completed	1/1/20		N/A	No Transfer Made
UACCH-T	Texarkana Instruction Center	October 2011	7/1/12	7/1/12	10,000	\$25,000	\$25,000
UACCM	Workforce Training Center	January 2016	6/30/18	6/30/18	53,843	\$134,608	\$134,608
UACCRM	Library, Classroom, Lab and Meeting Space (Ouachita Center)	June 2012	8/6/14	8/6/14	13,600	\$34,000	\$34,000
UACCRM	Student Housing and Food Service	May 2019	8/19/20	8/17/20		N/A	N/A
UA-PTC	Center for Humanities and Arts	September 2011	10/1/15	1/4/16	87,724	\$219,310	\$219,310
UA-PTC	Culinary Arts and Hospitality Management Institute	September 2011	5/29/14	8/12/13	56,701	\$141,753	\$141,753



**ECONOMIC FEASIBILITY OF LOAN ISSUE  
UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE-  
TEXARKANA**

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The University of Arkansas Community College at Hope-Texarkana (UACCH-T) requests approval of the economic feasibility of plans to secure a loan from the College Savings Bond Revolving Loan Fund not to exceed \$2,666,320 with a term of ten (10) years at an annual interest rate not to exceed 0.19 percent. Proceeds from the loan will be used for educational & general (E&G) purposes along with reserves set aside for this project. The Board of Trustees of the University of Arkansas will consider this financing at its meeting on January 28, 2021.

The E&G loan issue will not exceed \$2,666,320 with an annual debt service of approximately \$269,426 and a term of ten (10) years. Proceeds from the loan will be used to construct a workforce training center that will house a welding lab, classrooms, offices, and a reconfigurable space for teaching workforce training courses/programs on the Texarkana campus. The debt service on the loan issue will be supported by E&G revenues derived from tuition and fees. Coordinating Board policy regarding debt service for educational and general projects provides that a maximum of 25 percent of the net tuition and fee revenue may be pledged to educational and general debt service.

Relevant data follows:

Budgeted 2020-21 Net Tuition and Fee Revenue .....	\$	2,949,965
Maximum Allowable Debt Service (\$2,949,965 X 25%) .....	\$	737,491
Existing Debt Service .....	\$	261,064
Proposed New Debt Service .....	\$	269,426
Amount Remaining for Additional Debt Service .....	\$	207,001

The above data demonstrates that UACCH-T has sufficient tuition and fee revenue to support an E&G loan issue not to exceed \$2,666,320 with a term of ten (10) years at an estimated annual interest rate not to exceed 0.19 percent.

In accordance with board policy, UACCH-T will sustain a building maintenance fund to be supported by tuition and fee revenue. These funds will be held in a separate account for the maintenance of the new facilities by transferring annually to plant funds based on the Association of Physical Plant Administrators (APPA) of Universities and College recommendation. The current APPA recommendation is \$2.50 per gross square foot for E&G facilities. Based on a total of approximately 13,165 square feet, \$32,913 will be transferred annually.

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 University of Arkansas Community College at Hope-Texarkana to secure a loan not to exceed \$2,666,320 with a term of ten (10) years at an estimated interest rate not to exceed 0.19 percent to construct a workforce training center that will house a welding lab, classrooms, offices, and a reconfigurable space for teaching workforce training courses/programs on the Texarkana campus.

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

**ECONOMIC FEASIBILITY OF BOND ISSUE  
UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES**

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The University of Arkansas for Medical Sciences (UAMS) requests approval of the economic feasibility of plans to issue bonds not to exceed \$168.0 million with a maximum term of thirty (30) years at an annual interest rate not to exceed 4.50 percent. Proceeds from the bond issue will be used for auxiliary purposes. The University of Arkansas Board of Trustees approved this financing at its meeting on December 15, 2020.

The auxiliary issue will be up to \$168.0 million with an estimated annual debt service of \$9,307,925 and a term of up to thirty (30) years. Proceeds from the bond issue will be used for certain facilities on or for the University of Arkansas for Medical Sciences campus (“UAMS”), including, but not limited to, the following: (a) the acquisition, construction, furnishing and equipping of the Radiation Oncology Center, a portion of which will consist of the Proton Therapy Center that is anticipated to be utilized by a limited liability company, of which UAMS will be a member, and may be leased in connection therewith or in connection with a future financing; (b) the acquisition, construction, furnishing, and equipping of a surgical annex; and (c) the acquisition, construction, improvement, renovation, equipping and/or furnishing of other capital improvements and infrastructure and the acquisition of various equipment for UAMS (collectively, the “Project”). Coordinating Board policy regarding debt service for auxiliary projects provides that annual auxiliary revenues should be no less than 120 percent of total annual auxiliary debt service.

Relevant data follows:

Budgeted 2019-20 Pledged Revenue .....	\$ 925,798,670
Maximum Allowable Debt Service (\$925,798,670 / 120%)...	\$ 771,498,892
Existing Debt Service .....	\$ 27,957,301
Proposed New Debt Service .....	\$ 9,307,925
Amount Remaining for Additional Debt Service .....	\$ 734,233,666

The above data demonstrates that the University of Arkansas for Medical Sciences has sufficient pledged revenue to issue bonds of \$168.0 million with a term of up to thirty (30) years at an annual interest rate not to exceed .50 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 University of Arkansas for Medical Sciences will sustain a building maintenance fund to be supported by pledged revenues for

the auxiliary facilities. These funds will be held in a separate account for the maintenance of the new facilities by transferring annually to plant funds based on the Association of Physical Plant Administrators (APPA) of Universities and Colleges recommendation. The current APPA recommendation is \$1.25 per gross square foot for auxiliary facilities. The projects of the various facilities issue provide additional square footage to the campus as follows: The Radiation Oncology Center will add an additional 70,000 square feet and the acquisition, construction, renovations, updates, and the other improvements will add an additional 154,835 new square footage to the campus. Therefore, based on the estimate of 224,835 new square footage for all projects; \$281,044 will be transferred annually beginning in the fiscal year after the project is placed into service.

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 the University of Arkansas acting for and on behalf of the University of Arkansas for Medical Sciences to issue bonds up to \$168.0 million with a term of thirty (30) years at a maximum annual interest rate of 4.50 percent for various facilities projects on and for the campus.

**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 the University of Arkansas and the Chancellor of the University of Arkansas for Medical Sciences of the Coordinating Board's resolution.

**ECONOMIC FEASIBILITY OF LOAN ISSUE  
HENDERSON STATE UNIVERSITY**

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Henderson State University (HSU) of the Arkansas State University System requests approval of the economic feasibility of plans to secure a loan not to exceed \$1.0 million with a term of ten (10) year at an annual interest rate not to exceed 0.00 percent. Proceeds from loan will be used for educational and general (E&G) purposes and auxiliary purposes. Henderson State University Board of Trustees approved this financing at its meeting on December 10, 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 total amount of the loan will be \$1.0 million with an annual debt service of \$100,000 for a term of ten (10) years at zero percent annual interest. Plans are to use the proceeds to replace the roof on the two-story portion of Huie Library, to replace a failing chiller in the Newberry residence hall and to replace some 1988 HVAC units on top of Wells Gym. These projects 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 tuition and fee revenue less unrestricted E&G scholarship expenditures may be pledged to E&G debt service.

Relevant data follows:

Budgeted 2020-21 Net Tuition and Fee Revenue .....	\$ 12,957,558
Maximum Allowable Debt Service (\$12,957,558 X 25%) .....	\$ 3,239,390
Existing Debt Service .....	\$ 2,204,488
Proposed New Debt Service .....	\$ 25,000
Amount Remaining for Additional Debt Service .....	\$ 1,009,902

Coordinating Board policy regarding debt service for auxiliary projects provides that annual auxiliary revenues should be no less than 120 percent of total annual auxiliary debt service.

Relevant data follow:

Budgeted 2020-21 Net Housing Revenue.....	\$ 4,082,923
Maximum Allowable Debt Service (\$4,082,923 / 120%) .....	\$ 3,402,436
Existing Debt Service .....	\$ 2,972,226
Proposed New Debt Service .....	\$ 75,000
Amount Remaining for Additional Debt Service .....	\$ 355,210

The above data demonstrates that Henderson State University has sufficient tuition and fee revenue as well as net housing revenue to secure 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.

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 secure a loan not to exceed \$1.0 million with a term of ten (10) years at an annual interest rate not to exceed 0.00 percent to replace the roof on the two-story portion of Huie Library, to replace a failing chiller in the Newberry residence hall and to replace some 1988 HVAC units on top of Wells Gym.

**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 the Arkansas State University System, and the Chancellor of Henderson State University of the Coordinating Board's resolution.

Agenda Item No. 14  
Higher Education Coordinating Board  
January 29, 2021

**BACHELOR OF SCIENCE IN  
OCCUPATIONAL AND ENVIRONMENTAL SAFETY AND HEALTH  
ARKANSAS STATE UNIVERSITY – JONESBORO**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Bachelor of Science in Occupational and Environmental Safety and Health (CIP 51.226; 120 credit hours) offered by Arkansas State University - Jonesboro, effective Fall 2021.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Division of Higher Education to inform the President and Chair of the Board of Trustees of Arkansas State University - Jonesboro of the approval.

**Program Justification**

The proposed Bachelor of Science in Occupational and Environmental Safety and Health will be an interdisciplinary degree program to prepare occupational and environmental health professionals to effectively meet the needs of both private and public sector employers in the fields of manufacturing, industry, hospital settings, and the fields of oil and gas. Upon completion of the program, graduates will be prepared to complete certification examinations required for career advancement. The program will be 120 credit hours.

Occupational health and safety specialists and technicians collect data on and analyze many types of work environments and work procedures. Specialists inspect workplaces for adherence to regulations on safety, health, and the environment. Technicians work with specialists in conducting tests and measuring hazards to help prevent harm to workers, property, the environment, and the general public. This degree program will be accredited by the National Environmental Health Science and Protection Accreditation Council (NEHAPC) and will be the only accredited occupational and environmental safety and health Bachelors' program in the state.

This will allow students the unique opportunity to intern with the United States Public Health Service and the Centers for Disease Control and Prevention. Students graduating from EHAC accredited programs are also eligible to enter the US Public Health Service as an environmental health officer.

Current facilities within the Reynolds Center for Health Sciences are adequate space for a laboratory for occupational and environmental safety and health. New occupational safety and environmental monitoring equipment will be purchased or acquired for the program as it matures through grants, student infrastructure fees, and donations from industry. New costs to support the degree program over three years include two faculty lines and a part-time administrative assistant.

**Arkansas Institutions Offering Similar Program**

None

**Program Viability**

Projected Annual Enrollment beginning Summer 2021 – 7-10 students

Required Graduates by Summer 2026 - 12 students total, based on AHECB viability standard



**Required General Education Courses:**

FYE	Making Connections
CHEM	1013 General Chemistry I
CHEM	1011 General Chemistry Lab
ENG	1003 Composition I
MATH	1023 College Algebra
ENG	1013 Composition II
BIOL	2013 Biology of the Cell
BIOL	2011 Biology of the Cell Lab
COMS	1203 Oral Communication

**Social Sciences:****(Choose one of the following):**

HIST	2763	US History to 1876
HIST	2773	US History since 1876
POSC	2103	Intro to US Government

**(Choose two of the following):**

ANTH	2233	Intro to Cultural Anthropology
CMAC	1003	Mass Communications
ECON	2313	Principles of Macroeconomics
ECON	2333	Economic Issues and Concepts\
GEOG	2613	Intro to Geography
HIST	1013	World Civilization to 1660
HIST	1023	World Civilization since 1660
POSC	1003	Intro to Politics
PSY	2013	Intro to Psychology
SOC	2213	Intro to Sociology

**Humanities (Choose one of the following):**

ENG	2003	World Literature to 1660
ENG	2013	World Literature since 1660
PHIL	1103	Intro to Philosophy

**Fine Arts and Humanities (choose one of the following):**

ART	2503	Fine Arts Visual
MUS	2503	Fine Arts Musical
THEA	2503	Fine Arts Theatre

**Required Support Courses: 9**

CHEM	1023	General Chemistry II
CHEM	1021	General Chemistry II Lab
PHYS	2133	Survey of Physics for the Health Professions
CHEM	3103	Organic Chemistry I
CHEM	3101	Organic Chemistry I Lab
BIO	2103	Microbiology for Nursing and Allied Health
BIO	2101	Microbiology for Nursing and Allied Health Lab
ENG	3063	Writing for STEM
STAT	3233	Applied Statistics
BIO	2203	Human Anatomy and Physiology I

**Major Courses:**

OESH	3013	Fundamentals of Occupational Health and Safety
OESH	3023	Principles of Environmental Health
OESH	3103	Recognition of Occupational Hazards
OESH	3113	Toxicology
DPEM	3503	Principles of Disaster Preparedness and Emergency Management
OESH	3203	Control of Occupational Hazards
OESH	3223	Industrial Hygiene Sampling and Analysis Laboratory
OESH	3303	Water, Wastewater, Solid and Hazardous Waste Treatment
OESH	3313	Epidemiology and Biostatistics
POSC	4533	Environmental Law and Administration
OESH	4003	Internship
OESH	4013	OSHA Standards and Practices
OESH	4113	Environmental Health and Safety Management
OESH	4203	Principles of Food Safety and Sanitation
OESH	4213	Construction Safety
OESH	4223	Accident and Investigation Analysis
OESH	4303	Environmental Risk Assessment
OESH	4313	Ergonomics
OESH	4323	Air Pollution
OESH	4401	OESH Senior Seminar

**ASSOCIATE OF APPLIED SCIENCE DEGREE IN COMPUTER PROGRAMMING  
TECHNICAL CERTIFICATE IN COMPUTER PROGRAMMING  
CERTIFICATE OF PROFICIENCY IN COMPUTER PROGRAMMING  
CERTIFICATE OF PROFICIENCY IN DATABASE PROGRAMMING  
ARKANSAS STATE UNIVERSITY MID-SOUTH**

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**ADHE Executive Staff Recommendation**

**RESOLVED,** That the Arkansas Higher Education Coordinating Board approves the Certificate of Proficiency in Computer Programming, Technical Certificate in Computer Programming, Associate of Applied Science in Computer Programming (CIP 11.0201 CP-16 credit hours; CIP 11.0299; TC-33 credit hours; AAS-60 credit hours) and Certificate of Proficiency in Database Programming (CIP 11.0202; 16 credit hours) offered by the Arkansas State University Mid-South, effective Summer 2021.

**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 State System and the Chancellor of the Arkansas State University Mid-South of the approval.

**Program Justification**

The proposed 16 credit hour Certificate of Proficiency; 33 credit hours Technical Certificate; and 60 credit hour Associate of Applied Science in Computer Programming, programs will prepare students for careers in computer programming, and application development. While the 16 credit hour Certificate of Proficiency in Data Programming will offer a balanced set of courses that focus on client, server, and database programming skills. These programs will place emphasis on object-oriented programming applications, configuration of servers, creation, navigation of databases, and reusable software components. The programs will integrate industry certifications in software engineering, cloud development, front and back end development, and database development.

The programs are designed as stackable credentials to create career pathways for students, while providing short-term credentials for industry professionals. This includes, the Certificate of Proficiency in Computer Programming, Database Programming and the Technical Certificate. This ensures after successful completion of the programs, students will be able to enter the workplace and fill high demand positions in the technology industry.

The programs are designed to meet identified regional, state industry workforce needs in computer programming, development, database skills, and provide technology options to existing students. As well as, increase ASU Mid-South capacity for career pathways which align with Arkansas Computer Science Initiative to provide articulation between the colleges and local school districts.

ASU Mid-South will hire a new faculty member with expertise in technology disciplines within the new programs, current faculty will be used to teach shared courses. As the programs mature adjunct faculty will be used depending on scheduling needs. The institution will leverage an existing \$2.5 million grant-Title III Strengthening Institutions to support the new program. This includes acquiring 25 new desktop computers, network switch, interactive whiteboard and other required peripherals and hardware. There are no additional library resources, facilities or equipment required for the programs implementation. Although, as the programs evolves open education resources (OER) will be added as needed by program.

**Arkansas Institutions Offering Similar Program**

Arkansas Northeastern College

Arkansas State University – Beebe

Arkansas State University – Mountain Home

Arkansas State University – Three Rivers

Northwest Arkansas Community College

Phillips Community College of the University of Arkansas

Southern Arkansas University-Tech

Southeast Arkansas College  
University of Arkansas – Community College at Batesville  
University of Arkansas – Pulaski Technical College  
University of Arkansas – Community College at Rich Mountain  
University of Arkansas – Community College at Morrilton  
University of Arkansas- Hope &Texarkana

**Program Viability**

Projected Annual Enrollment beginning Summer 2021 – 7-10 students  
Required Graduates by Summer 2026 - 12 students total, based on AHECB viability standard

**Program Requirements**

**Certificate of Proficiency in Computer Programming – 16 credit hours**

BUSN	1201	Career Preparation
ISTC	1013	IT Principles and Practices
<i>PROG</i>	<i>1XX4</i>	<i>Concepts of Programming</i>
<i>PROG</i>	<i>1XX4</i>	<i>Programming I</i>
<i>PROG</i>	<i>2XX4</i>	<i>Programming II</i>

**Certificate of Proficiency in Database Programming – 16 credit hours**

BUSN	1201	Career Preparation
ISTC	1013	IT Principles and Practices
<i>PROG</i>	<i>1XX4</i>	<i>Concepts of Programming</i>
<i>PROG</i>	<i>1XX4</i>	<i>Database Concepts for Programming</i>
<i>PROG</i>	<i>2XX4</i>	<i>Database Programming and Development</i>

**Technical Certificate in Computer Programming – 33 credit hours**

General Education – 6 credit hours

ENGL	1113	English Composition I
MATH	1113	College Algebra

Technical Core Courses – 4 credit hours

BUSN	1201	Career Preparation
ISTC	1013	IT Principles and Practices

Computer Programming Core – 23 credit hours

<i>PROG</i>	<i>1XX4</i>	<i>Concepts of Programming</i>
<i>PROG</i>	<i>1XX4</i>	<i>Programming I</i>
<i>PROG</i>	<i>2XX4</i>	<i>Programming II</i>
<i>PROG</i>	<i>2XX4</i>	Structured Programming
<i>PROG</i>	<i>2XX4</i>	OOP and Fundamental Data Structures
<i>PROG</i>	<i>2XX3</i>	Special Topics: Applications of Programming

**OR**

<i>PROG</i>	<i>1XX4</i>	<i>Concepts of Programming</i>
<i>PROG</i>	<i>1XX4</i>	<i>Database Concepts for Programming</i>
<i>PROG</i>	<i>2XX4</i>	<i>Database Programming and Development</i>
<i>PROG</i>	<i>2XX4</i>	Structured Programming
<i>PROG</i>	<i>2XX4</i>	OOP and Fundamental Data Structures
<i>PROG</i>	<i>2XX3</i>	Special Topics: Applications of Programming

**Associate of Applied Science in Computer Programming - 60 credit hours**

General Education – 15 credit hours

ENGL	1113	English Composition I
ENGL	1123	English Composition II
MATH	1113	College Algebra
ENGL	2303	Oral Communication
	XXX3	Social Science (choose from HIST, POLS, PSYC, SOCI)

ASU Mid-South Required Course – 1 credit hour

CSUR	1101	College Success
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Technical Core Courses – 13 credit hours

BUSN	1201	Career Preparation
ISTC	1013	IT Principles and Practices
ISTC	1053	Introduction to Web Page Design
ISTC	2613	Fundamentals of UNIX
ISTC	2983	Internship (60 Contact hours)

**OR**

ISTC	2993	Capstone Learning Experience
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Computer Programming – 31 credit hours

<i>PROG</i>	<i>1XX4</i>	<i>Concepts of Programming</i>
<i>PROG</i>	<i>1XX4</i>	<i>Programming I</i>
<i>PROG</i>	<i>2XX4</i>	<i>Programming II</i>
<i>PROG</i>	<i>1XX4</i>	<i>Database Concepts for Programming</i>
<i>PROG</i>	<i>2XX4</i>	<i>Database Programming and Development</i>
<i>PROG</i>	<i>2XX4</i>	Structured Programming
<i>PROG</i>	<i>2XX4</i>	OOP and Fundamental Data Structures
<i>PROG</i>	<i>2XX3</i>	Special Topics: Applications of Programming

**CERTIFICATE OF PROFICIENCY AND TECHNICAL CERTIFICATE  
IN PRECISION MACHINING TECHNOLOGY  
OZARKA COLLEGE**

**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Certificate of Proficiency and Technical Certificate in Precision Machining (CIP 48.000; CP-15 credit hours; CIP 48.0503; TC-15 credit hours) offered by Ozarka College, effective Fall 2021.

**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 Ozarka College of the approval.



**Program Justification**

The proposed 15 credit hour programs will provide qualified individuals the skills and training for entry-level positions in the field of precision machining and manufacturing. Both certificates and associated curriculum have been developed as a direct response to the needs local industries within Ozarka College service area. Also, the programs will address the imminent need for training for a facility that will be bringing over 200 jobs to the Sharp County area, which is expected to significantly impact the local economy.

Ozarka has been working with local companies and local officials, including the Intermodal Authority and the Arkansas Economic Development Commission, to ensure plans are in place to train the workforce for this need. The institution has been recently been awarded \$1.47 million through the Workforce Opportunity for Rural Communities grant. This funding will ensure Ozarka is well positioned to be able to train students on state-of-the-art equipment that will enable them to perform expertly on the job.

The proposed programs will be housed in the Career and Technical Center in Ash Flat, this center will provide both classroom and lab spaces for instruction. Ozarka will hire a new faculty member for the proposed programs who has at least an Associate's degree; and has credentials and/or certification in precision machining and manufacturing. Additional costs associated with the programs implementation are estimated to be \$274,000 for equipment and lab renovation. Costs are expected to be covered by existing grant funding. There are no additional library resources, or facilities costs required for programs implementation

**Arkansas Institutions Offering Similar Program**

Arkansas State University – Newport

Black River Technical College

North Arkansas College

University of Arkansas – Pulaski Technical College

**Program Viability**

Projected Annual Enrollment beginning Fall 2021 – 10-15 students

Required Graduates by Summer 2026 - 12 students total, based on AHECB viability standard

**Program Requirements**

**Technical Certificate in Precision Machining Technology Added Courses**

PMT 2004	CAD/CAM
PMT 2014	CNC Turning
PMT 2024	CNC Milling
PMT 2024	Advanced manufacturing (15 credit hours for TC)

**Certificate of Proficiency in Precision Machining Technology**

PMT 1003	Intro to Manufacturing (Future Fit)
PMT 1013	Materials Measurement and Safety
PMT 1023	Blueprints (JP, BW, LO)
PMT 1033	Manual Milling
PMT 1043	Manual Lathe (15 credit hours for CP in Manual Machining)

**MASTER OF EDUCATION (M.Ed.) IN  
COMPUTER SCIENCE  
UNIVERSITY OF ARKANSAS AT PINE BLUFF**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Master of Education in Computer Science (CIP 13.1321; 36 credit hours) offered by the University of Arkansas at Pine Bluff, effective Fall 2021.

**FURTHER RESOLVED**, That the Coordinating Board instructs the Director of the Arkansas Division 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 at Pine Bluff of the approval.

**Program Justification**

The Master's degree in Computer Science Education builds on the existing M.S. Degree in Computer Science and Technology and the master level education courses required for teacher certification. The M.Ed. degree program will use a combination of courses from the existing M.S. degree in Computer Science and Technology (18 hours) and the core education requirements for the M.Ed. (18 hours). Specifically, the curriculum will require 36 hours: 15 core education hours, 18 hours of specialization courses in computer science, and a 3 hour educational foundation elective.

All graduate programs within the School of Education share the same core courses to ensure that candidates are knowledgeable of research-based pedagogical applications: In TASC standards, Teacher Excellence and Support System (TESS), and as well as teaching strategies in STEM. Additional hours may be required after a transcript analysis by the advisor. Students involved in these degree programs will be required to do field experiences in area school districts to enhance the learning environments of students enrolled in grades four through twelve as they prepare for teaching.

The courses for the computer science core were selected to provide students with the necessary pre-requisite knowledge for the PRAXIS Computer Science (C.S.) content. An option for a technology internship is offered to give teachers practical experience in the field, which would allow them to better incorporate real-world industry examples into their teaching strategy. The 18 hours of Computer Science specialization courses will be selected by the advisor to allow the students to gain a deeper understanding of computer science with regards to application areas including advanced databases, bioinformatics, intelligent systems (applied Artificial Intelligence-A.I.) and distributed computing (High Performance Computing-HPC).

Current faculty and adjuncts, classroom, and library are adequate for program implementation. The proposed degree will be housed in the Department of Mathematics and Computer Science, and School of Education, and supported by Department of Curriculum and Instruction.

**Arkansas Institutions Offering Similar Program**

Arkansas Tech University

**Program Viability**

Projected Annual Enrollment beginning Fall 2021 –12-15 students

Required Graduates by Summer 2026 - 12 students total, based on AHECB viability standard

**Program Requirements (15 hours)**

GEDU	5315	Instructional Technology
GEDU	5336	Assessing Classroom Learning
GEDU	5322	Psychological Foundations of Teaching and Learning
GEDU	5320	Applications of Statistics and Research in Education
GEDU	5364	Teaching Diverse Learning

**Specialization Courses (18 hours minimum-Advisor will recommend courses)**

GCST	5345	Programming Concepts
GCST	5331	Software Engineering
GCST	5344	Networking and Security
GCST	5322	Advanced Robotics
GCST	5394	Advanced Database Systems
GCST	5389	Distributed Systems
GCST	5356	Intelligence Systems
GCST	5346	Bioinformatics
GCST	5300	Technology Internship
GCST	5309	Computer Assisted Instruction

**Educational Foundation Elective (3 hours—Advisor will recommend elective)**

GSPE	5363	Behavior Management
GEDU	5324	Curriculum Development
GEDU	5301	History and Philosophy of Education
GEDL	5302	Public School Law

**Admission Requirements**

The UAPB M.Ed. in Computer Science program is designed for those who hold a bachelor’s degree or higher from a regionally/nationally accredited university or college. Graduate students must be eligible for teacher licensure prior to being formally admitted to degree candidacy for any of the master’s degree programs. Candidates are allowed to take up to twelve hours while they are completing the required Praxis Series of examinations needed for licensure. The degree program requires the following of all applicants for admission to the M.Ed. in Computer Science degree program:

- In addition to the College’s minimum requirements for admission and those listed below, all applicants are expected to submit a School of Education Graduate Application.
- A baccalaureate degree with a cumulative grade point average of 3.0 from last 60 hours of undergraduate program or 3.0 from a graduate program
- GRE scores
- Three letters of recommendation from professional references that attest to the candidate’s professional and/or personal qualities
- A CV or professional resume

**ASSOCIATE OF SCIENCE IN MANUFACTURING  
ARKANSAS TECH UNIVERSITY**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Associate of Science in Manufacturing (CIP 15.0613; 64 credit hours) offered by Arkansas Tech University, effective Fall 2021.

**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 64 credit hour Associate of Science (AS) in Manufacturing will prepare students with an understanding of the processes, problems, and overall environment of the manufacturing industry. The program consists of courses common to the first two years of the institution's Bachelor of Science in Mechanical Engineering program. There is no new incurred cost for new faculty because it will be administered by the Department Head for Mechanical Engineering. It is anticipated that the renovations for the new lab and lab equipment for the program will be covered by funds held by the Arkansas Tech Foundation. This degree also would provide an option for students to continue in their educational journey to pursue a Bachelor of Science in Mechanical Engineering.

The program consists primarily of courses common to the first two years of the institution's Bachelor of Science in Mechanical Engineering program including targeted elective classes aimed at providing instruction in manufacturing processes, methods, etc. Implementation of the proposed program will not require any additional faculty or library resources. Only one new lab course will be added to implement the program, This lab course will have need for additional laboratory space and equipment. The required lab space will come from multiple use of current space with minimal remodeling/re-arrangement. The new equipment needed to support the lab will be purchased with existing funds designated for program development which will be supplemented by further outside funding solicited to support the lab development.

The Department of Mechanical Engineering is housed in the Corley building which contains five general purpose classrooms, six computer labs, seven engineering laboratory spaces, and a machine shop. Current classroom space is sufficient to support the proposed program

The department expects that many of its current students and a significant portion of future B.S.M.E. students will be attracted to the proposed program as a secondary major that aligns closely with their primary (BSME) major. The proposed program will be served by the existing Industrial Advisory Board for the Mechanical Engineering department. The Board normally meets semi-annually to review department status and developments, provide input on proposed actions or policies, and to update the department on recent industry developments and needs

**Arkansas Institutions Offering Similar Program**

None

**Program Viability**

Projected Annual Enrollment beginning Fall 2021 – 15 students

Required Graduates by Summer 2026 - 12 students total, based on AHECB viability standard

**Program Requirements**

**Freshman Fall (16 credit hours)**

ENGL	1013	Composition I
MATH	2914	Calculus I
CHEM	2124	General Chemistry I
MCEG	1011	Intro to Mechanical Engineering
TECH	1001	Orientation to University
Social Sciences <sup>1</sup>		

**Freshman Spring (16 credit hours)**

ENGL	1023	Composition II
MATH	2924	Calculus II
PHYS	2114	Physics I
MCEG	2023	Engr. Materials
MGEG	1002	Engr. Graphics

**Sophomore Fall (15 credit hours)**

MCEG	2013	Statics
STAT	3153	Applied Statistics I
Fine Arts/Humanities <sup>1</sup>		
SS/FA/Hum/Speech <sup>1</sup>		
U.S. History/Government <sup>1</sup>		

**Sophomore Spring (17 credit hours)**

MCEG	3013	Mech. of Materials
MCEG	3023	Manufacturing Processes
MCEG	3612	<i>Manufacturing Lab</i>
STAT	3183	Statistical Process Control
\Social Sciences <sup>1</sup>		



**ASSOCIATE OF APPLIED SCIENCE IN SUPPLY CHAIN MANAGEMENT  
SOUTHEAST ARKANSAS COLLEGE**

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**ADHE Executive Staff Recommendation**

**RESOLVED**, That the Arkansas Higher Education Coordinating Board approves the Associate of Applied Science in Supply Chain Management (CIP 52.0203; 61 credit hours) offered by Southeast Arkansas College, effective Spring 2021.

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

**Program Justification**

The proposed 61 credit hour Associate of Applied Science in Supply Chain Management with a Transportation option will prepare students for careers in supply chain management and entry-level employment. Students will receive a fundamental introduction to the field of Supply Chain Management in conjunction with basic business technology success skills, ranging from acquisitions to receiving and handling, through the internal allocation of resources to operations units, to the handling and delivery of output. This program includes instruction in acquisitions and purchasing, inventory control, resource estimation and allocation, and budgeting. The AAS will include stackable credentials, Certificate of Proficiency in Commercial Drivers Licensing, a Technical Certificate in Supply Chain Management Transportation Option.

The program will offer theory-oriented courses and practical hands-on road training. This will include an introduction to Department of Transportation (DOT) rules, regulations, preventative maintenance, log book procedures, map reading, cargo handling, drivelines, brake systems, and electrical systems. Skills Training will include: Pre-trip inspections, Post-trip inspections, coupling and uncoupling, shifting, and backing. Road Training will include: Empty trailer driving, heavy load driving, different trailer types, city driving, highway driving, urban driving strategies, rural driving strategies, defensive driving, two-lane roads, four-lane roads, night driving, and weather-conditioned driving .

Currently, SEARK has received funding from the Delta Regional Authority to assist in the funding of this program. In addition, other grant opportunities are still pending and maybe coming in the near future. The demographics of the region serviced by SEARK makes this positive opportunity for the students serviced. Among all jobs postings in the state of Arkansas and the greater Pine Bluff municipal service area, CDL drivers were listed as "Certifications in the Greatest Demand". Truck drivers have the fifth most job openings among all careers in the Arkansas with an average annual salary of \$42,480 and a 10% expected growth from 2016-2026 according to the Bureau of Labor Statistics and the Arkansas Trucking Association.

SEARK plans to offer ten sections of the four-week program per year. Each section will have three students with one instructor. Students who successfully complete the four-week program will be awarded 15 credit hours. 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. One faculty/ program coordinator will be hired who has appropriate academic credentials, holds a current Commercial Driver's License (CDL).

**Arkansas Institutions Offering Similar Program**

Arkansas State University – Jonesboro  
Arkansas Tech University  
Southern Arkansas University  
University of Arkansas – Fayetteville  
University of Central Arkansas

Southern Arkansas University – Tech  
North Arkansas College  
NorthWest Arkansas Community College

**Program Viability**

Projected Annual Enrollment beginning Spring 2021 – 10 students

Required Graduates by Summer 2026 - 12 students total, based on AHECB viability standard

**Program Requirements**

**1<sup>st</sup> Year 1<sup>st</sup> Semester (15 credit hours)**

LOGM	XXX	Introduction to Logistics
CDL	XXX	Truck Maintenance & Road Safety
CDL	XXX	Road Regulations & Rules
CDL	XXX	Commercial Driver Vehicle Operations

**Certificate of Proficiency – Commercial Driving License (15 hours)**

**1<sup>st</sup> Year 2<sup>nd</sup> Semester (16 credit hours)**

COMP	1123	Introduction to Computers
ENGL	1313	(ACTS: ENGL1013) English Composition I
MATH	1323	Quantitative Literacy & Reasoning
EDUC	1311	Principles of Workplace Success
LOGM	XXX	Operations Management
LOGN	XXX	Transportation Systems

**Technical Certificate – Supply Chain Transportation (31 hours)**

**2<sup>nd</sup> Year 1<sup>st</sup> Semester (15 credit hours)**

ENGL	1323	(ACTS: ENGL1023) English Composition II
LOGM	XXX	Lean Manufacturing
LOGM	XXX	Logistics & Supply Chain Management
ACCO	2313	Principles of Accounting I
BUSI	1033	Introduction to Business

**2<sup>nd</sup> Year 2<sup>nd</sup> Semester (15 credit hours)**

ECON	2323	Principles of Economics II
LOGM	XXX	Principles of Procurement
BUSI	1243	Legal Environment of Business
SPEE	2393	Oral Communications for Public Address
XXXX	XXXX	Behavioral/Social Science Elective

**Associated of Applied Science Degree (61 hours)**

**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 - 2 to offer the specified degree programs to Arkansas residents for a period of three years through December 31, 2024.

**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.

**Brandman University, Irvine, California**

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

Associate of Arts in General Business  
Bachelor of Science in Information Technology

**National University, La Jolla, California**

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

Bachelor of Arts in Management  
Bachelor of Science in Construction Management  
Bachelor of Science in Electrical and Computer Engineering  
Master of Arts in Human Behavior  
Master of Arts in Human Resource Management  
Master of Arts in Strategic Communications  
Master of Science in Applied Behavioral Analysis  
Master of Science in Higher Education Administration  
Master of Science in Nursing  
Master of Science in Applied Behavioral Analysis  
Post-Graduate Psychiatric Mental Health Nurse Practitioner Certificate

University of Southern California, Los Angeles, California

State Authorization: California Secretary of State

Institutional Accreditation – Regional: Western Association of Schools and Colleges

Master of Arts in Senior Living Hospitality  
Master of Education in Enrollment Management and Policy  
Master of Science in Computer Science, Scientists and Engineers  
Doctor of Education in Global Executive

## LETTERS OF NOTIFICATION

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**Arkansas Colleges & Universities Summary (pages 2 - 33)** 19 (nineteen) Arkansas institutions submitted Letters of Notification (LON) that include new programs created with existing coursework, changes to existing programs, program deletions, and administrative units.

2	Associate Degree for Transfer and Bachelor's Degree Completion
30	Curriculum Revision
15	Existing Program Offered by Distance Technology
12	Inactive Program
21	Name Change of Existing Program/Concentration/Option/Organizational Unit
22	New Certificate/Degree Program
9	New Option/Emphasis/Concentration/Minor
12	Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor Organizational Unit
1	Information Item
1	Establishment of New Administrative Unit
1	Program Reactivation
<u>36</u>	Reconfiguration of Existing Certificate/Degree Program
162	

Institutional Certification Advisory Committee Summary (pages 30-33):

Eight (8) out-of-state, religious and/or for-profit institutions submitted applications that include program recertifications, decertifications, and institutional changes.

- Recertifications of programs
- Institutional change
- Letters of Exemption from Certification (Programs offering Church-Related Training)
- Letters of Exemption from Certification (Renewal-Church Related Training)
- Letter of Exemption from Certifications Renewal-Non-Academic Training
- New Certificates
- Program Changes/New Programs

The Director of the Arkansas Department of Higher Education (ADHE) has approved the following program requests since the January 2020 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 – Beebe – Page 5**

Inactive Program

**Arkansas State University – Jonesboro – Pages 5 - 7**

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

Existing Program by Distance Technology

New Certificate/Degree Program

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

**Arkansas State University – Three Rivers - Page 7**

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

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

**Arkansas Tech University – Pages 7 - 8**

Existing Program by Distance Technology

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

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

New Certificate/Degree Program

**Black River Technical College – Page 8**

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

**East Arkansas Community College – Pages 8 - 10**

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

Curriculum Revision

**Henderson State University – Page 11**

Curriculum Revision

New Option, Emphasis, Concentration, Minor or Organizational Unit

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

**National Park College – Pages 11 - 12**

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

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

**North Arkansas College- Pages 12 - 13**

New Certificate/Degree Program

Curriculum Revision

**NorthWest Arkansas Community College – Pages 14 - 18**

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

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

Curriculum Revision



Name Change of Existing Program/Concentration/Option/Organizational Unit  
Inactive Program  
Reactivation of Program from Inactive Status

**Southeast Arkansas Community College – Page 18**

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

**Southern Arkansas University – 18 - 20**

Name Change of Existing Program/Concentration/Option/Organizational Unit  
Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor Organizational Unit  
New Certificate/Degree Program  
New Option/Emphasis/Concentration/Minor  
Curriculum Revision

**Southern Arkansas University Technical – 20 - 22**

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

**University of Arkansas Community College at Batesville – Pages 22 - 23**

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

**University of Central Arkansas Page 23**

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

**University of Arkansas, Fayetteville – Pages 24 - 25**

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

**University of Arkansas at Fort Smith – Pages 24 - 28**

Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor or Organizational Unit  
Curriculum Revision  
Name Change of Existing Program/Concentration/Option/Organizational Unit  
Transfer agreement

**University of Arkansas at Little Rock – Pages 28 - 29**

Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program  
Existing Program Offered by Distance Technology  
Deletion – Certificate, Degree, Option, Emphasis, Concentration, Minor or Organizational Unit  
Name Change of Existing Program/Concentration/Option/Organizational Unit

**University of Arkansas Monticello Page 30**

New Certificate/Degree Program

**University of Arkansas at Morrilton – Page 30**

Inactive Program

**University of Arkansas at Pine Bluff – Page 30**

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

**ARKANSAS COLLEGES AND UNIVERSITIES**

**LON DESCRIPTIONS**

**Arkansas State University Beebe**

**Inactive Programs**

Associate of Applied Science in Hospitality Administration (DC 4667; CIP 52.0901; 60 credit hours; Spring 2021)

Certificate of Proficiency in Auto Body Repair (DC 1473; CIP 47.0603; 9 credit hours; Spring 2021)

Certificate of Proficiency in Computer & Networking (DC 3502; CIP 151202; 16 credit hours; Spring 2021)

Certificate of Proficiency in Multi-Skills Technology (DC 4701; CIP 47.0101; 12 credit hours; Spring 2021)

Technical Certificate in Auto Body Repair (DC 4331; CIP 47.0603; 35 credit hours; Spring 2021)

Technical Certificate in Hospitality Administration (DC 3667; CIP 52.0901; 35 credit hours; Spring 2021)

Technical Certificate in Multi-Skills Technology (DC 4702; CIP 47.0101; 35 credit hours; Spring 2021)

**Arkansas State University Jonesboro**

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

The Department of Computer & Information Technology (Department Code 1010) (within the Neil Griffin College of Business) changed to the Department of Information Systems & Business Analytics (Spring 2021)

Associate of Science in Computer and Information Technology (DC 0960; CIP 52.1201; 60 credit hours) changed to Associate of Science in Information Systems and Business Analytics (DC 0960; CIP 52.1201; 60 credit hours; Fall 2021)

Bachelor of Science in Computer and Information Technology (DC 2400; CIP 11.0301; 60 credit hours) changed to Bachelor of Science in Information Systems and Business Analytics (DC 2400; CIP 52.1201; 60 credit hours; Fall 2021)

Master of Science Accountancy in Accounting (DC 6570; CIP 52.0301; 30 credit hours) changed to Master of Accountancy Science in Accounting with Data Analytics (DC 6570; CIP 52.0301; 30 credit hours; Spring 2021)

**Existing Program offered by Distance**

Post Master Certificate in Family Nurse Practitioner (DC 7084; CIP 51.3805; 32 credit hours; 100% online; Summer 2021)

**New Certificate/Degree Program**

Post Masters Certificate in Adult Gerontology Acute Care Nurse Practitioner (CIP 51.3821; 21 credit hours; Summer 2021)

Added Courses

NURS	6213	AG ACNP Seminar I
NURS	6214	AG ACNP Practicum I
NURS	6363	AG ACNP Seminar II
NURS	6364	AG ACNP Practicum II
NURS	6483	AG ACNP Seminar III
NURS	6484	AG ACNP Practicum III

Undergraduate Certificate in Business Analytics (CIP 52.1201; 15 credit hours; Fall 2021) (email for courses for this certification)

Added Courses

MATH	1023	<b>OR</b> equivalent
STAT	3233	Applied Statistics I
CIT	3413	Big Data for Business <b>OR</b>
CIT	3553	Foundation of Business Analytics
CIT	3423	Data Visualization for Business
CIT	3663	Data Mining for Business

Undergraduate Certificates in Data Analytics (CIP 30.7001; 21 credit hours; Fall 2021)

Added Courses

PHIL	1103	Introduction to Philosophy
MATH	1023	College Algebra or MATH course that requires MATH 1023 as a prerequisite
PHIL	3723	Computers, Ethics, and Society
STAT	3233	Applied Statistics I
STAT	3243	Regression Analysis and ANOVA
CS	1114	Concepts of Programming
DATA	3003	Applied Database and Data Mining
DATA	3023	Data Visualization and Data Communication

Graduate Certificate in Global Supply Chain Management (CIP 52.0203; 12 credit hours; 100% online; Spring 2021)

Added Courses

- GSCM 6253 Seminar in Logistics Management
- GSCM 6283 Global Supply Chain Management
- GSCM 6513 Logistics Operations
- GSCM 6523 Sourcing and Procurement

Undergraduate Certificate in Sales Leadership (CIP 52.1804; 12 credit hours; 100% online; Spring 2021)

Added Courses

MKTG	3013	Marketing 3
MKTG	3093	Professional Selling 3
MKTG	4323	Advanced Sales 3

MKTG 3193 Planning and Management

Undergraduate Certificate in Esports (CIP 31.0504; 21 credit hours; Fall 2021)

Added Courses

GRFX	3713	3D Digital and Game Design
PE	3113	Business of Esports
PE	3813	Concepts of Athletic Training [distance course]
PE	3853	Sports Promotion and Sales Management
PE	3873	Sport Facility and Event Management
PE	4843	Philosophy and Ethics in Sport
STCM	4333	Social Media in Strategic Communications

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

Bachelor of Sciences in Computer Science (DC 2410; CIP 11.0101; 120 credit hours),  
 Bachelor of Science in Agriculture Studies (DC 3430; CIP 01.0199; 120 credit hours),  
 Bachelor of Sciences in Mathematics (DC 2870; CIP 27.0101; 120 credit hours),  
 Certificate of Proficiency in Statistics (DC 6535; CIP 27.0501; 12 credit hours)  
 reconfigured to create the Bachelor of Science in Data Science and Data Analytics (CIP 30.3001; 120 credit hours; 100% online; Spring 2021)

**Arkansas State University Three River**

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

Technical Certificate in Plumbing Apprenticeship, Level I (DC 4594; CIP 46.0599; 33 credit hours) changed to Technical Certificate in Plumbing Apprenticeship (CIP 46.0599; 33 credit hours; Spring 2021)

Associate of Applied Science in Apprenticeship Trades (DC 4592; CIP 46.0302; 63 credit hours) changed to Apprenticeship Trades – Plumbing (CIP 46.0599; 63 credit hours; Spring 2021)

**Curriculum Revision**

Technical Certificate Electrical Apprenticeship (DC 3592; CIP 46.0302; 32 credit hours; Spring 2021)

On File with ADHE

**Arkansas Tech University**

**Existing Program Offered by Distance Technology**

Bachelor of Science in Business Administration in Management (DC 3530; CIP 52.0201; 100% online; 120 credit hours; Spring 2021)

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

Bachelor of Arts in Organizational Leadership – Workforce Technology concentration (DC 5335; CIP 52.0213; 120 credit hours; Spring 2021)

**New Certificate/Degree Program**

Certificate of Proficiency in Technical and Professional Communication (CIP 09.0101; 21 credit hours; Spring 2021)

Added Courses

COMM	2003	Public Speaking or COMM 2173 Business and Professional Speaking
COMM	3003	Interpersonal Communication <b>OR</b>
COMM	4063	Organizational Communication
ENGL	2053	Technical Writing
COMM	3013	Intercultural Communication
COMM	3033	Interviewing Principles and Practices
COMM	3073	Group Communication
COMS	2003	Microcomputer Applications
ENGL	3013	Systems of Grammar
ENGL, COMM, or SPAN		3023 Introduction to Linguistics
ENGL	4053	Seminar in Technical Communication

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

Emergency Administration and Management Concentration in the Bachelor of Arts in Organizational Leadership (DC 5335; CIP 52.0213; 120 credit hours; Spring 2021)

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

Master of Science in Electrical Engineering (DC 4235; CIP 14.1001; 36 credit hours) changed to Master of Engineering, Electrical Engineering (DC 4235; CIP 14.1001; 36 credit hours; Spring 2021)

**Black River Technical College**

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

Associate of Applied Science in Nursing (DC 0710; CIP 51.3801; 69 credit hours; 82% online) reconfigured to create the Associate of Applied Science in Nursing (Traditional Pathway) (CIP 51.3801; 69-70 credit hours; 35% online)

**East Arkansas Community College**

**Curriculum Revision**

Associate of Applied Science in Management (DC 0300; CIP 52.0201; 60 credit hours; Spring 2021)

Added Courses

General Education required hours 12

BUS	1133	Intro to Accounting <b>OR</b>
BUS	2113	Principles of Accounting
BUS	2523	Salesmanship
BUS	2393	Administrative Office Procedures

Technical Certificate in Diesel Technology (DC 0462; CIP 47.0605; 32 credit hours; Summer 2021)

Added Courses

DST	2133	HVAC Service and Diagnostics
DST	2243	Diesel Service Technology Capstone <b>OR</b>
DST	2253	Internship

Associate of Applied Science in Radiologic Technology (DC 0790; CIP 51.0907; 65 credit hours; Fall 2021)

Deleted Courses

RAD	1222	Radiologic Science
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Added Courses

RAD	1223	Radiologic Physics
RAD	2103	Radiation Protection
RAD	2113	Radiographic Pathology
RAD	2116	Special Imaging Procedures

Associate of Applied Science in Paramedic (DC 0470; CIP 51.0904; 61 credit hours; Fall 2021)

Deleted Courses

HSU		Medical Terminology
EMT	2030	Clinical Applications of Traumatology

Added Courses

EMT	1026	Medical Emergencies
EMT	2036	Traumatology

Technical Certificate in Paramedic (DC 0015; CIP 51.0904; 43 credit hours; Fall 2021)

Deleted Courses

HSC	XXX	Medical Terminology
EMT	1028	Medical Emergencies
EMT	2037	Traumatology
EMT	2030	Clinical Applications of Traumatology

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

Religious Studies Emphasis in the Associate of Science in Liberal Arts & Science (DC 1090; CIP 24.0101; 50% online; 60 credit hours; Fall 2021)

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

Associate of Applied Science in Management (DC 0300; CIP 52.0201; 60 credit hours) reconfigured to create the Technical Certificate in Business (CIP.0201; 30 credit hours; Fall 2021)

Technical Certificate in Cosmetology (DC 4420; CIP 12.0401; 44 credit hours) reconfigured to create the Certificate of Proficiency in Skin Care, (CIP 12.0401; 13 credit hours; Spring 2021)

Added Courses

COS	1105	Cosmetology 1
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COS 1108 Cosmetology Clinical Experience

Technical Certificate in Cosmetology (DC 4420; CIP 12.0401; 44 credit hours) reconfigured to create the Certificate of Proficiency in Hair Care (CIP 12.0401; 13 credit hours; Spring 2021)

COS 1205 Cosmetology II

COS 1208 Cosmetology Clinical Experience II

### **Henderson State University Curriculum Revision**

Masters of Science in Clinical Mental Health Counseling (DC 6490; CIP 13.1101; 60 credit hours; Fall 2021)

Master of Science in Education in School Counseling (DC 6680; CIP 13.1101; 60 credit hours; Fall 2021)

Graduate Certificate in Instructional Facilitator (DC 6138; CIP 13.9999; 15 credit hours; Fall 2021) increased to 18 credit hours

#### Added Courses

CED 6923 Counseling Ethics

CED 6683 Psychopharmacology

CED 6583 Counseling & Substance Abuse

CED 6063 Counseling Children and Adolescents/Intro to Play Therapy

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

Option in Aviation Management in the Master of Business Administration (DC 5580; CIP 52.0101; 33 credit hours; Fall 2021)

Option in Engineering Management in Master of Business Administration (DC 5580; CIP 52.0101; 33 credit hours; Fall 2021)

Option in Data Science in Master of Business Administration (DC 5580; CIP 52.0101; 33 credit hours; Fall 2021)

Option in Special Education Resource in Master of Education in Teacher Leadership (CIP 13.030; 36 credit hours; Fall 2021)

Option in Educational Technology in Masters of Education in Teacher Leadership (CIP 13.040; 36 credit hours; Fall 2021)

### **Delete Option/Emphasis/Concentration/Minor**

Delete Public/Non-Profit Management Track within Master of Business Administration (DC 5580; CIP 52.0101; 33 credit hours; Fall 2021)

### **National Park College**

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

Technical Certificate in Photography (DC 2505; CIP 50.0605; 30 credit hours; Fall 2021)



Technical Certificate in Computer Information Systems (DC 4445; CIP 11.0101; 31 credit hours; Fall 2021)

Certificate of Proficiency in Advertising and Design (DC 1427; CIP 11.0801; 9 credit hours; Fall 2021)

Certificate of Proficiency in Desktop Publishing Design (CD1427; CIP 11.0801; 9 credit hours; Spring 2021)

Associate of Applied Science in Computer Information Systems (DC 0290; CIP 11.0101; 61 credit hours; Spring 2021)

**Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program; Title Change**

Associate of Applied Science in Computer Networking (DC 0346; CIP 11.0901; 61 credit hours) reconfigured to create the Associate of Applied Science in Networking & Cybersecurity (DC 0346; CIP 43.0303; 60 credit hours; Fall 2021)

Added Courses

General Education Core - 15 Credit Hours

- CIS 1033 Computer Science I
- MATH 1123 College Algebra
- ENG 1113 English Composition I

Select one:

- ENG 1123 English Composition II OR
- SPCH 1103 Fundamentals of Public Speaking

Select one:

- HIST 2233 US History to 1865
- HIST 2233 US History Since 1865
- POLS 1113 American National Government
- PSYC 1103 General Psychology
- SOC 1103 Introduction to Sociology

Computer Networking & Cybersecurity Core - 45 Credit hours

- CIS 1XX3 PC Hardware
- CIS 1XX3 Intro to Networking & Cybersecurity
- CIS 1813 Computer Law & Ethics
- CIS 1031 Computer Science I Lab
- CIS 1613 Network Pro
- CIS 1623 Security Pro
- CIS 2XX3 Disaster Recovery Planning
- CIS 2183 Windows Client OS
- CIS 2613 Server I
- CIS 2XX3 Linux Pro
- CIS 2663 Routing & Switching
- CIS 2XX3 Ethical Hacking & Systems Defense
- CIS 2XX3 Cyber Forensics & Incident Response
- CIS 2XX3 Command Line Scripting

CIS	2413	Network Design
CIS	2953	Networking Internship

Technical Certificate in Computer Networking (DC 0347; CIP 11.0901; 31 credit hours) reconfigured to create the Technical Certificate in Networking & Cybersecurity (DC 0346; CIP 43.0303; 31 credit hours; Fall 2021)

Added Courses

General Education Core – 9 Credit Hours

MATH	1123	College Algebra
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ENG	1113	English Composition I
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Select one:

ENG	1123	English Composition II OR
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SPCH	1103	Fundamentals of Public Speaking
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Computer Networking & Cybersecurity Core – 22 Credit hours

CIS	1031	Computer Science I Lab
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CIS	1033	Computer Science I
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CIS	1XX3	PC Hardware
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CIS	1XX3	Intro to Networking & Cybersecurity
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CIS	1613	Network Pro
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CIS	1623	Security Pro
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CIS	2XX3	Disaster Recovery Planning
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CIS	2183	Windows Client OS
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**North Arkansas College**

**Existing Program Offered by Distance Technology**

Associate of Applied Science in Accounting (DC 0140; CIP 52.0302; 60-63 credit hours; 100% online; Spring 2021)

Technical Certificate in Biomedical Electronics Technology (DC 0261; CIP 15.0401; 21 credit hours; 100% online; Spring 2021)

Certificate of General Studies in General Studies (DC 0910; CIP 24.0101; 31 credit hours; 100% online; Spring 2021)

Associate of Applied Science in Logistics and Supply Chain Management (DC 3520; CIP 52.0203; 60-63 credit hours; 100% online; Spring 2021)

Associate of Applied Science in Management (DC 0201; CIP 52.0201; 60-63 credit hours; 100% online; Spring 2021)

Associate of Applied Science in Medical Laboratory Technology (DC 0660; CIP 51.1004; 65 credit hours; 100% online; Spring 2021)

Associate of Applied Science in Office Management (DC 0740; CIP 52.0402; 60-63 credit hours; 100% online; Spring 2021)

Associate of Science in Business (DC 0308; CIP 52.0101; 62 credit hours; 100% online Spring 2021)

Technical Certificate in Logistics and Supply Chain (DC 2525; CIP 52.203; 30 credit hours; 100% online; Spring 2021)

**New Certificate/Degree Program**

Undergraduate Certificate in Facilities Maintenance (CIP 46.0401; 7 credit hours; Fall 2021)

Added Courses

TECH	1024	Introduction to Facilities Management
TECH	1003	Introduction to Craft Skills

Technical Certificate in Outdoor Power Equipment (CIP 47.0606; 31 credit hours; Fall, 2021)

Added Courses

TECH	1013	Technical Math or Higher MAT course
TECH	1021	Industrial Safety
ET	1003	Intro to Electronics
AST	1003	Outdoor Power Equipment Fuel Systems
AST	1002	Outdoor Power Equipment Shop Management
AST	1013	outdoor Power Equipment Suspension and Steering
TECH	1002	Technical Communications
AST	1033	Attachments and Application
AST	1005	Outdoor Power Equipment Engine Systems
AST	1023	Outdoor Power Equipment Transmission Systems and Hydraulics
AST	1203	Automotive Electronics

**Curriculum Revision**

Certificate of Proficiency in Workforce Technology (DC 4888; CIP 46.999; 9-12 Credit hours; Fall 2021)

Added Courses

TECH	1003	Introduction to Craft Skills OR Technical Math
TECH	1021	Industrial Safety

**Northwest Arkansas Community College  
Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program**

Certificate of Proficiency in Emergency Medical Technology (DC 0015; CIP 51.0904; 16-18 credit hours) reconfigured to create the Certificate of Proficiency in Paramedic Science (DC 0015; CIP 51.0904; 18 credit hours; Fall 2021)

Added Courses

EMTA	1022	First Responder*Lecture
EMTA	1021	First Responder*Lab
EMTA	1042	EMT Basic Emergency Medical Technical *I Lecture
EMTA	1052	EMT Basic Emergency Medical Technical *I Lab

EMTA	1062	EMT Emergency Medical Technician II* Lecture
EMTA	1061	EMT Emergency Medical Technician II* Lab
EMTA	1201	EMT Emergency Medical Technician ii* Clinical
BIOL	2214	Anatomy and Psychology I*
HIM	1001	Intro to Medical Terminology <b>OR</b>
HIM	1403	Medical Terminology for Health Sciences
PSYC	XXX3	Any Social Science Class

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

Associate of Applied Sciences in Emergency Medical Technology (DC 0470; CIP 51.0904; 62 credit hours) reconfigured to create the Associate in Paramedic Science (DC 0470; CIP 51.0904; 63 - 66 credit hours; Fall 2021)

Certificate of Proficiency in Emergency Medical Technology (DC 0015; CIP 51.0904; 16 -18 credit hours; reconfigured to create the Certificate of Proficiency in Paramedic Science (CIP 51.0904; 16-18 credit hours; Fall 2021)

### **Curriculum Revision**

Associate of Applied Sciences in Emergency Medical Technology (DC 0470; CIP 51.0904; 62 credit hours) courses reconfigured to create the Associate in Paramedic Science (DC 0470; CIP 51.0904; 63-66 credit hours; Fall 2021)

#### **First Semester (Summer) (7 Hours)**

EMTP	1001	12 Lead EKG
EMTP	1041	Paramedic Pharmacology and Parental Meds Lecture
EMTP	1042	Paramedic Pharmacology and Parental Meds Lab
EMTP	1051	Patient Assessment and EPCR Lecture
EMTP	1061	Patient Assessment and EPCR Lab
EMTP	1111	EMS Environment I

#### **Second Semester (Fall) (17 Hours)**

EMTP	1011	Emergency Respiratory Care
EMTP	1026	Paramedic Clinical I
EMTP	1071	Medical Emergencies I Lecture
EMTP	1072	Emergencies I Lab
EMTP	1062	Emergency Cardiac Care Lecture
EMTP	1064	Emergency Cardiac Care Lab

#### **Third Semester (Fall) (13 Hours)**

EMTP	1081	Shock & Fluid Therapy Lecture
EMTP	1091	Shock & Fluid Therapy Lab
EMTP	1131	Traumatology Lecture
EMTP	1141	Traumatology Lab
EMTP	1204	Paramedic Clinical II
EMTP	1201	Medical Emergencies II Lecture
EMTP	1202	Medical Emergencies II Lab
EMTP	1402	Paramedic Field Internship

#### **Fourth Semester (Summer) (2 Hours)**

EMTP	1402	Paramedic Field Internship
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**Additional Courses**

**Required for AAS Degree (15 Hours)**

ENGL 1013 English Composition I  
 ENGL 1023 English Composition II

**Additional Courses**

**Required for AAS Degree (15 Hours)**

ENGL 1013 English Composition I  
 PSYC XXX3 Any Social Science Class  
 ENGL 1023 English Composition II **OR**  
 ENGL 2013 Technical Writing  
 CISQ 1103 Introduction to Computer Information **OR**  
 HIM 1123 Electronic Health Records

Choose one:

MATH 1003 Survey of Technical Math  
 MATH 1203 College Algebra - Accelerated  
 MATH 1203 College Algebra  
 MATH 1203R College Algebra w/Review

Associate of Applied Science in Computer Aided Design (DC 0425; CIP 15.1301; 60 credit hours; Spring 2021)

**Added Courses**

**General Education (18 hours)**

CISQ 1103 Intro to Computer Information **OR**  
 Computer Competency Testing  
 ENGL 1013 Composition I  
 ENGL 1023 Composition II  
 COMM 1303 Public Speaking **OR**  
 COMM 2503 Small Group Communication  
 MATH 1203 College Algebra **OR**  
 MATH 1203R College Algebra w/Review  
 XXXX XXX3 Social/Behavioral Science

**CAD Required Courses (24 Hours)**

DRFT 1233 Engineering Graphics  
 DRFT 2114 AutoCAD I  
 DRFT 2183 AutoCAD Civil 3D  
 DRFT 2234 Building Information Mod. I  
 DRFT 2534 Parametric Modeling I  
 DRFT 2593 Modeling & Presentation  
 BADM 2703 Internship Experience  
 DRFT 2114 AutoCAD I  
 DRFT 2183 AutoCAD Civil 3D

**Architectural Design Option (18 Hours)**

DRFT 2234 Building Information Mod. I  
 DRFT 2534 Parametric Modeling I  
 DRFT 2593 Modeling & Presentation  
 BADM 2703 Internship Experience  
 DRFT 2283 Building Information Modeling II

ART 1313 Design 1 (Illustrator)  
 ART 2273 3-D Animation  
 ART 2313 Computer Apps in Fine Art  
 BLAW 2013 Legal Environment Of Business I  
 CST 2513 Surveying

**Architectural Design Elective Courses (6 hours)**

DRFT 2543 Parametric Modeling II  
 DRFT 2553 Parametric Modeling with Solidworks  
 GEOS 2493 Intro to Geometric. Info. Sci. (GIS)  
 GNEG 1103 Introduction to Engineering

**Civil Design Required Courses (12 Hours):**

CST 2513 Surveying  
 DRFT 2263 Civil Engineering Fundamentals  
 DRFT 2403 Site Planning and Land Development  
 GEOS 2943 Intro to Geographic Information  
 Science (GIS)

**Civil Design Elective Courses (Choose 6 Hours):**

ART 1313 Design 1 (Illustrator)  
 ART 1323 Three-Dimensional Design  
 ART 1333 Two-Dimensional Design  
 ART 2313 Computer Applications In Fine Art  
 ART 2273 3D Animation  
 BLAW 2013 Legal Environment of Business I  
 CISM 1223 Photoshop  
 CISM 2123 Web Page Design  
 CST 1313 Materials of Construction  
 CST 2213 Construction Methods I  
 DRFT 2123 Machine Design  
 DRFT 2154 AutoCAD II  
 DRFT 2253 Architecture Appreciation  
 DRFT 2283 Bldg. Information Modeling II  
 DRFT 2293 Computer Aided Manufacturing  
 DRFT 2343 Design and Production Tech.  
 DRFT 2353 Residential Construction Drawing  
 DRFT 2363 Commercial Construction Drawing  
 DRFT 2493 Building Systems  
 DRFT 2543 Parametric Modeling II  
 DRFT 2553 Parametric Model with Solidworks  
 DRFT 2213 Rapid Prototyping  
 GNEG 1103 Introduction to Engineering

Technical Certificate in Computer Aided Design - Mechanical (DC 2152; CIP 15.1301;  
 22 credit hours; Fall 2021)

DRFT 1233 Engineering Graphics  
 DRFT 2114 AutoCAD I  
 DRFT 2123 Machine Design  
 DRFT 2343 Design and Production Technology

DRFT	2534	Parametric Modeling I
DRFT	2543	Parametric Modeling II
DRFT	2593	Modeling & Presentation
DRFT	2213	Rapid Prototyping

Technical Certificate in Computer Aided Design - Architectural Design (DC 2150; CIP 15.1301; 26 credit hours; Fall 2021)

DRFT	1233	Engineering Graphics
DRFT	2114	AutoCAD I
DRFT	2234	Building Information Modeling I
DRFT	2283	Building Information Modeling II
DRFT	2253	Architecture Appreciation
DRFT	2353	Residential Construction Drawing
DRFT	2363	Commercial Construction Drawing
DRFT	2593	Modeling & Presentation

Certificate of Proficiency in Emergency Medical Technology (DC 0015; CIP 51.0904; 16-18 credit hours; reconfigured to create the Certificate of Proficiency in Paramedic Science (CIP 51.0904; 16-18 credit hours; Fall 2021)

Added Courses

EMTA	1022	First Responder *Lecture
EMTA	1021	First Responder *Lab
EMTA	1042	EMT Basic Emergency Medical Technician I* Lecture
EMTA	1052	EMT Basic Emergency Medical Technician I*Lab
EMTA	1061	EMT Emergency Medical Technician II*Lecture
EMTA	1062	EMT Emergency Medical Technician II*Lab
EMTA	1201	EMT Emergency Medical Technician LL* Clinical
BIOL	2214	Anatomy and Physiology I**
HIM	1001	Intro to Medical Terminology <b>OR</b>
HIM	1403	Medical Terminology for Health Sciences

\*\*This course has transfer-level prerequisites that are not included in this degree plan

Technical Certificate in Construction Technology (DC 3419; CIP 15.1001; 40-41 credit hours; Fall 2021)

Added Courses

**General Education (6-7 Hours)**

ENGL	1013	Composition I
MATH	1003	Survey of Technical Math OR
MTCM	1003	Math Communication and MATH 1001

Special Topics for Survey of Technical Math OR higher level math

**Required Core Courses (10 Hours)**

BADM	2513	Business Organization and Management
DRFT	1233	Engineering Graphics I
DRFT	2114	AutoCAD I

**Core Construction Courses (24 Hours)**

CST	1313	Materials of Construction OR
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CST	1323	Introduction to Craft Skills
CST	2213	Construction Methods I
CST	2223	Construction Methods II
CST	2413	Estimating
CST	2513	Surveying
CST	2523	Project Scheduling
CST	2423	Construction Codes and Regulations

**Inactive “Status” Program**

Technical Certificate of Funeral Science (DC 2507; CIP 12.0301; 33 - 34 credit hours; Spring 2021)

**Reactivation of Program from Inactive Status**

Technical Certificate in Computer Aided Design – Civil Design (DC 2151; CIP 15.1302; 26 credit hours; Spring 2021)

**Southeast Arkansas College  
New Certificate/Degree Program**

Certificate of Proficiency in Commercial Vehicle Operation (CIP 52.0203; 15 credit hours; Spring 2021)

Added Courses

LOGMXXX		Introduction to Logistics
CDL	XXX	Truck Maintenance & Road Safety
CDL	XXX	Road Regulations & Rules
CDL	XXX	Commercial Driver Vehicle Operations

Technical Certificate in Supply Chain Transportation Option (CIP 52.0203; 15 credit hours; Spring 2021)

Added Courses

COMP	1123	Introduction to computers
ENGL	1313	(ACTS” ENGLS 1013) English Composition
MATH	1323	Quantitative Literacy & Reasoning
EDUC	1311	Principles of Workplace Success
LOGM	XXX	Operations Management
LOGN	XXX	Transportation Systems

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

Associate of Science in Business (DC 0308; CIP 52.0101; 60 credit hours) reconfigured to create the Associate of Applied Science Degree in Supply Chain Management (CIP 52.0203; 61 credit hours; Spring 2021)

Added Courses

ENGL	1323	(ACTS: ENGLISH 1023)
LOGM	XXX	English Composition II
LOGM	XXX	Logistics & Supply Chain Management
ACCO	2313	Principles of Accounting I
BUSI	1033	Introduction to Business



ECON	2323	Principles of Economics II
LOGM	XXX	Principles of Procurement
BUSI	1243	Legal Environment of Business
SPEE	2393	Oral Communications for Public Address

**Southern Arkansas University**

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

Bachelor of Arts in Political Science (DC 1690; CIP 45.1001; 120 credit; Fall 2021)  
 Bachelor of Arts in History (DC 1500; CIP 54.0101; 120 credit hours; Fall 2021)

**New Certificate/Degree Program**

Bachelor of Arts in History/Political Science (CIP 30.4601; 120 credit hours; Fall 2021)

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

History Option in Bachelor of Arts in History/Political Science (CIP 30.4601; 120 credit hours; Fall 2021)  
 Political Science Option in Bachelor of Arts in History/Political Science (CIP 30.4601; 120 credit hours; Fall 2021)  
 Social Studies Education Option in Bachelor of Arts in History/Political Science (CIP 30.4601; 120 credit hours; Fall 2021)

**Existing Program Offered at Off-Campus Location**

Bachelor of Science in Agriculture Business (DC 2220; CIP 01.0101; 120 credit hours; Fall 2021; offered at Black River Technical College, 1410 Highway 304 East, Pocahontas, AR)

**Curriculum Revision**

Doctor of Education (EdD) in Rural and Diverse Educational Leadership (DC4950; CIP 13.0401; 100% online; 45 credit hours) change to Doctor of Education (EdD) in Rural and Diverse Educational Leadership (DC4950; CIP 13.0401; 100 online; 60 credit hours)

**Southern Arkansas University - Technical Inactive Program**

Associate of Applied Science in Forest Harvesting Technician (CD 3515; CIP 03.0511; 30 - 36 credit hours; Spring 2021)

Certificate of Proficiency in Electronics & Instrumentation (DC 4816; CIP 15.0404; 6 - 21 credit hours; Spring 2021)

Associate of Applied Science in Industrial Science & Technology with emphasis in Welding Processing Specialist (DC 0350; CIP 15.0612; 30 – 36 hours; Summer 2021)

Associate of Arts in Professional Studies (DC383871; CIP 30.000; 60 credit hours; Fall 2021)

Added Courses

ENGL	2023	Technical Writing
MATH	1103	Plane Trigonometry
MATH	2405	Calculus & Analytic Geometry I
MATH	2505	Calculus & Analytic Geometry II
CJ	1003	Introduction to Criminal Justice
ECON	103	Principles of Microeconomics
ECON	2003	Principles of Macroeconomics

Associate of Applied Science in Nursing (DC 0710; CIP 51.3801; 67 credit hours; Fall 2021)

Deleted Courses

PSYC	2103	Developmental Psychology
BIOL	2003	Nutrition and Diet

Associate of Applied Science in Cosmetology (DC 4420; CIP 12.041; 60 credit hours; Spring 2021)

Added Courses

COSM	1009	Orientation to Cosmetology
COSM	1013	Hai/Scalp Disorders & Treatment
COSM	1023	Hair Cutting/Styling & Related Theory 1
COSM	1015	Hair Cutting/Styling & Related Theory 2
COSM	1017	Principles of Hair Coloring & Related Theory (P1)
COSM	1113	Principles of Hair Coloring & Related Theory (P2)
COSM	2003	Manicuring & Related Theory (P2)
COSM	2002	Principles of Skin Care & Related Theory (P2)
COSM	2017	Hair Cutting/Styling & Related Theory 3
COSM	2013	Preparation for State Licensing Exam (P2)
ENGL	1113	Composition I
MATH	1063	Math Reasoning
MIS	1003	Introduction to Computers
SOC	2013	Introduction to Sociology
CO	2213	Technical Writing <b>OR</b>
ENGL	1123	Composition II

Technical Certificate in Cosmetology (DC 4620; CIP 12.041; 45 credit hours; Spring 2021)

Added Courses

COSM	1009	Orientation to Cosmetology
COSM	1013	Hai/Scalp Disorders & Treatment
COSM	1023	Hair Cutting/Styling & Related Theory 1
COSM	1015	Hair Cutting/Styling & Related Theory 2
COSM	1017	Chemical Reformation & Related Theory
COSM	1113	Principles of Hair Coloring & Related Theory
COSM	2003	Manicuring & Related Theory
COSM	2002	Principles of Skin Care & Related Theory

COSM	2017	Hair Cutting/Styling & Related Theory
COSM	2013	Preparation for State Licensing Exam

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

Technical Certificate Electrical Technology (DC 4511; CIP 47.0101; 34 credit hours) reconfigured to create the Technical Certificate in Electrical & Instrumentation Technology (DC 4511; CIP 47.0101; 34 credit hours; Spring 2021)

Deleted Courses

MD	1052	Intro to Preventive Maintenance
MD	2603	Industrial Safety
EN	1033	Digital Logic
MD	1033	Basic Machine Tools
EM	2024	Programmable Logic Controller I

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

Associate of Applied Science in Industrial Science & Technology - Mechanical Maintenance (DC 0350; CIP 15.0612; 63 hours; Fall 2021) emphasis reconfigured Associate of Applied Science in Industrial Science & Technology - Mechanical Maintenance Technician (DC 0350; CIP 15.0612: 63 credit hours; Fall 2021)

Associate of Applied Science in Office Management (DC 0740; CIP 52.0204; 60 credit hours; Fall 2021)

Deleted Course

OS	1002	Introduction to Keyboarding
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**Reconfiguration of Existing Certificate/Degree Program to Create New Degree Program**

Associate of Applied Science in Industrial Sciences in Technology with emphasis in Automated & Robotic Engineering (DC 0350; CIP 15.0612; 60 credit hours; Fall 2021) reconfigured to Associate of Applied Science - Industrial Sciences Technology in Engineering Technology (DC 0350; CIP 15.0612; 60 credit hours)

**University of Arkansas Community Colleges at Batesville**

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

Associate of Science in STEM (DC 3660; CIP 24.0102; 60 credit hours) reconfigured to create the Associate of Science in Health Professions (CIP 51.000; 60 credit hours; Spring 2021)

Associate of Science in STEM (DC 3660; CIP 24.0102; 26 credit hours; Spring 2021) reconfigured to create the Technical Certificate in Health Professions (CIP 51.000; 26 credit hours; Spring 2021)

Associate of Science in STEM (DC 3660; CIP 24.0102; 13 credit hours) reconfigured to create the Certificate of Proficiency in Health Professions (CIP 51.0000; 13 credit hours; Spring 2021)

### **Curriculum Revision**

Associate of Applied Science in Business Services (DC 0300; CIP 52.0101; 60 credit hours) reconfigured to Associate of Applied Science - Management and Supervision (DC 0300; CIP 52.0204; 60 credit hours; Spring 2021)

#### Added Courses

General Education courses 18 credit hours

SPC	1003	Oral Communications
CIS	2233	Cyber Security
PSY	1003	General Psychology
SOC	2003	Principles of Sociology
MGT	1003	Public Relations
BUS	2043	Human Resource Management
MGT	1013	Customer Relations Management
MGT	1023	Social Media Management
MGT	2003	Principles of Leadership
MGT	2013	Conflict Management
MGT	2023	Project Management

Technical Certificate in Management and Supervision (CIP 52.0204; 27 credit hours, Spring 2021)

#### Added General Education Core

CIS	2233	Cyber Security
ENG	1103	English Composition I
MTH	1003	Technical Math <b>or</b> other college level math Courses

#### Added Technical Core

BUS	1013	Introduction to Business
BUS	2013	Principles of Management
BUS	2253	Principles of Finance
BUS	2513	Principles of Marketing
MGT	1013	Customer Relations Management
MGT	2003	Principles of Leadership

#### Deleted Courses

ENG	1303	Technical Writing
CIS	1053	Computer Software Applications

Associate of Applied Science in Business Services (DC 0300; CIP 52.0101; 60 credit hours) reconfigured to create the Associate of Applied Science in Management and Supervision (CIP 52.0204; 60 credit hours)

Associate of Applied Science in Business Services (DC 0300; CIP 52.0101; 60 credit hours) reconfigured to create the Technical Certificate in Management and Supervision (CIP 52.0204; 27 credit hours; Spring 2021)

**University of Central Arkansas**

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

Department of Family and Consumer Science (DC 1530) renamed Department of Nutrition and Family Science (Spring 2021)

**University of Arkansas Fayetteville**

**New Certificate/Degree Program Offered by Distance Technology**

Post Master Certificate in Adult-Gerontology Acute Care Nurse Practitioner (CIP 51.3803; 21 credit hours; 100% online; Fall 2021)

Added Courses

NURS	5463	Acute and Critical Illness in Adult and Gerontology Populations
NURS	5475	Acute and Critical Illness in Adult and Gerontology Populations Clinical Practicum
NURS	5434	Common Problems in Acute Care in Adult and Gerontology Populations
NURS	5332	Common Problems in Acute Care in Adult and Gerontology Populations Clinical Practicum
NURS	5443	Chronic Health Problems in Adult and Gerontology Populations
NURS	5454	Chronic Health Problems in Adult and Gerontology Populations Clinical Practicum

Post Master Certification in Family Nurse Practitioner (CIP 51.1605; 21 credit hours; 100% online; Fall 2021)

Added Courses

NURS	5483	Common Problems in Primary Care
NURS	5495	Common Problems in Primary Care Clinical Practicum
NURS	5543	Primary Care of Children
NURS	5683	Primary Care of Children Clinical Practicum
NURS	5873	Complex Problems in Primary Care
NURS	5884	Complex Problems in Primary Care Clinical Practicum

**Information Item**

Institute for Integrative and Innovation Research (Spring 2021)

Office for Diversity and Inclusion changed to Division of Diversity, Equity, and Inclusion in the Office of the Chancellor (Spring 2021)

Office of Economic Development changed to Division of Economic Develop in the Office of the Chancellor Spring 2021

Office of Research and Innovation changed to Division of Research and Innovation in the Office of the Chancellor; Spring 2021

**University of Arkansas Fort Smith**

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

Deletion of Approved Licensure Program Bachelor of Science in Spanish with Teacher Licensure (DC 3580; CIP 13.1330; credit hours 120; Fall 2021)

**Name Change**

Bachelor of Applied Science (DC 2856; CIP 52.0205; 120 credit hours) changed to Bachelor of Applied Science in Logistics Operations (DC 2856; CIP 52.0205; 120 credit hours; Spring 2021)

**Curriculum Revision**

Bachelor of Applied Science (DC 2856; CIP 52.0205; 120 credit hours) changed to Bachelor of Applied Science in Logistics Operations (DC 2856; CIP 52.0205; 120 credit hours; Spring 2021)

Added Courses

PRFS	3203	Introduction to Logistics Operations
PRFS	4203	Lean Systems Implementation
PRFS	4733	Transportation and Distribution
PRFS	4903	Leading Change Project Capstone

Deleted Courses

PRFS	3143	Economic Analysis in the Workplace
PRFS	4723	Work Design

**New Certificate/Degree Program**

Certificate of Proficiency in Logistics (CIP 52.0205; 9 credit hours; Spring 2021)

Added Courses

PRFS	4703	Production Planning and Scheduling
PRFS	4713	Business Logistics
PRFS	4733	Transportation and Distribution

Certificate of Proficiency in Continuous Improvement (CIP 52.0205; 9 credit hours; Spring 2021)

Added Courses

PRFS	4433	Quality Systems
PRFS	4203	Lean Systems Implementation
PRFS	4813	Lean Six Sigma Improvement

Certificate of Proficiency in Unmanned Aerial Systems (DC 3094; CIP 49.0101; 10 credit hours; Spring 2021)

Added Courses

UAS	1003	Introduction to Unmanned Systems
UAS	1143	UAS Pilot Flight Operations

UAS 2124 Multi-Rotor Flight Lab

Technical Certificate in Unmanned Aerial Systems Flight Operations (DC 3094; CIP 49.0101; 28 credit hours; Spring 2021)

Added Courses

ENGL	1203	<i>Composition I</i>
SPCH	1203	<i>Introduction to Speech Communication</i>
MATH	1303	<i>College Math and Quantitative Literacy or MATH 1403 College Algebra <b>OR</b> higher MATH</i>
UAS	1003	<i>Introduction to Unmanned Systems</i>
UAS	1103	<i>Introduction to Geographic Information Systems</i>
UAS	1143	<i>UAS Pilot Flight Operations</i>
UAS	2124	<i>Multi-Rotor Flight Lab</i>
ELEC	1242	<i>Introduction to Electronics Technology</i>
ELEC	1233	<i>Fundamentals of Electricity</i>
FIN	1521	<i>Personal Finance Applications</i>

Technical Certificate in Unmanned Aerial Systems Data Analysis (DC 3094; CIP 49.0101; 29 credit hours; Spring 2021)

Added Courses

ENGL	1203	<i>Composition I</i>
SPCH	1203	<i>Introduction to Speech Communication</i>
MATH	1303	<i>College Math and Quantitative Literacy <b>OR</b> MATH 1403 College Algebra or higher MATH</i>
UAS	1003	<i>Introduction to Unmanned Systems</i>
UAS	1103	<i>Introduction to Geographic Information Systems</i>
UAS	1143	<i>UAS Pilot Flight Operations</i>
UAS	1203	<i>GPS GNSS Fundamentals</i>
UAS	2003	<i>GIS Analysis</i>
UAS	2124	<i>Multi-Rotor Flight Lab</i>
FIN	1521	<i>Personal Finance Applications</i>

**Curriculum Revision**

Associated of Applied Science in Unmanned Aerial Systems (DC 3094; CIP 49.0101; 60 credit hours; Spring 2021)

Deleted Courses

CGT	1004	Introduction to Geographic Information Systems
CGT	1104	GPS Mapping Fundamentals
CGT	2003	GIS Analysis
CGT	2123	Geodatabase Design
CGT	2204	Land Surveying and Information Systems
CGT	2223	Raster Analysis
CGT	2343	UAS Remote Sensing

Added Courses

UAS	1103	Introduction to Geographic Information Systems
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UAS	1203	GPS GNSS Fundamentals
UAS	2003	GIS Analysis
UAS	2123	GIS Geodatabase Design
UAS	2203	Land Surveying and Information Fundamentals
UAS	2223	Raster and 3D Spatial Analysis
UAS	2343	UAS Remote Sensing

**University of Arkansas Fort Smith/University of Arkansas Community College  
Batesville**

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

Purpose

University of Arkansas

The purpose of this Agreement and the intent of the parties are to set forth and establish procedures for offering of degree programs by UAFS in collaboration with UACCB. The parties agree that UAFS will offer the following programs fully online:

- Bachelor of Applied Science
- Bachelor of Science Organizational Leadership
- Bachelor of Science in Criminal Justice

Agreement

Through collaborate efforts, UAFS and UACCB will provide clarity regarding the degree requirements herein, and afford students the opportunity to earn a high-quality degrees from both institutions in the most efficient manner possible.

Admission Requirements

- The student must complete the requirements necessary for general admission to UACCB as well as specific admission to the UAFS Bachelor of Applied Science; Bachelor of Science Organizational Leadership; and the Bachelor of Science in Criminal Justice programs.
- The student will have earned the Associate of Science in one of the aforementioned Baccalaureate programs at UACCB.
- 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 UAFS.

Transfer of Credits

- Courses requirements for this Agreement are displayed in the 2+2 Degree Plan Checklists listed above.
- It is the intent of this Agreement that UACCB students complete all Courses required for the associate degree at UACCB before entering into the bachelor’s programs at UAFS.
- Students must be officially admitted to UAFS meeting all admission requirements, including submission of official transcripts, to enroll in Courses offered by UAFS.
- A transfer student who has not completed all the Courses specified within the Associate of Science in STEM at UACCB, before entering UAFS, must work with an academic advisor to ensure timely complete of degree program requirements.
- Current and updated copies of catalogs/curricular requirements for the UAFS Bachelor of Applied Science; Bachelor of Science Organization Leadership; and Bachelor of Science in Criminal Justice programs will be available to UCAAB online.



Catalogs/Curricular requirements are available for both the on-campus and UAFS Online programs.

**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 UAFS and UACCB agree to notify one another in a timely manner of any curriculum changes that would significantly impact the nature of this Agreement.
- UAFS and UACCB 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 UACCB. A student may opt for a subsequent revision of this Agreement, but must meet all of the requirements specified therein.
- UAFS and UACCB 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 execution and shall remain in effect even if persons, positions, and/or titles changes.
- 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 UAFS, in accordance with the terms of this Agreement, will be allowed to complete their approved Courses of student 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.

**University of Arkansas Little Rock  
Existing Program Offered by Distance Technology**

Bachelor of Arts in Political Science (DC 1690; CIP 45.1001; 120 credit hours; 100% online; Spring 2021)

**Added Course**

POLS      2301      Intro to Political Science

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

Bachelor of Arts Political Science (DC 1690; CIP 45.1001; 120 credit hours) reconfigured to create the Bachelor of Arts Political Science with an emphasis in International Studies (DC 1690; CIP 45.1001; 120 credit hours; Fall 2021)

**Added Courses**

POLS 2303 Intro to International Politics 3 hours in the American Politics  
 3 hours in the International Politics subfield  
 3 hours in the Normative and Empirical Analysis s  
 9 hours of Upper Level Electives in the major  
 Field Experience Requirement  
 Advanced Foreign Language (6 hours beyond the third semester level, general the  
 2311 course, if taken at UA Little Rock)  
 9 hours of upper level internationally-focused electives approved by advisor, at least 3  
 of which must be in political science

Bachelor of Arts in Political Science (DC 1690; CIP 45.1001; 120 credit hours) changed  
 to Bachelor of Arts Political Science Law Concentration (DC 1690; CIP 45.1001; 120  
 credit hours; Spring 2021).

Added Courses

POLS 1310, American National Government  
 POLS 2303, Intro to International Politics  
 3 hours in the American Politics subfield  
 3 hours in the International Politics subfield  
 3 hours in the Normative and Empirical Analysis subfield  
 9 hours of Upper Level Electives in the major  
 Field Experience Requirement (This is not an hours requirement. Courses taken to  
 satisfy this requirement would also count toward one of the above requirements.  
 Additionally, students can have this requirement waived if they have relevant  
 experience, as outlined below.)  
 LGST 3300, Intro to the Legal System  
 POLS 4350, Con Law: Governmental Powers  
 POLS 4351, Con Law: Civil Liberties  
 3 hours of upper level coursework in Rhetoric and Writing  
 PHIL 2350, Intro to Logic

Bachelor of Arts Philosophy (DC 1690; CIP 38.0101; 120 credit hours; Fall 2021)  
 reconfigured to create the Bachelor of Arts Philosophy emphasis Law Concentration  
 (DC 1650; CIP 38.001; 120 credit hours; Fall 2021)

Added Courses

Philosophy Foundation Courses (6 hours)  
 PHIL 1310 The Philosophical Life  
 PHIL 2350 Introduction to Logic  
 Philosophy Subfields (15 hours)  
 History (Select 3 hours)  
 PHIL 3320 Modern Philosophy  
 PHIL 3321 Kant & 19th Century Philosophy  
 PHIL 3322 Contemporary Philosophy  
 PHIL 3345 Ancient Greek Philosophy  
 PHIL 3350 Eastern Thought  
 PHIL 4385 Seminar in History of Philosophy  
 Law, Politics, Society (6 hours)

PHIL 3347 Philosophy of Law (required) and 3 hours from:  
 PHIL 3346 Social and Political Philosophy  
 PHIL 4333 Feminist Theory  
 PHIL 4373 Philosophy of Race  
 PHIL 4386 Seminar in Social/Political Philosophy

Knowledge and Ethics (6 hours)

PHIL 2320 Ethics and Society (required) and 3 hours from:  
 PHIL 3310 Theories of Knowledge  
 PHIL 3335 Medical Ethics  
 PHIL 3341 Contemporary Ethical Theory  
 PHIL 3375 Environmental Philosophy  
 PHIL 4387 Seminar in Moral Philosophy  
 PHIL 4388 Seminar in Metaphysics / Epistemology

Philosophy Electives (Select 3 hours)

Any unused course upper level from above **OR:**

PHIL 3320 Science and Culture  
 PHIL 3315 Philosophy and Narrative  
 PHIL 3360 Philosophy of Religion  
 RELS 3360 Philosophy of Religion  
 PHIL 3370 Existentialism  
 PHIL 3372 Philosophy and the Arts  
 PHIL 3377 Applied Ethics Practicum  
 PHIL 3386 Ethics Bowl  
 PHIL 4350 Classical Political Theory  
 PHIL 4360 Modern Political Theory  
 PHIL 4380 Topics in Philosophy  
 PHIL 4390 Independent Study

Law Courses (15 hours)

LGST 3300 Intro to the Legal System  
 POLS 3325 Legislative Process and Behavior  
 PHIL 4355 Constitutional Law: Governmental Powers  
 PHIL 4356 Constitutional Law: Civil Liberties

3 hours of upper level RHET

**Curriculum Revision**

Bachelors of Arts in Philosophy (DC 1650; CIP 38.0101; 120 credit hours; Fall 2021)

Added Courses

PHIL 3350 Eastern Thought  
 PHIL 3375 Environmental Philosophy  
 PHIL 4373 Philosophy in Race  
 PHIL 3315 Philosophy and Narrative  
 PHIL 3370 Existentialism  
 PHIL 3372 Philosophy and the Arts

Deleted Courses

PHIL 3370 Eastern Thoughts  
 PHIL 3315 Philosophy and Narrative  
 PHIL 3370 Existentialism

PHIL	3372	Philosophy and the Arts
PHIL	3375	Environmental Philosophy

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

Masters of Science in Communication Sciences Disorders (DC 6160; CIP 51.0204; 33 - 36 credit hours; Spring 2021)

Doctorate of Philosophy in Communication Sciences and Disorders (DC 7510; CIP 51.0204; 70 credit hours; Spring 2021)

**University of Arkansas Monticello  
New Certificate/Degree Program**

Graduate Certificate in Waterfowl Habitat and Recreation Management (CIP 03.0101; 18-20 credit hours; Summer 2021)

Added Courses

FRS	5243	Wetlands Ecology & Management
FRS	5xx3	Recreational Land Use & Lodge Management Individualized Elective (from existing courses)
FRS	5343	Decision Making in Natural Resources Management
FRS	5xx3	Applications in Recreational Farm Management

**University of Arkansas Community College - Morrilton  
Inactive Status**

Certificate of Proficiency in Petroleum Technology (DC 0198; CIP 15.0903; 6-21 credit hours; Summer 2022)

**University of Arkansas at Pine Bluff**

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

Bachelor of Science in Health and Physical Education (DC 2680; CIP 13.1314; 120 credit hours) change to Bachelor of Science in Health and Kinesiology (DC 2680; CIP 13.1314; 120 credit hours)

**INSTITUTIONAL CERTIFICATION ADVISORY COMMITTEE**

**Recertifications**

Blue Cliff College, Baton Rouge, Louisiana  
Fayetteville Campus

Associate in Occupational Studies in Clinical Administrative Medical Assisting  
Associate in Occupational Studies in Health Information Management Billing and Coding

DeVry University, Naperville, Illinois

Associate of Applied Science in Accounting  
Associate of Applied Science in Electronics and Computer Technology

Associate of Applied Science in Health Information Technology  
Associate of Applied Science in Network Systems Administration  
Associate of Applied Science in Web Graphic Design  
Bachelor of Science in Accounting  
Bachelor of Science in Biomedical Engineering Technology  
Bachelor of Science in Business Administration  
Bachelor of Science in Communications  
Bachelor of Science in Computer Information Systems  
Bachelor of Science in Engineering Technology-Computers  
Bachelor of Science in Engineering Technology-Electronics  
Bachelor of Science in Healthcare Administration  
Bachelor of Science in Justice Administration  
Bachelor of Science in Management  
Bachelor of Science in Multimedia Design and Development  
Bachelor of Science in Network and Communications Management  
Bachelor of Science in Technical Management  
Graduate Certificate in Big Data and Analytics  
Graduate Certificate in CPA Preparation  
Graduate Certificate in Global Supply Chain Management  
Master of Information Systems Management  
Master of Information Technology Management  
Master of Network and Communications Management  
Master of Project Management  
Master of Public Administration  
Master of Science in Accounting

Jefferson Regional Medical Center School of Nursing, Pine Bluff, Arkansas

Pine Bluff Campus

Associate of Applied Science in Nursing

Strayer University, Washington, D.C.

Little Rock Campus

Bachelor of Business Administration

Bachelor of Science in Criminal Justice

Master of Business Administration

Master of Science in Human Resource Management

Master of Science in Information Systems

Master of Science in Management

University of Southern California, Los Angeles, California

Master of Science in Integrated Design, Business and Technology

Master of Science in Nursing

Master of Social Work

**Institutional Changes**

Ashford University, San Diego, California

Ashford University was sold to the University of Arizona Global Campus.

Strayer University, Washington, D.C.

Strayer University’s Board of Trustees appoint Dr. Andrea Backman to be Acting President replacing Brian Jones

**Decertifications**

Baptist Health College Little Rock, Little Rock, Arkansas

Associate of Applied Science in Histotechnology

**Letter of Exemption from Certification – New –Church-Related Training**

Oral Roberts University, Tulsa, Oklahoma

Offering programs at Keypoint Church in Bentonville  
Bachelor of Arts, Ministry and Leadership-Church Administration  
Bachelor of Arts, Ministry and Leadership-Evangelism and Outreach  
Bachelor of Arts, Ministry and Leadership-Local Church Pastor  
Master of Christian Ministry

**Letter of Exemption from Certification – Renewal – Church-Related Training**

Dallas Theological Seminary, Dallas, Texas

Offering courses at Fellowship Bible Church in Rogers	
Old Testament Prophets	Trinitarianism
The Gospels	Hebrews, General Epistles and Revelation
Ruth, Psalms, Jonah, and Selected Epistles	Soteriology
Theological Method and Bibliology	Story of Scripture
Teaching Processes and Media Presentations	Eschatology
Angelology, Anthropology, and Hamartiology	Bible Study Methods and Hermeneutics

Northpoint Bible College and Graduate School, Haverhill, Massachusetts

Offering programs at Faith Assembly of God in Texarkana  
Bachelor of Arts in Biblical Studies  
Master of Arts in Practical Theology

**Letter of Exemption from Certification – Renewal – Non-Academic Training**

Arkansas College of Natural Health, Waldron, Arkansas

Bachelor in Natural Health	Master in Natural Health
Doctor of Natural Health	Doctor of Natural Medicine

**Program Changes/Additions**

Baptist Health College Little Rock, Little Rock, Arkansas

Associate of Applied Science in Surgical Technology  
Deleted two general education courses  
Added number of contact hours in clinicals

University of Southern California, Los Angeles California

Certificate in Community Oral Health

COH 701 Community Health Science

COH 702 Social and Behavioral Science

COH 703 Community Health Program Planning and Implementation

COH 704 Environmental Health Sciences

COH 705 Research and Biostatistics in Healthcare

COH 706 Foundations and Strategies in Health Education

Certificate in Geriatric Dentistry

GDEN 710 Knowledge Assessment for GDEN Students

GDEN 713 Common Systemic Conditions in Older Patients

GDEN 714 Topics in Gerontology

GDEN 715 Geriatric Dentistry Issues

GDEN 722 Internal Medicine and Systemic Disease for Dental Residents

GDEN 725 Epidemiology, Nutrition and Aging for Dental Residents

GDEN 731 GDEN Case Portfolio Preparation for Dental Residents

Certificate in Oral Pathology and Radiology Certificate

OPR 701 Bone Pathology and Clinical Oral and Maxillofacial Radiology

OPR 702 Principles and Practice of Oral Medicine

OPR 703 General and Systemic Human Pathology

OPR 704 Clinical Oral Pathology and Maxillofacial Medicine

OFPM 707 Pharmacological Series for Dental Residents

OFPM 730 Case Portfolio Preparation Course for OFPOM Students

OPR 705 Oral Histopathology and Surgical Pathology

OPR 706 Evidence-Based Practice and Literature Review

OPR 732 Knowledge Assessment

OFPM 731 Case Portfolio Review and Defense

Certificate in Pain Medicine

PAIN 701 Pharmacotherapeutics for Pain

PAIN 702 Pain Classification and Diagnosis Part 1

PAIN 703 Psychological Aspects of the Pain Experience: Individual and Family

PAIN 704 Pain and Society: Epidemiology and Cultural Issues

PAIN 705 Pain Assessment: History and Physical Examination

PAIN 706 Musculoskeletal Anatomy and Pathology

PAIN 707 Pain Neuroscience

Certificate in Privacy Law and Cybersecurity

LAW 691 Cybersecurity and Cyber Crimes

LAW 579 Global Regulatory Compliance

LAW 692 Information Management and Risk

LAW 804 Information Privacy Law

LAW 598 Regulatory Compliance

LAW 664 Patient Privacy Law





## LETTERS OF INTENT

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The following notifications were received through January 1, 2021.

Arkansas State University – Beebe

Technical Certificate in Marine Technology  
Certificate of Proficiency in Marine Technology

Arkansas Tech University

Certificate of Proficiency in Technical and Professional Communication  
Associate of Science in Manufacturing

North Arkansas College

Technical Certificate General Technology

Northwest Arkansas Community College

Associate of Applied Science in Health Sciences  
Technical Certificate in Bicycle Assembly and Repair Technology

University of Arkansas – Fayetteville

Master of Design – Design for Collaborative Futures

University of Arkansas – Fort Smith

Associate of Applied Science in Computer Integrated Machining  
Technical Certificate in Computer Integrated Machining  
Certificate of Proficiency in Machining Technology  
Certificate of Proficiency in Computer Numerical Control (CNC) Machining  
Associate of Applied Science in Network Engineering Technology  
Technical Certificate in Network Engineering Technology  
Certificate of Proficiency in Supporting Technology

University of Arkansas – Monticello

Master of Science in Nursing (MSN) – Public Health Focus  
Post-Master's Certificate in Public Health Nursing

University of Arkansas for Medical Sciences

Bachelor of Science in Nursing (A-BSN) - Accelerated  
Master of Nursing Science – Case Management

**INSTITUTIONAL CERTIFICATION ADVISORY COMMITTEE**

Ashford University, San Diego, California

Initial Certification – Distance Technology  
Master of Arts in Counseling

Blue Cliff College, Baton Rouge, Louisiana

Recertification – Fayetteville Campus  
Diploma in Health Information Management, Billing and Coding  
Diploma in Medical Office Administration

California Southern University, Costa Mesa, California

Initial Certification – Distance Technology  
Certificate in Advanced Addiction Studies  
Certificate in Financial Management  
Certificate in Healthcare Services  
Certificate in Human Resource Management  
Certificate in Industrial and Organizational Psychology  
Certificate in International Business  
Certificate in Leadership  
Certificate in Management  
Certificate in Pastoral Counseling  
Certificate in Project Management  
Certificate in Sport Psychology  
Certificate in Strategic Leadership  
Bachelor of Science in Criminal Justice  
Bachelor of Science in Nursing  
Master of Arts in Psychology  
Master in Education  
Master of Science in Law Enforcement Executive Leadership  
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  
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

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

Coastline College, Fountain Valley, California

Initial Certification – Distance Technology

Associate of Arts in Art

Associate of Art in Liberal Studies: Communication

Associate of Arts in Process Technology

Associate of Science in Business Administration

DeVry University, Naperville, Illinois

Initial Certification – Distance Technology

Certificate in Business Essentials

Certificate in Cloud Computing

Certificate in Cyber Security

Certificate in Data Mining and Analytics

Certificate in Internet of Things

Certificate in Software Design and Solutions

Certificate in Web and Mobile Application Development

Drury University, Springfield, Missouri

Initial Certification – Conway Campus

Bachelor of Science in Organizational Communication and Development

National University, La Jolla, California

Recertification – Distance Technology

Bachelor of Arts in History

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

Pepperdine University, Malibu, California

Initial Certification – Distance Technology

Master of Science in Applied Analytics

Reach University, Oakland, California

Initial Certification – Distance Technology  
Master of Education in Instructional Leadership  
Master of Education in Teaching

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

South University, Savannah, Georgia

Recertification – Distance Technology  
Associate of Science in Accounting  
Associate of Science in Business Administration  
Associate of Science in Criminal Justice  
Associate of Science in Information Technology  
Bachelor of Science in Accounting  
Bachelor of Science in Information Technology to Master of Science in Information Systems  
Bachelor of Science in Legal Studies  
Bachelor of Science in Public Relations  
Graduate Certificate in Human Resource Management  
Graduate Certificate in Information Systems  
Master of Public Health  
Master of Healthcare Administration  
Master of Science in Health Informatics  
Master of Science in Human Resource Management  
Master of Science in Information Systems and Technology  
Master of Science in Information Systems  
Master of Science in Leadership  
RN to Master of Science in Nursing  
Doctor of Business Administration

Ultimate Medical Academy, Tampa, Florida

Initial Certification – Distance Technology  
Associate of Applied Science in Healthcare Information Management

University of California Davis, Davis, California

Initial Certification – Distance Technology  
Master of Business Administration

University of San Diego, San Diego, California

Initial Certification – Distance Technology

Master of Education

Master of Science in Applied Artificial Intelligence

Master of Science in Applied Data Science

Master of Science in Cyber Security Engineering

Master of Science in Cyber Security Operations and Leadership

Master of Science in Health Care Informatics

Master of Science in Law Enforcement and Public Safety Leadership

Master of Science in Supply Chain Management

Doctor of Philosophy in Education for Social Justice

University of Southern California, Los Angeles, California

Initial Certification – Distance Technology

Master of Science in Human Resource Management

University of the People, Pasadena, California

Recertification – Distance Technology

Associate of Science in Computer Science

Bachelor of Science in Business Administration

Bachelor of Science in Computer Science

Master of Education in Advanced Teaching

Master of Science in Business Administration

Vincennes University, Vincennes, Indiana

Initial Certification – New Campus

Arkansas Employment Center, Little Rock, Arkansas

Associate of Science in General Studies

Walden University, Minneapolis, Minnesota

Recertification – Distance Technology

Bachelor of Science in Business Administration

Bachelor of Science in Health Studies

Master of Business Administration

Master of Public Administration

Master of Science in Software Engineering

Doctor of Philosophy in Health Services

Doctor of Philosophy in Human Services

Doctor of Philosophy in Psychology

Doctor of Philosophy in Public Health

Webster University, St. Louis, Missouri

Initial Certification – Little Rock Metro Campus

Graduate Certificate in Cybersecurity – Threat Detection

Master of Arts in Education and Innovation

William Jessup University, Rocklin, California

Initial Certification – Distance Technology

Associate of Arts in Bible

Associate of Arts in Ministry

Bachelor of Arts in Christian Leadership

Bachelor of Arts in Psychology

Bachelor of Science in Business Administration

Bachelor of Science in Computer Science

Bachelor of Science in Criminal Justice

Bachelor of Science in Health Administration

Master of Arts in Leadership

Master of Business Administration

Master of Science in Kinesiology