

# **Arkansas Public Higher Education Operating & Capital Recommendations**

**2011-2013 Biennium**



**7-A**

**Volume 2  
Two-Year  
Colleges**

**Arkansas Department of Higher Education**  
114 East Capitol, Little Rock, Arkansas 72201

October 2010

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**ARKANSAS PUBLIC HIGHER EDUCATION  
OPERATING AND CAPITAL RECOMMENDATIONS  
2011-13 BIENNIUM**

**VOLUME 2  
TWO-YEAR COLLEGES**

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# Institutional Abbreviations

## Four-Year Institutions

Arkansas State University (Jonesboro)	ASUJ
Arkansas Tech University (Russellville)	ATU
Henderson State University (Arkadelphia)	HSU
Southern Arkansas University (Magnolia)	SAUM
University of Arkansas (Fayetteville)	UAF
University of Arkansas at Fort Smith	UAFS
University of Arkansas at Little Rock	UALR
University of Arkansas at Monticello	UAM
University of Arkansas at Pine Bluff	UAPB
University of Central Arkansas	UCA

## Two-Year Institutions

Arkansas Northeastern College (Blytheville)	ANC
Arkansas State University - Beebe	ASUB
Arkansas State University - Mountain Home	ASUMH
Arkansas State University - Newport	ASUN
Black River Technical College (Pocahontas)	BRTC
Cossatot Community College of the UA (DeQueen)	CCCUA
East Arkansas Community College (Forrest City)	EACC
Mid-South Community College (West Memphis)	MSCC
National Park Community College (Hot Springs)	NPCC
North Arkansas College (Harrison)	NAC
Northwest Arkansas Community College (Bentonville)	NWACC
Ouachita Technical College (Malvern)	OTC
Ozarka College (Melbourne)	OZC
Phillips Community College of the UA (Helena)	PCCUA
Pulaski Technical College (North Little Rock)	PTC
Rich Mountain Community College (Mena)	RMCC
South Arkansas Community College (El Dorado)	SACC
Southeast Arkansas College (Pine Bluff)	SEAC
Southern Arkansas University - Tech (Camden)	SAUT
UA Community College at Batesville	UACCB
UA Community College at Hope	UACCH
UA Community College at Morrilton	UACCM

## Non-Formula Institutions / Entities

Arkansas Delta Training and Education Consortium	ADTEC
Arkansas Research and Educational Optical Network	ARE-ON
ASU - System	ASU-SYS
HSU - Southwest Arkansas Technology Learning Center	HSU-SWATLC
SAUT - Environmental Academy	SAUT-ECA
SAUT - Fire Academy	SAUT-FTA
UA - System (Little Rock)	UA-SYS
UA - Archeological Survey (Fayetteville)	UA-AS
UA - Clinton School of Public Service (Little Rock)	UA-CS
UA - Criminal Justice Institute (Little Rock)	UA-CJI
UA - Division of Agriculture (Fayetteville and Little Rock)	UA-DIV AGR
UA - School of Mathematics, Sciences, and the Arts (Hot Springs)	UA-ASMSA
UALR - Research and Public Service	UALR-RAPS
UAF - Garvan Woodland Gardens (Hot Springs)	UAF-GWG
UA-Winthrop Rockefeller Institute Knowledge Based Economic Development Program	UA-WRI KBED
University of Arkansas at Pine Bluff (Non-Formula)	UAPB
University of Arkansas for Medical Sciences	UAMS

## Technical Centers

ATU - Ozark Campus	ATU-OZARK
UAM - College of Technology - Crossett	UAM-CROSSETT
UAM - College of Technology - McGehee	UAM-MCGEHEE

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# ARKANSAS NORTHEASTERN COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The Role and Scope of Arkansas Northeastern College broadly establishes the College's higher education responsibility for diverse, lifelong learning opportunities delivered to its district citizens for whom, and by whom, the College was established. The College is governed by nine representatives of its enacting district and is authorized to grant the Associate in Arts, Associate in Applied Science, and Associate in Science degrees, as well as certificates, diplomas, and awards.

Programs of study, courses, and components of the above degrees, certificates, diplomas, and awards include a general education core and university-parallel education for completion of the first two (2) years of a baccalaureate program or for personal objectives; technical programs or studies intended for direct employment preparation or advancement; and adult education and compensatory education for the development or enhancement of basic and advanced learning skills. Also included are vocational courses and programs in sponsorship of continuing education and a diversity of community/public services requested of the College by its district.

### THE MISSION

**ANC is committed to providing accessible, quality educational programs, services, and lifelong learning opportunities.**

The College's underlying philosophy is to provide opportunities for youth and adults to develop themselves for purposeful, gratifying, and useful lives in a democratic society. The College accepts the national goal of providing at least two (2) years of education beyond the high school level. Paramount in such education are programs of study designed to fit the needs of students of varying educational and vocational goals and those which provide co-curricular activities and community services consistent with the concept of the community college. Operating in the larger context of local, state, regional, and national higher educational patterns, the College seeks to respond to the needs of individuals and their levels of ability and development.

1. The College shall offer relevant curricula and quality educational programs that utilize flexible delivery methods while ensuring academic excellence and integrity.

## **ARKANSAS NORTHEASTERN COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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2. The College shall facilitate the transition of students into higher education by strengthening partnerships and improving communication with secondary schools, governmental agencies, and business/industry.
3. The College shall provide systems and processes to encourage student enrollment, increase retention, and facilitate transition into careers or further learning opportunities.
4. The College shall enhance instruction, student learning, and the delivery of administrative and educational services to students, faculty, and staff by implementing and supporting technological systems and services.
5. The College shall participate in regional economic development as a partner and innovative leader in training, retraining, and educational services provided to business and industries in the region.
6. The College shall ensure the efficient and effective use of all available resources by maintaining a high level of stewardship and accountability.
7. The College shall cultivate a learning environment that promotes cultural enrichment, communication, diversity, and lifelong learning opportunities for its constituencies.
8. The College shall increase access to baccalaureate and master degree programs for area citizens.

### **THE STRATEGIC PLAN**

The development of Arkansas Northeastern College's Long-Range Plan employed the findings and recommendations from timely reviews and assessments of the College's accomplishments. These included the College's North Central Association Self-Study and the Final Report of a visit by an NCA team of consultants/evaluators, an Institutional Effectiveness Study report, and Arkansas Department of Higher Education Program Reviews of the previous five years. These and other studies



## ARKANSAS NORTHEASTERN COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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and reports were used to develop a listing of goal statements concerning achievement of mission and purposes. Additional goal statements were solicited from faculty, staff, board, and community representatives and incorporated in an unduplicated listing. The College community was invited to identify those statements deemed most important and served to combine or eliminate and reduce the numbers of the most important statements for consideration by a group consensus process. Analysis of the results produced the goal statements presented to, and adopted by, the College's Board of Trustees on December 15, 2004.

Each year the faculty and staff of Arkansas Northeastern College engage in a strategic planning process establishing objectives relating to the Long-Range Goals. Each objective is measured for success, time to complete, and cost. This process provides for a consistent application of resources toward the stated goals of the institution.

#### **OBJECTIVE STRATEGIES**

The objective strategies for the College reflect and encompass the Long-Range Goals as follows:

1. *To evaluate the past accomplishment of the College's Mission and prepare for its future accomplishment.*

The annual strategic planning process, budgetary process, and assessment of institutional effectiveness jointly serve to measure performance and establish priorities for the future. The College has also embarked on a comprehensive examination of institutional practices through the Foundations of Excellence process.

2. *To evaluate curricula, programs, services, and student outcomes.*

Curricula modifications are a part of the evolutionary academic process. Modifications and new program introductions are based on research and inputs from the College's constituency. Advisory committees for each degree program meet annually recording external input on effectiveness. Institutional effectiveness studies are used annually to modify services and impact outcomes.

## ARKANSAS NORTHEASTERN COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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3. *To strengthen partnership with secondary schools, governmental agencies, and business/industry.*

The College continues to evolve its outreach to these various constituencies. The College operates a Secondary Center and a STEM Academy in partnership with area school districts. The College and Mississippi County have partnered to assist in economic development activities and extensive new objectives are in place to serve business/industry through the Arkansas Delta Training and Education Consortium (ADTEC). The College has also established with the assistance of area businesses and industries, The Great River Promise. This is a scholarship program offering tuition scholarships to ANC for every high school graduate each year in the county.

4. *To participate and lead in regional economic development through training and services.*

The College is an active partner in the Arkansas Delta Training and Education Consortium (ADTEC). The Department of Labor presented ADTEC with the Recognition of Excellence award. The College's Solutions Group, an industry service and training department, was recently awarded the Institute of Higher Education Bellwether Award. This award distinguished the Solutions Group for its outstanding service to industry. The College has also created new programs in service and retail applications, medical transcription, power plant technology, and advanced manufacturing.

5. *To effectively and efficiently use resources while maintaining a high level of stewardship.*

The College operates a fully integrated system of assessment of institutional effectiveness which couples with the strategic planning process to produce the analysis of the past year and to support the financial request for the upcoming year. The College has demonstrated stewardship by consistently receiving audits with no significant findings. The College has also eliminated programs in industrial management, horticulture, and computer repair & networking in order to reallocate those resources to new programs and needs during the past biennium.

6. *To cultivate a learning environment that promotes cultural enrichment, communication, diversity, and lifelong learning.*

## ARKANSAS NORTHEASTERN COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The comprehensive mission of a community college encompasses the community service and outreach functions. ANC, through its strategic plan, incorporates these critical components into its objectives.

7. *To increase access to baccalaureate and master degree programs.*

The College, through its University Center, has been hosting a variety of programs for over eighteen (18) years. There are currently thirty-two (32) baccalaureate programs and three (3) master programs delivered on the ANC main campus. The creation of the ADTEC University Center has increased the ability of students to access more programs with greater flexibility.

**The College's Appropriation Request supports continuing effort toward achievement of these institutional objectives.**

The Board of Trustees has ensured that ANC has been, and will continue to be, a strong partner in the economic well-being of Mississippi County and the district. Through the provision of educational opportunities and service initiatives to citizens, businesses, and industries, the College is a participant in the development potential of its geographic district.

Arkansas Northeastern College intends to carry its services to the community. The College has pledged to extend educational opportunities to the citizens of Mississippi County and its service area through our main campus and through its extended campus operations. This Appropriation Request reflects the mission and goals of the College and the state goal to improve access to higher education opportunity by citizens through Arkansas.

The College's Appropriation Request provides for general operations accommodative of a growth in students and district services, faculty/staff additions, campus improvements, and infrastructure additions. Combined with tuition revenue and support by private citizens, the appropriation requested will support Arkansas Northeastern College as one of Arkansas' premier two-year colleges and its delivery of efficient, accountable, higher education opportunities and services.

## **ARKANSAS NORTHEASTERN COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Arkansas Northeastern College implemented three new programs during the past biennium: Renewable Energy Technology (AAS & CP), Aviation Maintenance (AAS & CP), and Phlebotomy Technician (CP). In alliance with the Arkansas Delta Training & Education Consortium (ADTEC), ANC received United States Department of Labor (USDOL) Community-Based Job Training (CBJT) grant funding of \$442,749 (April 2008-March 2011) to hire an instructor and provide equipment and tuition scholarships for students desiring to pursue careers in Renewable Energy Technology. ANC launched a new program in Aviation Maintenance in response to the location of Aviation Repair Technologies (ART) at the former Eaker Air Force Base. ART's initial employment is 150 with immediate plans to expand to 300 employees and eventual plans to expand to 600 employees. ART provides aircraft repair services to a wide variety of global clients; their growth is predicated upon the number of Federal Aviation Administration-licensed mechanics that they can employ. Facilitating the creation of the Aviation Maintenance program have been three grants: 1) a \$100,000 two-year private grant from the American Association of Community College's Wal-Mart Economic Development Initiative (expires September 2010), one of only 20 colleges nationwide; 2) a \$400,670 three-year grant (ANC's portion) from the Arkansas Association of Two-Year Colleges Aerospace Consortium USDOL CBJT grant (February 2009-2012); and 3) a \$851,136 three-year grant (ANC's portion) from the ADTEC Aerospace USDOL High Growth & Emerging Industries (HGEI) grant. The combined grants have allowed ANC to hire instructors, purchase and transport program equipment, and provide tuition assistance to students. ANC also has received in partnership with ADTEC two additional program awards: 1) a \$500,000 three-year grant (ANC's portion) from USDOL CBJT grant funds for the development of new career pathway training in allied health, particularly Patient Care Technician (February 2009-2012); and 2) a \$726,439 three-year grant (ANC's portion) from USDOL CBJT grant funds to expand ANC's Automotive Technology program to cover hybrid fuels and electrical automobiles (July 2010-June 2013). Resources dedicated to the deleted Horticulture program were reallocated to the Renewable Energy program. The deletions of the Industrial Management AAS (absorbed into Business Administration) and the Computer Repair & Networking TC allowed for better load balancing of faculty given the recent increases in enrollment in other technical programs.

Recognized in 2005 as a Bellwether Award winner for planning and innovation, Arkansas Northeastern College strives to be the State's premier provider of customized workforce training. The Solutions Group, ANC's customized training division, provides a wide variety of applied technical training to every major industrial employer in Mississippi County, as well as many clients throughout the region. The range, depth, and quality of training resources at ANC have been instrumental in recruiting

## ARKANSAS NORTHEASTERN COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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several new employers to Mississippi County, including Denso, Aviation Repair Technologies, and, recently announced, Beckmann-Volmer. From 2003 to 2010, the median annual wage in Mississippi County increased seven percent (7%) *per year* in a period of low inflation. The overarching goal of The Solutions Group is to provide training needed by local and prospective employers that will enhance local economic development and the resultant quality of life of the region.

Arkansas Northeastern College also seeks to be a leader in the delivery of allied health education. Since the merger of Mississippi County Community College and Cotton Boll Technical Institute, ANC has provided comprehensive offerings in the high demand field of healthcare professionals. ANC's registered nursing program consistently produces among the highest licensure success and placement rates in Arkansas. Graduates of ANC's practical nursing program also are in high demand among area employers. Accordingly, both nursing programs have student waiting lists with students completing general education requirements while awaiting program openings. To complement the nursing programs, as well as existing programs in certified nursing assistant, dental assisting and emergency medical technician, ANC launched a new phlebotomy program in response to employer demand and, currently, is in the process of creating a Patient Care Technician program with the assistance of a USDOL CBJT grant. Construction work will begin in FY2011 on a state-of-the-art Allied Health building located on the ANC main campus with completion anticipated during FY2012.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION Arkansas Northeastern College

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	9,628,773		10,072,055		10,474,124		9,912,783		9,912,783		9,912,783		9,912,783	
2 CASH	7,051,341		28,150,000		28,150,000		28,500,000		28,500,000		28,500,000		28,500,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$16,680,114	213	\$38,222,055	291	\$38,624,124	354	\$38,412,783	354	\$38,412,783	354	\$38,412,783	354	\$38,412,783	354
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	51,950	0%	128,930	0%			0	0%	0	0%	0	0%	0	0%
13 GENERAL REVENUE	8,282,692	49%	8,577,052	22%			8,546,710	22%	8,546,710	22%	8,546,710	22%	8,546,710	22%
14 EDUCATIONAL EXCELLENCE TRUST FUN	703,022	4%	664,718	2%			664,718	2%	664,718	2%	664,718	2%	664,718	2%
15 WORKFORCE 2000	630,103	4%	701,355	2%			701,355	2%	701,355	2%	701,355	2%	701,355	2%
16 CASH FUNDS	5,848,215	35%	4,286,406	11%			4,600,739	12%	4,600,739	12%	4,880,209	13%	4,880,209	13%
17 SPECIAL REVENUES		0%	0	0%			0	0%	0	0%	0	0%	0	0%
18 FEDERAL FUNDS	1,203,126	7%	23,863,594	62%			23,899,261	62%	23,899,261	62%	23,619,791	61%	23,619,791	61%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	89,935	1%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$16,809,043	100%	\$38,222,055	100%			\$38,412,783	100%	\$38,412,783	100%	\$38,412,783	100%	\$38,412,783	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$128,930)		\$0				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$6,893,106
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$295,210
INVENTORIES	\$18,009
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$31,500
MAJOR CRITICAL SYSTEMS FAILURES	\$2,000,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$2,100,000
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$500,000
OTHER (FOOTNOTE BELOW)	\$600,000
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$1,348,388

OTHER (FOOTNOTE): HVAC renovation underway (\$300,000) and new Allied Health building (\$300,000)

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

Arkansas Northeastern College

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	7,488,255	7,775,503	7,931,013	8,089,633
2 RESEARCH				
3 PUBLIC SERVICE	864,099	661,014	674,234	687,719
4 ACADEMIC SUPPORT	395,631	397,006	404,946	413,045
5 STUDENT SERVICES	679,257	944,803	963,699	982,973
6 INSTITUTIONAL SUPPORT	1,013,445	1,697,590	1,731,542	1,766,173
7 PHYSICAL PLANT M&O	2,270,583	2,013,015	2,053,275	2,094,341
8 SCHOLARSHIPS & FELLOWSHIPS	158,030	210,600	214,812	219,108
9				
10				
11				
12				
13 MANDATORY TRANSFERS				
14 AUXILIARY TRANSFERS	47,159	50,698	50,698	50,698
15 NON-MANDATORY TRANSFERS	1,844,613			
16 TOTAL UNREST. E&G EXP.	\$14,761,073	\$13,750,229	\$14,024,220	\$14,303,690
17 NET LOCAL INCOME	5,053,941	3,797,104	4,111,437	4,390,907
18 PRIOR YEAR BALANCE***	51,950	128,930	0	0
STATE FUNDS:				
19 GENERAL REVENUE	8,282,692	8,577,052	8,546,710	8,546,710
20 EDUCATIONAL EXCELLENCE	703,022	664,718	664,718	664,718
21 WORKFORCE 2000	630,103	701,355	701,355	701,355
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	89,935			
24 TOTAL SOURCES OF INCOME	\$14,811,643	\$13,869,159	\$14,024,220	\$14,303,690

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.  
Other State Treasury Funds: \$12,760 Tuition Adjustment, (-\$1,380) Other Transfers Out, \$78,555 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010.

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

Arkansas Northeastern College  
\_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	2,781,953	2,519,458	2,569,847	2,621,244
2 ALL OTHER FEES	383,915	352,393	359,441	366,630
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	75,099	31,250	31,875	32,513
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	151,958	115,000	117,300	119,646
7 OTHER CASH INCOME:	1,661,016	779,003	1,032,974	1,250,875
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	5,053,941	3,797,104	4,111,437	4,390,907
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES	47,159	50,698	50,698	50,698
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$5,006,782	\$3,746,406	\$4,060,739	\$4,340,209

FORM 11-3

OTHER CASH INCOME	2009-10	2010-11
Continuing Education	497,407	350,000
Community Education Tours	148,484	93,750
University Center	53,632	40,000
Reimbursements for Scholarships	25,000	25,000
Grant Overhead	113,737	166,928
Savings Bond Reimbursements	429,613	0
GIF Economic Incentive	136,363	0
Miscellaneous	256,780	103,325
	<hr/> 1,661,016	<hr/> 779,003



**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWM0000

INSTITUTION Arkansas Northeastern College

APPROPRIATION 537

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	7,493,733	7,595,055	7,971,000	7,800,000	7,800,000		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,727,540	1,839,000	1,839,000	1,800,000	1,800,000		
5 OPERATING EXPENSES	357,500	588,000	588,000	237,783	237,783		
6 CONFERENCE FEES & TRAVEL	25,000	25,000	25,000	25,000	25,000		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)	25,000	25,000	25,000	25,000	25,000		
8 CAPITAL OUTLAY			25,000	25,000	25,000		
9 DATA PROCESSING			1,124				
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$9,628,773	\$10,072,055	\$10,474,124	\$9,912,783	\$9,912,783	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	51,950	128,930					
16 GENERAL REVENUE	8,282,692	8,577,052		8,546,710	8,546,710		
17 EDUCATIONAL EXCELLENCE TRUST FUN	703,022	664,718		664,718	664,718		
18 SPECIAL REVENUES * [WF2000]	630,103	701,355		701,355	701,355		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	89,935						
22 TOTAL INCOME	\$9,757,702	\$10,072,055		\$9,912,783	\$9,912,783	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$128,930)	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Other State Treasury Funds: \$12,760 Tuition Adjustment, (-\$1,380) Other Transfers Out, \$78,555 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2130000

INSTITUTION Arkansas Northeastern College

APPROPRIATION B04

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,258,735	4,184,227	4,184,227	4,000,000	4,000,000		
2 EXTRA HELP WAGES	692,024	4,203,000	4,203,000	2,000,000	2,000,000		
3 OVERTIME	622	28,000	28,000	28,000	28,000		
4 PERSONAL SERVICES MATCHING	562,496	3,355,032	3,355,032	3,000,000	3,000,000		
5 OPERATING EXPENSES	3,877,226	8,038,399	8,038,399	6,822,000	6,822,000		
6 CONFERENCE FEES & TRAVEL	193,868	824,319	824,319	800,000	800,000		
7 PROFESSIONAL FEES AND SERVICES	119,828	270,000	270,000	500,000	500,000		
8 DATA PROCESSING		0	0				
9 CAPITAL OUTLAY	344,740	2,165,000	2,165,000	4,000,000	4,000,000		
10 CAPITAL IMPROVEMENTS		3,600,000	3,600,000	6,000,000	6,000,000		
11 DEBT SERVICE		862,023	862,023	800,000	800,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENT	1,802	470,000	470,000	400,000	400,000		
13 PROMOTIONAL ITEMS		150,000	150,000	150,000	150,000		
14							
15							
16 CONTINGENCY							
17 TOTAL APPROPRIATION	\$7,051,341	\$28,150,000	\$28,150,000	\$28,500,000	\$28,500,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	5,265,414	3,746,406		4,060,739	4,340,209		
20 FEDERAL CASH FUNDS	1,203,126	23,863,594		23,899,261	23,619,791		
21 OTHER CASH FUNDS	582,801	540,000		540,000	540,000		
22 TOTAL INCOME	\$7,051,341	\$28,150,000		\$28,500,000	\$28,500,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	213	291	354	354	354	
TOBACCO POSITIONS	0	0	0	0	0	
EXTRA HELP **	210	221	521	521	521	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

## AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES

Arkansas Northeastern College  
 (NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	45,523	60,277		(14,754)	41,000	54,422		(13,422)
6 COLLEGE UNION				0				0
7 BOOKSTORE	59,853			59,853	50,000			50,000
8 STUDENT ORGANIZATIONS AND PUBLICATIONS	4,804	25,161		(20,357)		50,698		(50,698)
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$110,180	\$85,438	\$0	\$24,742	\$91,000	\$105,120	\$0	(\$14,120)
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***	47,159			47,159	50,698			50,698
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$157,339	\$85,438	\$0	\$71,901	\$141,698	\$105,120	\$0	\$36,578

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

Arkansas Northeastern College  
 \_\_\_\_\_  
 (NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:					190
(As of November 1, 2009 )					
Nonclassified Administrative Employees:					
White Male:	9	Black Male:	1	Other Male:	0
White Female:	34	Black Female:	4	Other Female:	0
Total		Total		Total	10
				Total	38
Nonclassified Health Care Employees:					
White Male:	0	Black Male:	0	Other Male:	0
White Female:	0	Black Female:	0	Other Female:	0
Total		Total		Total	0
				Total	0
Classified Employees:					
White Male:	15	Black Male:	0	Other Male:	1
White Female:	33	Black Female:	10	Other Female:	1
Total		Total		Total	16
				Total	44
Faculty:					
White Male:	29	Black Male:	0	Other Male:	1
White Female:	48	Black Female:	4	Other Female:	0
Total		Total		Total	30
				Total	52
Total White Male:	53	Total Black Male:	1	Total Other Male:	2
Total White Female:	115	Total Black Female:	18	Total Other Female:	1
Total		Total		Total	56
				Total	134
Total White:	168	Total Black:	19	Total Other:	3
				<b>Total Minority:</b>	22
				Total	Employees: 190

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF ARKANSAS NORTHEASTERN COLLEGE  
June 30, 2009**

<i>Finding:</i>	No Findings noted
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# ARKANSAS STATE UNIVERSITY – BEEBE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS

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### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES

#### INTRODUCTION

Arkansas State University-Beebe has a long tradition of providing quality educational opportunities for the communities in this area. While we understand and appreciate our traditions, effective planning for the future is an essential element of a successful institution and requires the involvement of everyone in the university. We exist to serve our students and the community. The faculty and staff of all campuses of ASU-Beebe are committed to this goal, and this commitment to providing high quality student services and a high quality education that meets the needs of individual students has resulted in substantial enrollment growth. We are now one of the largest two-year colleges in the state and have an enrollment greater than five of Arkansas' four year universities. Completion of a college education is our goal for every student, and we have the second highest graduation rate of any two year college in Arkansas. In addition, as a residential campus with new residence halls currently under construction, ASU-Beebe offers students access to a student life environment that most two-year colleges in the state do not offer.

As ASU-Beebe has grown, so has our vision. With campuses in Beebe, Heber Springs, Searcy, and our site at the Little Rock Air Force Base Education Center, we are poised to improve our capability to serve our students and our communities. In addition to the strong traditions established on the Beebe campus since 1927, our programs at Little Rock Air Force Base have provided educational opportunities for thousands of military and military-related students since 1965. The campus at Heber Springs is experiencing rapid growth, and construction of the first phase of the permanent campus on the 249 acre Sugarloaf Mountain site was completed in 2008. ASU-Searcy, *A Technical Campus of ASU-Beebe*, is rapidly becoming a leader in technical and occupational education in the state. Combining the resources and capabilities of each of these campus locations allows the institution to serve our expanded geographic community as a full service, comprehensive community college. With the programs provided on the Beebe campus by ASU-Jonesboro, students have the opportunity to achieve their educational goals through the Master's degree level, providing a unique opportunity that we are pleased to share with the students and the community.

## **ARKANSAS STATE UNIVERSITY – BEEBE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS**

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Our new strategic plan is the result of efforts to take what we have learned in the past, review what has been accomplished, and lay the foundation for the future. We have gathered input from the university community to assess our strengths, weaknesses, opportunities, and challenges. Based on what we have learned, our Chancellor's Council has formulated a new institutional strategic plan to articulate the university's vision, core values, mission, and the related strategic goals that will guide us to achieve our vision for the future. Through an annual assessment of the strategic plan and the distinct functional areas of the University, we seek to maintain a process of continuous improvement. We are an institution that seeks to allocate our resources as efficiently and effectively as possible while maintaining our strengths, strengthening our weaknesses, and preparing for the challenges of the future.

Our efforts to integrate strategic planning into ASU-Beebe's decision-making processes has provided us the capability to plan for the future as we continue to make ASU-Beebe a caring institution committed to helping students prepare for the challenges of life. As we prepare our students for their own challenges, we are helping the State of Arkansas meet its challenge of producing a more educated workforce that can lead Arkansas in meeting the challenges of the twenty-first century.

Eugene McKay, PhD  
Chancellor  
Arkansas State University-Beebe



## ARKANSAS STATE UNIVERSITY – BEEBE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS

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#### ASU-BEEBE'S MISSION STATEMENT

*Transforming lives through quality learning experiences.*

#### ASU-BEEBE'S CORE VALUES

ASU-Beebe's core values are represented by the acronym "IDEAS.":

Integrity: We value integrity by having honesty and truthfulness in the consistency of our actions, methods, and principles.

Diversity and Global Awareness: We value diversity and global awareness by assisting our students and employees to increase their exposure to and understanding of our diverse local, state and global societies and their impact on cultural and economic well-being.

Excellence: We value continuous improvement and strive for excellence by accomplishing our tasks with distinction.

Access: We value access to educational opportunities by providing multiple locations and diverse programs and delivery methods.

Student-centered: We value a student-centered culture by focusing on the needs, abilities, interests, and education of our students as our highest priority.

#### STRATEGIC GOALS

Arkansas State University – Beebe has established five strategic goals that evolve from the institution's mission statement

## **ARKANSAS STATE UNIVERSITY – BEEBE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS**

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and are formulated to meet that mission. As a comprehensive two-year institution, ASU-Beebe is committed to serve its multiple campus communities in Beebe, Heber Springs, Searcy, and the Little Rock Air Force Base. Each strategic goal includes objectives, which are structured to provide focus on specific elements of the goal. The basic elements included in the strategic goals are: (1) providing quality learning experiences; (2) increasing enrollment, retention, and graduation rates; (3) advancing economic development efforts; (4) developing and maintaining a culture of assessment; (5) recruiting and retaining outstanding university employees; and, (6) developing and managing our funding resources well.

The six strategic goals and objectives are:

#### **STRATEGIC GOAL ONE**

Provide learning experiences designed to support the diversity of our students' needs and aspirations.

To meet the learning needs of those we serve, we will:

- 1.1 Determine the educational needs of our constituent communities.
- 1.2 Maintain the safety and security levels of our campuses by developing and implementing a comprehensive emergency and crisis management system.
- 1.3 Educate and train employees to understand their role in contributing to student learning and success.
- 1.4 Prepare and expand services and program offerings at Little Rock Air Force Base in anticipation of increased enrollment.
- 1.5 Train and encourage faculty to incorporate active learning methods in the classroom.

## ARKANSAS STATE UNIVERSITY – BEEBE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS

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- 1.6 Increase provision of alternate educational delivery methods, including, but not limited to, distance education.
- 1.7 Increase access to educational opportunities to enable all students to achieve their educational and life-long learning goals.

We focus our efforts under Strategic Goal One on maintaining student-centered, high quality academic programs. All credit academic programs are supervised by the Vice Chancellor for Academic Affairs in order to provide consistency in all academic programs and ensure quality. We are continually expanding our distance learning function to serve students whose only access to education is through this medium. It is now possible for students to complete the coursework for an Associate of Arts degree entirely online. Organizational changes have also been made to provide more efficient management, consistency and quality control for online courses. In an effort to improve access to education in our region, we have also begun a new Evening College program with a fixed course rotation that will allow students to obtain an associate's degree in two to three years while taking classes only in the evening.

A later section in this document provides information about selected programs that have been added to better serve the educational and occupational needs of students.

#### STRATEGIC GOAL TWO

- 2.0 Increase enrollment, retention rates, and graduation rates.

To facilitate an enrollment increase every year, which will require both an increase in the number of new students per year and an increase in the number of students retained until they complete their educational goals, we will implement the following objectives:

## **ARKANSAS STATE UNIVERSITY – BEEBE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS**

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- 2.1 Redefine the role of the Enrollment Management Team and update the Enrollment Management Plan.
- 2.2 Develop and implement a comprehensive marketing/student recruitment plan including attempts to increase local, state, and global diversity.
- 2.3 Review the current offerings for new student orientation and recommend a comprehensive program that will increase the success of our students.
- 2.4 Review and update our financial aid procedures and processes.
- 2.5 Enhance the comprehensive basic skills (developmental education) program.
- 2.6 Develop and implement a plan with enrollment benchmarks to address needs as a result of enrollment growth, i.e., staff, supplies, facilities, equipment, etc.
- 2.7 Develop and implement an academic advising model that focuses on creating educational plans, tracking student progress, and developing student self-sufficiency.

Strategic Goal Two and its accompanying objectives serve to assist Arkansas in its effort to increase its number of college graduates. The University believes high quality student support services are critical to student success. Consequently, it is committed to providing the resources it takes to make our goal of increased enrollment, retention, and graduation rates a reality.

## ARKANSAS STATE UNIVERSITY – BEEBE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS

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#### STRATEGIC GOAL THREE

##### 3.0 Advance the economic development efforts of our region.

To advance the economic development efforts of our region, we will implement the following objectives:

- 3.1 Be involved with local Chambers of Commerce and the State Chamber of Commerce and serve on and contribute to the success of their committees targeting local and regional economic development activities.
- 3.2 Participate in local Chambers of Commerce leadership efforts to develop county-wide economic development plans in accordance with the Governor's Summit on Education and Economic Development.
- 3.3 Identify and meet the education and training needs of the natural gas industry operating in the Fayetteville Shale Play Formation of Arkansas.
- 3.4 Pursue greater involvement with business and industry through Workforce Training Consortia.
- 3.5 Pursue opportunities in entrepreneurship training in order for students to have first-hand knowledge and experience in owning and operating a successful business.
- 3.6 Participate in any statewide or regional consortia efforts supporting economic and workforce development.
- 3.7 Participate with local Workforce Investment Boards (WIB) as well as obtain opportunities to serve on economic development committees.

# ARKANSAS STATE UNIVERSITY – BEEBE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS

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Strategic Goal Three recognizes ASU-Beebe's commitment to serving the educational and training needs of its service area for economic development purposes. ASU-Beebe has been recognized as having a \$316,000,000 annual socio-economic impact on its service area.

### STRATEGIC GOAL FOUR

#### 4.0 Develop and maintain a culture of assessment to improve student success.

To build a culture of assessment and continuous improvement, we will:

- 4.1 Develop an Institutional Effectiveness Assessment Plan, including a Planning Model, which will evaluate functions of the university.
- 4.2 Implement, use, and maintain an assessment software package that will allow for easy access and tracking of assessment activities, including the results of changes made based on assessment data.
- 4.3 Provide education and training opportunities on assessment.
- 4.4 Continue to improve and update our Student Learning Outcomes Assessment Plan, which evaluates academic courses and programs, including the development of a schedule for evaluation.
- 4.5 Develop a method to keep the university up-to-date on the Higher Learning Commission self-study process and activities, as well as other accreditation activities.
- 4.6 Develop and implement a recognition program for exemplary programs that support improving learning and success.

## ARKANSAS STATE UNIVERSITY – BEEBE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS

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Under Strategic Goal Four, the University's Planning Team evaluates our progress in our goal of continuous improvement each year. We strive to be a learning community that is continually assessing our strengths and weaknesses and making changes to improve based upon these assessments.

#### STRATEGIC GOAL FIVE

##### 5.0 Recruit and retain outstanding university employees.

To ensure the university will have well-qualified faculty and staff, ASU-Beebe will implement the following objectives:

- 5.1 Implement a comprehensive professional development program to prepare employees for advancement opportunities.
- 5.2 Develop and implement strategies to recruit and retain minority faculty, staff, and administrators.
- 5.3 Implement strategies to employ existing faculty and staff as efficiently as possible and to increase full-time positions as necessary to support university growth.
- 5.4 Develop university intranet to improve communication among employees and campuses.
- 5.5 Implement strategies to provide competitive salaries and benefits at all employee levels.
- 5.6 Enhance faculty and staff morale by expanding employee recognition programs.

## ARKANSAS STATE UNIVERSITY – BEEBE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS

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5.7 We will serve our community by providing adult basic education and general educational development.

Strategic Goal Five is crucial to our mission because we recognize that, as a whole, we can only be as excellent as the sum of our parts. We strive to both attract and retain highly-qualified, highly-performing faculty and staff. We are striving to provide all employees the continued education and professional development they need to excel in their positions.

#### **STRATEGIC GOAL SIX**

6.0 Develop and Manage Our Funding Resources.

To provide affordable educational opportunities to students, we will implement the following objectives:

- 6.1 Allocate resources based on priorities identified through the Strategic Plan.
- 6.2 Submit grant proposals for external funding to governmental and private sources.
- 6.3 Increase fundraising activities through an organized campaign to attract more private donations, gifts, and endowments.
- 6.4 Strengthen governmental liaison efforts with state and federal legislators for more effective communication of specific funding needs.

Pursuant to Strategic Goal Six, we recognize that developing our resources as much as possible and managing them well is crucial to achievement of our mission and vision. External funding must be sought, and all funds must be spent wisely to reach our potential as a university. During the past year, we have implemented procedures to link our expenditures to priorities identified in our strategic plan, core values, mission components, and/or assessment data.



# ARKANSAS STATE UNIVERSITY – BEEBE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS

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### SELECTED NEW PROGRAMS

#### **Veterinary Technology Program**

The Arkansas Veterinary Medical Association conducted a statewide assessment of ten potential locations to provide the Veterinary Technology program for Arkansas. After a careful selection process, the group selected ASU-Beebe as the best choice to conduct the program, which began in the Fall 2007 semester and is the only Veterinary Technology program in Arkansas.

Veterinary Technology is the science and art of providing professional support to veterinarians. The associate degree program requires 68 credit hours, with 19 hours of general education core courses and 49 hours of program-specific courses. A licensed veterinarian serves as the program director and faculty member. For off-campus clinical experiences, students are placed in progressive contemporary facilities that employ graduates of AVMA-accredited programs in veterinary technology and are credentialed as veterinary technicians to act as professional role models and mentors. The curriculum prepares graduates who will be fully capable of performing in a wide variety of professional roles within the veterinary field. Graduates will have attained entry-level skills needed to support companion animal, equine, food animal practice, biomedical research and other veterinary medical activities.

ASU-Beebe has recently completed construction on a state-of-the-art Veterinary Technology Building for the program at a cost of approximately \$1.4 million. Classes began in this new building in the Fall 2008 semester.

Arkansas State University – Beebe currently has provisional program accreditation through the Committee on Veterinary Technician Education and Activities (CVTEA), which is charged with the responsibility of providing and monitoring American Veterinary Medical Association (AVMA) accreditation of programs in veterinary technology.

## **ARKANSAS STATE UNIVERSITY – BEEBE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS**

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#### **Oil and Gas Drilling Program**

During the Spring 2008 semester, the Searcy Campus of ASU-Beebe began a program in Floor Hand Training for those seeking employment in the oil and gas industry in Arkansas. The program was made possible through a collaborative effort between ASU-Beebe and High Plains Technology Center, Chesapeake Energy, NOMAC, and Union Drilling, Inc.

The training is held Monday through Friday for forty hours and focuses on proper safety procedures while working in oil and gas drilling. The program uses a gas drilling simulator constructed for use in the program, and those who complete the training can make approximately \$50,000 a year working in the oil and gas industry. The employment made possible by this program stands to make a significant impact on the regional economy.

ASU-Beebe is currently exploring additional avenues of funding the program in an effort to continue offering the training free of charge to students or at a low cost.

#### **General Revenue Request**

Arkansas State University-Beebe is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendations made by the Arkansas Higher Education Coordinating Board.

The recommended increase of \$264,442 in general revenue funding for 2011-12 will be used to hire an additional staff person for Financial Aid at a salary of \$35,000, to pay increased APERS employer contribution in the amount of \$43,704, with the balance of \$185,748 going toward the cost of COLA salary increases.

## **ARKANSAS STATE UNIVERSITY – BEEBE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-12 APPROPRIATION REQUESTS**

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The recommended increase of \$464,209 in general revenue funding for 2012-13 will be used to hire additional faculty totaling \$80,000 in salary and \$24,000 in fringe benefits with the balance of \$360,209 going toward COLA salary increases and fringe benefit costs on the salary increases.

#### **Cash Appropriation Request**

A reallocation of appropriation in ASU-Beebe appropriation A71 is requested in Regular Salaries, Personal Services Matching, Conference Fees & Travel, Professional Fees and Services, Capital Outlay, Capital Improvements, Debt Service, Fund Transfers/Refunds/Investments, and Promotional Items in order to expense in the appropriate commitment items. Total cash appropriation is unchanged.

A reallocation of appropriation in ASU-Heber Springs appropriation A43 is requested in Extra Help Wages, Personal Services Matching, Operating Expenses, Conference Fees and Travel, Debt Service, and Fund Transfers/Refunds/Investments. Total cash appropriation is unchanged.

#### **Personal Services Request**

The total number of positions requested for the biennium of 2011-13 is unchanged from the current number of appropriated positions at 596 positions.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION ARKANSAS STATE UNIVERSITY-BEEBE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12			2012-13				
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	13,723,248		14,308,249		15,723,230		16,696,265		14,404,829		17,268,524		14,869,038	
2 CASH	19,270,358		82,695,000		82,695,000		82,695,000		82,695,000		82,695,000		82,695,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$32,993,606	446	\$97,003,249	446	\$98,418,230	596	\$99,391,265	596	\$97,099,829	596	\$99,963,524	596	\$97,564,038	596
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	57,903	0%	167,872	0%				0%		0%		0%		0%
13 GENERAL REVENUE	11,631,541	35%	12,044,916	12%			14,600,804	15%	12,309,368	13%	15,173,063	15%	12,773,577	13%
14 EDUCATIONAL EXCELLENCE TRUST FUND	1,402,399	4%	1,325,990	1%			1,325,990	1%	1,325,990	1%	1,325,990	1%	1,325,990	1%
15 WORKFORCE 2000	691,299	2%	769,471	1%			769,471	1%	769,471	1%	769,471	1%	769,471	1%
16 CASH FUNDS	19,270,358	58%	82,695,000	85%			82,695,000	83%	82,695,000	85%	82,695,000	83%	82,695,000	85%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%
19 TOBACCO SETTLEMENT FUNDS	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%
20 OTHER FUNDS	107,978	0%	0	0%			0	0%	0	0%	0	0%	0	0%
21 TOTAL INCOME	\$33,161,478	100%	\$97,003,249	100%			\$99,391,265	100%	\$97,099,829	100%	\$99,963,524	100%	\$97,564,038	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$167,872)		\$0				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$3,419,374
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$1,699,859
INVENTORIES	\$67,420
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$25,000
MAJOR CRITICAL SYSTEMS FAILURES	
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$2,961,649
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$232,711
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$1,567,265)

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

ARKANSAS STATE UNIVERSITY-BEEBE

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	10,477,448	11,298,680	11,560,283	11,949,426
2 RESEARCH				
3 PUBLIC SERVICE				
4 ACADEMIC SUPPORT	1,363,962	1,509,065	1,546,761	1,598,828
5 STUDENT SERVICES	1,957,338	2,148,887	2,199,899	2,273,952
6 INSTITUTIONAL SUPPORT	4,326,907	4,633,668	4,747,551	4,907,364
7 PHYSICAL PLANT M&O	2,922,047	3,158,355	3,250,916	3,360,349
8 SCHOLARSHIPS & FELLOWSHIPS	1,106,192	1,067,000	1,167,000	1,217,000
9 ASUJ PROGRAMS	209,189	209,189	209,189	209,189
10 OTHER	15,998			
11				
12				
13 MANDATORY TRANSFERS	1,951,180	1,958,017	1,953,080	1,958,080
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS	1,266,049	450,000	460,000	470,000
16 TOTAL UNREST. E&G EXP.	\$25,596,310	\$26,432,861	\$27,094,679	\$27,944,188
17 NET LOCAL INCOME	11,760,755	12,329,774	12,689,850	13,075,150
18 PRIOR YEAR BALANCE***	57,903	167,872		
STATE FUNDS:				
19 GENERAL REVENUE	11,631,541	12,044,916	12,309,368	12,773,577
20 EDUCATIONAL EXCELLENCE	1,402,399	\$1,325,990	\$1,325,990	\$1,325,990
21 WORKFORCE 2000	691,299	\$769,471	\$769,471	\$769,471
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	107,977			
24 TOTAL SOURCES OF INCOME	\$25,651,874	\$26,638,023	\$27,094,679	\$27,944,188

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	110,316
Lease Bonus revenue	46
Transfer out	(2,385)
	107,977

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

ARKANSAS STATE UNIVERSITY-BEEBE  
\_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	9,488,387	9,751,000	10,043,500	10,344,800
2 ALL OTHER FEES	56,848	54,500	55,000	55,000
3 OFF-CAMPUS CREDIT	252,130	256,000	260,000	260,000
4 NON-CREDIT INSTRUCTION	279,484	129,000	175,000	200,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	24,664	11,000	20,000	20,000
6 INVESTMENT INCOME	132,227	185,000	160,000	185,000
7 OTHER CASH INCOME:	1,527,015	1,943,274	1,976,350	2,010,350
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	11,760,755	12,329,774	12,689,850	13,075,150
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$11,760,755	\$12,329,774	\$12,689,850	\$13,075,150

FORM 11-3

Other Cash Income: Cleburne County Sales Tax supporting the Heber Springs campus; federal grant indirect cost income; misc. service fees and fines income.

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CMA0000

INSTITUTION ARKANSAS STATE UNIVERSITY-BEEBE

APPROPRIATION 300

DESCRIPTION	ACTUAL	BUDGETED	AUTHORIZED	INSTITUTIONAL REQUEST /		LEGISLATIVE RECOMMENDATION	
	2009-10	2010-11	2010-11	2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	11,050,000	11,146,840	11,350,000	11,603,632	11,949,211		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,741,936	2,146,117	3,181,894	1,758,827	1,808,827		
5 OPERATING EXPENSES							
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION	150,000	160,000	160,000	170,000	180,000		
11							
12							
13							
14 TOTAL APPROPRIATION	\$12,941,936	\$13,452,957	\$14,691,894	\$13,532,459	\$13,938,038	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	51,001	146,840					
16 GENERAL REVENUE	10,843,614	11,210,656		11,436,998	11,842,577		
17 EDUCATIONAL EXCELLENCE TRUST FUND	1,402,399	\$1,325,990		1,325,990	1,325,990		
18 SPECIAL REVENUES * [WF2000]	691,299	\$769,471		769,471	769,471		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	100,463						
22 TOTAL INCOME	\$13,088,776	\$13,452,957		\$13,532,459	\$13,938,038	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$146,840)	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 21 Other State Treasury Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	102,848
Transfer out	(2,385)
	100,463

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CMA0000

INSTITUTION ASUB-ARKANSAS STATE UNIVERSITY-HEBER SPRINGS

APPROPRIATION 145

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	774,363	834,260	900,000	822,370	881,000		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	6,949	21,032	131,336	50,000	50,000		
5 OPERATING EXPENSES							
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$781,312	\$855,292	\$1,031,336	\$872,370	\$931,000	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	6,902	21,032					
16 GENERAL REVENUE	787,927	834,260		872,370	931,000		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]							
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	7,515						
22 TOTAL INCOME	\$802,344	\$855,292		\$872,370	\$931,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$21,032)	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 21 Other State Treasury Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010  
Lease Bonus revenue

7,468  
47  
7,515



**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2060000

INSTITUTION ARKANSAS STATE UNIVERSITY-BEEBE

APPROPRIATION A71

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	2,401,308	5,496,960	5,496,960	6,496,960	6,496,960		
2 EXTRA HELP WAGES	496,654	800,000	800,000	800,000	800,000		
3 OVERTIME		15,000	15,000	15,000	15,000		
4 PERSONAL SERVICES MATCHING	2,294,118	2,560,600	2,560,600	3,920,600	3,920,600		
5 OPERATING EXPENSES	5,296,222	9,960,000	10,000,000	10,000,000	10,000,000		
6 CONFERENCE FEES & TRAVEL	225,623	375,000	375,000	375,000	425,000		
7 PROFESSIONAL FEES AND SERVICES	479,835	1,000,000	1,000,000	900,000	900,000		
8 DATA PROCESSING		50,000	50,000				
9 CAPITAL OUTLAY	465,559	1,500,000	1,500,000	1,250,000	1,250,000		
10 CAPITAL IMPROVEMENTS	1,567,355	26,876,840	26,876,840	26,776,840	26,776,840		
11 DEBT SERVICE	1,105,319	1,900,000	1,900,000	2,000,000	2,000,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS	1,948,567	10,000,000	10,000,000	8,000,000	7,950,000		
13 PROMOTIONAL ITEMS	41,492	100,000	60,000	100,000	100,000		
14							
15							
16							
17 TOTAL APPROPRIATION	\$16,322,052	\$60,634,400	\$60,634,400	\$60,634,400	\$60,634,400	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	16,322,052	60,634,400		60,634,400	60,634,400		
20 FEDERAL CASH FUNDS							
21 OTHER CASH FUNDS							
22 TOTAL INCOME	\$16,322,052	\$60,634,400		\$60,634,400	\$60,634,400	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	389	389	505	504	504	
TOBACCO POSITIONS						
EXTRA HELP **	107	108	175	175	175	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2060000

INSTITUTION ASUB-ARKANSAS STATE UNIVERSITY-HEBER SPRINGS

APPROPRIATION A43

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	608,332	1,540,400	1,540,400	1,540,400	1,540,400		
2 EXTRA HELP WAGES	130,439	170,000	170,000	200,000	200,000		
3 OVERTIME		10,000	10,000	10,000	10,000		
4 PERSONAL SERVICES MATCHING	349,359	520,200	520,200	600,000	700,000		
5 OPERATING EXPENSES	858,953	1,200,000	1,200,000	1,300,000	1,400,000		
6 CONFERENCE FEES & TRAVEL	23,354	50,000	50,000	50,000	60,000		
7 PROFESSIONAL FEES AND SERVICES	250	100,000	100,000	100,000	100,000		
8 DATA PROCESSING		25,000	25,000				
9 CAPITAL OUTLAY	10,892	250,000	250,000	250,000	250,000		
10 CAPITAL IMPROVEMENTS		14,865,000	14,865,000	14,865,000	14,865,000		
11 DEBT SERVICE	952,708	1,300,000	1,300,000	1,500,000	1,500,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS	6,992	2,000,000	2,000,000	1,615,200	1,405,200		
13 PROMOTIONAL ITEMS	7,027	30,000	30,000	30,000	30,000		
14							
15							
16							
17 TOTAL APPROPRIATION	\$2,948,306	\$22,060,600	\$22,060,600	\$22,060,600	\$22,060,600	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	2,948,306	22,060,600		22,060,600	22,060,600		
20 FEDERAL CASH FUNDS							
21 OTHER CASH FUNDS							
22 TOTAL INCOME	\$2,948,306	\$22,060,600		\$22,060,600	\$22,060,600	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	57	57	91	92	92	
TOBACCO POSITIONS						
EXTRA HELP **	24	21	40	40	40	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

ARKANSAS STATE UNIVERSITY-BEEBE  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL	216,176	241,339		(25,163)	278,000	263,472		14,528
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING	26,394	16,421		9,973	25,000	15,000		10,000
5 FOOD SERVICES	448,495	517,805		(69,310)	540,000	657,414		(117,414)
6 COLLEGE UNION	223,318	70,232	107,796	45,290	216,100	82,038	215,000	(80,938)
7 BOOKSTORE	2,042,013	1,807,440		234,573	2,062,500	1,926,676		135,824
8 STUDENT ORGANIZATIONS AND PUBLICATIONS	835	454		381				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER: Vending	39,136			39,136	38,000			38,000
11 SUBTOTAL	\$2,996,367	\$2,653,691	\$107,796	\$234,880	\$3,159,600	\$2,944,600	\$215,000	\$0
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$2,996,367	\$2,653,691	\$107,796	\$234,880	\$3,159,600	\$2,944,600	\$215,000	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

ARKANSAS STATE UNIVERSITY-BEEBE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						<u>341</u>
(As of November 1, 2009 )						
Nonclassified Administrative Employees:						
White Male:	<u>27</u>	Black Male:	<u>0</u>	Other Male:	<u>1</u>	Total Male: <u>28</u>
White Female:	<u>48</u>	Black Female:	<u>5</u>	Other Female:	<u>3</u>	Total Female: <u>56</u>
Nonclassified Health Care Employees:						
White Male:	<u>0</u>	Black Male:	<u>0</u>	Other Male:	<u>0</u>	Total Male: <u>0</u>
White Female:	<u>0</u>	Black Female:	<u>0</u>	Other Female:	<u>0</u>	Total Female: <u>0</u>
Classified Employees:						
White Male:	<u>32</u>	Black Male:	<u>3</u>	Other Male:	<u>3</u>	Total Male: <u>38</u>
White Female:	<u>85</u>	Black Female:	<u>9</u>	Other Female:	<u>3</u>	Total Female: <u>97</u>
Faculty:						
White Male:	<u>60</u>	Black Male:	<u>1</u>	Other Male:	<u>3</u>	Total Male: <u>64</u>
White Female:	<u>56</u>	Black Female:	<u>0</u>	Other Female:	<u>2</u>	Total Female: <u>58</u>
Total White Male:	<u>119</u>	Total Black Male:	<u>4</u>	Total Other Male:	<u>7</u>	Total Male: <u>130</u>
Total White Female:	<u>189</u>	Total Black Female:	<u>14</u>	Total Other Female:	<u>8</u>	Total Female: <u>211</u>
Total White:	<u>308</u>	Total Black:	<u>18</u>	Total Other:	<u>15</u>	Total Employees: <u>341</u>
				<b>Total Minority:</b>	<u>33</u>	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF ARKANSAS STATE UNIVERSITY – BEEBE  
June 30, 2009**

<i>Finding:</i>	No Findings noted
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# ARKANSAS STATE UNIVERSITY – MOUNTAIN HOME

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The mission of ASUMH is to **LEAD** through educational opportunities.

**Lifelong Learning,  
Enhanced Quality of Life,  
Academic Accessibility, and  
Diverse Experiences**

### **STRATEGIC GOAL # 1**

**To provide appropriate educational programs including diverse experiences for college credit to enable students to earn associate degrees and certificates, transfer to four-year institutions, enhance workforce skills and/or enter the workforce.**

To attain this goal, the following objectives must be met:

- Develop new degrees and revamp other degrees and certificates as appropriate
- Convert non-credit offerings to credit offerings where appropriate
- Expand Funeral Science program into northwest Arkansas
- Hold at least two events annually that will expose students and faculty to global and cultural diversity
- Hold at least two events annually that will expose students and faculty to diverse experiences
- Develop transfer degree sheets and semester by semester degree sheets and integrate into advising process

### **STRATEGIC GOAL # 2**

**To provide affordable and relevant educational opportunities that will enable students to keep pace with business and industry requirements, advance economic development and improve the quality of life in the community.**

To attain this goal, the following objectives must be met:

## ARKANSAS STATE UNIVERSITY – MOUNTAIN HOME

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Enhance and extend the impact of the Center for Continuing Education to address the unique needs of non-traditional students in the workforce
- Identify and eliminate workforce related barriers to enrollment
- Create new curricula and programs delivered at times and places convenient for working adults
- Cultivate mutually beneficial strategic partnerships and alliances with internal and external constituencies
- Expand distance learning opportunities
- Promote personal growth, wellness, and lifeline learning through classes, seminars, and workshops that are affordable, relevant, and responsive
- Explore new sources of non-tuition income

#### **STRATEGIC GOAL # 3**

**To expand support services and provide access for students so they may achieve their educational careers.**

To attain this goal, the following objectives must be met:

- Develop a student services one-stop center
- Secure long-term funding for tutoring center
- Establish career and job placement services
- Add orientation programs to include evening session(s)
- Increase number of computers in staffed student computer lab, if needed
- On an annual basis, maintain a student satisfaction rate of at least 80% for institutional programs and services from the students
- Obtain exercise equipment for student, faculty, and staff use
- Develop a plan for eating and drinking in buildings
- Establish a place for student computer access in the student center
- Establish and fill position for Health Sciences Coordinator



## ARKANSAS STATE UNIVERSITY – MOUNTAIN HOME

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Provide additional electronic books to support online and CVN classes
- Conduct consistent dynamic and objective review of website

#### **STRATEGIC GOAL # 4**

**To expand and improve physical and technological facilities and programs to provide educational opportunities.**

To attain this goal, the following objectives must be met:

- Develop written equipment rotation schedule
- Upgrade computers and server to accommodate Vista format
- Obtain additional university vehicles and equipment needed for maintenance and equipment
- Build a Community Development Center
- Build a Health Sciences Building
- Purchase and implement scanning/imaging system for student files in Office of Admissions
- Increase campus-wide security measures

#### **STRATEGIC GOAL # 5**

**To support the continued pursuit of excellence through educational opportunities for the staff and administration.**

To attain this goal, the following objectives must be met:

- Require all staff and administration to have a professional development plan on file and updated annually by May for next academic year
- Develop evaluation process for concurrent and online offerings equivalent to on campus offerings
- Update faculty handbook and develop adjunct faculty handbook

## **ARKANSAS STATE UNIVERSITY – MOUNTAIN HOME**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### **STRATEGIC GOAL # 6**

**To secure additional funding through contributions and grants development to improve educational opportunities.**

To attain this goal, the following objectives must be met:

- Procure at least two endowments for new facilities and/or programs
- Apply for at least seven grants every fiscal year
- Obtain development software
- Develop new development programs and materials
- Implement “Moves Management” process using donor software

#### **STRATEGIC GOAL # 7**

**To provide accountability to students, employers, and the community for the fulfillment of our mission.**

To attain this goal, the following objectives must be met:

- Obtain continued accreditation from the Higher Learning Commission of the North Central Association of Colleges and Schools
- Meet annually with advisory groups for technical programs
- Report at least twice annually to external constituencies results of information gathered from research activities

#### **STRATEGIC GOAL # 8**

**To increase student enrollment, retention, and graduation rates.**

To attain this goal, the following objectives must be met:

- Implement a targeted marketing plan

## ARKANSAS STATE UNIVERSITY – MOUNTAIN HOME

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Implement Retention Plan
- Continue to increase graduation rate
- Implement plan for student recruitment (Jim Black report)
- Continue to develop programs utilizing “stepping stone” approach for multiple levels of achievement/completion

#### **STRATEGIC GOAL # 9**

##### **To increase technological security measures.**

To attain this goal, the following objectives must be met:

- Create an Acceptable Use Policy for Internet-Intranet-Extranet systems
- Create an Email Use Policy
- Create guidelines on usage of anti-virus programs
- Continue education programs for staff development on up-to-date security certifications and programs
- Install new network backbone with IDS (Intrusion Detection System) and monitoring software

#### **2011 – 2013 BIENNIAL REQUEST**

##### General Revenue

Arkansas State University – Mountain Home is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board. For the 2011-12 year increase were added to the personal service matching commitment item due to increasing costs of employee benefits, such as health insurance. For the 2012-13 year regular salaries and personal services matching were increased to allow for cost of living increases, the hiring of additional faculty, and the associated fringe benefits.

## ARKANSAS STATE UNIVERSITY – MOUNTAIN HOME

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### Cash

Arkansas State University – Mountain Home requests a reallocation of appropriation from the capital improvements commitment item to the regular salaries and personal services matching commitment items to allow for cost of living increases, the hiring of additional faculty, potentially hiring additional support staff, and the associated fringe benefits.

#### Personal Services Request

Arkansas State University – Mountain Home is requesting several new and/or additional positions all of which are related to overall growth of the university. Over the past two years, student enrollment growth has exceeded twenty-five percent. We have also seen an increase in the need for fund raising efforts for educational programming, building maintenance, construction and renovation projects.

Counselor - The counselor will serve as an academic advisor. The counselor will help students make decisions concerning transfer issues and will act as the ASUMH liaison in developing signed transfer agreements (Memorandums of Understanding) with the various four-year universities to ensure students do not lose credits in the transition from the two-year to the four-year college. The counselor will help the registrar with graduation and transfer evaluations.

Project/Program Specialist (2) – One of these positions will serve as a Major Gifts Officer and Grant Writer. This individual will be responsible for developing and maintaining relationships with ASUMH donors both new and existing. This person will work directly with financial advisors as well as the ASUMH Foundation office in preparing proposals and documents for major gifts and bequests to ASUMH. Research skills and ability to handle a large group of tasks and responsibilities will be necessary. Will report to the Vice Chancellor for Development. This position is needed in order to meet the growing demands of the Development Department. Planned giving is an area that is currently not being worked due to limited staffing. This position will increase the funding opportunities for ASUMH now and for years to come. The second position will report to the Director of Admissions and will be responsible for all student activities, student organizations, new student orientation, and will assist in student advising. This position will also help in recruiting and retention efforts and will serve as a go to person for students on campus who require assistance of any kind.

## **ARKANSAS STATE UNIVERSITY – MOUNTAIN HOME**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Division Chair (2) – As the university continues to grow there is a need for a twelve month division chair position to address issues with class and room scheduling, oversight for classrooms, ordering of academic supplies, adjunct and full-time faculty oversight, and supervision of the developmental education staff.

A second division chair is being requested to grow and develop online course offerings; there will be a need for a full-time division chair for oversight of this area. The online division chair will be in charge of online course development (including developmental), professional development, online advising and tutoring, scheduling of courses, recruitment of online faculty and teaching assistance, and general oversight and trouble shooting for online program activities.

Admissions Analyst (1) and Admissions Analyst Supervisor (1) – Over the past two years student enrollment has grown by over 25%. Additional staff is needed to support the students through the admissions process and to account for the additional workload.

Skilled Tradesman (2) and Institutional Services Assistant (3) – With the completion of our new 65,000 square foot community development center and the addition of the health sciences facility in 2008, the building square footage of ASUMH has nearly doubled over the past two years. This expansion creates a critical need for additional skilled personnel to maintain and provide custodial support for this new space.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION ARKANSAS STATE UNIVERSITY - MOUNTAIN HOME

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION								
	2009-10		2010-11		2010-11		2011-12			2012-13					
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS	
1 STATE TREASURY	4,127,650		4,453,130		4,894,558		6,253,062		4,542,261		6,446,892		4,851,004		
2 CASH	5,614,946		32,870,000		32,870,000		32,870,000		32,870,000		32,870,000		32,870,000		
3															
4															
5															
6															
7															
8															
9															
10															
11 TOTAL	\$9,742,596	143	\$37,323,130	151	\$37,764,558	165	\$39,123,062	175	\$37,412,261	172	\$39,316,892	175	\$37,721,004	172	
<b>FUNDING SOURCES</b>		%		%				%		%		%		%	
12 PRIOR YEAR FUND BALANCE*	58,558	1%	106,974	0%				0%		0%		0%		0%	
13 GENERAL REVENUE	3,433,566	35%	3,555,592	10%			5,462,498	14%	3,751,697	10%	5,656,328	14%	4,060,440	11%	
14 EDUCATIONAL EXCELLENCE TRUST FUND	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%	
15 WORKFORCE 2000	710,249	7%	790,564	2%			790,564	2%	790,564	2%	790,564	2%	790,564	2%	
16 CASH FUNDS	5,614,946	57%	32,870,000	88%			32,870,000	84%	32,870,000	88%	32,870,000	84%	32,870,000	87%	
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%	
18 FEDERAL FUNDS	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%	
19 TOBACCO SETTLEMENT FUNDS		0%	0	0%			0	0%	0	0%	0	0%	0	0%	
20 OTHER FUNDS	32,251	0%	0	0%			0	0%	0	0%	0	0%	0	0%	
21 TOTAL INCOME	\$9,849,570	100%	\$37,323,130	100%			\$39,123,062	100%	\$37,412,261	100%	\$39,316,892	100%	\$37,721,004	100%	
22 EXCESS (FUNDING)/APPROPRIATION	(\$106,974)		\$0				\$0		\$0		\$0		\$0		

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$2,032,979
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$395,942
INVENTORIES	
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$175,000
MAJOR CRITICAL SYSTEMS FAILURES	
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$760,000
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)	\$682,752
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$19,285

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

ARKANSAS STATE UNIVERSITY - MOUNTAIN HOME

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	3,391,472	4,366,047	4,453,368	4,689,163
2 RESEARCH	0	0	0	0
3 PUBLIC SERVICE	40,533	201,436	205,465	213,683
4 ACADEMIC SUPPORT	427,174	443,788	452,664	470,770
5 STUDENT SERVICES	696,885	729,093	743,675	773,422
6 INSTITUTIONAL SUPPORT	1,830,683	1,866,027	1,889,983	1,946,682
7 PHYSICAL PLANT M&O	1,248,240	1,301,654	1,327,687	1,380,795
8 SCHOLARSHIPS & FELLOWSHIPS	189,556	231,000	235,620	242,689
9				
10				
11				
12				
13 MANDATORY TRANSFERS	1,279,072	1,158,000	1,150,000	1,150,000
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS	577,293			
16 TOTAL UNREST. E&G EXP.	\$9,680,908	\$10,297,045	\$10,458,461	\$10,867,204
17 NET LOCAL INCOME	5,446,284	5,843,915	5,916,200	6,016,200
18 PRIOR YEAR BALANCE***	58,558	106,974		
STATE FUNDS:				
19 GENERAL REVENUE	3,433,566	3,555,592	3,751,697	4,060,440
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	710,249	790,564	790,564	790,564
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	32,251			
24 TOTAL SOURCES OF INCOME	\$9,680,908	\$10,297,045	\$10,458,461	\$10,867,204

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	32,565
Other Transfers Out	(314)
	<u>32,251</u>

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

ARKANSAS STATE UNIVERSITY - MOUNTAIN HOME  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	3,680,526	4,077,715	4,100,000	4,150,000
2 ALL OTHER FEES				
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION				
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME				
7 OTHER CASH INCOME:	1,765,758	1,766,200	1,816,200	1,866,200
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	5,446,284	5,843,915	5,916,200	6,016,200
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$5,446,284	\$5,843,915	\$5,916,200	\$6,016,200

FORM 11-3

Line 7 Other Cash Income

ARRA ESF Funds	70,809			
Interest Income	39,878	30,000	30,000	30,000
Miscellaneous	47,217	30,000	30,000	30,000
Rental Income	1,200	151,200	151,200	151,200
Collection agency appropriation	250,000	250,000	250,000	250,000
ASU Host Fees	101,437	130,000	130,000	130,000
EETF transfer from ASUJ	75,000	75,000	75,000	75,000
Local millage	1,180,217	1,100,000	1,150,000	1,200,000
	1,765,758	1,766,200	1,816,200	1,866,200



**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTH0000

INSTITUTION ARKANSAS STATE UNIVERSITY - MOUNTAIN HOME

APPROPRIATION 771

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	3,417,401	4,046,156	4,100,000	4,100,000	4,300,000		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	710,249	406,974	794,558	441,761	550,504		
5 OPERATING EXPENSES				500	500		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$4,127,650	\$4,453,130	\$4,894,558	\$4,542,261	\$4,851,004	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	58,558	106,974					
16 GENERAL REVENUE	3,433,566	3,555,592		3,751,697	4,060,440		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	710,249	790,564		790,564	790,564		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	32,251						
22 TOTAL INCOME	\$4,234,624	\$4,453,130		\$4,542,261	\$4,851,004	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$106,974)	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 21 Other State Treasury Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	32,565
Other Transfers Out	(314)
	<u>32,251</u>

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2820000

INSTITUTION ARKANSAS STATE UNIVERSITY - MOUNTAIN HOME

APPROPRIATION B80

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,267,149	2,080,800	2,080,800	4,080,800	4,080,800		
2 EXTRA HELP WAGES	198,802	200,000	200,000	200,000	200,000		
3 OVERTIME	0	10,000	10,000	10,000	10,000		
4 PERSONAL SERVICES MATCHING	319,237	1,540,400	1,540,400	2,540,400	2,540,400		
5 OPERATING EXPENSES	2,217,841	2,600,000	2,600,000	2,600,000	2,600,000		
6 CONFERENCE FEES & TRAVEL	87,024	140,000	140,000	140,000	140,000		
7 PROFESSIONAL FEES AND SERVICES	98,987	1,400,000	1,400,000	1,400,000	1,400,000		
8 DATA PROCESSING		0	0				
9 CAPITAL OUTLAY	181,529	700,000	700,000	700,000	700,000		
10 CAPITAL IMPROVEMENTS	144,331	21,178,800	21,178,800	18,178,800	18,178,800		
11 DEBT SERVICE	1,092,307	2,000,000	2,000,000	2,000,000	2,000,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENT	0	1,000,000	1,000,000	1,000,000	1,000,000		
13 PROMOTIONAL ITEMS	7,738	20,000	20,000	20,000	20,000		
14							
15							
16 CONTINGENCY							
17 TOTAL APPROPRIATION	\$5,614,946	\$32,870,000	\$32,870,000	\$32,870,000	\$32,870,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	5,614,946	32,870,000		32,870,000	32,870,000		
20 FEDERAL CASH FUNDS							
21 OTHER CASH FUNDS							
22 TOTAL INCOME	\$5,614,946	\$32,870,000		\$32,870,000	\$32,870,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	143	151	165	175	172	
TOBACCO POSITIONS	0	0	0	0	0	
EXTRA HELP **	40	42	70	70	70	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

ARKANSAS STATE UNIVERSITY - MOUNTAIN HOME  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES				0				0
6 COLLEGE UNION				0				0
7 BOOKSTORE	52,369			52,369	30,000			30,000
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$52,369	\$0	\$0	\$52,369	\$30,000	\$0	\$0	\$30,000
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$52,369	\$0	\$0	\$52,369	\$30,000	\$0	\$0	\$30,000

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

ARKANSAS STATE UNIVERSITY - MOUNTAIN HOME  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: <u>114</u>					
(As of November 1, 2009 )					
Nonclassified Administrative Employees:					Total
White Male:	10	Black Male:	_____	Other Male:	_____
White Female:	17	Black Female:	_____	Other Female:	_____
					Total Male: <u>10</u>
					Total Female: <u>17</u>
Nonclassified Health Care Employees:					Total
White Male:	_____	Black Male:	_____	Other Male:	_____
White Female:	_____	Black Female:	_____	Other Female:	_____
					Total Male: <u>0</u>
					Total Female: <u>0</u>
Classified Employees:					Total
White Male:	17	Black Male:	_____	Other Male:	_____
White Female:	27	Black Female:	_____	Other Female:	_____
					Total Male: <u>17</u>
					Total Female: <u>27</u>
Faculty:					Total
White Male:	16	Black Male:	_____	Other Male:	1
White Female:	24	Black Female:	_____	Other Female:	2
					Total Male: <u>17</u>
					Total Female: <u>26</u>
Total White Male: <u>43</u>		Total Black Male: <u>0</u>		Total Other Male: <u>1</u>	
Total White Female: <u>68</u>		Total Black Female: <u>0</u>		Total Other Female: <u>2</u>	
Total White: <u>111</u>		Total Black: <u>0</u>		Total Other: <u>3</u>	
				<b>Total Minority: <u>3</u></b>	
					Total Employees: <u>114</u>

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF ARKANSAS STATE UNIVERSITY – MOUNTAIN HOME**  
**June 30, 2009**

<i>Finding:</i>	No Findings noted
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# ARKANSAS STATE UNIVERSITY-NEWPORT

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### Introduction

Arkansas State University-Newport is a public, associate degree granting institution. This campus has experienced significant growth in recent years due primarily to the dedication and commitment of faculty and staff to the students and communities served. The faculty and staff strive to meet the educational needs of each student by providing the highest quality technical programs, transfer programs, and support services.

Arkansas State University-Newport contributes substantially to the economic development of the Northeast Arkansas region. It provides comprehensive training and technical support for businesses and industries within the region while also committed to the enhancement of the quality of life, cultural enrichment, and community spirit necessary for its success and the success of the people it serves.

Larry N. Williams, Chancellor

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### INSTITUTIONAL MISSION

Our Mission is to provide:

- Integrity of Programs and Services;
- Affordable Life Long Learning; and
- Enhanced Quality of Life
- 

In the Diverse Community we serve.

## ARKANSAS STATE UNIVERSITY-NEWPORT

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### INSTITUTIONAL STRATEGIC GOALS

- STRATEGIC GOAL 1: To provide an academic environment which will motivate and enable students from diverse backgrounds to achieve their educational goals.
- STRATEGIC GOAL 2: To promote institutional development which will attract new enrollment and retain quality students.
- STRATEGIC GOAL 3: To strengthen student commitments to life-long learning, career development and community leadership.
- STRATEGIC GOAL 4: To expand the role of the institution in the economic development of the Arkansas Delta Region.
- STRATEGIC GOAL 5: To strengthen collaboration and working partnerships with other education service providers, business and industry, employers, and community members.
- STRATEGIC GOAL 6: To secure additional funding for institutional development and advancement from state, local, and private sources.
- STRATEGIC GOAL 7: To expand and improve physical and technological facilities of the institution.
- STRATEGIC GOAL 8: To ensure integrity and quality in all areas of institutional performance.
- STRATEGIC GOAL 9: To provide continuous communication and accountability to the multiple constituency groups served.



# ARKANSAS STATE UNIVERSITY-NEWPORT

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### PROGRAMS

#### Program 1. Credit Instruction

Credit instruction includes educational programs and academic coursework that enable students to pursue and achieve their goals while working toward the completion of their degree, program certification, accumulation of transfer credit hours or providing the educational foundation for their career.

**Goal One: To provide academic coursework which leads to a degree, professional certification, and career development.**

#### **Objective 1.1**

Academic coursework will be provided that will facilitate the completion of authorized degree programs and the articulation of the required general education core.

#### *Strategy*

Courses will be provided in a sequential timely manner that will foster academic success. The required general education core will be provided to build the foundation for academic success.

#### **Objective 1.2**

Academic courses will be provided that lead to professional certification, credentialing and career development opportunities.

#### *Strategy*

Courses will be provided that lead to the acquisition of technical certificates.

Academic courses will be provided that enhance and expand incumbent workforce knowledge

# ARKANSAS STATE UNIVERSITY-NEWPORT

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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foundations.

### **Program 2. Non-Credit Educational Support Activities and Economic Development**

Non-credit educational support activities will include all support activities that capacitate students to attain their educational and career goals. Non-credit course work contributes to incumbent workforce training and economic development that strengthens the Arkansas Delta Region.

**Goal Two: To provide non-credit programs which assist students in meeting their educational and career goals and strengthen area economic development.**

#### **Objective 2.1**

Non-credit educational support activities that support the mission of the institution will be provided to assist students in obtaining their educational goals.

##### *Strategy*

Provide facilities, resources of a human and fiscal nature necessary to promote student success.

#### **Objective 2.2**

Provide non-credit courses that contribute to economic development and the knowledge base of the local work force.

##### *Strategy*

Increase offerings to and enrollments in workforce training programs.

Expand the role the college plays in economic development through workforce training.

## ARKANSAS STATE UNIVERSITY-NEWPORT

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### General Revenue Request

Arkansas State University-Newport is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board. These funds will be used for:

	<b>2012</b>	<b>2013</b>
	<b>\$102,297</b>	<b>\$168,634</b>
New Faculty	\$50,000	\$55,000
Salary Increases	\$37,297	\$96,634
Anticipated Utility Increases	\$15,000	\$17,000

#### Cash Appropriation Request

Total Appropriation remains the same with no changes.

#### Personal Services Request

Arkansas State University-Newport is requesting one additional twelve month Instructor-Nursing/Respiratory Therapy position for the new biennium. This position will be made available for a growing Nursing and Allied health program.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION ARKANSAS STATE UNIVERSITY-NEWPORT

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	7,118,476		7,352,514		8,139,179		8,181,457		7,404,611		8,444,907		7,573,244	
2 CASH	8,411,332		27,945,000		27,945,000		27,945,000		27,945,000		27,945,000		27,945,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$15,529,808	211	\$35,297,514	229	\$36,084,179	288	\$36,126,457	291	\$35,349,611	289	\$36,389,907	289	\$35,518,244	289
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	137,045	1%	81,731	0%				0%		0%		0%		0%
13 GENERAL REVENUE	5,786,641	37%	5,992,293	17%			6,871,437	19%	6,094,591	17%	7,134,887	20%	6,263,224	18%
14 EDUCATIONAL EXCELLENCE TRUST FUND		0%		0%				0%		0%		0%		0%
15 WORKFORCE 2000	1,222,034	8%	1,310,020	4%			1,310,020	4%	1,310,020	4%	1,310,020	4%	1,310,020	4%
16 CASH FUNDS	8,411,333	54%	27,945,000	79%			27,945,000	77%	27,945,000	79%	27,945,000	77%	27,945,000	79%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS		0%		0%				0%		0%		0%		0%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	54,487	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$15,611,540	100%	\$35,329,044	100%			\$36,126,457	100%	\$35,349,611	100%	\$36,389,907	100%	\$35,518,244	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$81,732)		(\$31,530)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$7,071,931
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$479,024
INVENTORIES	
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$65,000
MAJOR CRITICAL SYSTEMS FAILURES	\$975,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,560,000
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$500,000
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$3,492,907

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

**ARKANSAS STATE UNIVERSITY-NEWPORT**  
NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	6,860,547	6,205,843	6,976,997	6,983,880
2 RESEARCH				
3 PUBLIC SERVICE				
4 ACADEMIC SUPPORT	447,607	257,226	760,310	792,140
5 STUDENT SERVICES	758,112	763,219	955,450	989,220
6 INSTITUTIONAL SUPPORT	1,958,022	1,986,299	1,990,630	1,995,533
7 PHYSICAL PLANT M&O	1,107,525	1,116,356	1,431,224	1,505,471
8 SCHOLARSHIPS & FELLOWSHIPS	99,734	120,000	140,000	160,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS	25,000	25,000	25,000	25,000
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS	874,803	752,370		
16 TOTAL UNREST. E&G EXP.	\$12,131,350	\$11,226,313	\$12,279,611	\$12,451,244
17 NET LOCAL INCOME	5,067,793	3,924,000	4,875,000	4,878,000
18 PRIOR YEAR BALANCE***	137,045	81,731		
STATE FUNDS:				
19 GENERAL REVENUE	5,786,641	5,992,293	6,094,591	6,263,224
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,222,034	1,310,020	1,310,020	1,310,020
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	54,487			
24 TOTAL SOURCES OF INCOME	\$12,268,000	\$11,308,044	\$12,279,611	\$12,451,244

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.  
Other State Funds: \$54,882 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010 and (-395) transfers out

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

**ARKANSAS STATE UNIVERSITY-NEWPORT**  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	3,227,497	2,749,000	3,313,700	3,314,000
2 ALL OTHER FEES	225,265	17,000	221,300	222,000
3 OFF-CAMPUS CREDIT	340,390	250,000	285,000	28,500
4 NON-CREDIT INSTRUCTION	20,913	8,000	7,000	7,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	93,083	75,000	80,000	80,500
7 OTHER CASH INCOME:	1,160,645	825,000	968,000	969,500
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	5,067,793	3,924,000	4,875,000	4,878,000
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$5,067,793	\$3,924,000	\$4,875,000	\$4,878,000

FORM 11-3

\*Line 7 includes miscellaneous income and local sales tax revenue.

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CMN0000

INSTITUTION ARKANSAS STATE UNIVERSITY-NEWPORT

APPROPRIATION 790

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	5,237,045	5,617,514	5,606,923	5,340,000	5,440,000		
2 EXTRA HELP WAGES		40,000	45,403	45,000	45,000		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,127,376	1,670,000	1,293,355	1,244,611	1,313,244		
5 OPERATING EXPENSES	729,055		1,168,498	750,000	750,000		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION	25,000	25,000	25,000	25,000	25,000		
11							
12							
13							
14 TOTAL APPROPRIATION	\$7,118,476	\$7,352,514	\$8,139,179	\$7,404,611	\$7,573,244	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	137,045	81,731					
16 GENERAL REVENUE	5,786,641	5,992,293		6,094,591	6,263,224		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	1,222,034	1,310,020		1,310,020	1,310,020		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	54,487						
22 TOTAL INCOME	\$7,200,207	\$7,384,044		\$7,404,611	\$7,573,244	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$81,731)	(\$31,530)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Other State Funds: \$54,882 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010 and (-395) transfers out  
Appropriation budgeted for Regular Salaries & Personal Services is more than Authorized due to a transfer from the Workforce 2000 holding account.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2290000

INSTITUTION ARKANSAS STATE UNIVERSITY-NEWPORT

APPROPRIATION B77

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,246,966	6,631,367	6,631,367	6,631,367	6,631,367		
2 EXTRA HELP WAGES	196,028	316,585	316,585	316,585	316,585		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,007,524	1,673,251	1,673,251	1,673,251	1,673,251		
5 OPERATING EXPENSES	3,149,524	4,477,039	4,477,039	4,477,039	4,477,039		
6 CONFERENCE FEES & TRAVEL	97,852	285,000	285,000	285,000	285,000		
7 PROFESSIONAL FEES AND SERVICES	18,620	1,350,770	1,350,770	1,350,770	1,350,770		
8 DATA PROCESSING							
9 CAPITAL OUTLAY	28,358	1,744,346	1,744,346	1,744,346	1,744,346		
10 CAPITAL IMPROVEMENTS	2,127,439	8,546,642	8,546,642	8,546,642	8,546,642		
11 DEBT SERVICE	466,345	700,000	700,000	700,000	700,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENT	66,345	2,210,000	2,210,000	2,210,000	2,210,000		
13 PROMOTIONAL ITEMS	6,331	10,000	10,000	10,000	10,000		
14							
15							
16 CONTINGENCY							
17 TOTAL APPROPRIATION	\$8,411,332	\$27,945,000	\$27,945,000	\$27,945,000	\$27,945,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	8,411,333	27,945,000		27,945,000	27,945,000		
20 FEDERAL CASH FUNDS							
21 OTHER CASH FUNDS							
22 TOTAL INCOME	\$8,411,333	\$27,945,000		\$27,945,000	\$27,945,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$1)	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	211	229	288	291	289	
TOBACCO POSITIONS						
EXTRA HELP **	37	60	60	60	60	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.



**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

**ARKANSAS STATE UNIVERSITY-NEWPORT**  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	24,000	24,000		0	24,000	24,000		0
6 COLLEGE UNION				0				0
7 BOOKSTORE	659,814	618,632		41,182	453,980	440,780		13,200
8 STUDENT ORGANIZATIONS AND PUBLICATIONS		1,658		(1,658)		2,500		(2,500)
9 STUDENT HEALTH SERVICES				0				0
10 OTHER ****	9,058			9,058	9,000	0		9,000
11 SUBTOTAL	\$692,872	\$644,290	\$0	\$48,582	\$486,980	\$467,280	\$0	\$19,700
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$692,872	\$644,290	\$0	\$48,582	\$486,980	\$467,280	\$0	\$19,700

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

\*\*\*\* OTHER : VENDING INCOME

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

**ARKANSAS STATE UNIVERSITY-NEWPORT**  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: <u>147</u> (As of November 1, 2009 )								
Nonclassified Administrative Employees:				Total	Male:	<u>10</u>		
White Male:	<u>9</u>	Black Male:	<u>0</u>	Other Male:	<u>1</u>	Total	Female:	<u>23</u>
White Female:	<u>21</u>	Black Female:	<u>2</u>	Other Female:	<u>0</u>			
Nonclassified Health Care Employees:				Total	Male:	<u>0</u>		
White Male:	<u>          </u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total	Female:	<u>0</u>
White Female:	<u>          </u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>			
Classified Employees:				Total	Male:	<u>15</u>		
White Male:	<u>14</u>	Black Male:	<u>1</u>	Other Male:	<u>0</u>	Total	Female:	<u>34</u>
White Female:	<u>29</u>	Black Female:	<u>5</u>	Other Female:	<u>0</u>			
Faculty:				Total	Male:	<u>27</u>		
White Male:	<u>26</u>	Black Male:	<u>0</u>	Other Male:	<u>1</u>	Total	Female:	<u>38</u>
White Female:	<u>36</u>	Black Female:	<u>1</u>	Other Female:	<u>1</u>			
Total White Male:	<u>49</u>	Total Black Male:	<u>1</u>	Total Other Male:	<u>2</u>	Total	Male:	<u>52</u>
Total White Female:	<u>86</u>	Total Black Female:	<u>8</u>	Total Other Female:	<u>1</u>	Total	Female:	<u>95</u>
Total White:	<u>135</u>	Total Black:	<u>9</u>	Total Other:	<u>3</u>	Total	Employees:	<u>147</u>
				<b>Total Minority:</b>	<u>12</u>			

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF ARKANSAS STATE UNIVERSITY – NEWPORT  
June 30, 2009**

<i>Finding:</i>	No Findings noted
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# BLACK RIVER TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### NEW OR EXPANDED PROGRAMS

#### BRTC-PARAGOULD SITE

BRTC has just opened (Fall 2009) a new 22,000 ft. academic complex at the BRTC-Paragould site. Due to phenomenal growth on this campus (22% in the Fall 2010 semester), the new building is being utilized to maximum efficiency, and Saturday classes have been added to meet enrollment demand. The construction of the academic complex with a fully equipped Science Lab has allowed the institution to offer for the first time in Fall 2010 a complete Associate of Arts degree at that site. The facility was funded through Higher Education Revenue Bonds and equipped in part with an appropriation of approximately \$100,000 from the legislature. In addition to the new construction, several new staff members have been added, including an Academic Coordinator to oversee credit instruction. Additional student support services now provided at the Paragould site include expanded academic advisement and Financial Aid and limited access to library/bookstore services. The substantial growth in the current semester has prompted the development of a weekend (Friday-Saturday) option allowing students to totally complete Nursing pre-requisites in that time format.

#### AAS in BUSINESS

BRTC has added one associate degree program: AAS in Business, designed to align with the new BS in Business degree offered at four-year colleges.

#### DISTANCE EDUCATION

In response to growing demand for online courses, BRTC has moved proactively to increase the number and selection of classes available through Distance Education, with a significant increase in classes available totally online. Accordingly, an additional fulltime staff member has been added in support of online classes. These two individuals provide training for students enrolling in online classes, and for faculty who are developing courses to be offered online. During the past biennium period, BRTC has seen a 22% increase in online-generated FTEs, with 25% higher seat count. Online head count has increased by 17%. Approximately 18% more online sections were offered in Fall of 09 than in Fall 08. BRTC currently offers two DE programs (a program of study in which at least 50% of the course content is delivered

## **BLACK RIVER TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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electronically): AAS in Business Technology and AAS in Nursing. Additional DE programs are in various stages of development as additional instructors are trained.

#### **HEALTH PROFESSIONS**

The college has experienced several instances of programmatic growth/expansion in the Health-Related Professions:

- 1) The RN program, functioning as a member of a consortium of six two-year colleges (ARNEC), has been doubled from 20 to 40 students and added two additional colleges to the consortium, for a total of eight colleges in 2011.
- 2) The Arkansas State Board of Nursing and the college governing board have approved an expansion of the college's PN program allowing the addition of a third nursing class. This will increase the number of students by 28, giving us 84 PN students per semester.
- 3) The Respiratory Care program has been stepped up from a certification to a registry program, a move recommended by the program's licensing agency, CoArk (Committee on Accreditation for Respiratory Care). Currently the Respiratory and Nursing programs are co-located and share a lab space. A recently vacated shop space (formerly used for Auto Collision Repair) is in process of conversion as the new Respiratory Care facility. This renovation, to be completed by January 2011, will cost approximately \$175,000. The move will allow for enhanced training as required in the Respiratory Care Registry certification, and it will allow for the nursing program to expand lab simulation space as required for the nursing program expansion.
- 4) A Health Information Option as been added to the AAS in the Business Technology degree cluster.

## BLACK RIVER TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### AREA OF EXCELLENCE

The college has emphasized Nursing as a primary *“Area of Excellence,”* with fund savings from deleted areas, as well as new funding from grant sources, helping to fund expansion and enhancements in this area as outlined above. Both RN and PN graduates have shown this to be an in-demand exemplary field of study at BRTC. Nursing staff selected the twenty new RN students for Fall 2010 from a pool of 61 qualified applicants. A total of 116 qualified prospective PN students were seeking a position among the 28 students selected for the Fall 2010 class.

#### PROGRAM AWARDS

Pass rates among the RN and PN graduates has been extremely good: RN pass rate of 94% for 2009 and PN pass rate of 100% for Fall 2009 and 88% for Spring 2010.

#### REALLOCATION OR TARGETED FUNDING

With the ongoing and projected growing demand for nurses in Arkansas and throughout the country, BRTC has made a commitment to this “Area of Excellence” allowing program growth while the institution directs financial support to enhance and upgrade the physical and human resources required for continued excellence in the training of nurses.

Specifically, BRTC has directed the bulk of institutional grant funds from the Economic Incentive Grant and from its Perkins Grant to this “Area of Excellence.” These grants have made possible the hiring of additional nursing staff, including a clinical lab facilitator to assist in student skills check-off training; the modification of the nursing facility, converting the lab to a well-equipped clinical simulations lab; and to purchase technologically sophisticated equipment, including Sim Man and Sim Baby.

## **BLACK RIVER TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### **CULTURAL HERITAGE—PROJECT “REACH” (Researching Early Arkansas Cultural Heritage)**

BRTC is nearing the completed restoration of two historic structures, the Rice-Upshaw House and the Looney Tavern, two territorial-era log structures built in 1928 and 1933, respectively. The total grant-funded cost of restoration and related historical, architectural, and archeological research is approximately \$1.8 million, awarded over a period of four years by the Arkansas Natural and Cultural Resources Council. The college has already begun to educate college and public school educators about educational opportunities these structures provide, as well as to foster student involvement through class and community partnership projects centered on Project REACH. The student involvement is framed around the concept of students applying classroom theory (art, science, writing, machine shop and nursing students have been involved to date) to real life applications. Grant-funded digital interpretive materials for use by students and other visitors are under development for website and on-site application at the structures.

Other interpretive materials and student-supported activities are under development and are currently funded through the BRTC Foundation with donations earmarked for REACH. As this project is further developed as an educational site, a modest but consistent funding stream to cover M & O will be needed to allow for maximum use and benefit of REACH as a part of BRTC’s commitment to educational excellence and to lifelong learning opportunities. The college will continue to seek grants to support this project.

#### **DELETED PROGRAMS**

Program deletions during the past biennium due to low participation include the AAS in Early Childhood Education; and a Certificate of Proficiency in Workplace Readiness.



# BLACK RIVER TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### PROGRAM GOALS

#### Credit Instruction

- To offer Freshman and Sophomore college transfer courses that are equivalent to and aligned with those in the four-year institutions without loss of credit to transferring students;
- To provide student advisement for college transfer students so that students transfer without loss of or unnecessary accumulation of credit hours
- To continuously monitor and improve student learning through systematic assessment of student outcomes in Gen Ed and Technical Ed courses
- To continue to seek opportunities for growth particularly in HG/HD/HW career clusters, with emphasis on the Health Professions
- To meet the growing demands for instruction delivered via Distance Education, while monitoring adequacy of technological infrastructure, faculty and student capabilities, and quality of each online course;
- To monitor and assess the persistence and success rates of students enrolled in developmental courses and to explore models of alternative delivery of developmental education;
- To seek additional opportunities for consortia partnerships with other institutions to enhance and expand programs of study in a cost-effective way;
- To develop additional programs of study linking secondary-postsecondary students in a seamless, non-duplicative process;
- To seek to increase the concurrent enrollment options for area high school students;
- To support the integration of authentic learning opportunities such as those in Project REACH into academic courses and programs.

# BLACK RIVER TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### Non-Credit Instruction

- To support the development of entrepreneurial training through a wide array of programs and services;
- To assist in the multi-county Intermodal effort to recruit business and industry to this region;
- To raise awareness of short-term training programs and grant-funded training options in the service area counties;
- To respond quickly and efficiently to the retraining of dislocated workers;
- To bridge the generational technological divide through technology classes in and for the community;
- To tap into the college's human resource pool to provide expanded lifelong learning opportunities through on-demand classes and activities;
- To expand the scope of the annual "Kids' College" to include specialty education programs for youth in such areas as Spanish, Computer Technology, Environmental Studies, Creative Writing, Art, and Economics;
- To enhance the community's global awareness through special presentations.

### Student Support Services

- To provide financial aid information through print, online, and face-to-face sessions with current and/or prospective students and their parents;
- To work with the Office of Development in locating and developing privately-funded scholarship opportunities;
- To monitor and report student retention and completion rates;
- To provide student advisement so that students who transfer do so without loss of or accumulation of unnecessary credit hours;
- To assist in job placement;

## BLACK RIVER TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- To administer CPI so that eligible student participants receive appropriate benefits, and to monitor the effectiveness of CPI with regards to student persistence and success;
- To continuously monitor the process of enrollment and registration to ensure student-friendly policies.

#### Development

- To seek and develop funding streams through
  - Annual Growing Strong Campaign
  - Annual Foundation Gala
  - Annual Golf Tournament
  - Private or Publicly-funded Grants
  - Community Partnerships
  - Planned Giving Campaign
  - Capital Campaign (when appropriate)
- To strategically develop and grow the BRTC Foundation Board;
- To develop strong community ties through endorsing the engagement of human resources and appropriate use of physical, and other resources by members of the community;
- To nurture and grow the Alumni Association;
- To maintain strong “PR presence” and tell the college’s “story” in the community through print, digital, broadcast, and other media;
- To plan and implement special events or functions in support of institutional advancement;
- To support all college departments through appropriate print, video, photographic and digital products;
- To actively recruit new students.

## **BLACK RIVER TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### **GENERAL REVENUE REQUEST SECTION:**

Black River Technical College is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board. The recommended increase of \$201,330 in year one will be used for additional fulltime and part-time faculty salaries and fringe benefits (\$150,000 & \$51,330 respectively). The recommended increase of \$298,031 in year two will also be used for fulltime and part-time faculty salaries (\$223,000 & \$75,031 respectively). Increased student enrollment has necessitated adding faculty in all general education disciplines.

#### **CASH APPROPRIATION REQUEST SECTION:**

Black River Technical College did not request additional cash appropriation but did request a reallocation of appropriation in the regular salaries, extra help wages, personal services matching, professional fees and services, capital outlay, capital improvements, and debt service in order to expense in appropriate commitment items for anticipated needs during the biennium.

#### **PERSONAL SERVICES REQUEST SECTION:**

The College is requesting the following personnel changes:

1. One additional classified position – Administrative Specialist III. This is needed because of growth and reorganization to provide better academic and student support.
2. One non-classified position – Construction Manager. Many changes are occurring constantly concerning the physical plant facilities. This includes new construction projects, renovation projects, major system repair and replacement projects, restoration projects, and other physical plant critical and major maintenance projects on the

## **BLACK RIVER TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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main campus and at three off-campus sites. A person with technical expertise versus general maintenance knowledge is very much needed to coordinate and oversee these projects to ensure that all state and federal guidelines are being followed.

3. One non-classified position - Vice President for Technical Education. This is more of a reorganization request than asking for an additional administrative position. With the retirement of the Vice President for Academics, the College would like to replace that position with a VP for Technical Education and a VP for General Education and not refill the Division Chair positions. Overall a salary savings would be realized with this reorganization.
4. Six additional non-classified nine month faculty positions. These are needed because of increased student enrollment growth.
5. Ten additional non-classified part-time faculty positions. These are needed to accommodate more classes being offered on a flexible schedule for people that want to take classes on the weekend and online classes that can be taught at odd hours of the day.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION BLACK RIVER TECHNICAL COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	7,717,217		8,407,167		8,693,331		9,816,149		8,287,239		10,125,785		8,585,270	
2 CASH	7,281,361		23,615,000		23,615,000		23,615,000		23,615,000		23,615,000		23,615,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$14,998,578	207	\$32,022,167	210	\$32,308,331	226	\$33,431,149	244	\$31,902,239	244	\$33,740,785	245	\$32,200,270	245
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	159,569	1%	241,751	1%				0%		0%		0%		0%
13 GENERAL REVENUE	5,804,827	38%	6,011,126	19%			7,661,859	23%	6,132,949	19%	7,971,495	24%	6,430,980	20%
14 EDUCATIONAL EXCELLENCE TRUST FUND		0%		0%				0%		0%		0%		0%
15 WORKFORCE 2000	1,935,432	13%	2,154,290	7%			2,154,290	6%	2,154,290	7%	2,154,290	6%	2,154,290	7%
16 CASH FUNDS	5,668,264	37%	21,615,000	68%			21,615,000	65%	21,615,000	68%	21,615,000	64%	21,615,000	67%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	1,613,097	11%	2,000,000	6%			2,000,000	6%	2,000,000	6%	2,000,000	6%	2,000,000	6%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	59,133	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$15,240,322	100%	\$32,022,167	100%			\$33,431,149	100%	\$31,902,239	100%	\$33,740,785	100%	\$32,200,270	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$241,744)		\$0				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$2,864,769
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$485,324
INVENTORIES	\$265,582
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$57,500
MAJOR CRITICAL SYSTEMS FAILURES	\$250,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,876,763
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$350,000
OTHER (FOOTNOTE BELOW)	\$453,623
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$874,023)

\*Other: Unfunded OPED

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

BLACK RIVER TECHNICAL COLLEGE

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	5,647,734	6,082,252	6,508,000	6,833,400
2 RESEARCH				
3 PUBLIC SERVICE	518,399	466,935	490,282	514,796
4 ACADEMIC SUPPORT	424,144	477,934	525,727	552,014
5 STUDENT SERVICES	1,034,564	1,205,195	1,265,455	1,328,728
6 INSTITUTIONAL SUPPORT	1,558,962	1,417,125	1,516,323	1,592,139
7 PHYSICAL PLANT M&O	1,741,004	1,893,491	1,937,452	1,941,743
8 SCHOLARSHIPS & FELLOWSHIPS	492,807	700,000	700,000	700,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS	219,555	223,000	210,000	210,000
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS	3,704,937	249,977		
16 TOTAL UNREST. E&G EXP.	\$15,342,106	\$12,715,909	\$13,153,239	\$13,672,820
17 NET LOCAL INCOME	5,006,781	4,630,000	4,866,000	5,087,550
18 PRIOR YEAR BALANCE***	2,535,933	241,751		
STATE FUNDS:				
19 GENERAL REVENUE	5,804,827	6,011,126	6,212,456	6,510,487
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,935,432	2,074,783	2,074,783	2,074,783
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	59,133			
24 TOTAL SOURCES OF INCOME	\$15,342,106	\$12,957,660	\$13,153,239	\$13,672,820

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

BLACK RIVER TECHNICAL COLLEGE  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	4,219,158	4,220,000	4,431,000	4,652,550
2 ALL OTHER FEES	32,209	30,000	30,000	30,000
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	332,938	150,000	175,000	175,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	281,294	200,000	200,000	200,000
7 OTHER CASH INCOME:	141,182	30,000	30,000	30,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	5,006,781	4,630,000	4,866,000	5,087,550
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$5,006,781	\$4,630,000	\$4,866,000	\$5,087,550

Line 7: Other cash income: VA reporting fee, Pell admin fee, gifts, and misc. income such as RCDC rent, refunds, etc.

FORM 11-3



**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTB0000

INSTITUTION BLACK RIVER TECHNICAL COLLEGE

APPROPRIATION 703

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	5,750,185	5,950,000	5,407,690	5,407,690	6,000,000		
2 EXTRA HELP WAGES			100,000				
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,800,231	1,911,126	1,784,538	1,784,538	2,000,000		
5 OPERATING EXPENSES	166,801	546,041	1,301,103	1,095,011	585,270		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY			100,000				
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$7,717,217	\$8,407,167	\$8,693,331	\$8,287,239	\$8,585,270	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	159,569	241,751					
16 GENERAL REVENUE	5,804,827	6,011,126		6,132,949	6,430,980		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	1,935,432	2,154,290		2,154,290	2,154,290		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	59,133						
22 TOTAL INCOME	\$7,958,961	\$8,407,167		\$8,287,239	\$8,585,270	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$241,744)	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Other State Treasury Funds: \$55,054 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010, \$4,287.47 M&R, and (-208.48) transfers out

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2750000

INSTITUTION BLACK RIVER TECHNICAL COLLEGE

APPROPRIATION B51

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	873,926	3,882,000	3,882,000	4,000,000	4,500,000		
2 EXTRA HELP WAGES	186,444	450,000	450,000	500,000	500,000		
3 OVERTIME		10,000	10,000	10,000	10,000		
4 PERSONAL SERVICES MATCHING	369,432	1,260,000	1,260,000	1,500,000	1,750,000		
5 OPERATING EXPENSES	4,143,519	6,500,000	6,500,000	6,500,000	6,500,000		
6 CONFERENCE FEES & TRAVEL	62,850	200,000	200,000	200,000	200,000		
7 PROFESSIONAL FEES AND SERVICES	80,824	700,000	700,000	500,000	500,000		
8 DATA PROCESSING		10,000	10,000				
9 CAPITAL OUTLAY	1,324,915	6,300,000	6,300,000	5,115,000	4,865,000		
10 CAPITAL IMPROVEMENTS		4,000,000	4,000,000	5,000,000	4,500,000		
11 DEBT SERVICE	219,555	223,000	223,000	210,000	210,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		50,000	50,000	50,000	50,000		
13 PROMOTIONAL ITEMS	19,896	30,000	30,000	30,000	30,000		
14							
15							
16 CONTINGENCY							
17 TOTAL APPROPRIATION	\$7,281,361	\$23,615,000	\$23,615,000	\$23,615,000	\$23,615,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	3,976,145	4,000,000		4,000,000	4,000,000		
20 FEDERAL CASH FUNDS	1,613,097	2,000,000		5,000,000	5,000,000		
21 OTHER CASH FUNDS	1,692,119	17,615,000		14,615,000	14,615,000		
22 TOTAL INCOME	\$7,281,361	\$23,615,000		\$23,615,000	\$23,615,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	207	210	226	244	245	
TOBACCO POSITIONS						
EXTRA HELP **	52	52	52	60	60	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

## AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES

BLACK RIVER TECHNICAL COLLEGE  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	70,582	117,669		(47,087)	130,000	120,000		10,000
6 COLLEGE UNION				0				0
7 BOOKSTORE	1,413,143	1,168,799		244,344	1,600,000	1,300,000		300,000
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$1,483,725	\$1,286,468	\$0	\$197,257	\$1,730,000	\$1,420,000	\$0	\$310,000
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				(500,000)				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$1,483,725	\$1,286,468	\$0	(\$302,743)	\$1,730,000	\$1,420,000	\$0	\$310,000

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

FORM 11-6

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

BLACK RIVER TECHNICAL COLLEGE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						<u>208</u>
						(As of November 1, 2009 )
Nonclassified Administrative Employees:						
White Male:	<u>10</u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>10</u>
White Female:	<u>20</u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>20</u>
Nonclassified Health Care Employees:						
White Male:	<u>          </u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>0</u>
White Female:	<u>          </u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>0</u>
Classified Employees:						
White Male:	<u>14</u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>14</u>
White Female:	<u>43</u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>43</u>
Faculty:						
White Male:	<u>41</u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>41</u>
White Female:	<u>80</u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>80</u>
Total White Male:	<u>65</u>	Total Black Male:	<u>0</u>	Total Other Male:	<u>0</u>	Total Male: <u>65</u>
Total White Female:	<u>143</u>	Total Black Female:	<u>0</u>	Total Other Female:	<u>0</u>	Total Female: <u>143</u>
Total White:	<u>208</u>	Total Black:	<u>0</u>	Total Other:	<u>0</u>	Total Employees: <u>208</u>
				<b>Total Minority:</b>	<u>0</u>	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF BLACK RIVER TECHNICAL COLLEGE  
June 30, 2009**

<i>Finding:</i>	We noted one student, that was included in the Summer I 2009 headcount, had withdrawn from classes on the 5th class day.
<i>College's Response:</i>	The College agrees with the finding and will make the recommended corrective action. The Student Services Division will take enrollment snapshots on the evening of the proper reporting day instead of taking the snapshot in the morning. Reporting days for the fall and spring semesters are the 11 <sup>th</sup> day but are different for the summer terms.

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# COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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It would be easy to expound pages and pages of a vision for our college, but it is just as easy and understandable to produce a series of bullet points to share this vision. The highly determined staff members at this college are ready to pursue these three “road map” projects as we move forward in years:

- I. Re-evaluate and update the CCCUA Board Policy manual to reflect forward thinking (completion date: December 2010)
- II. Begin the research process to produce the new CCCUA strategic plan (completion date: December 2010)
- III. Stay on target with the AQIP Action Projects for accrediting purposes (completion date: ongoing)

These “road map” projects give us direction in the future. What we hope to see occur in the next five years based on these projects:

1. A sharp increase in Latino enrollment at our college
2. The formation of the Academic Mastery Program (AMP) that reforms student college-readiness programs in the entire state
3. The building of a college radio station and adjunct studios at all campuses
4. The further expansion into Murfreesboro
5. The addition of college courses in Dierks
6. The creation of an OTA program
7. The building of off-campus student housing
8. The addition of more full-time student advisors to our staff
9. The addition of more liberal arts faculty to our staff
10. The creation of the Advanced Manufacturing/Machining Green Corporation

One major program was approved by ADHE. Engineering Technology was approved for delivery as an AAS degree and some funds were reallocated to operate this program. Cossatot used Perkins grant funding to help defray general

## **COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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revenues in purchasing equipment and supplies for the program. It should be noted that this program has already been used as the driving force behind two multi-million dollar grants written by the SouthWest Arkansas Community College Consortium. It should also be noted that there are two pending articulations with Arkansas Tech University and the University of Arkansas for this two-year program to seamlessly transfer into four-year programs. An Occupational Therapy Program will begin in the Fall of 2011. It has been determined that there are over 300 jobs (According to Arkansas JobLink) available for OTAs. The other major program will be based on the construction of a public broadcasting radio station in Nashville, Arkansas. This will be the expansion of the currently-approved Radio/TV Broadcast degree. This will also create a seamless transition from our secondary Radio/TV program into the post-secondary program. Our college deleted two programs and began the deletion of a third. Environmental Safety, Small Engine Repair, and Information Technology are programs that do not meet state viability guidelines so therefore are or will be deleted in this biennium.

Cossatot's Cont Ed/Workforce Education Department served 306 students and provided 8559 contact hours of training in 2009-2010. These include industry specific training, community classes, EducationToGo, Kids College, Small Business Partnership Classes, Project LIFT, Credit for No Credit, and Credit Recovery. As the economy improves in Southwest Arkansas, we plan to increase these numbers by 20%. Our college has also offered to be one of the pilot schools for the new Work-Ready Community initiative that is being created in Arkansas. This will include over 1,000 Career Readiness Certificates (CRCs) being awarded by our college.

#### **GENERAL REVENUE REQUEST:**

Cossatot Community College of the University of Arkansas is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board.

New Funds of \$209,482 for Fiscal Year 2012 will be used in the following manner: Hiring of General Education Faculty - \$50,316; Hiring of Engineering Technology Faculty - \$53,850; Hiring of Occupation Therapy Faculty - \$50,316; Purchase of Equipment for Engineering Technology Program - \$20,000; and Purchase of Equipment for Occupational Therapy Program - \$35,000.



# COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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New Funds of \$288,609 for Fiscal Year 2013 will be used in the following manner: Hiring of Academic Mastery Faculty - \$53,200; Hiring of Additional Occupational Therapy Faculty - \$55,859; Hiring of Radio/TV Faculty - \$46,550; Hiring of Bilingual Recruiter - \$39,900; Hiring of Academic Advisor - \$53,200; and Purchase of New Equipment for Radio/TV Program - \$39,900.

### CASH APPROPRIATION REQUEST:

Cossatot Community College of the University of Arkansas is requesting an increase in cash appropriations of \$1,124,760 for Fiscal Year 2012 and \$923,863 for Fiscal Year 2013. As the college continues to grow in enrollment, we also seek to grow certain programs and other services for our students and the community through grants. We feel it is necessary to keep a good cash appropriation amount for any new grants sought after and awarded during these periods.

Commitment item increases for Fiscal Year 2012 are as follows: Regular Salaries - \$179,646 for hiring administrators of grants obtained, faculty and support staff as needed; Extra help - \$30,000 for hiring tutors and other extra help supported by grants, etc.; Personal Services Matching - \$76,414 for benefits for newly hired employees; Operating Expenses - \$942,500 for data processing moved to this category as well as operating expenses for any new grants obtained or instructional programs started; Conference Fees & Travel - \$27,500 for professional development for faculty and grant personnel; Professional Fees and Services - \$17,500 for possible grant consulting fees; Data Processing – decrease of \$200,000 was combined with operating expenses; Debt Service - \$46,200 for the leasing of equipment and new debt on property loans; and Promotional Items - \$5,000 for recruiting purposes.

Commitment item increases for Fiscal Year 2013 are as follows: Regular Salaries - \$188,628 for hiring additional faculty in thriving programs, new grant personnel, and support staff as needed; Extra help - \$31,500 for tutors and various grant support personnel; Personal Services Matching - \$80,235 for benefits for newly hired employees; Operating Expenses - \$471,250 for grant operating expenses and growing instructional programs; Conference Fees & Travel - \$28,875 for grant personnel professional development; Professional Fees - \$18,375 for possible grant consulting fees and other services; Debt Service - \$100,000 for additional debt service for new debt on property loans; and Promotional Items - \$5,000 for

## **COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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recruiting purposes.

#### **PERSONNEL SERVICES REQUEST:**

Cossatot Community College of the University of Arkansas has requested 4 additional classified positions for the new biennium. All four are for maintenance and janitorial needs. The college has undergone the construction of several new buildings this year and is currently barely keeping up with cleaning and prepping by part-time maintenance and janitorial staff.

The college is also trying to request one additional Non-Classified position for Financial Aid purposes. With the new Lottery Scholarships this year and the new requirements of the Federal Pell Grant program, our Financial Aid department has been stretched very thin. We will be pursuing a request for this during the year.

No other personnel services changes have been requested at this time.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

**INSTITUTION COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS**

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	4,362,268		4,717,272		5,118,101		6,375,702		4,784,890		6,565,316		5,073,499	
2 CASH	7,672,255		19,935,000		19,935,000		21,059,760		21,059,760		21,983,623		21,983,623	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$12,034,523	177	\$24,652,272	178	\$25,053,101	216	\$27,435,462	221	\$25,844,650	221	\$28,548,939	221	\$27,057,122	221
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	95,969	1%	178,512	1%				0%		0%		0%		0%
13 GENERAL REVENUE	3,213,370	26%	3,327,570	13%			5,127,864	19%	3,537,052	14%	5,317,478	19%	3,825,661	14%
14 EDUCATIONAL EXCELLENCE TRUST FUND		0%		0%				0%		0%		0%		0%
15 WORKFORCE 2000	1,164,028	10%	1,247,838	5%			1,247,838	5%	1,247,838	5%	1,247,838	4%	1,247,838	5%
16 CASH FUNDS	5,097,363	42%	16,192,986	66%			15,959,760	58%	15,959,760	62%	16,732,938	59%	16,732,938	62%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	2,574,892	21%	3,705,307	15%			5,100,000	19%	5,100,000	20%	5,250,685	18%	5,250,685	19%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	30,706	0%	59	0%				0%		0%		0%		0%
21 TOTAL INCOME	\$12,176,328	100%	\$24,652,272	100%			\$27,435,462	100%	\$25,844,650	100%	\$28,548,939	100%	\$27,057,122	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$141,805)		\$0				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$1,776,918
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$484,521
INVENTORIES	\$0
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	\$157,529
INSURANCE DEDUCTIBLES	\$50,000
MAJOR CRITICAL SYSTEMS FAILURES	\$350,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,089,192
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$0
OTHER (FOOTNOTE BELOW)	\$0
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$354,324)

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	3,067,832	3,211,320	3,516,320	3,816,320
2 RESEARCH				
3 PUBLIC SERVICE	534	9,964	21,000	22,000
4 ACADEMIC SUPPORT	1,445,828	1,165,742	1,543,665	1,568,480
5 STUDENT SERVICES	849,499	1,047,696	1,052,630	1,142,450
6 INSTITUTIONAL SUPPORT	1,056,851	1,538,699	1,386,460	1,493,899
7 PHYSICAL PLANT M&O	914,731	1,049,037	1,155,065	1,295,725
8 SCHOLARSHIPS & FELLOWSHIPS	24,916	25,000	30,000	40,000
9 CONTINGENCY		129,328		
10				
11				
12				
13 MANDATORY TRANSFERS	421,593	460,224	495,000	525,000
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS				
16 TOTAL UNREST. E&G EXP.	\$7,781,784	\$8,637,010	\$9,200,140	\$9,903,874
17 NET LOCAL INCOME	4,021,071	3,960,450	4,420,500	4,835,775
18 PRIOR YEAR BALANCE***	95,969	141,805		
STATE FUNDS:				
19 GENERAL REVENUE	3,213,370	3,327,570	3,537,052	3,825,661
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,164,028	1,247,838	1,247,838	1,247,838
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	30,706	59		
24 TOTAL SOURCES OF INCOME	\$8,525,144	\$8,677,722	\$9,205,390	\$9,909,274

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

**Notes:**

Other State Treasury Funds: \$30,476 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010. \$3,464 Tuition Adjustment funds and (-\$3233.60) transfers out \$59.25 M&R

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	2,160,148	2,205,850	2,355,800	2,538,400
2 ALL OTHER FEES	301,207	221,600	330,250	352,675
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	88,419	80,000	90,000	100,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	29,364	30,000	32,500	34,500
6 INVESTMENT INCOME	19,019	20,000	35,000	40,000
7 OTHER CASH INCOME:	1,422,914	1,403,000	1,576,950	1,770,200
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	4,021,071	3,960,450	4,420,500	4,835,775
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES	4,838	5,100	5,250	5,400
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$4,016,233	\$3,955,350	\$4,415,250	\$4,830,375

FORM 11-3

Other Income: Local sales tax and misc revenue.

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTC0000

INSTITUTION COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS APPROPRIATION

705

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	2,912,000	3,119,400	3,140,292	3,139,400	3,205,685		
2 EXTRA HELP WAGES	64,033	57,170	153,133	57,170	98,000		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	722,207	796,000	928,674	806,000	876,000		
5 OPERATING EXPENSES	664,028	744,643	876,549	762,867	874,361		
6 CONFERENCE FEES & TRAVEL			19,453	19,453	19,453		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11 M&R		59					
12							
13							
14 TOTAL APPROPRIATION	\$4,362,268	\$4,717,272	\$5,118,101	\$4,784,890	\$5,073,499	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	95,969	141,805					
16 GENERAL REVENUE	3,213,370	3,327,570		3,537,052	3,825,661		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	1,164,028	1,247,838		1,247,838	1,247,838		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	30,706	59					
22 TOTAL INCOME	\$4,504,073	\$4,717,272		\$4,784,890	\$5,073,499	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$141,805)	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Other State Treasury Funds: \$30,476 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010. \$3,464 Tuition Adjustment funds and (-\$3233.60) transfers out \$59.25 M&R

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2770000

INSTITUTION COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

APPROPRIATION B52

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,814,347	3,592,920	3,592,920	3,772,566	3,961,194		
2 EXTRA HELP WAGES	325,957	600,000	600,000	630,000	661,500		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	807,965	1,528,280	1,528,280	1,604,694	1,684,929		
5 OPERATING EXPENSES	3,487,688	3,770,000	3,770,000	4,712,500	5,183,750		
6 CONFERENCE FEES & TRAVEL	75,820	550,000	550,000	577,500	606,375		
7 PROFESSIONAL FEES AND SERVICES	201,799	350,000	350,000	367,500	385,875		
8 DATA PROCESSING		200,000	200,000				
9 CAPITAL OUTLAY	537,066	4,600,000	4,600,000	4,600,000	4,600,000		
10 CAPITAL IMPROVEMENTS		4,085,000	4,085,000	4,085,000	4,085,000		
11 DEBT SERVICE	421,593	653,800	653,800	700,000	800,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13 PROMOTIONAL ITEMS	20	5,000	5,000	10,000	15,000		
14							
15							
16 CONTINGENCY							
17 TOTAL APPROPRIATION	\$7,672,255	\$19,935,000	\$19,935,000	\$21,059,760	\$21,983,623	\$0	\$0
18 PRIOR YEAR FUND BALANCE***		36,707					
19 LOCAL CASH FUNDS	3,650,834	3,755,350		4,197,750	4,605,875		
20 FEDERAL CASH FUNDS	2,574,892	3,705,307		5,100,000	5,250,685		
21 OTHER CASH FUNDS	1,446,529	12,437,636		11,762,010	12,127,063		
22 TOTAL INCOME	\$7,672,255	\$19,935,000		\$21,059,760	\$21,983,623	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	177	178	216	221	221	
TOBACCO POSITIONS						
EXTRA HELP **	53	54	100	100	100	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES				0				0
6 COLLEGE UNION				0				0
7 BOOKSTORE				0				0
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.



**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						<u>222</u>
(As of November 1, 2009 )						
Nonclassified Administrative Employees:						
White Male:	<u>11</u>	Black Male:	<u>1</u>	Other Male:	<u>          </u>	Total Male: <u>12</u>
White Female:	<u>28</u>	Black Female:	<u>5</u>	Other Female:	<u>2</u>	Total Female: <u>35</u>
Nonclassified Health Care Employees:						
White Male:	<u>          </u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>0</u>
White Female:	<u>          </u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>0</u>
Classified Employees:						
White Male:	<u>13</u>	Black Male:	<u>3</u>	Other Male:	<u>          </u>	Total Male: <u>16</u>
White Female:	<u>58</u>	Black Female:	<u>12</u>	Other Female:	<u>6</u>	Total Female: <u>76</u>
Faculty:						
White Male:	<u>27</u>	Black Male:	<u>1</u>	Other Male:	<u>2</u>	Total Male: <u>30</u>
White Female:	<u>53</u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>53</u>
Total White Male:	<u>51</u>	Total Black Male:	<u>5</u>	Total Other Male:	<u>2</u>	Total Male: <u>58</u>
Total White Female:	<u>139</u>	Total Black Female:	<u>17</u>	Total Other Female:	<u>8</u>	Total Female: <u>164</u>
Total White:	<u>190</u>	Total Black:	<u>22</u>	Total Other:	<u>10</u>	Total Employees: <u>222</u>
				<b>Total Minority:</b>	<u>32</u>	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF COSSATOT COMMUNITY COLLEGE – UNIVERSITY OF ARKANSAS**  
**June 30, 2009**

<i>Finding:</i>	No Findings noted
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## **EAST ARKANSAS COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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East Arkansas Community College located in the Delta of eastern Arkansas offers students the opportunity to receive an affordable and accessible quality education in a wide variety of technical and academic degree programs, technical certificates and certificates of proficiency.

#### **Mission Statement**

It is the mission of East Arkansas Community College to enhance the quality of life for everyone within the EACC service community by providing opportunities for educational excellence, economic stimulation and cultural enrichment.

#### **Vision Statement**

The vision shared by the EACC faculty and staff is one of an open door two-year institution of higher education that is primarily focused on a commitment to learning by educating and preparing students to become responsible citizens and contributing members of society. In addition, the College realizes the importance of serving other clients, including area businesses, industries and educational institutions. In order to actualize its mission, the College is committed to promoting the intellectual and cultural advancement of the community, fostering diversity, tolerance and mutual respect among its constituents by offering the human and physical resources of the College, and continued improvement through professional development of its faculty and staff.

Through these efforts and through its cooperation with other educational institutions, the College is an active partner in the economic and social progress of eastern Arkansas.

## **EAST ARKANSAS COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### **Objectives**

In fulfilling the vision of our College, we established the following specific objectives:

1. To offer correlated programs of study that will transfer to four-year institutions.
2. To offer occupational degrees and certificate programs consistent with the needs of our students and service area.
3. To offer lifelong learning and industrial training programs to meet the needs of the community.
4. To offer high school students the option to earn college credit through articulation agreements.
5. To offer a broad range of educational opportunities by providing access to other institutions through cooperative agreements, joint programs and distance learning.
6. To offer developmental education that assists the individuals in improving learning skills and overcoming educational deficiencies.
7. To offer personalized guidance and counseling services which promote the proper placement of students in all courses and programs of study.
8. To offer opportunities for faculty and staff development.

#### **Role and Scope**

East Arkansas Community College is a comprehensive two-year college dedicated to meeting the educational needs of its service area. The College is dedicated to being a partner, a resource, a facilitator and a leader for social economic improvement and continued growth of our community, region and state.

## **EAST ARKANSAS COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

---

East Arkansas Community College offers an education program including, but not limited to, technical occupational programs, freshman and sophomore general education transfer programs, specialty courses, continuing education courses and business and industry training to meet the needs of the emerging and existing industries. The College offers certificate and associate degree programs as well as non-credit training to accomplish this purpose and to support state and regional economic development goals.

The College offers a variety of courses and services to support business and industry and economic needs of our state and region. East Arkansas Community College is a student centered college focused on meeting the learning needs of the student through strong counseling, guidance and comprehensive support services. The College is supported by a Millage in its taxing district of St. Francis County. It is governed by a nine (9) member Board of Trustees whose members are appointed by the Governor from among the citizens of the taxing district.

#### **Strategic Goals and Strategies**

Realizing an ongoing need for self reflection and assessment of progress toward stated goals, East Arkansas Community College has developed a five year strategic plan that incorporates all areas of activities undertaken by the College. This plan adopted in July 2007 by the Board of Trustees seeks to enhance, strengthen and challenge programs offered and operations undertaken by the college in pursuit of enhancing the quality of life in the eastern Arkansas greater community.

The Strategic Plan is built on the above referenced Mission, Vision Statement and Goals and the Role and Scope. Although this document provides guidance for the 2007-2012 timeframe, one of the overarching purposes of the plan is to provide an opportunity to redefine action steps as cyclical assessment occurs.

## **EAST ARKANSAS COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Strategic Goal A – To provide and promote quality education.

Strategy A1 – Implement measures to increase high levels of excellence in learning and in effective teaching.

Strategy A2 – Expand comprehensive instruction programs and courses.

Strategy A3 – Maintain a comprehensive plan for a review of the College

The request as noted on Form 9-2 includes 4.3 million for instructional programs. While it will be difficult to expand instructional programs and emphasis will certainly be put on “measures to increase high levels of excellence in

learning and in effective teaching”. Form 9-6 will provide authorization and funding for critical grants that will help the institution with any expansion or creation of programs and courses. Due to the uncertainty of the economy focus will be put on maintaining programs for the next budget cycle and biennium.

Strategic Goal B – To recruit students and expand markets.

Strategy B1 – To increase enrollments by expanding markets.

Strategy B2 – Enhance marketing of EACC programs and services.

Strategy B3 – Provide opportunities for lifelong learning.

The request for marketing, recruitment and student services is at a level that will allow the college to maintain its efforts to ensure it is competitive in enrolling, retaining and graduating students. As noted earlier several grants that are covered by restricted funds also are available in helping the college carry out this Strategic Goal.

## **EAST ARKANSAS COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Strategic Goal C – To maintain and expand student services.

Strategy C1 – Enhance student services through the use of technology

Strategy C2 – Enhance student services by embracing diversity.

Strategy C3 – Foster a professional, student-centered environment that focuses on student services.

Strategy C4 – Promote a College-wide retention plan.

As noted in Strategic Goal B and further reinforced in Strategic Goal C an emphasis has been put on the recruitment and retention of student at EACC. This biennium budget request reflects that initiative in both its unrestricted and restricted budgets and requests.

Strategic Goal D – To promote utilization and growth of institutional resources.

Strategy D1 – Improve utilization of human, physical, technical and fiscal resources.

Strategy D2 – Promote growth in financial resources.

Strategy D3 – Provide, protect, enhance and maintain College facilities.

As always funding requests and budgets reflect the need to protect what the college either already has or obtain critical resources that allow the college mission to be carried out. In today's uncertain economic situation the institution has made it the main goal of this request to protect its existing resources first and based on funding received during the biennium budgeting process from the Arkansas General Assembly expand growth opportunities if and when they arise.

## **EAST ARKANSAS COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Strategic Goal E – To expand business relationships and program development with an emphasis on economic revitalization.

Strategy E1 – Match educational programs and services to regional workforce needs.

Strategy E2 – Become the major contact for existing and potential employers for worker education.

Strategy E3 – Continue to expand certification opportunities and short-term programs that meet learner’s needs and market demand.

In the past several years the college has rededicated itself to providing for existing workforce needs, potential new workforce training and retraining of workers who require new skills for employability. This request was developed to ensure all workforce needs were addressed to the extent possible with expected funding.

Within the strategic plan much more detail exists concerning action steps to accomplish each strategy and strategic goal. As the College assesses progress towards individual strategies which are a part of the overall Strategic Plan, revision and/or addition of action steps needed to reach overall goals will, most certainly, become necessary. By using a cyclical methodology in assessment of the action steps defined within this plan, it is the intent of the Institutional Planning Committee that all areas of activity at East Arkansas Community College will become engaged in planning for future successes of the College.

#### **General Revenue Request**

East Arkansas Community College is a formula drive entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board.

There is no recommended increase for East Arkansas Community College in the 2012 Fiscal Year and the \$16,443 recommended increase in the 2013 Fiscal Year will be used to offset Personal Services Matching increases in that year.



## **EAST ARKANSAS COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### **Cash Funds Request**

East Arkansas Community College has not asked for an increase in its Cash Funds Appropriation for the 2011-2013 biennium.

#### **Personal Service Request**

East Arkansas Community College has not requested an increase in the number of positions in the 2011-2013 biennium request.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION EAST ARKANSAS COMMUNITY COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	6,297,011		6,477,329		6,962,262		6,477,329		6,477,329		6,578,762		6,493,771	
2 CASH	9,271,252		27,400,000		27,400,000		27,400,000		27,400,000		27,400,000		27,400,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$15,568,263	208	\$33,877,329	217	\$34,362,262	322	\$33,877,329	322	\$33,877,329	322	\$33,978,762	322	\$33,893,771	322
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	26,883	0%	105,481	0%				0%		0%		0%		0%
13 GENERAL REVENUE	5,589,416	36%	5,788,058	17%			5,788,058	17%	5,788,058	17%	5,889,491	17%	5,804,500	17%
14 EDUCATIONAL EXCELLENCE TRUST FUN	733,911	5%	689,271	2%			689,271	2%	689,271	2%	689,271	2%	689,271	2%
15 WORKFORCE 2000		0%		0%				0%		0%		0%		0%
16 CASH FUNDS	4,111,337	26%	22,073,850	65%			22,000,000	65%	22,000,000	65%	21,900,000	64%	21,900,000	65%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	5,159,915	33%	5,326,150	16%			5,400,000	16%	5,400,000	16%	5,500,000	16%	5,500,000	16%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	52,282	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$15,673,744	100%	\$33,982,810	100%			\$33,877,329	100%	\$33,877,329	100%	\$33,978,762	100%	\$33,893,771	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$105,481)		(\$105,481)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$1,920,256
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$100,000
INVENTORIES	\$287,307
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$100,000
MAJOR CRITICAL SYSTEMS FAILURES	\$250,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$775,000
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$250,000
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENEREAL FUND BALANCE	\$157,949

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

East Arkansas Community College

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	3,809,159	4,045,959	4,100,000	4,125,000
2 RESEARCH				
3 PUBLIC SERVICE	235,858	347,431	375,000	390,000
4 ACADEMIC SUPPORT	671,180	1,187,172	1,225,000	1,250,000
5 STUDENT SERVICES	1,199,082	1,171,449	1,200,000	1,225,000
6 INSTITUTIONAL SUPPORT	1,417,539	1,625,064	1,675,000	1,705,000
7 PHYSICAL PLANT M&O	893,471	929,108	955,000	970,000
8 SCHOLARSHIPS & FELLOWSHIPS	309,156	181,000	175,000	180,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS				
14 AUXILIARY TRANSFERS	(28,660)	(24,645)	(30,000)	(30,000)
15 NON-MANDATORY TRANSFERS	1,646,977	336,681	277,329	278,499
16 TOTAL UNREST. E&G EXP.	\$10,153,762	\$9,799,219	\$9,952,329	\$10,093,499
17 NET LOCAL INCOME	3,321,890	3,321,890	3,475,000	3,600,000
18 PRIOR YEAR BALANCE***	456,264	105,481		
STATE FUNDS:				
19 GENERAL REVENUE	5,589,416	5,788,058	5,788,058	5,804,500
20 EDUCATIONAL EXCELLENCE	733,911	689,271	689,271	689,271
21 WORKFORCE 2000				
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	52,282			
24 TOTAL SOURCES OF INCOME	\$10,153,763	\$9,904,700	\$9,952,329	\$10,093,771

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

East Arkansas Community College  
 \_\_\_\_\_  
 (NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	2,073,159	2,060,551	2,135,000	2,200,000
2 ALL OTHER FEES	593,493	615,760	620,000	635,000
3 OFF-CAMPUS CREDIT	293,747	295,000	315,000	325,000
4 NON-CREDIT INSTRUCTION	212,661	265,000	275,000	285,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	6,630	20,000	30,000	35,000
7 OTHER CASH INCOME:	142,200	65,579	100,000	120,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	3,321,890	3,321,890	3,475,000	3,600,000
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$3,321,890	\$3,321,890	\$3,475,000	\$3,600,000

Other Cash Income: Indirect revenue from grants

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWE0000

INSTITUTION East Arkansas Community College

APPROPRIATION \_\_\_\_\_ 538

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	4,534,910	4,723,262	4,723,262	4,723,262	4,723,262		
2 EXTRA HELP WAGES	20,000	21,000	21,000	21,000	21,000		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,168,433	1,008,067	1,385,000	1,008,067	1,024,509		
5 OPERATING EXPENSES	573,668	725,000	725,000	725,000	725,000		
6 CONFERENCE FEES & TRAVEL		0	45,000	0	0		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)		0	8,000	0	0		
8 CAPITAL OUTLAY		0	55,000	0	0		
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$6,297,011	\$6,477,329	\$6,962,262	\$6,477,329	\$6,493,771	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	26,883	105,481					
16 GENERAL REVENUE	5,589,416	5,788,058		5,788,058	5,804,500		
17 EDUCATIONAL EXCELLENCE TRUST FUN	733,911	689,271		689,271	689,271		
18 SPECIAL REVENUES * [WF2000]							
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	52,282						
22 TOTAL INCOME	\$6,402,492	\$6,582,810		\$6,477,329	\$6,493,771	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$105,481)	(\$105,481)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Other State Funds: \$53,011 GIF released to restore RSA funding that was cut on May 4, 2010, (\$729) transfers out

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2110000

INSTITUTION East Arkansas Community College

APPROPRIATION B05

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	981,901	2,500,000	2,500,000	2,500,000	2,500,000		
2 EXTRA HELP WAGES	119,828	300,000	300,000	300,000	300,000		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	732,759	1,694,734	1,694,734	1,694,734	1,694,734		
5 OPERATING EXPENSES	1,643,151	2,604,000	2,604,000	2,604,000	2,604,000		
6 CONFERENCE FEES & TRAVEL	318,300	321,000	321,000	321,000	321,000		
7 PROFESSIONAL FEES AND SERVICES	48,395	200,000	200,000	200,000	200,000		
8 DATA PROCESSING							
9 CAPITAL OUTLAY	142,470	1,250,000	1,250,000	1,250,000	1,250,000		
10 CAPITAL IMPROVEMENTS	5,271,343	16,003,266	16,003,266	16,003,266	16,003,266		
11 DEBT SERVICE							
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		2,500,000	2,500,000	2,500,000	2,500,000		
13 PROMOTIONAL ITEMS	13,105	27,000	27,000	27,000	27,000		
14							
15							
16 CONTINGENCY							
17 TOTAL APPROPRIATION	\$9,271,252	\$27,400,000	\$27,400,000	\$27,400,000	\$27,400,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	3,321,890	3,321,890		3,475,000	3,600,000		
20 FEDERAL CASH FUNDS	5,159,915	5,326,150		5,400,000	5,500,000		
21 OTHER CASH FUNDS	789,447	18,751,960		18,525,000	18,300,000		
22 TOTAL INCOME	\$9,271,252	\$27,400,000		\$27,400,000	\$27,400,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	208	217	322	322	322	
TOBACCO POSITIONS	0	0	0	0	0	
EXTRA HELP **	121	121	249	249	249	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

## AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES

East Arkansas Community College  
 (NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	3,606			3,606	4,000			4,000
6 COLLEGE UNION				0				0
7 BOOKSTORE	760,709	647,880		112,829	724,800	659,155		65,645
8 STUDENT ORGANIZATIONS AND PUBLICATIONS		22,415		(22,415)		24,645		(24,645)
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$764,315	\$670,295	\$0	\$94,020	\$728,800	\$683,800	\$0	\$45,000
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***	(28,660)			(28,660)	(45,000)			(45,000)
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$735,655	\$670,295	\$0	\$65,360	\$683,800	\$683,800	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

East Arkansas Community College  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:					124			
(As of November 1, 2009 )								
Nonclassified Administrative Employees:						Total	Male:	15
White Male:	10	Black Male:	5	Other Male:	0	Total	Female:	26
White Female:	16	Black Female:	9	Other Female:	1			
Nonclassified Health Care Employees:						Total	Male:	0
White Male:		Black Male:		Other Male:		Total	Female:	0
White Female:		Black Female:		Other Female:				
Classified Employees:						Total	Male:	5
White Male:	3	Black Male:	2	Other Male:	0	Total	Female:	39
White Female:	21	Black Female:	16	Other Female:	2			
Faculty:						Total	Male:	16
White Male:	15	Black Male:	1	Other Male:		Total	Female:	23
White Female:	21	Black Female:	1	Other Female:	1			
Total White Male:	28	Total Black Male:	8	Total Other Male:	0	Total	Male:	36
Total White Female:	58	Total Black Female:	26	Total Other Female:	4	Total	Female:	88
Total White:	86	Total Black:	34	Total Other:	4	Total	Employees:	124
				<b>Total Minority:</b>	38			

FORM 11-8



**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF EAST ARKANSAS COMMUNITY COLLEGE  
June 30, 2009**

<i>Finding:</i>	No Findings noted
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## MID-SOUTH COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The purpose of Mid-South Community College (MSCC) is

- to provide community college general education and technical curricula which prepare students for further education, employment, and lifelong learning.
- to provide academic resources, technology, and learning support programming to foster student success.
- to provide extra-curricular activities that promote wellness, leadership development, good citizenship, and cultural growth.
- to foster economic development by providing a training and educational link between the College and business and industry.
- to provide local access to baccalaureate and graduate education through partnerships with universities and four-year colleges.
- to support cultural and community events.

Our strategic goals for 2011-2013 are

#### I. MSCC will expand access to learning by

- identifying ways we can improve access for the complete spectrum of learners in our communities of interest.  
Goal: Develop new programs that address student interests and economic growth.  
Goal: Strengthen partnerships with public schools to increase dual enrollment of high school students.  
Goal: Expand flexible delivery systems that address the time constraints of adult students.
- recruiting, enrolling, and retaining increasing numbers of students.  
Goal: Increase enrollment by an average of 5% a year until the total fall semester enrollment reaches and is maintained at a headcount of at least 2000.

#### II. MSCC will improve learning by

- engaging in continuous improvement of student, faculty, and staff learning.

## MID-SOUTH COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Goal: Increase professional growth opportunities for faculty and staff in support of student learning and retention to goal achievement.

- regularly and systematically evaluating and improving our processes.

Goal: Compare favorably with its peers as measured by national and/or state benchmarks.

Goal: Continue to improve the teaching/ learning process through assessing student learning.

- providing a comprehensive and responsive academic support system that recognizes students as central to the learning process

Goal: Improve support services for under-prepared students.

Goal: Increase extracurricular options that enhance student academic success and engagement with the institution.

Goal: Develop improved teaching/learning strategies that promote retention and academic success.

#### III. MSCC will support regional economic development by

- providing more flexible training/education programs to meet the needs of business and industry.

Goal: Develop/strengthen career pathways with emphasis on student preparation for STEM careers.

- supporting and expanding partnerships with educational, philanthropic, and government agencies and other higher education institutions to increase breadth and depth in business/industry training.

Goal: Pursue stronger communication with area business/industry regarding programs and services provided by the college.

Goal: Pursue community development through service outreach and cultural activities.

#### V. MSCC will manage its resources effectively by

- providing excellent human, physical, and fiscal resources that promote student learning.

Goal: Enhance use of technology to support student advising, and counseling and to improve institutional efficiency.

Goal: Obtain and effectively manage external resources to enhance facilities and programs

## MID-SOUTH COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Goal: Increase MSCC Foundation resources

- promoting community on campus with an environment that encourages mutual respect and positive relationships.  
Goal: Enhance morale, institutional loyalty, and positive relationships among employees.

Mid-South Community College implemented several new programs approved by the AHECB. Programs include

CP Machine-Technology, Machinist II  
CP Chemical Plant Operations and Processes  
CP Renewable Energy Technology  
TC Renewable Energy Technology  
AAS Renewable Energy Technology  
CP Certification Welding  
CP Phlebotomy  
TC Pharmacy Technician  
AAS Medical Assistant  
AAS Respiratory Therapy

Programs phased out or deleted include over the past two years include

CP Medical Transcription – combined with Medical Assistant  
CP Network Professional – lack of participation  
TC Early Childhood Development – lack of participation

There were few funds to reallocate from the deletion of Network Professional and Early Childhood Development. The faculty teaching the Network Professional program was redirected to other information system courses and the Early Childhood Development classes were taught by adjuncts the past few years.

MSCC has worked hard to secure federal grants to implement the new programs listed above. Grants have helped with

## **MID-SOUTH COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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start up costs of the program and help to support the programs for a few years while the program grows. Federal grants received include a Title III and a CBJT grant to support Allied Health programs, Department of Labor grants to support the chemical Plant Operations and Processes and the Renewable Energy Technology programs.

MSCC, in partnership with the ADTEC colleges, in 2010 received the prestigious Bellwether Award of Excellence from the Community College Futures Assembly. The Bellwether Awards recognize outstanding and trend-setting programs and practices that are successfully leading community colleges into the future. ADTEC, which includes Mid-South Community College, Arkansas Northeastern College, East Arkansas Community College, Arkansas State University-Newport, and Phillips Community College of the University of Arkansas, won top honors in Workforce Development which recognizes strategic alliances that promote community and economic development. ADTEC has now been recognized for four straight years as a model program for workforce training. The consortium earned a 2007 Southern Growth Policies Board Innovator of the Year Award and a 2008 U.S. DOL Recognition of Excellence Award for Building a Regionally Focused Workforce Strategy. In 2009, ADTEC received recognition in a workforce training report commissioned by the Bill & Melinda Gates Foundation.

MSCC developed a Productivity Plan several years ago to actively address our strategic goals established and to measure our performance in achieve those goals. Each department annually develops strategies to help MSCC achieve the goals. The strategies are compiled into an operational plan that is disseminated to the entire campus and reviewed several times during the year to ensure the college is on track to meet the goals established. At the end of each fiscal year the department presents to the Executive Committee an overview of their area, their accomplishments as well as their challenges. They inform this committee of goals met and those not met and why. They also present their goals for the next fiscal year and what they need, if anything, to accomplish those goals. The Executive Committee considers the requests during development of the next fiscal year's budget.

## **MID-SOUTH COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### **General Revenue Request**

Mid-South Community College is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board. The increase of 217,289 in general revenue funds for 2012 will be used to give a cost of living raise to employees totaling 185,594 and the increase in utility cost due to two new buildings on campus is 31,695.

The increase of 306,803 during 2013 will be used to give a cost of living increase to employees totaling 191,000 and 115,803 to pick up faculty salaries previously paid by grants to maintain new programs implemented.

#### **Cash Appropriation Request**

An increase of \$5,000,000 in cash appropriation for 2012 is requested to adequately establish cash appropriations. ADHE recommendation is cash appropriation should be 2 to 3 times the actual amount spent. Currently our cash appropriation is 1.7 times the actual amount spent. This increase will bring it up to 2.55 times our actual expenses. There is no additional increase requested in 2013. Changes in the different line items were needed to allocate the request in additional cash appropriations.

#### **Personal Services Request**

Three Administrative Specialist II positions were requested to support staff on campus.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION MID-SOUTH COMMUNITY COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	5,767,733		5,949,295		6,303,065		7,783,766		6,133,665		8,026,325		6,440,468	
2 CASH	11,770,484		20,000,000		20,000,000		30,000,000		30,000,000		30,000,000		30,000,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$17,538,217	216	\$25,949,295	230	\$26,303,065	296	\$37,783,766	345	\$36,133,665	345	\$38,026,325	345	\$36,440,468	345
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	155,710	1%	1,555,335	6%			1,806,500	5%	1,806,500	5%	1,806,500	5%	1,806,500	5%
13 GENERAL REVENUE	3,661,635	21%	3,791,767	15%			5,659,157	15%	4,009,056	11%	5,901,716	16%	4,315,859	12%
14 EDUCATIONAL EXCELLENCE TRUST FUND		0%		0%				0%		0%		0%		0%
15 WORKFORCE 2000	1,888,628	11%	2,024,609	8%			2,024,609	5%	2,024,609	6%	2,024,609	5%	2,024,609	6%
16 CASH FUNDS	5,131,244	29%	8,694,745	33%			18,693,500	49%	18,693,500	52%	19,693,500	52%	19,693,500	54%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	6,639,240	38%	9,805,255	38%			9,500,000	25%	9,500,000	26%	8,500,000	22%	8,500,000	23%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	117,094	1%	100,000	0%			100,000	0%	100,000	0%	100,000	0%	100,000	0%
21 TOTAL INCOME	\$17,593,551	100%	\$25,971,711	100%			\$37,783,766	100%	\$36,133,665	100%	\$38,026,325	100%	\$36,440,468	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$55,334)		(\$22,416)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$1,609,931
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$1,069,000
INVENTORIES	\$30,000
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$10,000
MAJOR CRITICAL SYSTEMS FAILURES	\$250,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,168,890
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$917,959)



**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

MID-SOUTH COMMUNITY COLLEGE

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	3,174,895	3,827,876	4,475,947	4,670,907
2 RESEARCH				
3 PUBLIC SERVICE	167,434	194,628	350,000	350,000
4 ACADEMIC SUPPORT	1,040,002	1,153,515	1,230,000	1,266,900
5 STUDENT SERVICES	802,643	821,451	840,000	865,200
6 INSTITUTIONAL SUPPORT	3,090,095	4,004,423	4,300,000	4,429,000
7 PHYSICAL PLANT M&O	1,602,304	1,925,218	2,100,000	2,163,000
8 SCHOLARSHIPS & FELLOWSHIPS	203,554	220,000	230,000	240,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS				
14 AUXILIARY TRANSFERS		109,265		
15 NON-MANDATORY TRANSFERS	(47,622)			
16 TOTAL UNREST. E&G EXP.	\$10,033,305	\$12,256,376	\$13,525,947	\$13,985,007
17 NET LOCAL INCOME	4,995,244	4,840,000	5,635,782	5,838,039
18 PRIOR YEAR BALANCE***	155,710	1,500,000	1,806,500	1,806,500
STATE FUNDS:				
19 GENERAL REVENUE	3,661,635	3,791,767	4,009,056	4,315,859
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,888,628	2,024,609	2,024,609	2,024,609
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	117,094	100,000	100,000	100,000
24 TOTAL SOURCES OF INCOME	\$10,818,311	\$12,256,376	\$13,575,947	\$14,085,007

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Other State Treasury Funds are the Greyhound Charity funds ( \$85,187) less fees and transfers &

General Improvement Funds (\$34,728) released to restore RSA funding that was cut on May 4, 2010.

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

MID-SOUTH COMMUNITY COLLEGE  
\_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	3,155,708	3,165,115	3,323,371	3,489,539
2 ALL OTHER FEES	571,733	535,630	562,412	598,500
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	20,962	127,150	25,000	25,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	33,414	25,000	25,000	25,000
7 OTHER CASH INCOME:	1,213,427	987,105	1,700,000	1,700,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	4,995,244	4,840,000	5,635,782	5,838,039
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$4,995,244	\$4,840,000	\$5,635,782	\$5,838,039

FORM 11-3

Line 7 Actuals include \$346,109 in Administrative costs/Indirect costs; \$268,367 from Auxiliary Services; \$279,129 from Misc Services which includes Facility Rental; \$283,503 in DWE Revenue for Secondary Technical Center; and \$36,319 for Special appropriations

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTM0000

INSTITUTION MID-SOUTH COMMUNITY COLLEGE

APPROPRIATION \_\_\_\_\_ 109

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	3,234,709	3,041,766	4,435,000	4,435,000	4,500,000		
2 EXTRA HELP WAGES	200,000	200,000	400,000	300,000	350,000		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	644,396	1,305,335	900,000	900,000	950,000		
5 OPERATING EXPENSES	1,588,628	1,402,194	538,065	468,665	610,468		
6 CONFERENCE FEES & TRAVEL	45,000		30,000	30,000	30,000		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)	55,000						
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$5,767,733	\$5,949,295	\$6,303,065	\$6,133,665	\$6,440,468	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	155,710	55,335					
16 GENERAL REVENUE	3,661,635	3,791,767		4,009,056	4,315,859		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	1,888,628	2,024,609		2,024,609	2,024,609		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	117,094	100,000		100,000	100,000		
22 TOTAL INCOME	\$5,823,067	\$5,971,711		\$6,133,665	\$6,440,468	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$55,334)	(\$22,416)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

\*\*Line 15 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Other State Treasury Funds are the Greyhound Charity funds \$85,187, (-\$2821) fees and transfers &

General Improvement Funds \$34,728 released to restore RSA funding that was cut on May 4, 2010.

Appropriation budgeted for Personal Services Matching and Operating Expenses is more than Authorized due to a transfer from the Workforce 2000 holding account.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2810000

INSTITUTION MID-SOUTH COMMUNITY COLLEGE

APPROPRIATION D03

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	3,545,941	4,000,000	4,000,000	4,300,000	5,000,000		
2 EXTRA HELP WAGES	298,537	500,000	500,000	500,000	600,000		
3 OVERTIME		10,000	10,000	10,000	10,000		
4 PERSONAL SERVICES MATCHING	1,600,853	1,750,000	1,750,000	1,800,000	1,850,000		
5 OPERATING EXPENSES	2,687,881	3,200,000	3,200,000	3,350,000	4,350,000		
6 CONFERENCE FEES & TRAVEL	113,612	300,000	300,000	300,000	375,000		
7 PROFESSIONAL FEES AND SERVICES	378,992	540,000	540,000	550,000	750,000		
8 DATA PROCESSING							
9 CAPITAL OUTLAY	1,002,367	2,720,000	2,720,000	3,500,000	4,000,000		
10 CAPITAL IMPROVEMENTS	2,129,478	6,500,000	6,500,000	6,500,000	6,500,000		
11 DEBT SERVICE							
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		450,000	450,000	450,000	650,000		
13 PROMOTIONAL ITEMS	12,821	30,000	30,000	30,000	50,000		
14							
15							
16 CONTINGENCY				8,710,000	5,865,000		
17 TOTAL APPROPRIATION	\$11,770,484	\$20,000,000	\$20,000,000	\$30,000,000	\$30,000,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***		1,500,000		1,806,500	1,806,500		
19 LOCAL CASH FUNDS	4,995,244	8,694,745		18,693,500	19,693,500		
20 FEDERAL CASH FUNDS	6,639,240	9,805,255		9,500,000	8,500,000		
21 OTHER CASH FUNDS	136,000						
22 TOTAL INCOME	\$11,770,484	\$20,000,000		\$30,000,000	\$30,000,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	216	230	296	345	345	
TOBACCO POSITIONS						
EXTRA HELP **	30	45	90	200	200	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

MID-SOUTH COMMUNITY COLLEGE  
 (NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0	25,000	125,000		-\$100,000
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	207,251	263,830		(56,579)	200,000	272,115		(72,115)
6 COLLEGE UNION				0				0
7 BOOKSTORE	44,286	87		44,199	43,000	150		42,850
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER	16,830			16,830	20,000			20,000
11 SUBTOTAL	\$268,367	\$263,917	\$0	\$4,450	\$288,000	\$397,265	\$0	(\$109,265)
12 ATHLETIC TRANSFER **				0	100,000			100,000
13 OTHER TRANSFERS ***				0	9,265			9,265
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$268,367	\$263,917	\$0	\$4,450	\$397,265	\$397,265	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

MID-SOUTH COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:				<u>160</u>		
(As of November 1, 2009)						
Nonclassified Administrative Employees:					Total	Male:
White Male:	<u>19</u>	Black Male:	<u>3</u>	Other Male:	<u>2</u>	<u>24</u>
White Female:	<u>27</u>	Black Female:	<u>23</u>	Other Female:		<u>50</u>
Nonclassified Health Care Employees:					Total	Male:
White Male:		Black Male:		Other Male:		<u>0</u>
White Female:		Black Female:		Other Female:		<u>0</u>
Classified Employees:					Total	Male:
White Male:	<u>12</u>	Black Male:	<u>7</u>	Other Male:		<u>19</u>
White Female:	<u>18</u>	Black Female:	<u>12</u>	Other Female:	<u>2</u>	<u>32</u>
Faculty:					Total	Male:
White Male:	<u>14</u>	Black Male:	<u>5</u>	Other Male:	<u>3</u>	<u>22</u>
White Female:	<u>10</u>	Black Female:	<u>3</u>	Other Female:		<u>13</u>
Total White Male:	<u>45</u>	Total Black Male:	<u>15</u>	Total Other Male:	<u>5</u>	Total
Total White Female:	<u>55</u>	Total Black Female:	<u>38</u>	Total Other Female:	<u>2</u>	Male:
						<u>65</u>
						Total
						Female:
						<u>95</u>
Total White:	<u>100</u>	Total Black:	<u>53</u>	Total Other:	<u>7</u>	Total
				<b>Total Minority:</b>	<u>60</u>	Employees:
						<u>160</u>

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF MID-SOUTH COMMUNITY COLLEGE  
June 30, 2009**

<i>Finding:</i>	No Findings noted
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## ARKANSAS DELTA TRAINING AND EDUCATION CONSORTIUM (ADTEC)

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### ADTEC

The Arkansas Delta Training and Education Consortium (ADTEC), established in 2005 through a \$5.9 million U.S. Department of Labor grant, provides for a regional response to workforce development for 12 counties in eastern Arkansas. ADTEC is a collaboration of five community colleges, including Arkansas Northeastern College, Arkansas State University-Newport; East Arkansas Community College, Mid-South Community College, and Phillips Community College of the University of Arkansas.

The partnership is unique in that all of the colleges collaborate to share curriculum, resources, support strategies, and a wide range of industry input regarding training needs while pursuing the ultimate goal of growing jobs and economic opportunity in the region. ADTEC is the primary mechanism by which regional workforce development strategies are deployed.

ADTEC has been successful in obtaining “seed” money to build capacity for a variety of workforce development programs that are integral to the region and ultimately benefiting the state of Arkansas. Career Pathways have been developed in Renewable Energy Technology, Advanced Manufacturing, Transportation/Logistics, and various Allied Health fields. More than 40 personnel positions support these and other programs identified below. Short-term objectives have included developing capacity to deliver these programs that support the regional economies, which the ADTEC colleges were not able to do without external funding. Now that the programs are in various stages of implementation and completion, one of ADTEC’s long-term objectives is to sustain the original investments and continuation of the workforce development infrastructure that has been put into place.

**Renewable Energy Technology.** Through a \$1.9 U.S. Department of Labor Community-Based Job Training Grant, ADTEC developed a Career Pathway in Renewable Energy Technology, including a Certificate of Proficiency, Technical Certificate, and Associate of Applied Science Degree. The baccalaureate degree component (BAS Degree) of the Career Pathway is provided by Arkansas State University and funded through the ADTEC University Center. U.S. Department of Labor funding also established the Center of Excellence in Renewable Energy Technology at PCCUA, which coupled with

## ARKANSAS DELTA TRAINING AND EDUCATION CONSORTIUM (ADTEC)

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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the ADTEC CBJT grant to develop RET capacity, which is of particular significance given the importance of agriculture to the region.

**Entrepreneurship.** This is available as an area of emphasis through ASU's Business Administration degree delivered through the ADTEC University Center.

**Teacher Education – Middle Level.** The preparation of quality teachers who live in the Arkansas Delta and who are committed to improved K-12 public education is essential to the long-term economic vitality of the region and the future pipeline of high school graduates who are well-prepared for college-level work. This ASU degree is delivered through the ADTEC University Center.

**Information Technology.** This degree, which is core to a technologically progressive economy, builds on associate of applied science degrees in Information Technology, which include programming, networking, cyber security, database management, and Web development. UAFS offers this bachelor's degree through the ADTEC University Center.

**Transportation/Logistics.** This is a key economic driver of the Arkansas Delta, supported by its ideal location and infrastructure. Career Pathways have been developed with certificates of proficiency in Warehousing and Distribution Center Operations and Heavy Truck Diesel.; a technical certificate and associate of applied science degree in Logistics and Supply Chain Technology; and an articulated Bachelor of Science degree in Diesel Technology, to be delivered by Montana State University Northern. Arkansas State University offers a logistics emphasis in its Business Administration degree, delivered through the ADTEC University Center. The National Science Foundation and U.S. Department of Labor funded development of some of the components of the Career Pathways. A current U.S. Department of Labor CBJT grant is developing capacity for the ADTEC colleges to provide automotive and diesel technology programs that incorporate green elements related to alternative fuels and hybrid vehicles.

The Mid-South Renewable Energy Center is under construction and will be an interface between the transportation and renewable energy disciplines. The Center will support (1) technician training/education, applied research, entrepreneurs,

## ARKANSAS DELTA TRAINING AND EDUCATION CONSORTIUM (ADTEC)

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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and regional industry and (2) will directly support commercialization of green fuels as it will provide the capacity to directly measure the impact of green fuels on transportation systems. The Center will include the following:

- ❖ Advanced fuel analysis laboratory, with state-of-the-art equipment to analyze fuels against ASTM standards
- ❖ Oil analysis laboratory to analyze oil samples for engine wear
- ❖ Small engine test laboratory with five, small fully instrumented engine test cells, supporting entrepreneurs, applied research, and technician training
- ❖ Research grade engine test cell, rated to 750hp, which will support analysis of the effects of biofuels from different feedstocks on engine performance and durability

**Advanced Manufacturing.** The U.S. Department of Labor grant that created ADTEC helped to develop capacity for advanced/automotive manufacturing training. From March 2006 to the present time, the ADTEC colleges have trained more than 8,000 advanced manufacturing workers, including youth, college credit students, and incumbent workers. The ADTEC colleges offer a Career Pathway in Advanced Manufacturing including a certificate of proficiency, technical certificate, and associate degree. The Bachelor of Applied Science Degree is delivered by the University of Arkansas Fort Smith through the ADTEC University Center.

**ADTEC University Center.** The ADTEC University Center brings strategically identified bachelor's degrees to eastern Arkansas, increasing higher education access to a place bound, high poverty, high minority, and undereducated region. Other than Arkansas State University at the northernmost county in the region, there are no bachelor degree-granting institutions in this area. Funded degree programs are Renewable Energy Technology, Transportation/Logistics, Teacher Education – Middle Level, Entrepreneurship, and Information Technology.

**Awards and Recognition.** ADTEC's workforce development model and collaboration success is recognized nationally. In the past four years, ADTEC has attained the following national awards and recognition:

- Bellwether Award Winner 2010, Community College Futures Assembly

## ARKANSAS DELTA TRAINING AND EDUCATION CONSORTIUM (ADTEC)

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Highlighted in 2009 as an exemplary national workforce development model in *Employers, Low-Income Young Adults, and Postsecondary Credentials: A Practical Typology for Business, Education, and Community Leaders* (Bozell and Goldberg) a Workforce Strategy Center report commissioned by the Bill and Melinda Gates Foundation
- U.S. Department of Labor Recognition of Excellence 2008 Award for *Building a Regionally Focused Workforce Development Strategy*
- 2007 Southern Growth Policies Board Innovator of the Year Award

ADTEC goals are as follows:

- To provide a comprehensive, regional approach to education/training
- To share faculty, equipment, curriculum, and best practices
- To provide a broad range of services at lower overall cost
- To promote regional economic development

Each of the capacity-building grants that ADTEC that ADTEC has received includes performance measures related to Career Pathway development and student enrollment, completion, certificate/degree attainment, job placement, and job retention. The ADTEC colleges are partners in several federally-funded grants that support consortium goals to transform the economy of the Arkansas Delta.

**General Revenue Request.** ADTEC/ADTEC University Center is identified as a non-formula entity but to date has not received funding as a non-formula entity. As explained previously in this narrative, ADTEC has obtained primarily federal funding to develop capacity in support of numerous sectoral workforce development/economic development initiatives. The ADTEC University Center, described above and with ASUJ and UAFS as funded partners, was started with GIF funding to increase access to bachelor's degrees in the 12-county ADTEC region in eastern Arkansas.

## **ARKANSAS DELTA TRAINING AND EDUCATION CONSORTIUM (ADTEC)**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Capacity has increased by approximately 40 faculty/staff and millions of dollars in equipment investment for workforce training and the development of Career Pathways to support sectoral strategies. This could not have happened through the institutional funding and singular effort of each ADTEC college (ANC, ASUN, EACC, MSCC, and PCCUA), but the ADTEC collaboration has proven to be very successful, with a return of \$5.32 to each \$1 of state investment. ADTEC requests general revenue funding as a non-formula entity, which will be allocated to the ADTEC colleges and university partners, in order to sustain the sectoral strategies which have been deployed and are in various stages of execution and as grant and discretionary funding end. Without ongoing state support, ADTEC will not be able to sustain these initiatives.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION ADTEC AND ADTEC UNIVERSITY CENTER

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	0				3,206,504		3,302,697		3,302,697		3,401,778		3,401,778	
2														
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$0		\$0		\$3,206,504		\$3,302,697		\$3,302,697		\$3,401,778		\$3,401,778	
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*		#####		#####				0%		0%		0%		0%
13 GENERAL REVENUE		#####		#####			3,302,697	100%	3,302,697	100%	3,401,778	100%	3,401,778	100%
14 EDUCATIONAL EXCELLENCE TRUST FUND		#####		#####				0%		0%		0%		0%
15 WORKFORCE 2000		#####		#####				0%		0%		0%		0%
16 CASH FUNDS		#####		#####				0%		0%		0%		0%
17 SPECIAL REVENUES		#####		#####				0%		0%		0%		0%
18 FEDERAL FUNDS		#####		#####				0%		0%		0%		0%
19 TOBACCO SETTLEMENT FUNDS		#####		#####				0%		0%		0%		0%
20 OTHER FUNDS		#####		#####				0%		0%		0%		0%
21 TOTAL INCOME	\$0	#####	\$0	#####			\$3,302,697	100%	\$3,302,697	100%	\$3,401,778	100%	\$3,401,778	100%
22 EXCESS (FUNDING)/APPROPRIATION	\$0		\$0				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	N/A
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	
INVENTORIES	
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	
MAJOR CRITICAL SYSTEMS FAILURES	
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$0

\*Line 12 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM (Non-Formula Entities)**

ADTEC AND ADTEC UNIVERSITY CENTER

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS			
			2011-12		2012-13	
			REQUEST	RECOMMENDATION	REQUEST	RECOMMENDATION
1 Instruction	1,170,510	994,110	1,847,459	1,847,459	1,902,883	1,902,883
2 Public Service	200,000	55,424	100,000	100,000	100,000	100,000
3 Academic Support	648,952	665,588	1,239,932	1,239,932	1,280,130	1,280,130
4 Institutional Support	73,055	62,045	115,305	115,305	118,765	118,765
5						
6						
7						
8						
9						
10						
11						
12						
13 MANDATORY TRANSFERS						
14 AUXILIARY TRANSFERS						
15 NON-MANDATORY TRANSFERS						
16 TOTAL UNREST. E&G EXP.	\$2,092,517	\$1,777,167	\$3,302,697	\$3,302,697	\$3,401,778	\$3,401,778
17 NET LOCAL INCOME						
18 PRIOR YEAR BALANCE***	754,978	1,777,167				
STATE FUNDS:						
19 GENERAL REVENUE			3,302,697	3,302,697	3,401,778	3,401,778
20 EDUCATIONAL EXCELLENCE						
21 WORKFORCE 2000						
22 TOBACCO SETTLEMENT FUNDS						
23 OTHER STATE FUNDS **	3,875,000					
24 TOTAL SOURCES OF INCOME	\$4,629,978	\$1,777,167	\$3,302,697	\$3,302,697	\$3,401,778	\$3,401,778

FORM 11-2A

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Other State Funds: \$2,000,000, GIF, and \$1,875,000, ARRA (through DFA); both were awarded in FY10 but no additional funds received FY11

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND NEW

INSTITUTION ADTEC AND ADTEC UNIVERSITY CENTER

APPROPRIATION NEW

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 ARKANSAS DELTA TRAINING AND EDUCATION CONSORTIUM PARTNERS AND UNIVERSITY CENTER PARTNERS			3,206,504	3,302,697	3,401,778		
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14 TOTAL APPROPRIATION	\$0	\$0	\$3,206,504	\$3,302,697	\$3,401,778	\$0	\$0
15 PRIOR YEAR FUND BALANCE**							
16 GENERAL REVENUE				3,302,697	3,401,778		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]							
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS							
22 TOTAL INCOME	\$0	\$0		\$3,302,697	\$3,401,778	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

\*\*Line 15 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Allocations:

Arkansas Northeastern College	352,439		345,547	356,237
Arkansas State University-Newport	352,439		345,547	356,237
East Arkansas Community College	473,110		455,224	466,214
Mid-South Community College	833,842		882,290	909,585
Phillips Community College UA	358,207		399,725	412,091
Arkansas State University Jonesboro	635,346		677,177	698,126
University of Arkansas at Fort Smith	201,121		197,187	203,288
	<u>3,206,504</u>		<u>3,302,697</u>	<u>3,401,778</u>



## **NORTH ARKANSAS COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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North Arkansas College is a comprehensive two-year college dedicated to meeting the educational needs of its service area. North Arkansas College (Northark) offers a comprehensive education program including but not limited to technical occupational programs, freshman and sophomore programs for students to transfer to four-year colleges, specialty courses, ABE-GED classes, continuing education courses, and business and industry training to meet the needs of the emerging, transitional, and existing workforce, especially in those careers targeted by the Arkansas Department of Economic Development in industries vital to the development of northwest Arkansas: business, management, and administration; information technology services, health science, agriculture, manufacturing technology, and construction. North Arkansas College offers both certificate and associate degree programs as well as non-credit training to accomplish this purpose.

North Arkansas College is a student-centered college focusing on meeting the learning needs of the student through strong counseling, guidance, and comprehensive support services to meet the needs of all students including first generation, older, and traditional college-age students. The Learning Assistance Center offers college preparatory courses that help prepare students to take transfer English and math classes and provides tutoring in a number of academic areas. Part-time and full-time students are valued equally.

In addition to the college's two main campuses, Northark's Center Campus in downtown Harrison will host community events and business and industry training, as well as house Adult Basic Education and the North Arkansas Partnership for Health Education. The Northark Technical Center provides technical occupational programs for high schools in Northark's service area. Northark also offers some college-level courses to high school students at their respective high school campuses. And, through the support of area legislators, Northark is also pleased to offer a limited slate of college credit classes at the Carroll County Center, located in Berryville, Arkansas. Through partnerships with Arkansas four-year universities, Northark offers students opportunities to pursue bachelor's degrees in education, agriculture, nursing, human resources development, and organizational management via ITV, web classes, and face to face courses taught on Northark's campus.

# NORTH ARKANSAS COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### I. Institutional Mission Statement

North Arkansas College's mission is to provide high quality, affordable, convenient opportunities for learning and cultural enrichment in response to community needs.

### II. Institutional Goals

1. To provide comprehensive, high-quality educational programs that are committed to successful student outcomes.
2. To provide programs that meet area needs through community involvement, partnerships, and outreach activities.

### III. Programs and Program Definitions

#### Program 1: Instruction

This program consists of credit instruction housed in the divisions of Business & Technology; Humanities; Science; Math; Physical Education; Developmental Education; and Allied Health.

Goal 1: Improve the Quality of Instruction

Objective 1: Improve classroom instruction by focusing on the use of Classroom Assessment Techniques (CATs).

Strategy 1: Provide professional development for faculty.

Strategy 2: Provide web-based examples of CATs and forms for faculty use.

Goal 2: Improve Student Success

Objective 1: Evaluate recent success by focusing on initial placement into appropriate level courses.

Strategy 1: Evaluate recent student success using current placement criteria.

Strategy 2: Determine alternative methods of placement used by other community colleges in the State.

#### Program 2: Business/Industry Training and Continuing Education

This program consists of non-credit training to incumbent workers in the areas of allied health, technology, and occupational skills.

Goal 1: To meet the training needs of local Business and Industry.

## NORTH ARKANSAS COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Objective 1: To improve relationships with area businesses and industries.

Strategy 1: Expand communications with local contacts to determine the training needs of area business and industry.

Strategy 2: Develop classes to meet the training needs of area business and industry.

Goal 2: To provide opportunities for continual learning for workers in our community.

Objective 1: To improve continuing education/workforce training offerings.

Strategy 1: Re-package some credit courses to better fit the time constraints and training needs of area business and industry.

Strategy 2: Publicize to business/industry workers the benefits of continued education/training.

### General Revenue Request

North Arkansas College is a formula driven entity and did not make a specific request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board.

Recognizing that other critical needs might arise which could affect the actual application of new funding, the projected uses of the additional \$189,750 in state funding for FY2011-2012 would include an approximate \$50,000 for general operational expense increases and an approximate \$116,458 for general salary raises and an approximate \$23,292 for associated benefit (20%) expense. The projected uses of the additional \$284,517 in state funding slated for FY2012-2013 would include two additional faculty members (\$108,000 for salary and benefits), another \$50,000 for general operational expense increases and an approximate \$105,431 for salary increases and an approximate \$21,086 for associated benefit expense.

### Cash Appropriation Request

The total cash appropriation requested is not a request for state funds but is rather a request for the authority to spend

## **NORTH ARKANSAS COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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such amounts if and when the college has actually received or generated such funds from either a new or existing state or federal grant or program, a local governmental agency, a private donor or the student enrollment. Given that it is extremely difficult to predict what future grant or program opportunities or donor endowments might arise, cash appropriations must be adequate to meet the typical ongoing requirements, often outside the direction or control of the institution.

The cash appropriation increase of \$12,280,000 requested for FY2011-2012 is to cover anticipated general expense increases in various existing state and federal funded programs and an allowance for possible new state or federal programs (\$3,658,200), a potential private donor or a group of private donors for a major construction project (\$1,281,800), an increase of \$350,000 for potential debt service increases associated with a possible college bond issue and a \$7,000,000 increase potentially required for processing national student loans. The additional cash appropriation of \$650,000 requested for FY2012-2013 is to cover potential operating expense increases with the various state or federal funded programs and grants.

#### Personal Services Request

North Arkansas College does not request any additional positions for FY2011-2012 or for FY2012-2013.



**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

**NORTH ARKANSAS COLLEGE**

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	6,743,652	6,274,611	6,449,932	6,534,448
2 RESEARCH				
3 PUBLIC SERVICE				
4 ACADEMIC SUPPORT	1,831,346	1,933,011	1,950,000	2,000,000
5 STUDENT SERVICES	789,737	847,629	850,000	900,000
6 INSTITUTIONAL SUPPORT	2,010,348	2,100,117	2,150,000	2,200,000
7 PHYSICAL PLANT M&O	1,617,462	1,607,505	1,650,000	1,700,000
8 SCHOLARSHIPS & FELLOWSHIPS	360,120	335,600	350,000	350,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS	65,540	65,541		
14 AUXILIARY TRANSFERS	165,694	160,000	160,000	160,000
15 NON-MANDATORY TRANSFERS	(149,287)	70,000	70,000	70,000
16 TOTAL UNREST. E&G EXP.	\$13,434,612	\$13,394,014	\$13,629,932	\$13,914,448
17 NET LOCAL INCOME	4,605,592	4,535,510	4,535,500	4,535,500
18 PRIOR YEAR BALANCE***	202,439	108,844		
STATE FUNDS:				
19 GENERAL REVENUE	7,692,698	7,966,090	8,132,724	8,417,240
20 EDUCATIONAL EXCELLENCE	433,439	409,823	409,823	409,823
21 WORKFORCE 2000	495,818	551,885	551,885	551,885
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	74,205			
24 TOTAL SOURCES OF INCOME	\$13,504,191	\$13,572,152	\$13,629,932	\$13,914,448

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	72,960
Tuition Adjustment	1,678
Transfer outs	(433)
	74,205

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

**NORTH ARKANSAS COLLEGE**  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	4,061,383	4,236,000	4,236,000	4,236,000
2 ALL OTHER FEES	199,171	46,300	46,500	46,500
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	43,492	44,000	45,000	45,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	29,744	43,000	40,000	40,000
7 OTHER CASH INCOME:	271,802	166,210	168,000	168,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	4,605,592	4,535,510	4,535,500	4,535,500
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$4,605,592	\$4,535,510	\$4,535,500	\$4,535,500

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWN0000

INSTITUTION NORTH ARKANSAS COLLEGE

APPROPRIATION 291

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	6,414,533	6,552,010	6,552,010	6,600,000	6,700,000		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,253,949	1,216,667	1,723,040	1,250,000	1,300,000		
5 OPERATING EXPENSES	1,120,973	1,155,974	1,306,268	1,244,132	1,378,648		
6 CONFERENCE FEES & TRAVEL	100	100	100	100	100		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)	100	100	100	100	100		
8 CAPITAL OUTLAY	100	100	100	100	100		
9 DATA PROCESSING	0	100	100				
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$8,789,755	\$8,925,051	\$9,581,718	\$9,094,432	\$9,378,948	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	202,439	108,844					
16 GENERAL REVENUE	7,692,698	7,966,090		8,132,724	8,417,240		
17 EDUCATIONAL EXCELLENCE TRUST FUN	433,439	409,823		409,823	409,823		
18 SPECIAL REVENUES * [WF2000]	495,818	551,885		551,885	551,885		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	74,205						
22 TOTAL INCOME	\$8,898,599	\$9,036,642		\$9,094,432	\$9,378,948	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$108,844)	(\$111,591)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 21 Other State Treasury Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	72,960
Tuition Adjustment	1,678
Transfer outs	(433)
	74,205



**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2140000

INSTITUTION NORTH ARKANSAS COLLEGE

APPROPRIATION A62

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	2,618,605	4,121,200	4,121,200	5,000,000	5,200,000		
2 EXTRA HELP WAGES	569,113	600,000	600,000	700,000	725,000		
3 OVERTIME		20,000	20,000	10,000	10,000		
4 PERSONAL SERVICES MATCHING	1,194,474	2,260,600	2,260,600	4,000,000	4,200,000		
5 OPERATING EXPENSES	3,866,145	4,100,000	4,100,000	5,100,000	5,300,000		
6 CONFERENCE FEES & TRAVEL	258,519	300,000	300,000	350,000	375,000		
7 PROFESSIONAL FEES AND SERVICES		300,000	300,000	300,000	300,000		
8 DATA PROCESSING	266,121	100,000	100,000				
9 CAPITAL OUTLAY	595,895	2,000,000	2,000,000	2,000,000	2,000,000		
10 CAPITAL IMPROVEMENTS	134,668	10,718,200	10,718,200	12,000,000	12,000,000		
11 DEBT SERVICE		650,000	650,000	1,000,000	1,000,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS	4,118,194	5,000,000	5,000,000	12,000,000	12,000,000		
13 PROMOTIONAL		20,000	20,000	10,000	10,000		
14 ARRA		2,000,000					
15							
16							
17 TOTAL APPROPRIATION	\$13,621,734	\$32,190,000	\$30,190,000	\$42,470,000	\$43,120,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	4,555,123	5,000,000		5,000,000	5,100,000		
20 FEDERAL CASH FUNDS	9,066,611	10,500,000		14,000,000	15,000,000		
21 OTHER CASH FUNDS		16,690,000		23,470,000	23,020,000		
22 TOTAL INCOME	\$13,621,734	\$32,190,000		\$42,470,000	\$43,120,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	418	440	532	529	529	
TOBACCO POSITIONS						
EXTRA HELP **	500	500	500	500	500	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 14 ARRA

Appropriation for Center Campus Tower – HVAC Energy Efficiency Upgrades in Act 1345 of 2009 2,000,000

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

**NORTH ARKANSAS COLLEGE**

(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *	7,576	290,534		(\$282,958)	9,700	310,556		(\$300,856)
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES				0				0
6 COLLEGE UNION				0				0
7 BOOKSTORE	1,698,681	1,479,592		219,089	1,859,684	1,652,739		206,945
8 STUDENT ORGANIZATIONS AND PUBLICATIONS		8,268		(8,268)		12,225		(12,225)
9 STUDENT HEALTH SERVICES				0				0
10 OTHER	50,472	29,150		21,322	56,000	36,488		19,512
11 SUBTOTAL	\$1,756,729	\$1,807,544	\$0	(\$50,815)	\$1,925,384	\$2,012,008	\$0	(\$86,624)
12 ATHLETIC TRANSFER **	134,694			134,694	129,000			129,000
13 OTHER TRANSFERS ***	31,000			31,000	31,000			31,000
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$1,922,423	\$1,807,544	\$0	\$114,879	\$2,085,384	\$2,012,008	\$0	\$73,376

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

Line 13 Other Transfers

Activity Fee Transfers - Non-Athletic

31,000

31,000

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

**NORTH ARKANSAS COLLEGE**

(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: <u>193</u>							
(As of November 1, 2009)							
Nonclassified Administrative Employees:					Total	Male: <u>19</u>	
White Male:	<u>19</u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total	Female: <u>27</u>
White Female:	<u>27</u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>		
Nonclassified Health Care Employees:					Total	Male: <u>0</u>	
White Male:	<u>          </u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total	Female: <u>0</u>
White Female:	<u>          </u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>		
Classified Employees:					Total	Male: <u>19</u>	
White Male:	<u>19</u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total	Female: <u>62</u>
White Female:	<u>62</u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>		
Faculty:					Total	Male: <u>34</u>	
White Male:	<u>34</u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total	Female: <u>32</u>
White Female:	<u>32</u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>		
Total White Male:	<u>72</u>	Total Black Male:	<u>0</u>	Total Other Male:	<u>0</u>	Total	Male: <u>72</u>
Total White Female:	<u>121</u>	Total Black Female:	<u>0</u>	Total Other Female:	<u>0</u>	Total	Female: <u>121</u>
Total White:	<u>193</u>	Total Black:	<u>0</u>	Total Other:	<u>0</u>	Total	Employees: <u>193</u>
				<b>Total Minority:</b>	<u>0</u>		

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
 AUDIT OF NORTH ARKANSAS COLLEGE  
 June 30, 2009**

<i>Finding:</i>	Disaster recovery or business continuity controls are inadequate. No acceptable documented application recovery plans exist (either technical or end-user) for restoring from short-term or long-term interruptions of computer processing. This situation could cause the College to be without computer processing for an extended period of time in the event of a disaster or major interruption.
<i>Recommendation:</i>	The College's disaster recovery plan (DRP) should address the minimum requirements for an acceptable DRP as defined by the "Arkansas Division of Legislative Audit Information Systems Best Practices Checklist". Additionally, the DRP should be documented, approved by management, contain an origination date, and be reviewed at least annually. A copy of the DRP should be maintained at an off-site facility.
<i>Institution's Response:</i>	North Arkansas College recognizes the need for proper disaster recovery and business continuity plans and processes and is in the process of further research and development to improve such plans.
<i>Finding:</i>	Access security controls are inadequate. Users are not required to change passwords after initial log in to the POISE accounting software. Failure to establish proper password controls increases the likelihood that an unauthorized person could gain access to the system.
<i>Recommendation:</i>	The College implement strengthened password controls.
<i>Institution's Response:</i>	All system users are now required to periodically change their respective passwords.

# **NATIONAL PARK COMMUNITY COLLEGE**

## **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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### **I. Introduction**

National Park Community College is a comprehensive public two-year college created through legislation in the spring of 2003 which officially began operation on July 1, 2003. NPCC represents the merger of Garland County Community College and Quapaw Technical Institute, both of which began offering post-secondary coursework in 1973. The NPCC campus is located on 128 acres in Garland County outside the city limits of Hot Springs. NPCC serves both the students in Garland County and the students in Montgomery and Pike Counties, but NPCC also draws students from Clark and Hot Spring Counties. Many of these students come from disadvantaged rural areas and would not be pursuing higher education if National Park Community College was not available to them. The College exists to serve the needs of its students and of the greater community it serves.

With our mission, Learning is our focus; student success is our goal, NPCC seeks to respond to the needs of students of varying levels of abilities. NPCC offers the following degrees: Associate of Arts, Associate of Science, Associate of Liberal Studies, Associate of Arts in Teaching, and Associate of Applied Science. In addition, the College also offers diploma and certificate programs, secondary and postsecondary occupational education, Adult Education, and Community Service/Continuing Education/Workforce Development. NPCC provides accessible, affordable educational opportunities to both individuals and to business and industry. Our programs of study are designed to fit the needs of the citizens of our community college district.

Student enrollment for the fall of 2010 is 3850. During the 2009-10 academic year, there were 5364 unduplicated degree-seeking students, and 4151 students enrolled in Community Service/Continuing Education/Workforce Development programs. Also in the 2009-10 academic year, there were 404 students enrolled in the high school center technical programs and 1742 students served in the Adult Education area.

### **II. Institutional Mission Statement**

Learning is our focus; student success is our goal.

# NATIONAL PARK COMMUNITY COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### III. Institutional Values

**Access** – We assist students in achieving their individual educational goals by creating a learning community that is accessible, convenient, caring, affordable, and secure.

**Excellence** – We strive for exemplary performance in all we do. Assessment of student learning is a means of measuring our success.

**Accountability** - We are all accountable to ourselves and to one another in a learning community. We expect all members to act responsibly, behave ethically, and grow professionally.

**Collaboration** – We facilitate partnerships that enhance learning, solve problems, promote economic development, and improve quality of life.

**Mutual Respect and Support** – We recognize the dignity and inherent worth of all individuals. We create opportunities to explore diversity of ideas, individuals, and cultures through open communication.

### IV. Institutional Vision

We aspire to be the premier comprehensive community college in the state by providing learning for life opportunities while offering exemplary service to our community.

### V. Institutional Goals, Objectives, and Strategies

As a comprehensive community college, NPCC offers

- A broad general education curriculum and support services for all students as a basis for transfer, further study, professional specialization, and personal enrichment.

# NATIONAL PARK COMMUNITY COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Pre-college coursework to prepare students for academic success.
- A variety of technical and professional programs to prepare students for career experiences.
- Continuing education and workforce training opportunities to meet community needs and personal interests.

### VI. Strategic Goals

#### **Goal 1** > Build Institutional Resource Capacity

1. To maintain a strong full-time faculty
  - a. Reduce reliance on part-time faculty (currently at 70% of all faculty).
  - b. Hire new faculty in general education areas such as science, English, and social science.
2. To ensure the financial strength of the college
  - a. Prioritize major funding initiatives to support student success.
  - b. Establish short-term and long-term goals.
  - c. Continue to explore funding avenues for College including private gifts, grants, partnerships, and communities of interest.
  - d. Capitalize on opportunities to explore future college millage increase.

#### **Goal 2** > Expand Curricula Offerings and Delivery Systems

1. To create the capacity to offer online degrees

## NATIONAL PARK COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- a. Adhere to HLC's Best practices document for online learning.
  - 2. To create new degree/certificate programs
    - a. Develop new academic degree or certificate programs to meet identified community needs.
  - 3. To establish BA/BS degree completion programs
    - a. Develop partnerships and agreement with four-year institutions that will allow area students to complete BA/BS degrees on NPCC campus.
- Goal 3 > Enhance Student Success**
- 1. To focus efforts on ensuring student success and completion in the areas of academics and student engagement
    - a. Implement strategies to impact the success rates of students in developmental education courses.
    - b. Implement strategies to assist students in enrolling in and completing gatekeeper courses with a "C" or higher.
    - c. Implement strategies to assist students in completing all coursework with a "C" or higher.
    - d. Implement strategies that will increase the number of students who re-enroll from one semester to the next.
    - e. Implement strategies that increase the number of certificates and degrees earned by under represented students.



## NATIONAL PARK COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- f. Implement strategies to enhance students' information literacy.
- 2. To continue to invest in student support services infrastructure and technology.
  - a. Enhance student access to web-based services.
  - b. Establish technology-based (on-line) student communication tools.
  - c. Develop and implement interactive degree audit, service indicators, and degree planner.
  - d. In conjunction with the implementation of PeopleSoft, engage the campus in a student recruitment campaign that successfully connects the campus to the community.

**Goal 4** > Weave adjunct faculty into the institutional fabric

- 1. To provide additional instructional and support resources for adjunct faculty to weave them into the institutional fabric.
  - a. Create handbooks for adjunct faculty.
  - b. Develop orientation (on campus/online).
  - c. Develop mentoring program for new hires.
  - d. Develop follow-up orientation procedure (online survey).
- 2. To provide additional opportunities for adjunct faculty to continue development of skills and for the College to recognize quality teaching.
  - a. Offer Professional Development activities to include adjunct faculty.
  - b. Include adjunct faculty in recognition program.

## NATIONAL PARK COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- c. Develop certification for adjunct faculty.

#### **VII. New and Deleted Programs; Reallocation of Funds**

##### New Approved Programs

- Certificate of Proficiency in Nursing Assistant
- Technical Certificate in Banking/Financial Support Services
- Technical Certificate in Graphic Design
- Technical Certificate in Photography
- Technical Certificate in Paralegal
- AAS degree in Visual & Media Arts
- AAS degree in Respiratory Therapy
- AS degree in Business

##### Deleted Programs

- Certificate of Proficiency in Computer Apprenticeship
- Technical Certificates in
  - CAD/CAM
  - Cisco
  - Computer Support
  - Industrial Maintenance Technology
  - Industrial Safety
  - Manufacturing Technology

## NATIONAL PARK COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Microsoft
- Programming Support
- Sheet Metal (Aircraft)
- Supervisory Management
- AAS Degrees in
  - Emergency Services Management
  - Fire Protection
  - Manufacturing Technology
  - Recreational Leadership

#### Reallocated Funds

Due to continued cut-backs in state funding, any possibilities of reallocation of funds were taken as cost savings. Thus reallocations could not occur.

#### **VIII. Allocation of New Funds**

National Park Community College made no request for additional positions.

National Park Community College did not request additional cash appropriation or reallocation of cash appropriation.

National Park Community College is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board. New funds will be allocated for hiring new faculty, cost of living raises, and anticipated utility increases as shown in the table below:

**NATIONAL PARK COMMUNITY COLLEGE**

**INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED  
TO THE 2011-13 APPROPRIATION REQUESTS**

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**FY11 (\$332,309 New Funds Allocation)**

	<b>Salary</b>	<b>Fringes</b>	<b>Other</b>	<b>Total</b>
New Faculty (2)	71,318	27,500		98,818
Cost of Living Increase of 2%	145,093	33,632		178,726
Utility Increase			54,765	54,765
Total FY11				332,309

**FY12 (\$475,608 New Funds Allocation)**

	<b>Salary</b>	<b>Fringes</b>	<b>Other</b>	<b>Total</b>
New Faculty (3)	109,116	41,745		150,861
Cost of Living Increase of 2%	147,995	34,305		182,300
Utility Increase			142,447	142,447
Total FY11				475,608

## **NATIONAL PARK COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### **IX. Conclusion**

National Park Community College continues to provide postsecondary educational opportunities through quality learning experiences that contribute to the intellectual and cultural development of its students. The College continues to strengthen institutional quality through excellence in instruction. It provides quality lifelong learning through diverse and innovative comprehensive educational programs. All are encouraged to commit to the challenges that lay ahead as NPCC makes the “natural change”—a merged institution maximizing its resources, striving for excellence, and committed to learning.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION NATIONAL PARK COMMUNITY COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	10,442,870		10,579,128		11,391,929		13,404,390		10,880,822		13,814,836		11,356,429	
2 CASH	11,017,148		33,900,000		33,900,000		33,900,000		33,900,000		33,900,000		33,900,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$21,460,018	315	\$44,479,128	316	\$45,291,929	394	\$47,304,390	394	\$44,780,822	394	\$47,714,836	394	\$45,256,429	394
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	214,971	1%	117,652	0%				0%		0%		0%		0%
13 GENERAL REVENUE	8,594,844	40%	8,900,297	20%			11,756,175	25%	9,232,607	21%	12,166,621	25%	9,708,214	21%
14 EDUCATIONAL EXCELLENCE TRUST FUN	1,097,666	5%	1,030,901	2%			1,030,901	2%	1,030,901	2%	1,030,901	2%	1,030,901	2%
15 WORKFORCE 2000	575,852	3%	617,314	1%			617,314	1%	617,314	1%	617,314	1%	617,314	1%
16 CASH FUNDS	9,217,148	43%	20,816,680	47%			18,816,680	40%	18,816,680	42%	16,816,680	35%	18,816,680	42%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	1,800,000	8%	13,083,320	29%			15,083,320	32%	15,083,320	34%	17,083,320	36%	15,083,320	33%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS**	77,189	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$21,577,670	100%	\$44,566,164	100%			\$47,304,390	100%	\$44,780,822	100%	\$47,714,836	100%	\$45,256,429	100%
22 EXCESS (FUNDING)/APPROPRIATION	(117,652)		(87,036)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$2,678,125
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$595,010
INVENTORIES	
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$25,000
MAJOR CRITICAL SYSTEMS FAILURES	
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,905,044
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)**	\$663,318
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$510,247)

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

NATIONAL PARK COMMUNITY COLLEGE  
NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	7,804,680	7,992,039	8,063,537	8,279,389
2 RESEARCH				
3 PUBLIC SERVICE	86,045	98,046	98,923	101,571
4 ACADEMIC SUPPORT	966,911	894,874	902,880	927,049
5 STUDENT SERVICES	1,881,190	1,927,693	1,944,939	1,997,002
6 INSTITUTIONAL SUPPORT	4,431,189	3,321,088	3,350,800	3,440,495
7 PHYSICAL PLANT M&O	865,007	1,003,800	1,012,780	1,039,891
8 SCHOLARSHIPS & FELLOWSHIPS	599,428	752,000	758,728	779,038
9 PLANT MAINT	863,670	862,853	870,572	893,876
10 OPEB COSTS	544,406	544,406	549,276	563,980
11 STATE UNEMP ADMIN	9,259	10,000	10,089	10,360
12 W/ COMP ADMIN	8,364	10,390	10,483	10,764
13 MANDATORY TRANSFERS	161,093	161,093	162,534	166,885
14 AUXILIARY TRANSFERS	35,000	31,400	31,681	32,529
15 NON-MANDATORY TRANSFERS				
16 TOTAL UNREST. E&G EXP.	\$18,256,242	\$17,609,682	\$17,767,222	\$18,242,829
17 NET LOCAL INCOME	7,173,122	6,723,979	6,886,400	6,886,400
18 PRIOR YEAR BALANCE***	214,971	224,061		
STATE FUNDS:				
19 GENERAL REVENUE	8,594,844	8,900,927	9,232,607	9,708,214
20 EDUCATIONAL EXCELLENCE	1,097,666	1,030,901	1,030,901	1,030,901
21 WORKFORCE 2000	575,852	617,314	617,314	617,314
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS ****	682,439	112,500		
24 TOTAL SOURCES OF INCOME	\$18,338,894	\$17,609,682	\$17,767,222	\$18,242,829

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\*\*\* Other State Funds: Actual includes General Improvement Funds (\$81,516), Peoplesoft system \$605,250 (Higher Education Bonds), and Other Transfers out (-\$4,327); 2010-11 Budgeted: C Phelps Building renovation (not new construction) \$112,500.

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

NATIONAL PARK COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	6,471,298	6,551,364	6,750,000	6,750,000
2 ALL OTHER FEES				
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	152,357	99,015		
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	17,585	20,000	20,000	20,000
7 OTHER CASH INCOME:	566,882	85,000	85,000	85,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	7,208,122	6,755,379	6,855,000	6,855,000
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES	(35,000)	(31,400)	(31,400)	(31,400)
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$7,173,122	\$6,723,979	\$6,886,400	\$6,886,400

FORM 11-3



**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWG0000

INSTITUTION NATIONAL PARK COMMUNITY COLLEGE

APPROPRIATION 302

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	7,850,489	7,927,329	8,971,511	8,229,023	8,704,630		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,691,858	1,900,000	1,909,589	1,900,000	1,900,000		
5 OPERATING EXPENSES	874,348	725,624	484,654	725,624	725,624		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION	26,175	26,175	26,175	26,175	26,175		
11							
12							
13							
14 TOTAL APPROPRIATION	\$10,442,870	\$10,579,128	\$11,391,929	\$10,880,822	\$11,356,429	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	214,971	117,652					
16 GENERAL REVENUE	8,594,844	8,900,297		9,232,607	9,708,214		
17 EDUCATIONAL EXCELLENCE TRUST FUN	1,097,666	1,030,901		1,030,901	1,030,901		
18 SPECIAL REVENUES * [WF2000]	575,852	617,314		617,314	617,314		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS***	77,189						
22 TOTAL INCOME	\$10,560,522	\$10,666,164		\$10,880,822	\$11,356,429	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$117,652)	(\$87,036)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

\*\*\* General Improvement Funds released to restore RSA funding that was cut on May 4, 2010 and Transfers Out of \$4,327.

Appropriation budgeted for Operating Expenses is more than Authorized due to a transfer from the Workforce 2000 holding account.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2120000

INSTITUTION NATIONAL PARK COMMUNITY COLLEGE

APPROPRIATION A72

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,947,311	9,826,240	9,826,240	9,826,240	9,826,240		
2 EXTRA HELP WAGES	774,082	1,150,000	1,150,000	1,150,000	1,150,000		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,066,905	1,310,904	1,310,904	1,310,904	1,310,904		
5 OPERATING EXPENSES	4,661,489	6,902,856	6,902,856	6,902,856	6,902,856		
6 CONFERENCE FEES & TRAVEL	92,512	150,000	150,000	150,000	150,000		
7 PROFESSIONAL FEES AND SERVICES	1,412,768	2,350,000	2,350,000	2,350,000	2,350,000		
8 DATA PROCESSING							
9 CAPITAL OUTLAY	499,999	500,000	500,000	500,000	500,000		
10 CAPITAL IMPROVEMENTS		10,000,000	10,000,000	10,000,000	10,000,000		
11 DEBT SERVICE	554,031	700,000	700,000	700,000	700,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		1,000,000	1,000,000	1,000,000	1,000,000		
13 PROMOTIONAL ITEMS	8,051	10,000	10,000	10,000	10,000		
14							
15							
16							
17 TOTAL APPROPRIATION	\$11,017,148	\$33,900,000	\$33,900,000	\$33,900,000	\$33,900,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	9,212,925	18,259,665		16,059,665	16,059,665		
20 FEDERAL CASH FUNDS	1,800,000	13,083,320		15,083,320	15,083,320		
21 OTHER CASH FUNDS	4,223	2,557,015		2,757,015	2,757,015		
22 TOTAL INCOME	\$11,017,148	\$33,900,000		\$33,900,000	\$33,900,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	315	316	394	394	394	
TOBACCO POSITIONS						
EXTRA HELP **	258	258	402	402	402	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

## AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES

NATIONAL PARK COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES				0				0
6 COLLEGE UNION	15,188	11,424		3,764	12,000	8,400		3,600
7 BOOKSTORE	2,354,610	2,613,517		(258,907)	2,484,000	2,484,000		0
8 STUDENT ORGANIZATIONS AND PUBLICATIONS		34,739		(34,739)		35,000		(35,000)
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$2,369,798	\$2,659,680	\$0	(289,882)	\$2,496,000	\$2,527,400	\$0	\$31,400
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***	35,000			35,000	31,400			31,400
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$2,404,798	\$2,659,680	\$0	(254,882)	\$2,527,400	\$2,527,400	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

NATIONAL PARK COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:					<u>212</u>			
(As of November 1, 2009 )								
Nonclassified Administrative Employees:						Total	Male:	<u>14</u>
White Male:	<u>13</u>	Black Male:	<u>0</u>	Other Male:	<u>1</u>	Total	Female:	<u>32</u>
White Female:	<u>31</u>	Black Female:	<u>1</u>	Other Female:	<u>0</u>			
Nonclassified Health Care Employees:						Total	Male:	<u>0</u>
White Male:	<u>0</u>	Black Male:	<u>0</u>	Other Male:	<u>0</u>	Total	Female:	<u>1</u>
White Female:	<u>1</u>	Black Female:	<u>0</u>	Other Female:	<u>0</u>			
Classified Employees:						Total	Male:	<u>23</u>
White Male:	<u>19</u>	Black Male:	<u>4</u>	Other Male:	<u>0</u>	Total	Female:	<u>51</u>
White Female:	<u>41</u>	Black Female:	<u>4</u>	Other Female:	<u>6</u>			
Faculty:						Total	Male:	<u>31</u>
White Male:	<u>31</u>	Black Male:	<u>0</u>	Other Male:	<u>0</u>	Total	Female:	<u>60</u>
White Female:	<u>55</u>	Black Female:	<u>4</u>	Other Female:	<u>1</u>			
Total White Male:	<u>63</u>	Total Black Male:	<u>4</u>	Total Other Male:	<u>1</u>	Total	Male:	<u>68</u>
Total White Female:	<u>128</u>	Total Black Female:	<u>9</u>	Total Other Female:	<u>7</u>	Total	Female:	<u>144</u>
Total White:	<u>191</u>	Total Black:	<u>13</u>	Total Other:	<u>8</u>	Total	Employees:	<u>212</u>
				<b>Total Minority:</b>	<u>21</u>			

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
 AUDIT OF NATIONAL PARK COMMUNITY COLLEGE  
 June 30, 2009**

<p><i>Finding:</i></p>	<p>A formal, documented, and approved disaster recovery plan has not been developed or tested. Business continuity plans have not been defined as a basis for disaster recovery planning. Without adequate planning, a disaster or major interruption could result in the extended loss of computer processing abilities, and undue financial and personnel burdens on College resources.</p>
<p><i>Recommendation:</i></p>	<p>Business Continuity and Disaster Recovery Plans be developed, documented, approved by management, and tested on a periodic basis. A copy of these plans should be stored at a secure off-site location.</p>
<p><i>Institution's Response:</i></p>	<p>While a formal, documented, and approved disaster recovery plan has not yet been completed or tested, our staff is working diligently to complete this plan in order to have it approved and tested within the next few weeks. We are aware that the lack of such a plan could exacerbate recovery should a disaster or major interruption occur. Please be assured that business continuity and disaster recovery plans will be in place and will have been approved and tested before the next audit takes place.</p>

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## NORTHWEST ARKANSAS COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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***Institutional Goal:*** *NorthWest Arkansas Community College (NWACC) will be a premier educational provider in northwest Arkansas by developing a responsive educational delivery system customized to the needs of learners and receiving organizations.*

**NWACC will:**

- Become a primary choice educational provider in northwest Arkansas by developing a responsive educational delivery system customized to the needs of learners and receiving organizations.
- Forge a systematic linkage with K-12 and university partners to achieve “seamlessness” in curriculum, technology, student support, and service delivery.
- Provide expanded access to educational opportunities for the population in general, but especially for underserved learners in all age groups who are disconnected from education by choice or circumstance.
- Enhance partnerships with business and industry through innovative approaches to design and delivery using the principle of co-creation for opportunity.
- Develop into a hub and function as a catalyst for comprehensive regional planning and development encompassing all sectors of the community.
- Build a new image and increase community awareness of programs and services offered through NWACC.
- Align the organizational infrastructure of NWACC with growth through a review of development needs and opportunities, internal capability and resources, additional facilities and changes required to achieve strategic goals.
- Enhance NWACC’s capacity to achieve its initiatives by diversifying its resource base.
- Balance demand for quality services with available resources to manage growth.

**Our Mission:** NWACC is a comprehensive public two-year college that serves and strengthens the community through learning for living. To accomplish this mission, the Board of Trustees in July 2010 approved a five-year strategic plan. Each year the Board has reviewed and revised the strategic goals, and in July 2010 approved the following strategic initiatives and strategic goals.

## NORTHWEST ARKANSAS COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### **FOR THE LEARNER AND PreK-16 COMMUNITIES, NWACC WILL:**

- 1) ***Expand outreach initiatives to increase access for traditionally under-served populations.***
  - Increase the number of English Language Learners and Home School students participating in the Early College Experience.
- 2) ***Increase opportunities for learners to develop skills and abilities needed to succeed in the global workforce.***
  - Gain state and or private support for a pilot remediation project, a collaboration between higher education institutions in NWA to work with area high schools to reduce the number of students requiring remediation after high school graduation.
  - Increase the number of workforce individuals trained and actual number of courses “delivered” by 10%.
- 3) ***Implement processes to assess, evaluate, and improve programs and services to meet learners needs.***
  - Launch program review/assessment of A.A. and A.S. transfer degrees, including: Developmental English, Reading, College Intensive English Program, Gateway Program, The Successful College Student, Psychology of Math Success, Honors Program, Developmental Math, and EAST/EMPACTS.
  - Launch program review/ assessment of First Year College Experience and transfer programs in association with the Foundations of Excellence project.

#### **FOR THE BUSINESS COMMUNITY, NWACC WILL:**

- 1) ***Expand regional development through workforce training and engagement.***
  - 100% of Corporate Learning team will engage in civic, government or professional organizations.
- 2) ***Increase the awareness and value of Corporate Learning for regional business and industry.***
  - The External Affairs Leadership team will make no less than 25 documented presentations to outside organizations and businesses to promote Community and Business Training.
- 3) ***Increase capacity of online & hybrid learning platforms.***



## NORTHWEST ARKANSAS COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Establish on-line learning training portals for three companies, and increase the online training capacity of Building Sciences courses by 25%.

#### **FOR THE OWNER COMMUNITY, NWACC WILL:**

- 1) ***Increase participation in key community and state organizations, boards, and activities.***
- 2) ***Increase success rates and average yield of all funding requests.***
  - Achieve \$2 million in total grant award funding FY 2010-2011.
  - Secure NWACC's FY2012 Capital Request to fund 10% of the renovation costs of the National Child Protection Training Center (NCPTC) in support of the NWACC Foundation securing a "lead gift" towards the \$2.3 million total renovation cost.
  - The NWACC Foundation will raise \$50,000 for the President's Circle.

#### **FOR THE COLLEGE COMMUNITY, NWACC WILL:**

- 1) ***Increase the number of engagement opportunities for the college community.***
  - Develop and implement a college-wide open house event for the fall and spring semesters to help drive employee engagement and student enrollment.
  - Implement a centralized oversight structure for all committees throughout the college to improve their transparency, efficiency, and effectiveness.
- 2) ***Establish a structure to oversee college-wide sustainability initiatives.***
  - Launch a President's Sustainability Task Force to oversee, manage, and coordinate all sustainability initiatives.
  - Further develop the campus recycling program for solid waste including paper, aluminum cans, plastic, and other material waste as identified.
  - Develop a centralized database to monitor and report on all NWACC sustainability initiatives and all achieved outcomes.

## NORTHWEST ARKANSAS COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- 3) ***Improve overall retention rate, increase internal promotions, and increase ethnic diversity employee base.***
  - Develop a talent management platform focused on retention, leadership development, and succession planning.
  - Enhance recruiting efforts and training plans to include virtual, online instructors.
  - Develop a diversity recruiting plan and inclusion focused on training efforts.
  - Implement a Human Resource scorecard to measure and monitor key HR metrics.
- 4) ***Increase number of partnerships with regional and national minority serving organizations focused on education and capacity development.***
  - Develop and Implement a Community Outreach Program anchored by Hispanic Heritage Month, Black History Month, and the Annual Republic of the Marshall Islands (RMI) Constitution Commemoration.
  - Launch a President's Diversity Advisory Council made up of both internal and external leadership to provide counsel on internal and external diversity and inclusion efforts.
- 5) ***Institutionalize continuous quality improvement initiatives throughout the College.***
  - Creation of Academic and Corporate Training process improvement teams.
  - Increase the number of continuous improvement activity records submitted to the Office of Institutional Effectiveness.
  - Improve the quality and increase the number of proposals submitted for AQIP Action Projects.
  - Improve the quality and increase the number of CQI initiatives addressed by the Quality Council and process improvement teams.

### NEW PROGRAMS

New programs approved by the Arkansas Higher Education Coordinating Board over the past year are an Associate of Science in Business; Associate of Applied Science in Culinary Arts; and Technical Certificates in Baking Arts, Criminal Justice, Graphic Design, Homeland Security and Computer Networking.

# NORTHWEST ARKANSAS COMMUNITY COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### CENTER OF EXCELLENCE

NWACC has targeted grant funds toward the development of a “Center of Excellence.” In collaboration with the Arkansas Energy Office, NWACC will be offering energy efficiency training utilizing American Recovery and Reinvestment Act (ARRA) funding. NWACC will offer green job training for energy auditors, raters, and contractors for energy and HVAC performance standards. Training curriculum includes programs for Building Analysts, Energy Raters, HVAC Duct, Sealing and Load, and Home Performance Sales and Marketing. NWACC provides this training in Bentonville and Fayetteville.

### USE OF APPROPRIATION INCREASES

**General Revenue Request:** The 2011-2012 institutional requested amount of \$1,056,604 over 2010-11 budgeted (form 11-4) is to accommodate dramatic growth in its student enrollment. Headcount enrollment surged an average 11.8% in each of the past three years, from 5,467 in fall 2005 to 8,006 in fall 2009, a 48% increase. Enrollment projections for the next three years show total credit headcount reaching 10,000 degree seeking students on campus.

- NWACC Academic Year Student Semester Credit Hours (SSCH) have increased 72% during the past five years from 96,128 in AY2004-05 to 165,210 in AY2009-10.
- During the same period, NWACC FTE has increased from 3,204 to over 5,500.

The increased appropriation will partially cover demands for additional full- and part-time faculty, for teaching and learning space, for support staff and operational support. Of the total AHECB General Revenue Recommendation, 55.2% would be allocated to Instruction and Academic Support.

**Cash Appropriation Request:** NWACC’s estimated 2011-2012 tuition and mandatory fees cash income of \$24 million represents a 6% increase over 2011 budgeted amount. It is derived by more students paying tuition, and fees such as Learning, Technology, Distance Learning, lab and infrastructure. Other fees include commissions, grant indirect costs, gifts and donations. Non-credit instruction comes from the NWACC Corporate Learning Division. Local millage assumes a 93% collection rate.

**Personal Services Request:** As a result of growth, the need to expand personnel is necessary. This includes three

# **NORTHWEST ARKANSAS COMMUNITY COLLEGE**

## **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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primary areas:

- Student Services – Increasing admission and financial aid applications, enrollment processing, advising, and other student services require additional personnel. Services to specialized populations require dedicated resources, especially in the area of remediation, disability services, and veteran services.
- Technology Advancements – Advances in technology applications, services, distance learning and business continuity requires training and education, as well as system management and operations. Technology demands will also contribute to data driven decision processes and streamlined processes; the increase in reporting, tracking, assessment, and evaluation is necessary to properly determine both the impact of services and the value of the programs.
- Employee & Operational Services – Growing faculty and staff numbers result in greater demand on Business Services, Information Technology, Human Resources, and Facility management.

### **PERFORMANCE GOALS/WORKFORCE DEVELOPMENT INITIATIVES SET AND MEASUREMENTS USED IN DETERMINING INSTITUTIONAL SUCCESS**

To assist the College in evaluating the accomplishment of Initiatives and Strategic Goals, NWACC participates in the following three national consortiums to benchmark annual results.

1. The National Community College Benchmark Project (NCCBP) is a national consortium for benchmarking purposes. Initial benchmarks and data collection began in summer 2003 with 20 colleges. In 2009, 210 colleges subscribed to the study. Out of the initial group, 17 colleges from five states were selected as benchmark institutions for NWACC.
2. The community College survey of Student Engagement (CCSSE) survey provides information about effective educational practices in community colleges and assists institutions in using that information to promote

## NORTHWEST ARKANSAS COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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improvements in student learning and persistence. A total of 313 institutions across 38 states participated in the 2009 administration.

3. The Kansas Study is the first analytical tool available for community colleges that allows each college to compare its institution's instructional costs and productivity with both national aggregate data and select comparable peer institutions with which to make benchmark comparisons. The Kansas Study allows NWACC to compare the institution's cost of delivering a student credit hour of instruction by academic discipline with national peer group benchmarks of 70 institutions in 23 states.

In addition to the national data collected, NWACC uses data gathered from the following institutional sources:

- The Graduation Survey is an institution-designed questionnaire that has been administered to graduates in attendance at commencement rehearsal each May. The survey has been completed each year beginning in 1997 through 2010.
- The Budget and Resource Analysis Study is an annual study comparing cost per FTE and cost per credit hour for every program supported by the unrestricted budget.

In May 2006, NWACC was selected to participate in the Academic Quality Improvement Program (AQIP). AQIP infuses the principles and benefits of continuous improvement into the culture of colleges and universities by providing an alternative process through which an already-accredited institution can maintain its accreditation from the Higher Learning Commission. NWACC received its initial *Systems Appraisal Feedback Report* in September 2010.



**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

**NORTHWEST ARKANSAS COMMUNITY COLLEGE**

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	16,993,904	20,052,882	22,521,913	24,560,615
2 RESEARCH				
3 PUBLIC SERVICE				
4 ACADEMIC SUPPORT	1,960,670	2,478,170	3,091,243	3,306,237
5 STUDENT SERVICES	3,422,331	5,254,461	5,520,077	5,903,994
6 INSTITUTIONAL SUPPORT	7,943,374	7,146,863	6,844,895	7,084,793
7 PHYSICAL PLANT M&O	4,046,801	4,957,198	5,078,471	5,195,515
8 SCHOLARSHIPS & FELLOWSHIPS	570,500	948,648	1,104,015	1,180,799
9				
10				
11				
12				
13 MANDATORY TRANSFERS				
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS				
16 TOTAL UNREST. E&G EXP.	\$34,937,579	\$40,838,222	\$44,160,614	\$47,231,953
17 NET LOCAL INCOME	27,384,944	30,143,120	32,408,907	34,067,148
18 PRIOR YEAR BALANCE***				
STATE FUNDS:				
19 GENERAL REVENUE	9,448,268	9,784,051	10,840,656	12,253,754
20 EDUCATIONAL EXCELLENCE	970,054	911,051	911,051	911,051
21 WORKFORCE 2000				
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS ****	88,056			
24 TOTAL SOURCES OF INCOME	\$37,891,322	\$40,838,222	\$44,160,614	\$47,231,953

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\*\*\*General Improvement Funds released to restore RSA funding that was cut on May 4, 2010 and Other Transfers Out (\$1,554)

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

NORTHWEST ARKANSAS COMMUNITY COLLEGE \_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	19,234,351	23,419,792	24,824,979	26,314,478
2 ALL OTHER FEES	623,124	427,167	901,984	930,702
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	538,003	585,000	602,550	620,627
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	378,317	378,000	0	0
6 INVESTMENT INCOME	6,370	6,500	7,000	7,500
7 OTHER CASH INCOME:	6,604,779	5,326,661	6,072,394	6,193,841
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	27,384,944	30,143,120	32,408,907	34,067,148
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$27,384,944	\$30,143,120	\$32,408,907	\$34,067,148

FORM 11-3

Sources of Other Cash Income

Local Millage	6,604,779	5,326,661	6,072,394	6,193,841
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**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWA0000

INSTITUTION NORTHWEST ARKANSAS COMMUNITY COLLEGE

APPROPRIATION \_\_\_\_\_ 313

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	10,373,840	10,695,102	12,943,670	11,751,707	13,164,805		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING							
5 OPERATING EXPENSES							
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$10,373,840	\$10,695,102	\$12,943,670	\$11,751,707	\$13,164,805	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	210,670	343,208					
16 GENERAL REVENUE	9,448,268	9,784,051		10,840,656	12,253,754		
17 EDUCATIONAL EXCELLENCE TRUST FUN	970,054	911,051		911,051	911,051		
18 SPECIAL REVENUES * [WF2000]							
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS**	88,056						
22 TOTAL INCOME	\$10,717,048	\$11,038,310		\$11,751,707	\$13,164,805	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$343,208)	(\$343,208)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

\*\*Other Transfers Out (\$1,554);General Improvement Funds (89,610) released to restore RSA funding that was cut on May 4, 2010.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2200000

NORTHWEST ARKANSAS COMMUNITY COLLEGE

APPROPRIATION B17

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	9,544,513	23,000,000	23,000,000	25,300,000	27,830,000		
2 EXTRA HELP WAGES	608,447	800,000	800,000	880,000	968,000		
3 OVERTIME		0					
4 PERSONAL SERVICES MATCHING	5,791,213	8,830,000	8,830,000	9,713,000	10,684,300		
5 OPERATING EXPENSES	6,852,689	11,000,000	11,000,000	14,630,000	16,093,000		
6 CONFERENCE FEES & TRAVEL	263,404	500,000	500,000	550,000	605,000		
7 PROFESSIONAL FEES AND SERVICES	587,518	600,000	600,000	660,000	726,000		
8 DATA PROCESSING		2,300,000	2,300,000				
9 CAPITAL OUTLAY	294,776	7,700,000	7,700,000	8,470,000	9,317,000		
10 CAPITAL IMPROVEMENTS		27,000,000	27,000,000	29,700,000	32,670,000		
11 DEBT SERVICE							
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13 PROMOTIONAL ITEMS	9,680						
14							
15							
16							
17 TOTAL APPROPRIATION	\$23,952,240	\$81,730,000	\$81,730,000	\$89,903,000	\$98,893,300	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	23,952,240	29,462,643		32,408,907	34,067,148		
20 FEDERAL CASH FUNDS							
21 OTHER CASH FUNDS		52,267,357		57,494,093	64,826,152		
22 TOTAL INCOME	\$23,952,240	\$81,730,000		\$89,903,000	\$98,893,300	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	823	917	917	1,133	1,074	
TOBACCO POSITIONS						
EXTRA HELP **	143	160	360	360	360	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

NORTHWEST ARKANSAS COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				0				0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES		83,500		(83,500)		91,850		(91,850)
6 COLLEGE UNION				0				0
7 BOOKSTORE	309,397			309,397	340,337			340,337
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER	68,308			68,308	71,724			71,724
11 SUBTOTAL	377,705	83,500	0	294,205	412,060	91,850	0	320,210
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	377,705	83,500	0	294,205	412,060	91,850	0	320,210

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

NORTHWEST ARKANSAS COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						721
(As of November 1, 2009 )						
Nonclassified Administrative Employees:						
	39	Black Male:	3	Other Male:	7	
White Female:	48	Black Female:	3	Other Female:	5	Total Male: <u>49</u>
						Total Female: <u>56</u>
Nonclassified Health Care Employees:						
White Male:	0	Black Male:	0	Other Male:	0	Total Male: <u>0</u>
White Female:	0	Black Female:	0	Other Female:	0	Total Female: <u>0</u>
Classified Employees:						
White Male:	28	Black Male:	0	Other Male:	9	Total Male: <u>37</u>
White Female:	81	Black Female:	1	Other Female:	10	Total Female: <u>92</u>
Faculty:						
White Male:	205	Black Male:	4	Other Male:	10	Total Male: <u>219</u>
White Female:	244	Black Female:	10	Other Female:	14	Total Female: <u>268</u>
Total White Male:	272	Total Black Male:	7	Total Other Male:	26	Total Male: <u>305</u>
Total White Female:	373	Total Black Female:	14	Total Other Female:	29	Total Female: <u>416</u>
Total White:	645	Total Black:	21	Total Other:	55	Total Employees: <u>721</u>
				<b>Total Minority:</b>	76	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF NORTHWEST ARKANSAS COMMUNITY COLLEGE**  
**June 30, 2009**

<p><i>Finding:</i></p>	<p><b>REPEAT</b></p> <p>The College's internal control system did not prevent or detect material errors in the financial statements and accounting records. The financial statements were subsequently corrected by adjusting entries during audit fieldwork. A similar finding was reported in the previous audit. Significant errors included understatement of accounts receivable in the amount of \$328,787, overstatement of construction in progress in the amount of \$435,396, and a \$1,000,000 error on the Statement of Cash Flows pertaining to the amount of the operating loss.</p>
<p><i>Institution's Response:</i></p>	<p>The following measures are being initiated to improve our system of supervision, review, and control procedures over financial accounting and reporting:</p> <ol style="list-style-type: none"> <li>1. An interim Director of Accounting has been appointed. This experienced CPA with in-depth knowledge of financial accounting and reporting will emphasize developing and implementing internal accounting review and control procedures.</li> <li>2. An expanded search is in progress to fill the redesigned position of Vice President for Finance. The individual selected will assume overall responsibility for financial activities and financial statements, including supervision, review, and approval.</li> <li>3. The personnel are a priority. Structural changes such as optimal organization design and commitment to increase the number of personnel will combine with a</li> </ol>

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF NORTHWEST ARKANSAS COMMUNITY COLLEGE**  
**June 30, 2009**

	<p>strong emphasis on internal controls, training, and cross-training to develop more proficient and capable staff.</p> <p>We believe the above steps that are under way will result in more accurate financial reporting for current year and beyond.</p>
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# OUACHITA TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### **Ouachita Technical College Vision Statement**

Ouachita Technical College is a community of successful, lifelong learners and is acknowledged as responsive to the economic development needs of the region.

### **Ouachita Technical College Mission Statement and Purposes**

Ouachita Technical College is a public, two-year institution of higher education that continually identifies and addresses the changing learning needs of the communities it serves through:

- Developmental courses and services that promote collegiate-level success;
- Associate-degree programs and courses that prepare learners to transfer and to succeed at universities;
- Associate degree, certificate, and continuing professional education programs and courses that prepare learners to succeed in the workforce;
- Services and resources that meet the needs of students in order to support successful learning;
- Specialized training courses and services that meet the needs of business and individuals;
- Partnerships with K-12 schools, other colleges and universities, businesses, industries, public agencies, and civic groups that support learning and promote the economic development of Arkansas;
- Non-credit, lifelong learning programs and opportunities that meet community needs;
- Continuous improvement through a system of inquiry, evidence, and accountability.

### **2008-2013 Strategic Priorities:**

#### ***Strategic Action Area One: Student Access, Engagement, Learning, and Success***

Goal One: Provide educational programming, resources, services, financial aid and environment to improve student learning as indicated by increased academic success, persistence, retention, program completion, and transfer.

## OUACHITA TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Goal Two: Promote increased access and student learning to a diverse population.

Goal Three: Create optimal conditions to increase student engagement in curricular, co-curricular, and extra-curricular activities.

#### ***Strategic Action Area Two: Community-College Engagement***

Goal One: Collaborate and partner with other educational entities (schools, higher education institutions, state agencies, foundations) to support and enhance concurrent, transfer, and other educational success.

Goal Two: Promote innovation and collaboration to fulfill the workforce development needs of business, industry, and other sectors.

Goal Three: Increase public awareness of and earn support for the college and its educational, social, and economic impact.

#### ***Strategic Action Area Three: Developing and Managing Effective Resources***

Goal One: Promote a financial, physical, and human resource base to support the college's mission, to sustain organizational improvement, and to enhance teaching and learning.

Goal Two: Strengthen and sustain a high-quality information technology infrastructure to support the college's mission.

Goal Three: Empower employees through an environment that encourages professional development, leadership, creativity, and accountability.

Goal Four: Promote increased student access and success by securing increased federal, state, and private support.



# OUACHITA TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### ***Strategic Action Area Four: Continuous Improvement and Accountability***

Goal One: Promote and improve institutional effectiveness through an organized system of planning, assessment, and budgeting.

Goal Two: Demonstrate a culture of inquiry, evidence, and accountability through data-driven decision-making.

### **Ouachita Technical College Statements of Value**

As a student-centered institution, Ouachita Technical College is committed to ethical dealings with its constituencies—faculty, staff, administration, businesses, industries, students, and other educational institutions and agencies. We formally adopt the following set of values to guide the direction and operations of the College,

Integrity: We act honestly, courteously, decently, and fairly in all our dealings with our constituencies. Respect must characterize all of our internal and external relationships.

Quality and Accountability: Quality education is the guiding principle in all our actions; consequently, we hold ourselves and each other accountable for our results through a culture of inquiry and evidence.

Leadership: We lead by innovation in meeting the changing needs of our constituencies.

Independence: We recognize that academic freedom, used responsibly, fosters the innovation and initiative which make OTC unique.

Environment: We provide an accessible, safe, clean, and attractive collegiate environment for learning and working.

Community: We are an integral contributor to our community and to its economic development.

The Individual: We know that the commitment and contributions of all employees and students will determine our success. Each

# OUACHITA TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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employee and student has the opportunity to participate fully, to grow professionally, and to develop to his or her highest potential.

Diversity: We value diversity and the learning opportunities that it creates.

### **Programs of Excellence:**

Ouachita Technical College (OTC) Nursing Program (Practical Nursing and Licensed Practical Nurse to Registered Nurse (ADN)) is committed to the preparation of caring professional nurses who employ critical thinking skills and the nursing process in meeting the human needs of clients in a variety of health care settings. Students develop competence in the art and science of nursing within an integrated curriculum which incorporates seminar, classroom, the College Nursing Laboratory and clinical experiences.

- Practical Nursing program is well established within the community and the 5 surrounding counties since 1972.
- National Council Licensing Examination (NCLEX) pass rate has been consistently well above the National average.
- Combined nursing experience of full time staff is over 60 years.
- Laerdal representative (a leader in simulation) considers our current simulation specialist to one of the top 5 expert in the state of Arkansas.
- Our simulation specialist has spoken to colleges throughout the state addressing simulation.

### **Description of Projects**

#### **Project One:**

A state of the art simulation lab is being designed at Ouachita Technical College. This lab will be used by the practical nursing students and associate degree students in the LPN to RN program. The purpose is to provide a setting that replicates the real world environment in order to familiarize the student with numerous patient health problems before going to the hospital and having the responsibility of patient's well-being and safety. This will enable the development and improvement of crucial skills in a controlled environment, and better prepares healthcare providers for the day when those skills are needed to treat living patients.

In order to accomplish this, the current space needs to be redesigned to include:

- Reconstruction of existing space to mimic real life experience/hospital room/ER bay

## OUACHITA TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Oxygen and suction setup
- Two (2) state of the art High Fidelity Adult Simulation Mannequins
- One (1) High Fidelity Simulation Newborn Mannequin with a Ohio Unit (baby warmer)
- One (1) High Fidelity Simulation Birthing Mother Mannequin with a Labor and Deliver Suite
- Two (2) One-way mirror windows
- Audio/Visual equipment for recording and observing student performance
- IV computers
- IV arms
- Testing computers
- Simulation software
- Enhanced technology and laboratory classroom settings

#### **Outcomes**

1. Increase comfort and competency of the nursing student with technical skills, equipment and standard scenarios prior to and concurrent with clinical engagement with clients.
2. Increase emphasis on clinical caring during practicum.
3. Increase satisfaction and confidence with level of student preparation for clinical experiences.
4. Increase participation in effective remediation.
5. Improved retention, graduation and NCLEX performance.
6. Sustained enthusiasm for action-oriented learning.
7. Enhanced clinical time with patients through simulation that will place emphasis on comprehensive assessment, building professional client relationships and critical thinking for solving complex patient problems.
8. Strengthen healthcare education in the region by maximizing the use of resources and pooling talent and technologies.
9. Build a stronger alliance between nursing education programs and public and private healthcare entities.

## OUACHITA TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### Budget

CATEGORY	AMOUNT
Capital Outlay/Renovation of Current Space and Equipment for Simulation Lab	<b>100,000 Year 2011</b> <b>100,000 Year 2012</b> <b>100,000 Year 2013</b>
Professional Fees, Training & Services	<b>55,000 Year 2011</b> <b>35,000 Year 2012</b> <b>25,000 Year 2013</b>
Total	<b>415,000</b>

#### **Project Two:**

Becoming an accredited nursing program with the National League for Nursing Accreditation Commission is one of our top priorities. This accreditation is needed to help the graduate nurse with employment opportunities.

**The accreditation process will create a culture of quality and safety within a college that strives to continually improve patient care processes and results. In doing so, OTC will further:**

- improve public trust that the college is concerned for student and patient safety as well as quality of nursing instructional care

## OUACHITA TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- provide a safe and efficient learning environment that contributes to student and faculty satisfaction
- teach the nursing student to listen to patients and their families, respect their rights, and involve them in the care process as partners
- create a culture that is open to learning
- establish collaborative leadership that sets priorities for quality nursing instruction

#### **Institutional Goals:**

Ouachita Technical College Nursing Program (Practical Nursing and Licensed Practical Nurse to Registered Nurse) provides area citizens affordable, lifelong educational opportunities in a caring environment designed to enable them to develop their fullest potential and to support the economic development of Arkansas.

#### **Institutional Objectives:**

Ouachita Technical College Nursing Program is committed to the preparation of caring professional nurses who employ critical thinking skills and the nursing process in meeting the human needs of clients in a variety of health care settings. Students develop competence in the art and science of nursing within an integrated curriculum which incorporates seminar, classroom, the College Nursing Laboratory and clinical experiences.

1. The student will demonstrate fundamental nursing skill in the clinical and laboratory setting: Provided that the student meets attendance and academic requirements, they should:
  - Develop practice skills using critical thinking skill in simulated patient care situations
  - Demonstrate expertise in fundamental nursing skills in the laboratory and clinical setting
  - The student will demonstrate critical thinking and decision-making skills in simulated medical surgical patient care situation: Provided that the student meets attendance and academic requirements, they should:

## OUACHITA TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Demonstrate proficiency in head-to-toe assessments. Recognize deviations from normal health including specialty areas of pregnancy, the new born, the pediatric patient, the critically ill, and the geriatric patient.
2. The student will use the nursing process format to stimulate critical thinking, problem solving, and decision-making in applying fundamental principles to nursing skills and procedures. Provided that the student meets attendance and academic requirements, they should:
- Demonstrate knowledge of scientific principles based on nursing theory in providing patient care
  - Possess complex skills and knowledge as a registered nurse in assessing, diagnosing, planning, implementing, and evaluating nursing care through the formation of nursing care plans
3. The student will demonstrate the ability to identify human response to physical, emotional, intellectual, social, and spiritual dimensions. Provided that the student meets attendance and academic requirements, they should:
- Apply nursing theory with emphasis on emotional-intellectual-social-spiritual responses in the clinical setting
  - Integration of principles and practices of psychiatric-mental health nursing in the clinical setting
4. The student will demonstrate critical thinking skills in making decisions concerning patient care in the clinical settings. Provided that the student meets attendance and academic requirements, they should:
- Demonstrate knowledge of scientific principles and theories in nursing in providing nursing care
  - Function effectively as a member of the health care team
5. The student will use the nursing process, including specific nursing diagnoses in relation to patients and families both in a clinical setting and in a health promotion and maintenance setting:

## OUACHITA TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- Develop and manage the nursing care plan
  - Teach necessary information for health promotion and maintenance
6. The student will demonstrate the ability to delegate nursing tasks to appropriate health care workers in the clinical setting:
- Possess knowledge of tasks that may be delegated within compliance with the Arkansas Nurse Practice Act
  - Demonstrate delegation of nursing care to both licensed and unlicensed personnel within the framework of the job description and the organizational policies and procedures
7. The student will demonstrate the ability to function in the leadership role by using curricular concepts of theory and by
- Demonstrate leadership skills in the management of licensed personnel within the framework of the job description and the organizational policies and procedures
  - Be aware of the constantly changing nature of nursing and therefore, the need for continuing education

#### **Performance Goal:**

Technology Infrastructure Improvements: Ouachita Technical College Computer Services goal is to improve the technology infrastructure by performing upgrades on core switch, core router, upgrades on both copper and fiber cables, and to match the BTOP (AREON) grant in order to better support today's technology and to ensure we have the infrastructure to support our distance education program, future growth, and higher speed applications. These upgrades and improvements will allow consolidation of the network backbone and allow future growth and manageability.

# OUACHITA TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### General Revenue Request:

Ouachita Technical College is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board.

### The Operating Needs & Recommendations for 2011-13 Biennium

	<u>2011-12</u>	<u>2012-13</u>
New Fund Amounts:	\$204,796	\$281,319
Use of new funds:		
Technology Infrastructure Improvements	\$39,796	\$121,319
Nursing Capital	100,000	100,000
Nursing Professional Fees And Training	55,000	35,000
Anticipated Utility Increases	<u>10,000</u>	<u>25,000</u>
Amount to be used:	\$204,796	\$281,319



## **OUACHITA TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### Cash Appropriation Request:

A reallocation of appropriation is requested in the “list commitment items” in order to expense in the appropriate commitment items.

#### Personal Services Request:

There was no request made for additional positions.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION OUACHITA TECHNICAL COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12			2012-13				
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	4,489,392		4,615,667		5,059,002		6,334,742		4,779,514		6,514,963		5,060,832	
2 CASH	4,471,146		9,062,625		9,062,625		9,062,625		9,062,625		9,062,625		9,062,625	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$8,960,538	158	\$13,678,292	158	\$14,121,627	203	\$15,397,367	205	\$13,842,139	205	\$15,577,588	205	\$14,123,457	205
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE	122,714	1%	43,863	0%				0%		0%		0%		0%
13 GENERAL REVENUE	3,385,781	38%	3,506,109	26%			5,266,133	34%	3,710,905	27%	5,446,354	35%	3,992,223	28%
14 EDUCATIONAL EXCELLENCE TRUST FUND	0	0%	0	0%				0%	0	0%	0	0%	0	0%
15 WORKFORCE 2000	996,837	11%	1,068,609	8%			1,068,609	7%	1,068,609	8%	1,068,609	7%	1,068,609	8%
16 CASH FUNDS	4,471,146	50%	9,062,625	66%			9,062,625	59%	9,062,625	65%	9,062,625	58%	9,062,625	64%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%
19 TOBACCO SETTLEMENT FUNDS		0%	0	0%			0	0%	0	0%	0	0%	0	0%
20 OTHER FUNDS	27,923	0%	0	0%			0	0%	0	0%	0	0%	0	0%
21 TOTAL INCOME	\$9,004,401	100%	\$13,681,206	100%			\$15,397,367	100%	\$13,842,139	100%	\$15,577,588	100%	\$14,123,457	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$43,863)		(\$2,914)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$860,411
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$168,832
INVENTORIES	\$114,844
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$10,000
MAJOR CRITICAL SYSTEMS FAILURES	
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,050,000
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$483,265)

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

OUACHITA TECHNICAL COLLEGE

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	3,045,960	3,163,164	3,318,164	3,503,164
2 RESEARCH				
3 PUBLIC SERVICE				
4 ACADEMIC SUPPORT	460,296	491,644	591,644	661,644
5 STUDENT SERVICES	661,081	671,471	671,471	671,471
6 INSTITUTIONAL SUPPORT	1,562,492	1,029,801	1,029,801	1,049,801
7 PHYSICAL PLANT M&O	948,793	980,704	1,018,500	1,079,818
8 SCHOLARSHIPS & FELLOWSHIPS	381,987	561,248	561,248	561,248
9 CONTINGENCY		28,000	0	0
10				
11				
12				
13 MANDATORY TRANSFERS				
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS				
16 TOTAL UNREST. E&G EXP.	\$7,060,609	\$6,926,032	\$7,190,828	\$7,527,146
17 NET LOCAL INCOME	2,587,760	2,351,314	2,411,314	2,466,314
18 PRIOR YEAR BALANCE***	122,714	43,863		
STATE FUNDS:				
19 GENERAL REVENUE	3,385,781	3,506,109	3,710,905	3,992,223
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	996,837	1,068,609	1,068,609	1,068,609
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	27,923			
24 TOTAL SOURCES OF INCOME	\$7,121,015	\$6,969,895	\$7,190,828	\$7,527,146

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

FORM 11-2

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010

32,112

Transfer out

(4,189)

27,923

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

OUACHITA TECHNICAL COLLEGE  
\_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	2,343,405	2,140,314	2,190,314	2,240,314
2 ALL OTHER FEES	214,721	180,000	180,000	180,000
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	12,989	20,000	30,000	35,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	18,381	18,000	18,000	18,000
6 INVESTMENT INCOME	26,222	20,000	20,000	20,000
7 OTHER CASH INCOME:				
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	2,615,718	2,378,314	2,438,314	2,493,314
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES	27,958	27,000	27,000	27,000
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$2,587,760	\$2,351,314	\$2,411,314	\$2,466,314

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTW0000

INSTITUTION OUACHITA TECHNICAL COLLEGE

APPROPRIATION 1WZ

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	3,134,827	3,206,108	3,100,000	3,206,108	3,206,108		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	536,570	800,000	600,000	800,000	800,000		
5 OPERATING EXPENSES	817,995	609,559	1,359,002	773,406	1,054,724		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$4,489,392	\$4,615,667	\$5,059,002	\$4,779,514	\$5,060,832	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	122,714	43,863					
16 GENERAL REVENUE	3,385,781	3,506,109		3,710,905	3,992,223		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	996,837	1,068,609		1,068,609	1,068,609		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	27,923						
22 TOTAL INCOME	\$4,533,255	\$4,618,581		\$4,779,514	\$5,060,832	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$43,863)	(\$2,914)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	32,112
Transfer out	(4,189)
	27,923

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2850000

INSTITUTION OUACHITA TECHNICAL COLLEGE

APPROPRIATION B62

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,370,265	2,210,145	2,210,145	2,510,145	2,510,145		
2 EXTRA HELP WAGES	453,999	470,166	470,166	584,123	584,123		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	852,937	952,857	952,857	1,152,857	1,152,857		
5 OPERATING EXPENSES	1,643,045	1,984,209	1,984,209	2,184,209	2,184,209		
6 CONFERENCE FEES & TRAVEL	72,037	188,450	188,450	188,450	188,450		
7 PROFESSIONAL FEES AND SERVICES	73,525	270,486	270,486	270,486	270,486		
8 DATA PROCESSING		385,408	385,408				
9 CAPITAL OUTLAY	5,338	772,990	772,990	1,158,398	1,158,398		
10 CAPITAL IMPROVEMENTS		813,957	813,957	813,957	813,957		
11 DEBT SERVICE							
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		1,013,957	1,013,957	200,000	200,000		
13							
14							
15							
16							
17 TOTAL APPROPRIATION	\$4,471,146	\$9,062,625	\$9,062,625	\$9,062,625	\$9,062,625	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	4,471,146	9,062,625		9,062,625	9,062,625		
20 FEDERAL CASH FUNDS							
21 OTHER CASH FUNDS							
22 TOTAL INCOME	\$4,471,146	\$9,062,625		\$9,062,625	\$9,062,625	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	158	158	203	205	205	
TOBACCO POSITIONS						
EXTRA HELP **	56	56	60	60	60	

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

FORM 11-5

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

OUACHITA TECHNICAL COLLEGE  
 (NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES				0				0
6 COLLEGE UNION				0				0
7 BOOKSTORE	689,066	563,845		125,221	575,000	561,249		13,751
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$689,066	\$563,845	\$0	\$125,221	\$575,000	\$561,249	\$0	\$13,751
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$689,066	\$563,845	\$0	\$125,221	\$575,000	\$561,249	\$0	\$13,751

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

OUACHITA TECHNICAL COLLEGE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:				<u>191</u>		
(As of November 1, 2009 )						
Nonclassified Administrative Employees:					Total	Male:
White Male:	<u>6</u>	Black Male:	<u>1</u>	Other Male:	<u>        </u>	<u>7</u>
White Female:	<u>5</u>	Black Female:	<u>2</u>	Other Female:	<u>        </u>	<u>7</u>
Nonclassified Health Care Employees:					Total	Male:
White Male:	<u>        </u>	Black Male:	<u>        </u>	Other Male:	<u>        </u>	<u>0</u>
White Female:	<u>        </u>	Black Female:	<u>        </u>	Other Female:	<u>        </u>	<u>0</u>
Classified Employees:					Total	Male:
White Male:	<u>25</u>	Black Male:	<u>2</u>	Other Male:	<u>        </u>	<u>27</u>
White Female:	<u>47</u>	Black Female:	<u>6</u>	Other Female:	<u>        </u>	<u>53</u>
Faculty:					Total	Male:
White Male:	<u>35</u>	Black Male:	<u>        </u>	Other Male:	<u>2</u>	<u>37</u>
White Female:	<u>54</u>	Black Female:	<u>4</u>	Other Female:	<u>2</u>	<u>60</u>
Total White Male:	<u>66</u>	Total Black Male:	<u>3</u>	Total Other Male:	<u>2</u>	Total
Total White Female:	<u>106</u>	Total Black Female:	<u>12</u>	Total Other Female:	<u>2</u>	Male:
					<u>71</u>	Total
					<u>120</u>	Female:
Total White:	<u>172</u>	Total Black:	<u>15</u>	Total Other:	<u>4</u>	Total
					<b>Total Minority:</b>	Employees:
					<u>19</u>	<u>191</u>

FORM 11-8



**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF OUACHITA TECHNICAL COLLEGE  
June 30, 2009**

<i>Finding:</i>	Electronic data backups are not stored at a suitable off-site facility. Failing to maintain backups at a secure off-site facility could result in loss of data and the inability to continue operations in the event of a disaster.
<i>Institution's Response:</i>	The Vice President of Finance and Administration is working with the Vice President of Information Technology to find an off-site data back-up location.

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## OZARKA COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### OPERATING REQUEST:

Ozarka College is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Department of Higher Education Coordinating Board. The increase in general revenue funding will be used in the following manner:

#### Fiscal Year 2012

Salary & Benefits for two (2) new faculty positions	\$ 121,320
Salary & Benefits for one (1) new physical plant worker	36,000
Cost of Living Increases for faculty & staff	<u>43,640</u>
Total Increase for Fiscal Year 2012	\$ 200,960

#### Fiscal Year 2013

Salary & Benefits for one (2) new faculty position	\$ 121,320
Salary & Benefits for one (1) new campus coordinator	60,000
Salary & Benefits for one (1) addition support staff employee	36,000
Cost of Living Increases for faculty & staff	<u>59,482</u>
Total Increase for Fiscal Year 2013	\$ 206,802

Ozarka College is requesting an additional \$1 million of cash appropriation for each year of the biennium to allow for increased operating expenses, salaries and benefits for additional full-time and staff positions, and future construction and renovation needs resulting from increased enrollment. In addition, the following reallocations of appropriation are being requested:

## OZARKA COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Regular Salaries – increase of \$118,784. This increase is being requested due to the necessity of hiring additional full-time faculty as result of increased enrollment.

Extra Help Wages – increase of \$1,517. This increase is being requested due to anticipated need for part-time janitorial help when the new education facility in Mtn. View is completed.

Personal Services Matching – increase of \$182,084. This increase is being requested due to the necessity of hiring full-time faculty and staff due to increased enrollment and to expense in the appropriate commitment item.

Operating Expenses – increase of \$151,400. This increase is being requested due to the anticipated increase in utilities and operational expenses that will be incurred when the new educational facility in Mtn. View is completed.

Conference Fees & Travel – decrease of \$23,700. This decrease is being requested to transfer appropriation to more closely align budgeted expenditures and in order to expense in the appropriate commitment items.

Professional Fees & Services – decrease of \$31,485. This decrease is being requested to transfer appropriation to more closely align budgeted expenditures and in order to expense in the appropriate commitment items.

Capital Outlay – decrease of \$127,600. This decrease is being requested to transfer appropriation to more closely align budgeted expenditures and in order to expense in the appropriate commitment items.

Capital Improvements – increase of \$850,000. This increase is being requested to allow for future construction and renovation needs resulting from increased enrollment.

Debt Service – decrease of \$111,000. This decrease is being requested to transfer appropriation to more closely align budgeted expenditures and in order to expense in the appropriate commitment items.

## OZARKA COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### **PERSONNEL REQUEST:**

Ozarka College requested one additional staff position for the 2011-13 Biennium. An Executive Assistant to the President was requested due to the increased responsibilities of the office supporting the president. The assigned tasks and projects being completed by the support staff have been elevated significantly and will lead to substantial gains in efficiency and effectiveness for the office of the president. The Executive Assistant to the President will perform the following functions:

- Communicate regularly with the College Board of Trustees
- Prepare and maintain the administrative council, president's consultation council, and Board of Trustees agendas
- Track and maintain Board of Trustees policies and procedures
- Communicate directly with senior administrators regarding correspondence and required actions, as directed by the president
- Maintain direct communications with donors and the College Foundation Board of Directors
- Oversee external and internal communications and media contact for the president

#### **PROGRAMS:**

Ozarka College has been approved by ADHE to offer the CP in Medical Office Administration and CP in Corrections and Criminal Justice. No programs have been deleted so there has been no reallocation of funds. All new programs and program expansions have been funded with grant money, tuition, fees, and current appropriations.

The primary workforce development initiative has been the expansion of the current LPN program to the off-site locations in Mountain View and Ash Flat, and the addition of a night and weekend program at Melbourne to help provide additional skill health care professionals in rural north central Arkansas. The programs have been implemented as stand-alone programs with a capacity of twenty students each. In addition, Ozarka has been approved by the Arkansas Rural Nursing Education Consortium (ARNEC) Governing Board to add 20 students to its next RN class. This will bring the total of RN

# OZARKA COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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students starting in January 2011 to 40. There has also been an increase emphasis in the Certified Nurse Assistant (or Aide) (CNA) program for credit and non-credit that has placed a large number of CNAs in the workforce. Ozarka has also partnered with local high schools to offer CNA training opportunities to its students.

Ozarka College has not targeted additional funds into any special areas of excellence so far, but strategic plans focus on the eventual expansion of the Culinary Arts program. Several culinary and automotive students earned awards at recent Skills USA and other competitive career events.

### INSTITUTIONAL OBJECTIVES

#### Priority 1: Access to Education

Ozarka College will ensure access to life-changing educational opportunities.

- Maximize early access pathways
- Expand and maximize current access
- Identify pathways for jobs and careers
- Promote a University Center
- Facilitate transfer

#### Priority 2: Student Success

Ozarka College will be a learning-centered college preparing students for transfer, workforce, and life enhancement.

- Promote student engagement and involvement
- Expand services at all sites
- Improve retention and completion
- Provide student success related professional development
- Further develop the online component to student success

# OZARKA COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### **Priority 3: Management of Resources**

Ozarka College will ensure effective and efficient management of resources in support of the College Mission.

- Optimize management of human resources
- Continue sound financial and physical management
- Improve the professional development program
- Support grant writing and grant sourcing

### **Priority 4: Continuous Improvement**

Ozarka College will utilize assessment as a catalyst for continuous improvement.

- Promote an environment of continuous improvement
- Provide training
- Identify KPIs for the Strategic Plan and all College areas
- Continue to leverage technology
- Celebrate achievements

### **Priority 5: Community Engagement and Service**

Ozarka College will promote engagement and dialogue within the service region that will result in strong and mutually supportive community relationships.

- Bring the community to campus
- Maximize the continuing education program and educational seminars
- Promote service learning and volunteerism in the classroom
- Encourage employee engagement and impact
- Provide leadership in poverty reduction

# OZARKA COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### **Priority 6: Collaborative Partnerships**

Ozarka College will develop and maintain supporting partnerships to provide opportunities throughout the service region.

- Enhance service area partnerships
- Enhance regional and state partnerships

### **Priority 7: Workforce and Economic Development**

Ozarka College will provide leadership and opportunities to enhance economic viability within the service region.

- Participate in local activities
- Generate new ideas to promote economic development
- Enhance relationships with employers
- Encourage entrepreneurship



**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION: OZARKA COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	4,030,019		4,180,126		4,493,666		5,861,945		4,335,851		6,043,439		4,612,654	
2 CASH	4,560,009		10,313,715		10,313,715		11,313,715		11,313,715		11,313,715		11,313,715	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$8,590,028	149	\$14,493,841	161	\$14,807,381	193	\$17,175,660	194	\$15,649,566	194	\$17,357,154	194	\$15,926,369	194
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	90,391	1%	43,024	0%				0%		0%		0%		0%
13 GENERAL REVENUE	2,858,021	33%	2,959,592	20%			4,641,607	27%	3,115,513	20%	4,823,101	28%	3,392,316	21%
14 EDUCATIONAL EXCELLENCE TRUST FUN	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%
15 WORKFORCE 2000	1,096,362	13%	1,220,338	8%			1,220,338	7%	1,220,338	8%	1,220,338	7%	1,220,338	8%
16 CASH FUNDS	3,290,930	38%	6,513,715	45%			7,513,715	44%	7,513,715	48%	7,513,715	43%	7,513,715	47%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	1,269,079	15%	3,800,000	26%			3,800,000	22%	3,800,000	24%	3,800,000	22%	3,800,000	24%
19 TOBACCO SETTLEMENT FUNDS		0%	0	0%			0	0%	0	0%	0	0%	0	0%
20 OTHER FUNDS	28,269	0%	196	0%			0	0%	0	0%	0	0%	0	0%
21 TOTAL INCOME	\$8,633,052	100%	\$14,536,865	100%			\$17,175,660	100%	\$15,649,566	100%	\$17,357,154	100%	\$15,926,369	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$43,024)		(\$43,024)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$3,689,384
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$509,462
INVENTORIES	\$246,772
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$10,000
MAJOR CRITICAL SYSTEMS FAILURES	\$100,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$936,500
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$780,000
OTHER (FOOTNOTE BELOW)	\$475,000
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$631,650

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

OZARKA COLLEGE

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	2,659,234	2,850,851	3,135,000	3,291,750
2 RESEARCH				
3 PUBLIC SERVICE	197,513	246,207	270,000	283,500
4 ACADEMIC SUPPORT	172,924	190,539	209,500	219,975
5 STUDENT SERVICES	536,372	639,839	703,800	738,990
6 INSTITUTIONAL SUPPORT	1,979,584	1,922,008	2,114,000	2,219,700
7 PHYSICAL PLANT M&O	1,187,926	832,054	915,000	960,750
8 SCHOLARSHIPS & FELLOWSHIPS	205,626	237,436	261,000	274,050
9 DEBT RETIREMENT		251,990	238,500	240,000
10				
11				
12				
13 MANDATORY TRANSFERS				
14 AUXILIARY TRANSFERS		173,148		
15 NON-MANDATORY TRANSFERS				
16 TOTAL UNREST. E&G EXP.	\$6,939,179	\$7,344,072	\$7,846,799	\$8,228,714
17 NET LOCAL INCOME	2,820,528	3,209,180	3,510,948	3,616,060
18 PRIOR YEAR BALANCE***	90,391	43,024		
STATE FUNDS:				
19 GENERAL REVENUE	2,858,021	2,959,592	3,160,551	3,437,354
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,096,362	\$1,220,338	\$1,220,338	\$1,220,338
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	164,629			
24 TOTAL SOURCES OF INCOME	\$7,029,931	\$7,432,134	\$7,891,837	\$8,273,752

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	27,106
GIF Economic Incentive Funds	136,360
Other Transfers Out	(129)
M&R Proceeds	<u>1,292</u>
	164,629

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

OZARKA COLLEGE

(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	2,356,984	2,643,490	2,843,000	2,918,000
2 ALL OTHER FEES	172,224	239,550	335,000	357,000
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	17,716	14,850	17,000	20,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	22,428	17,870	15,000	20,000
7 OTHER CASH INCOME:	251,176	293,420	300,948	301,060
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	2,820,528	3,209,180	3,510,948	3,616,060
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$2,820,528	\$3,209,180	\$3,510,948	\$3,616,060

FORM 11-3

Line 7 Other Cash Income

** Sales Tax Proceeds	251,176	258,275	260,000	260,000
Admin Allowances		19,730	22,000	22,000
Vending Commission		4,190	5,000	5,000
Rental Income		475	1,000	1,000
Misc Income		<u>10,750</u>	<u>12,948</u>	<u>13,060</u>
TOTAL	251,176	293,420	300,948	301,060

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTO0000

INSTITUTION OZARKA COLLEGE

APPROPRIATION 1XC

DESCRIPTION	ACTUAL	BUDGETED	AUTHORIZED	INSTITUTIONAL REQUEST /		LEGISLATIVE RECOMMENDATION		
	2009-10	2010-11	2010-11	AHECB RECOMMENDATION	2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	2,642,547	3,062,500	3,100,000	2,900,000	3,100,000			
2 EXTRA HELP WAGES	75,000	75,000	75,000	75,000	100,000			
3 OVERTIME		100	100	100	100			
4 PERSONAL SERVICES MATCHING	1,312,472	1,041,130	1,317,366	1,359,551	1,411,354			
5 OPERATING EXPENSES		200	200	200	200			
6 CONFERENCE FEES & TRAVEL		200	200	200	200			
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)		200	200	200	200			
8 CAPITAL OUTLAY		200	200	200	200			
9 DATA PROCESSING								
10 FUNDED DEPRECIATION		200	200	200	200			
11 CAPITAL IMPROVEMENTS		200	200	200	200			
12 M&R EXPENSES		196						
13								
14 TOTAL APPROPRIATION	\$4,030,019	\$4,180,126	\$4,493,666	\$4,335,851	\$4,612,654	\$0	\$0	
15 PRIOR YEAR FUND BALANCE**	90,391	43,024						
16 GENERAL REVENUE	2,858,021	2,959,592		3,115,513	3,392,316			
17 EDUCATIONAL EXCELLENCE TRUST FUND								
18 SPECIAL REVENUES * [WF2000]	1,096,362	\$1,220,338		\$1,220,338	\$1,220,338			
19 FEDERAL FUNDS IN STATE TREASURY								
20 TOBACCO SETTLEMENT FUNDS								
21 OTHER STATE TREASURY FUNDS	28,269	196						
22 TOTAL INCOME	\$4,073,043	\$4,223,150		\$4,335,851	\$4,612,654	\$0	\$0	
23 EXCESS (FUNDING)/APPROPRIATION	(\$43,024)	(\$43,024)		\$0	\$0	\$0	\$0	

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 21 Other State Treasury Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010

Other Transfers Out

M&R Proceeds

27,106	
(129)	
1,292	196
<u>28,269</u>	<u>196</u>

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2870000

INSTITUTION OZARKA COLLEGE

APPROPRIATION B63

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,446,828	2,381,216	2,381,216	2,500,000	2,500,000		
2 EXTRA HELP WAGES	109,307	223,483	223,483	225,000	225,000		
3 OVERTIME		1,000	1,000	1,000	1,000		
4 PERSONAL SERVICES MATCHING	327,754	1,217,916	1,217,916	1,400,000	1,400,000		
5 OPERATING EXPENSES	2,377,833	4,648,600	4,648,600	4,800,000	4,800,000		
6 CONFERENCE FEES & TRAVEL		98,700	98,700	75,000	75,000		
7 PROFESSIONAL FEES AND SERVICES		119,200	119,200	87,715	87,715		
8 DATA PROCESSING		10,000	10,000				
9 CAPITAL OUTLAY	55,697	377,600	377,600	250,000	250,000		
10 CAPITAL IMPROVEMENTS		850,000	850,000	1,700,000	1,700,000		
11 DEBT SERVICE	242,590	386,000	386,000	275,000	275,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13							
14							
15							
16							
17 TOTAL APPROPRIATION	\$4,560,009	\$10,313,715	\$10,313,715	\$11,313,715	\$11,313,715	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	3,203,900	4,000,000		5,000,000	5,000,000		
20 FEDERAL CASH FUNDS	1,269,079	3,800,000		3,800,000	3,800,000		
21 OTHER CASH FUNDS	87,030	2,513,715		2,513,715	2,513,715		
22 TOTAL INCOME	\$4,560,009	\$10,313,715		\$11,313,715	\$11,313,715	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	149	161	193	194	194	
TOBACCO POSITIONS						
EXTRA HELP **	75	75	75	100	100	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

OZARKA COLLEGE

(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	74,521	136,627		(62,106)	59,957	137,999		(78,042)
6 COLLEGE UNION				0				0
7 BOOKSTORE	692,775	636,355		56,420	654,247	666,977		(12,730)
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 PRESCHOOL	144,493	177,598		(33,105)	121,606	203,982		(82,376)
11 SUBTOTAL	\$911,789	\$950,580	\$0	(\$38,791)	\$835,810	\$1,008,958	\$0	(\$173,148)
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0	173,148			173,148
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$911,789	\$950,580	\$0	(\$38,791)	\$1,008,958	\$1,008,958	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

Line 13 Other Transfers

Transfer from Unrestricted Funds/Net Local Income

173,148

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

OZARKA COLLEGE

(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						121
						(As of November 1, 2009 )
Nonclassified Administrative Employees:						
White Male:	5	Black Male:		Other Male:		Total Male: 5
White Female:	3	Black Female:		Other Female:		Total Female: 3
Nonclassified Health Care Employees:						
White Male:		Black Male:		Other Male:		Total Male: 0
White Female:		Black Female:		Other Female:		Total Female: 0
Classified Employees:						
White Male:		Black Male:		Other Male:		Total Male: 0
White Female:		Black Female:		Other Female:		Total Female: 0
Faculty:						
White Male:	33	Black Male:		Other Male:		Total Male: 33
White Female:	78	Black Female:		Other Female:	2	Total Female: 80
Total White Male:	38	Total Black Male:	0	Total Other Male:	0	Total Male: 38
Total White Female:	81	Total Black Female:	0	Total Other Female:	2	Total Female: 83
Total White:	119	Total Black:	0	Total Other:	2	Total Employees: 121
				<b>Total Minority:</b>	2	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF OZARKA COLLEGE  
June 30, 2009**

<i>Finding:</i>	No Findings noted
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# PHILLIPS COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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PCCUA has established the following strategic directions: Student Success, Community Development, Faculty/Staff Development, and Fiscal Sustainability.

### Strategic Direction: Student Success

1. PCCUA will make significant improvement in the early success of entering students.
  - 1.1 Increase the number of students who complete required developmental courses in the first year.
  - 1.2 Increase the percent of incoming high school students who come to PCCUA prepared for college-level work
2. PCCUA will improve student goal attainment, especially among students of color and economically disadvantaged students.
  - 2.1 Increase classroom use of active and cooperative learning activities.
  - 2.2 Increase student engagement both within and outside of the classroom.
  - 2.3 Increase enrollment in targeted high demand and emerging programs.

### Strategic Direction: Human Capital

3. PCCUA will be an employer of choice.

# PHILLIPS COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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3.1 Increase the number of hours of professional development in which employees participate.

3.2 Improve methods of recruiting and retaining talented employees.

3.3 Increase employee engagement.

### Strategic Direction: Fiscal Stability

4. PCCUA will build a financially sustainable organization.

4.1 Develop and implement a communications plan to convey financial constraints and future challenges and solicit solutions from the college community.

4.2 Identify and implement methods to create operating efficiencies.

### Strategic Direction: Community Development

5. PCCUA will utilize its resources to assist in the economic recovery of its communities through service, leadership, and collaboration.

5.1 Increase the involvement of students and employees in service activities.

5.2 Serve as a common ground on which diverse segments of the community can seek together to address important economic, political, and social issues.

PCCUA has implemented a new program in renewable energy technology, funded through a U.S Department of Labor

# PHILLIPS COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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grant, in partnership with the other Arkansas Delta Training and Education Consortium (ADTEC). It has implemented Medical Lab Technology and Phlebotomy programs with funded from an U.S. Department of Labor grant. It has expanded the delivery of its AAS degree in Nursing to its Stuttgart campus with state workforce development funding. It has implemented an AAS degree in Health Occupations, a new degree program that required no additional funding because it is the result of repackaging existing courses.

The following certificates and degrees have been deleted during the past two years:

1. CP Banking
2. CP Paralegal
3. TC, AAS Drafting
4. CP Food Service
5. CP HVAC
6. CP Industrial Technology
7. CP Maintaining and Managing Personal Computers
8. Associate of Liberal Studies

PCCUA has received recognition of the Center for College Student Engagement for exceeding national benchmarks and innovative practices in student engagement.

# PHILLIPS COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

### Strategic Direction: Student Success

1. Performance Goals: PCCUA has adopted the Achieving the Dream initiative as its performance measures in student success:

First-Year Student Performance		
<b>A1</b>	Persisted fall to spring	The number (percent) of the original cohort who were still enrolled in the spring immediately following the fall starting date.
<b>A2</b>	Passed 80% or more of attempted hours	The number (percent) of the original cohort who passed at least 80% of the hours in which they were officially enrolled during the first year. The passed courses are for any enrolled hour no matter the level. There is no minimum to courses passed.
<b>A3</b>	Earned 24 or more hours	The number (percent) of the original cohort who passed at least 24 hours during the tracking period. These hours may be either in developmental education or college level work.
<b>A4</b>	Earned a certificate prior to 24 hours	The number (percent) of the original cohort who passed a certificate before earning 24 hours during the tracking period. (Note: Credit hours include remedial courses.)
<b>A5</b>	Transferred prior to 24 hours	The number (percent) of the original cohort who transferred before earning 24 hours during the tracking period.
Second- and Third-Year Student Performance		
<b>B1</b>	Persisted fall to fall	The number (percent) of the original cohort who were still enrolled in the fall of the year immediately following the fall starting date. This looks at only the two falls and not intervening terms.
<b>B2</b>	Passed developmental math sequence by year 2	The number (percent) of the original cohort who successfully completed all required developmental mathematics courses by the end of the second year of tracking. This means they successfully passed the highest-level course required.
<b>B3</b>	Passed gatekeeper English or higher by year 3	The number (percent) of the original cohort who successfully passed the gatekeeper English or a higher-level English course by the end of the third year of tracking. Success is based upon any enrollment in the course and does not have to be the initial enrollment.
<b>B4</b>	Passed gatekeeper math or higher by year 3 (college-level math course, i.e., College Algebra)	The number (percent) of the original cohort who successfully passed the gatekeeper mathematics or a higher-level mathematics course by the end of the third year of tracking. Success is based upon any enrollment in the course and does not have to be the initial enrollment.
<b>B5</b>	Achieved the two-year hour milestone	The number (percent) of the original cohort who successful passed the hour milestones during the tracking period. These hours may be either in developmental education or college level work and the number depends upon the enrollment status of the students during their first fall term only, not their current status. The two-year hour milestone is 24 hours for part-time students and 42 hours for full-time students. (Note: Data does not include hours earned by high school students.)
Final Measures (Taken at 6 years)		
<b>C1</b>	Award of less than associate's degree without transfer	The number (percent) of the original cohort who have been granted an award below the associate level as recorded in the state data base and have not transferred. This award is usually called a certificate.

# PHILLIPS COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

<b>C2</b>	Award of associate's degree or higher without transfer	The number (percent) of the original cohort who have been granted an associate degree and have not transferred. This includes all associate degrees no matter their individual titles, such as Associate in Arts, Associate in Science, Associate in Applied Science, etc.
<b>C3</b>	Award of less than associate's degree and transferred	The number (percent) of the original cohort who have been granted an award below the associate level as recorded in the state data base and have transferred. This award is usually called a certificate. Students who have transferred without a degree and then have returned to earn a degree will also be counted in this category.
<b>C4</b>	Award of associate's degree or higher and transferred	The number (percent) of the original cohort who have been granted an associate degree and have transferred. This includes all associate degrees no matter their individual titles, such as Associate in Arts, Associate in Science, Associate in Applied Science, etc.
<b>C5</b>	Transferred without an award	The number (percent) of the original cohort who transferred to a four-year institution without an award within the community college system. This may include transferring to the upper division of a community college offering four-year degrees. Transfer data may be obtained from state databases and/or the National Student Clearinghouse.
<b>C6</b>	Still enrolled with 30 or more college hours	The number (percent) of the original cohort who are still enrolled in the community college system in the final year of tracking (fall, spring or summer, depending on the state's defined end point) and have earned at least 30 college level hours.
<b>C7</b>	Total success rate – this benchmark is calculated from other benchmarks	The sum of the percents for earned award below associate's degree (with and without transfer), earned associate's degree (with and without transfer), transferred without an award, and still enrolled with 30 or more college hours.

### 2. Strategies:

- a. Participation in the Achieving the Dream initiative, a national initiative seeking to improve student success, especially among students of color and economically disadvantaged students.
- b. Participation in GEAR-UP, an initiative funded by the U.S. Department of Education through which PCCUA works with 8 school districts in its services area beginning with students in the 7<sup>th</sup> grade. The focus of the initiative is on math.

### Strategic Direction: Human Capital

#### 1. Performance Goals:

- a. Increased employee/student engagement as reflected in the Community College Survey of Student Engagement (CCSSE) and the Survey of Entering Student Engagement (SENSE).

# PHILLIPS COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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b. Participation in at least 20 hours of professional development annually by 100 percent of PCCUA employees.

2. Strategies:

a. On-campus workshops driven by CCSSE and SENSE results

### **Strategic Direction: Fiscal Stability**

1. Performance Goal:

a. Improvement as measured by the High Learning Commission's Financial Ratios

### **Strategic Direction: Community Development**

1. Performance Goal

a. Participation in significant service activities by 100 percent of PCCUA employees.

b. Incorporation of service learning in PCCUA certificates and requirements

2. Strategies

a. Delta Bridge, Phillips County's strategic planning/community development initiative

b. Development of a business incubator in partnership with Thrive's Phillips County Business Incubator

# **PHILLIPS COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS**

## **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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- c. Collaboration with Stuttgart Unlimited and DeWitt Pride
- d. Completion of the Grand Prairie Center on the PCCUA Stuttgart campus

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNium**

INSTITUTION PHILLIPS COMMUNITY COLLEGE UA

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12			2012-13				
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY 308	7,585,123		7,597,535		7,949,018		7,257,920		7,257,920		7,257,920		7,257,920	
2 STATE TREASURY 1BW	936,913		1,079,547		1,210,491		1,210,491		1,210,491		1,210,491		1,210,491	
3 STATE TREASURY 413	1,360,288		1,565,662		1,755,570		1,755,570		1,755,570		1,755,570		1,755,570	
4 CASH FUNDS A73	10,493,722		27,590,000		27,590,000		27,590,000		27,590,000		27,590,000		27,590,000	
5 CASH FUNDS B08	319,585		8,770,000		8,770,000		8,770,000		8,770,000		8,770,000		8,770,000	
6 CASH FUNDS A81	985,260		19,270,000		19,270,000		9,270,000		9,270,000		9,270,000		9,270,000	
7														
8														
9														
10														
11 TOTAL	\$21,680,891	218	\$65,872,744	253	\$66,545,079	254	\$55,853,981	254	\$55,853,981	254	\$55,853,981	254	\$55,853,981	254
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	54,668	0%	156,799	0%				0%		0%		0%		0%
13 GENERAL REVENUE	8,752,049	40%	9,063,088	14%			9,063,088	16%	9,063,088	16%	9,063,088	16%	9,063,088	16%
14 EDUCATIONAL EXCELLENCE TRUST FUND	714,729	3%	671,256	1%			671,256	1%	671,256	1%	671,256	1%	671,256	1%
15 WORKFORCE 2000	456,750	2%	489,637	1%			489,637	1%	489,637	1%	489,637	1%	489,637	1%
16 CASH FUNDS	8,507,172	39%	52,180,000	79%			42,180,000	76%	42,180,000	76%	42,180,000	76%	42,180,000	76%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	3,291,395	15%	3,450,000	5%			3,450,000	6%	3,450,000	6%	3,450,000	6%	3,450,000	6%
19 TOBACCO SETTLEMENT FUNDS	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%
20 OTHER FUNDS	60,927	0%	0	0%			0	0%	0	0%	0	0%	0	0%
21 TOTAL INCOME	\$21,837,690	100%	\$66,010,780	100%			\$55,853,981	100%	\$55,853,981	100%	\$55,853,981	100%	\$55,853,981	100%
22 EXCESS (FUNDING)/APPROPRIATION	(156,799)		(138,036)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$5,122,944
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$1,939,522
INVENTORIES	\$53,106
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	
MAJOR CRITICAL SYSTEMS FAILURES	
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,642,823
RESERVE FOR SPECIFIC ITEM (Grand Prairie Center Construction)	\$1,500,000
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$12,507)



**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

PHILLIPS COMMUNITY COLLEGE UA

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	5,617,779	6,303,878	6,222,775	6,223,698
2 RESEARCH				
3 PUBLIC SERVICE	494,210	701,727	692,699	692,801
4 ACADEMIC SUPPORT	1,612,537	1,773,558	1,750,741	1,751,000
5 STUDENT SERVICES	1,059,250	1,075,687	1,061,848	1,062,005
6 INSTITUTIONAL SUPPORT	3,147,507	2,823,933	2,683,602	2,684,015
7 PHYSICAL PLANT M&O	1,663,495	1,708,953	1,686,966	1,687,217
8 SCHOLARSHIPS & FELLOWSHIPS	341,083	335,000	335,000	335,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS	622,495	694,125	773,350	771,245
14 AUXILIARY TRANSFERS	71,596	70,000	70,000	70,000
15 NON-MANDATORY TRANSFERS	588,000	288,000	288,000	288,000
16 TOTAL UNREST. E&G EXP.	\$15,217,952	\$15,774,861	\$15,564,981	\$15,564,981
17 NET LOCAL INCOME	5,881,116	5,550,880	5,341,000	5,341,000
18 PRIOR YEAR BALANCE***	54,668	156,799		
STATE FUNDS:				
19 GENERAL REVENUE	8,752,048	9,063,088	9,063,088	9,063,088
20 EDUCATIONAL EXCELLENCE	714,729	671,256	671,256	671,256
21 WORKFORCE 2000	456,750	489,636	489,637	489,637
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	60,927			
24 TOTAL SOURCES OF INCOME	\$15,920,238	\$15,931,659	\$15,564,981	\$15,564,981

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	83,007
Other Transfers Out	(22,080)
	<hr/> 60,927

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

PHILLIPS COMMUNITY COLLEGE UA  
\_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	2,820,614	2,846,720	2,846,720	2,846,720
2 ALL OTHER FEES	197,927	199,760	199,760	199,760
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	104,554	105,520	105,520	105,520
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	27,601	25,000	25,000	25,000
6 INVESTMENT INCOME	13,840	20,000	20,000	20,000
7 OTHER CASH INCOME:	2,716,580	2,353,880	2,144,000	2,144,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	5,881,116	5,550,880	5,341,000	5,341,000
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$5,881,116	\$5,550,880	\$5,341,000	\$5,341,000

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWP0000

INSTITUTION PHILLIPS COMMUNITY COLLEGE UA (HELENA)

APPROPRIATION 308

DESCRIPTION	ACTUAL	BUDGETED	AUTHORIZED	INSTITUTIONAL REQUEST /		LEGISLATIVE RECOMMENDATION		
	2009-10	2010-11	2010-11	AHECB RECOMMENDATION	2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	5,981,677	5,987,793	6,144,021	5,609,852	5,609,852			
2 EXTRA HELP WAGES								
3 OVERTIME								
4 PERSONAL SERVICES MATCHING	1,142,770	1,155,035	1,295,136	1,182,535	1,182,535			
5 OPERATING EXPENSES	460,676	454,707	509,861	465,533	465,533			
6 CONFERENCE FEES & TRAVEL								
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)								
8 CAPITAL OUTLAY								
9 DATA PROCESSING								
10 FUNDED DEPRECIATION								
11								
12								
13								
14 TOTAL APPROPRIATION	\$7,585,123	\$7,597,535	\$7,949,018	\$7,257,920	\$7,257,920		\$0	\$0
15 PRIOR YEAR FUND BALANCE**	54,668	156,799						
16 GENERAL REVENUE	6,911,598	6,907,516		6,586,664	6,586,664			
17 EDUCATIONAL EXCELLENCE TRUST FUND	714,729	671,256		671,256	671,256			
18 SPECIAL REVENUES * [WF2000]								
19 FEDERAL FUNDS IN STATE TREASURY								
20 TOBACCO SETTLEMENT FUNDS								
21 OTHER STATE TREASURY FUNDS	60,927							
22 TOTAL INCOME	7,741,922	\$7,735,571		\$7,257,920	\$7,257,920		\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$156,799)	(\$138,036)		\$0	\$0		\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 21 Other State Treasury Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010  
Other Transfers Out

83,007  
(22,080)  
60,927

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWP0000

INSTITUTION PHILLIPS COMMUNITY COLLEGE UA (DEWITT)

APPROPRIATION 1BW

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	704,892	741,783	831,758	831,758	831,758		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	147,993	168,317	188,733	188,733	188,733		
5 OPERATING EXPENSES	84,028	169,447	190,000	190,000	190,000		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$936,913	\$1,079,547	\$1,210,491	\$1,210,491	\$1,210,491	\$0	\$0
15 PRIOR YEAR FUND BALANCE**							
16 GENERAL REVENUE	480,163	589,910		720,854	720,854		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	456,750	489,637		489,637	489,637		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS							
22 TOTAL INCOME	\$936,913	\$1,079,547		\$1,210,491	\$1,210,491	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWP0000

INSTITUTION PHILLIPS COMMUNITY COLLEGE UA (STUTT GART)

APPROPRIATION 413

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	978,478	1,079,304	1,210,219	1,210,219	1,210,219		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	196,405	218,810	245,351	245,351	245,351		
5 OPERATING EXPENSES	185,405	267,548	300,000	300,000	300,000		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$1,360,288	\$1,565,662	\$1,755,570	\$1,755,570	\$1,755,570	\$0	\$0
15 PRIOR YEAR FUND BALANCE**							
16 GENERAL REVENUE	1,360,288	1,565,662		1,755,570	1,755,570		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]							
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS							
22 TOTAL INCOME	\$1,360,288	\$1,565,662		\$1,755,570	\$1,755,570	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	0	0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2150000

INSTITUTION PHILLIPS COMMUNITY COLLEGE UA (HELENA)

APPROPRIATION A73

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	683,968	3,500,000	3,500,000	3,500,000	3,500,000		
2 EXTRA HELP WAGES	550,000	550,000	550,000	550,000	550,000		
3 OVERTIME	115,003	140,000	140,000	140,000	140,000		
4 PERSONAL SERVICES MATCHING	1,126,647	1,500,000	1,500,000	1,500,000	1,500,000		
5 OPERATING EXPENSES	3,736,527	3,975,000	3,975,000	3,975,000	3,975,000		
6 CONFERENCE FEES & TRAVEL	199,562	200,000	200,000	200,000	200,000		
7 PROFESSIONAL FEES AND SERVICES	698,165	1,000,000	1,000,000	1,000,000	1,000,000		
8 DATA PROCESSING		700,000	700,000	700,000	700,000		
9 CAPITAL OUTLAY	2,627,282	3,000,000	3,000,000	3,000,000	3,000,000		
10 CAPITAL IMPROVEMENTS		10,000,000	10,000,000	10,000,000	10,000,000		
11 DEBT SERVICE	731,857	3,000,000	3,000,000	3,000,000	3,000,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13 PROMOTIONAL ITEMS	24,711	25,000	25,000	25,000	25,000		
14							
15							
16							
17 TOTAL APPROPRIATION	\$10,493,722	\$27,590,000	\$27,590,000	\$27,590,000	\$27,590,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	2,772,381	2,325,478		2,325,478	2,325,478		
20 FEDERAL CASH FUNDS	3,291,395	1,200,000		1,200,000	1,200,000		
21 OTHER CASH FUNDS	4,429,946	24,064,522		24,064,522	24,064,522		
22 TOTAL INCOME	\$10,493,722	\$27,590,000		\$27,590,000	\$27,590,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	164	187	188	188	188	
TOBACCO POSITIONS						
EXTRA HELP **	195	200	600	600	600	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2150000

INSTITUTION PHILLIPS COMMUNITY COLLEGE UA (DEWITT)

APPROPRIATION B08

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	17,240	750,000	750,000	750,000	750,000		
2 EXTRA HELP WAGES	10,745	200,000	200,000	200,000	200,000		
3 OVERTIME	19,466	70,000	70,000	70,000	70,000		
4 PERSONAL SERVICES MATCHING	3,554	250,000	250,000	250,000	250,000		
5 OPERATING EXPENSES	38,726	1,000,000	1,000,000	1,000,000	1,000,000		
6 CONFERENCE FEES & TRAVEL	2,049	50,000	50,000	50,000	50,000		
7 PROFESSIONAL FEES AND SERVICES	24,480	50,000	50,000	50,000	50,000		
8 DATA PROCESSING		150,000	150,000	150,000	150,000		
9 CAPITAL OUTLAY	203,325	250,000	250,000	250,000	250,000		
10 CAPITAL IMPROVEMENTS		5,000,000	5,000,000	5,000,000	5,000,000		
11 DEBT SERVICE		1,000,000	1,000,000	1,000,000	1,000,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13							
14							
15							
16							
17 TOTAL APPROPRIATION	\$319,585	\$8,770,000	\$8,770,000	\$8,770,000	\$8,770,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	319,585	1,380,568		1,380,568	1,380,568		
20 FEDERAL CASH FUNDS							
21 OTHER CASH FUNDS		7,389,432		7,389,432	7,389,432		
22 TOTAL INCOME	\$319,585	\$8,770,000		\$8,770,000	\$8,770,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	54	66	66	66	66	
TOBACCO POSITIONS						
EXTRA HELP **	24	25	150	150	150	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2150000

INSTITUTION PHILLIPS COMMUNITY COLLEGE UA (STUTT GART)

APPROPRIATION A81

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	288,062	1,100,000	1,100,000	1,100,000	1,100,000		
2 EXTRA HELP WAGES	34,926	250,000	250,000	250,000	250,000		
3 OVERTIME	38,311	70,000	70,000	70,000	70,000		
4 PERSONAL SERVICES MATCHING	93,481	350,000	350,000	350,000	350,000		
5 OPERATING EXPENSES	249,635	1,000,000	1,000,000	1,000,000	1,000,000		
6 CONFERENCE FEES & TRAVEL	8,825	50,000	50,000	50,000	50,000		
7 PROFESSIONAL FEES AND SERVICES	49,627	50,000	50,000	50,000	50,000		
8 DATA PROCESSING		150,000	150,000	150,000	150,000		
9 CAPITAL OUTLAY	222,393	250,000	250,000	250,000	250,000		
10 CAPITAL IMPROVEMENTS		15,000,000	15,000,000	5,000,000	5,000,000		
11 DEBT SERVICE		1,000,000	1,000,000	1,000,000	1,000,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13							
14							
15							
16							
17 TOTAL APPROPRIATION	\$985,260	\$19,270,000	\$19,270,000	\$9,270,000	\$9,270,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	985,260	1,844,834		1,634,954	1,634,954		
20 FEDERAL CASH FUNDS		2,250,000		2,250,000	2,250,000		
21 OTHER CASH FUNDS		15,175,166		5,385,046	5,385,046		
22 TOTAL INCOME	\$985,260	\$19,270,000		\$9,270,000	\$9,270,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	54	69	70	71	71	
TOBACCO POSITIONS						
EXTRA HELP **	30	30	150	150	150	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.



**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

PHILLIPS COMMUNITY COLLEGE UA  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	83,380	161,470		(78,090)	80,070	135,000		(54,930)
6 COLLEGE UNION				0				0
7 BOOKSTORE	46,791			46,791	30,000			30,000
8 STUDENT ORGANIZATIONS AND PUBLICATIONS		28,877		(28,877)		35,230		(35,230)
9 STUDENT HEALTH SERVICES				0				0
10 OTHER	26,183	36,659		(10,476)		9,840		(9,840)
11 SUBTOTAL	\$156,354	\$227,006	\$0	(\$70,652)	\$110,070	\$180,070	\$0	(\$70,000)
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***	71,596			71,596	70,000			70,000
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$227,950	\$227,006	\$0	\$944	\$180,070	\$180,070	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

Line 13 Other Transfers

Transfer to Aux from E&G to help facilitate auxiliary operation. Amount transferred is based upon fall and spring semester enrollment.

71,596

70,000

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

PHILLIPS COMMUNITY COLLEGE UA  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: <u>227</u>					
(As of November 1, 2009 )					
Nonclassified Administrative Employees:					Total
White Male:	8	Black Male:	5	Other Male:	0
White Female:	24	Black Female:	14	Other Female:	0
					Total Male: <u>13</u>
					Total Female: <u>38</u>
Nonclassified Health Care Employees:					Total
White Male:	_____	Black Male:	_____	Other Male:	_____
White Female:	_____	Black Female:	_____	Other Female:	_____
					Total Male: <u>0</u>
					Total Female: <u>0</u>
Classified Employees:					Total
White Male:	16	Black Male:	17	Other Male:	1
White Female:	43	Black Female:	20	Other Female:	0
					Total Male: <u>34</u>
					Total Female: <u>63</u>
Faculty:					Total
White Male:	19	Black Male:	2	Other Male:	1
White Female:	48	Black Female:	8	Other Female:	1
					Total Male: <u>22</u>
					Total Female: <u>57</u>
Total White Male: <u>43</u>		Total Black Male: <u>24</u>		Total Other Male: <u>2</u>	
Total White Female: <u>115</u>		Total Black Female: <u>42</u>		Total Other Female: <u>1</u>	
					Total Male: <u>69</u>
					Total Female: <u>158</u>
Total White: <u>158</u>		Total Black: <u>66</u>		Total Other: <u>3</u>	
				<b>Total Minority: <u>69</u></b>	
					Total Employees: <u>227</u>

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
 AUDIT OF PHILLIPS COMMUNITY COLLEGE – UNIVERSITY OF ARKANSAS  
 June 30, 2009**

<i>Finding:</i>	<p><b>PHILLIPS COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS</b>  <b>(Repeat)</b></p> <ol style="list-style-type: none"> <li>a. Deposits and funds held in trust by others of \$7,901,617 were reported as cash and cash equivalents and investments (financial statements were corrected).</li> <li>b. Notes payable of \$213,645, unrelated to capital asset purchases, was reported as invested in capital assets, net of related debt instead of as a reduction of unrestricted net assets (financial statements were corrected).</li> <li>c. Federal grants and contracts and supplies and services were understated \$299,046 (financial statements were corrected).</li> <li>d. Bond issuance costs of \$67,096, construction in progress of \$207,613, and equipment of \$3,880 were not capitalized (financial statements were corrected).</li> <li>e. The Notes to Financial Statements did not reflect \$765,182 of construction commitments (not corrected due to efficiency and practicality).</li> <li>f. The methodology used by the College did not correctly compute scholarship allowances (not corrected due to efficiency and practicality).</li> </ol> <p>Similar findings were noted in the 2008 and 2007 fiscal years.</p>
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<i>Institution's Response:</i>	<p>PCCUA will review NACUBO materials to determine the proper classification of accounts in the financial statements and proper capitalization levels for future construction projects and/or bond issuances. We will carefully examine all notes to ensure that no items are left without review. We will contact other colleges to obtain information as to their methodology in calculating scholarship</p>
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**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF PHILLIPS COMMUNITY COLLEGE – UNIVERSITY OF ARKANSAS**  
**June 30, 2009**

	allowances and consult NACUBO materials to help determine a more appropriate calculation method.
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# **PULASKI TECHNICAL COLLEGE**

## **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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### **Introduction**

Pulaski Technical College's vision is to be Arkansas' leading comprehensive two-year college, recognized for excellence in workforce development and university-transfer education.

### **Institutional Mission Statement**

Pulaski Technical College is a comprehensive two-year college that serves the educational needs of central Arkansas through technical programs, a university-transfer program, and specialized programs for business and industry. The College's mission is to provide access to high quality education that promotes student learning, to enable individuals to develop to their fullest potential, and to support the economic development of the state.

### **Institutional Goals**

1. Workforce development: PTC will continue to address the workforce development needs of central Arkansas (a) by delivering high quality technical programs that respond to the changing employment needs and opportunities in the region and (b) by providing high quality customized training for business and industry.

Objective/Strategy 1: Continue to research and develop new technical and occupational programs that address the workforce needs of central Arkansas.

Objective/Strategy 2: In consultation with advisory committees from local business and industry, design, and develop up-to-date curricula and technology for all occupational and technical programs, ensuring that each program effectively addresses the technical, problem solving, communications, and team-building skills required in the workplace.

Objective/Strategy 3: Continue to develop customized training programs that address the needs of local

# PULASKI TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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businesses and industries.

Objective/Strategy 4: Design, develop, and implement working partnerships with business and industry that will enhance the College's ability to address the workforce development needs of central Arkansas.

2. University studies: PTC will provide a program of study that effectively prepares students for successful transfer to four-year institutions and supports the general education needs of associate of applied science and certificate students.

Objective/Strategy 1: Continue to strengthen Pulaski Tech's associate of arts and associate of science programs for the students who wish to transfer to four-year institutions.

Objective/Strategy 2: Continue recruitment into the associate of arts in teaching to contribute to the preparation of qualified teachers for Arkansas schools.

Objective/Strategy 3: Ensure that PTC degree students achieve the knowledge and skills identified in the PTC "Philosophy of General Education."

3. Access to higher education: PTC will provide central Arkansans with accessible, high quality, affordable technical education and university-transfer programs.

Objective/Strategy 1: Continue to enhance knowledge/awareness of PTC programs and services in central Arkansas.

Objective/Strategy 2: Continue to develop sources of financial aid and expand financial aid services to off campus sites.

Objective/Strategy 3: Continue to develop off-campus instructional sites to accommodate students in various areas

## **PULASKI TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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of central Arkansas.

Objective/Strategy 4: Continue to develop online course offerings to accommodate students who are unable or prefer not to come to campus.

Objective/Strategy 5: Increase the number/percentage of recent high school graduates attending PTC.

4. Student success: PTC will continue its commitment to student success by providing programs and services that will help students achieve their educational and career goals.

Objective/Strategy 1: Continue to create an environment that promotes values that are important for the College, our students, and our community, such as a work ethic, integrity, leadership, and an appreciation for cultural diversity.

Objective/Strategy 2: Continue to develop and implement student retention strategies.

Objective/Strategy 3: Continue to expand full services to Little Rock locations.

Objective/Strategy 4: Respond to the education and training needs of the growing Hispanic community in central Arkansas.

5. Quality learning environment: PTC will provide a quality learning environment by promoting excellence in teaching and learning and maintaining state-of-the-art facilities and technology.

Objective/Strategy 1: Employ additional well-qualified faculty and staff, to include faculty and staff who reflect the racial diversity of the PTC student body.

## **PULASKI TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Objective/Strategy 2: Maintain strong communication with adjunct faculty regarding program and course requirements, performance expectations, and program assessment.

Objective/Strategy 3: Provide financial resources so that the PTC Libraries can meet Association of College and Research Libraries Standards for Libraries in Higher Education in the areas of facilities, staffing, holdings, and technology and ensure that information literacy is a measurable, assessed goal in all educational programs.

Objective/Strategy 4: Continue to provide state-of-the-art laboratory technology for all instructional programs and replace as needed.

Objective/Strategy 5: Develop and maintain a strong faculty evaluation system that includes a professional development program and incentives for quality teaching and enhanced student learning.

6. Educational partnerships: PTC will continue to develop working partnerships with area school districts, colleges, and universities to collaboratively address the education/workforce development needs of central Arkansas.

Objective/Strategy 1: Continue to develop partnerships with area school districts to enhance K-12 education and college preparation, to increase concurrent enrollment and PTC course offerings at high schools, to recruit high school students to attend PTC, and to provide professional development opportunities for school districts.

Objective/Strategy 2: Initiate additional articulation agreements with Arkansas colleges and universities, to include articulation of associate of applied science and associate of arts in teaching programs that will provide PTC graduates with career ladder opportunities.

Objective/Strategy 3: Continue to collaborate with educational partners to strengthen early childhood education in central Arkansas by targeting school districts, colleges, and statewide initiatives.



## **PULASKI TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Objective/Strategy 4: Pursue innovative statewide consortium agreements with other two-year and four-year institutions.

7. Continuing education and community services: PTC will provide continuing education and community services that are responsive to the needs of citizens and organizations in central Arkansas.

Objective/Strategy 1: Design and develop a comprehensive program of continuing education/community service courses based upon the needs of the citizens of central Arkansas.

Objective/Strategy 2: Continue to develop meeting facilities on campus and make them available to the community for meetings and cultural events.

Objective/Strategy 3: Develop and implement special events that will be open to the community.

8. Developing our resources: PTC will continue to seek additional financial and human resources to support the development and ongoing improvement of our programs and services.

Objective/Strategy 1: Maintain tuition and fee rates that will help generate needed resources but also accommodate student access to college.

Objective/Strategy 2: Develop and sustain staffing levels in each area of the College that will enable us to achieve the goals and strategies in this plan.

Objective/Strategy 3: Update the facilities' master plan to add classroom space and other resources as needed.

9. Continuing planning and improvement: PTC will continuously assess and respond to changing student and community needs, evaluate and improve the effectiveness of programs and services, and update planning goals and strategies.

# PULASKI TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### Programs and Program Definitions

1. Instruction: This program encompasses the credit (degree and certificate) programs offered by the College, to include technical and occupational programs and university-transfer program. There are seven organizational divisions among instruction: (1) Academic Success, (2) Allied Health and Human Services, (3) Business, (4) Fine Arts and Humanities, (5) Information Technology, (6) Mathematics/Natural and Social Sciences, and (7) Technical and Industrial Programs.

Targeted Area 1: PTC plans to continue development of its Little Rock-South site at 13000 Interstate 30 in the southern-most part of Pulaski County. Current associate of applied science degree and technical certificate programs in culinary arts, baking and pastry, hospitality management, wine and spirits studies, small engine repair, collision repair technology, automotive technology, diesel technology, commercial driver training, and motorcycle and all-terrain vehicle repair are housed at the site. In support of these academic programs, courses in general education, developmental education, business, and information technology are offered on site, as well.

Targeted Area 2: PTC plans to strengthen aerospace education in central Arkansas. PTC has added the associate of science in aviation in partnership with Central Flying Service and Henderson State University. PTC recently opened new Aerospace Technology Center at the North Little Rock Airport and is remodeling an older facility at the location. Programs include the associate of applied science degree in aviation maintenance technology and technical certificates in avionics technology, airframe maintenance, and power plant maintenance.

Targeted Area 3: PTC plans to continue development of the Arkansas Culinary School (ACS), which recently acquired program accreditations from American Culinary Federation Education Foundation (ACFEF) and the Accreditation Commission for Programs in Hospitality Administration (ACPHA). Through ACS, PTC offers two associate of applied science degrees in culinary arts and hospitality management and three technical certificates in baking and pastry, culinary arts, and wine and spirits studies.

# PULASKI TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Target Area 4: PTC plans to continue its allied health programs to support the needs of the local healthcare industry, to continue to establish partnerships with regional healthcare entities, and to expand transfer opportunities to institutions in allied health fields. In 2010, PTC has added an associate of applied science in allied health in partnership with Baptist Health and St. Vincent Infirmiry Medical Center. The Baptist Health partnership addresses career areas of histotechnology, sleep technology, and surgical technology. The St. Vincent partnership addresses radiography.

Target Area 5: PTC plans to strengthen its educational offerings in business with the newly approved associate of science in business designed to be a transfer degree, an associate of applied science in business with emphasis in entrepreneurship, and a technical certificate in entrepreneurship. The College also plans to open a new Business Technology Center on the main campus in North Little Rock.

2. Business and Industry Training: This program encompasses the customized training programs designed and delivered by the College to address the specific education and training needs of central Arkansas employers and their employees.

Targeted Area 1: PTC will continue to offer specialized continuing education in coordination with local aerospace industries in order to strengthen the local aerospace technology workforce.

Targeted Area 2: PTC will continue to strengthen its manufacturing technology continuing education in support of the local manufacturing sector.

Targeted Area 3: PTC will continue to support the training needs of business, industry, and government.

Targeted Area 4: PTC will continue to maintain its status as a Building Trades Center of Excellence and through federal funding will open a Weatherization Training Center to provide training and instruction in green jobs technology.

## **PULASKI TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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3. Areas of Excellence, Program Awards, and Special Recognitions: During 2007, PTC was selected to participate in the “Achieving the Dream: Community Colleges Count” initiative. The initiative is a five-year, national endeavor aimed at improving student outcomes in community colleges, particularly among low-income students and students of color. In 2006, PTC began participation in “Foundations of Excellence in the First College Year” through the Policy Center on the First Year of College. The Foundations of Excellence initiative at Pulaski Tech is in its fourth year of implementation.

#### **Planning and Performance Measurement**

In order to promote continuous planning and improvement, PTC will do the following:

Objective/Strategy 1: Annually update and continuously monitor the PTC Operating Plan, which assigns responsibility, sets target dates, and identifies resource needs for the accomplishment of College and departmental goals.

Objective/Strategy 2: Enhance continuous communication with business, industry, and community leaders about the education and training needs of central Arkansas and conduct regular needs analyses.

Objective/Strategy 3: Continue to develop and implement measures of institutional effectiveness to include retention rates, graduation rates, and student/graduate/employer satisfaction as means of continuous evaluation and improvement of PTC programs and services.

Objective/Strategy 4: Maintain an active program for assessment of student achievement as a means for continuous evaluation and improvement of PTC instructional programs.

Objective/Strategy 5: Continuously monitor and evaluate the productivity and effectiveness of all instructional

## PULASKI TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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programs.

Objective/Strategy 6: Continue to enhance data support for institutional decision making, to include planning, budgeting, and institutional assessment.

Objective/Strategy 7: Maintain a participatory, coordinated process for planning, budgeting, and assessment to ensure that institutional decisions are aligned with institutional needs and priorities.

Objective/Strategy 8: Maintain an environment that encourages and recognizes innovation and continuous program improvement.

#### **General Revenue Request**

Pulaski Technical College is a formula-driven entity and did not make a request for general revenue. The increase in general revenue funding is the result of the recommendation made by the Arkansas Higher Education Coordinating Board. The Coordinating Board recommended an increase of \$1,191,759 for 2012 and \$1,623,194 for 2013.

Pulaski Tech has tremendous needs in terms of personnel and instructional technology support; therefore, our plans in the first year are to employ fifteen (15) full-time faculty members, \$825,000 and two (2) financial aid advisors, \$93,000; to fund a projected increase in utility costs, \$100,000; and to provide \$173,759 for instructional technology such as computers, smart boards, audio-visual equipment and software to facilitate student learning. The College has a need for an additional 131 full-time faculty based on an enrollment projection of 13,000 students in 2013. Because of changes made in federal financial aid legislation, including Year-round Pell and Direct Lending, the workload has increased significantly in our financial aid office. Two additional positions are not sufficient to address the workload. Hopefully, the College can add others as funding becomes available. The College also has included a small amount for increases in utility costs.

## **PULASKI TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Our plans in the second year are to hire ten (10) additional full-time faculty, \$550,000; to hire additional support personnel, \$330,000; to upgrade technology campus wide, \$500,000; to increase institutional scholarships, \$200,000; to hire additional part-time tutors, \$103,194; and to increase the supplies to maintain the campuses, \$200,000.

#### **Cash Appropriation Request**

Pulaski Technical College increased its request for cash appropriation in 2012 by \$28,380,520 and in 2013 by \$35,615,520 more than the current budgeted appropriation. The recession has created a large enrollment growth at Pulaski Tech. This enrollment growth generates many needs for the College. The College needs to offer more sections of classes to accommodate the growth and needs to hire more faculty members (both full-time and adjunct), which will increase overall salaries and fringe benefits and will necessitate the purchase of instructional technology and equipment to support the additional staff and faculty. Enrollment growth, in addition to legislative changes to financial aid made by the federal government – such as Direct Lending and Year-round Pell – and increases in maximum award amounts, also create a need to disburse more financial aid. Growth also creates an increase in the use of custodial supplies and an increase in wear and tear of our buildings and parking lots. Also, the College has a shortage of 540,000 sq. ft. in facilities. An increase in private donations, grants or other sources of revenue would allow the College to move forward in addressing space needs.

#### **Personal Services Request**

Our primary justification for requesting additional/new positions is based on our continued significant growth with a spring 2010 headcount enrollment in college credit programs of 11,167 students, making Pulaski Technical College (PTC) the largest two-year college and fifth largest higher education institution in Arkansas. In spring 2009 (at the time of our last Personal Services Request), PTC had a headcount enrollment of 9,812. This represents a 13.8% increase. This continued growth requires that we address our staffing needs. We now operate in seven locations throughout our four-county service area.

# PULASKI TECHNICAL COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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While we remain fiscally conservative, there is a current demand to request twenty-four (24) additional positions to our non-classified staff. With your assistance and support, we can continue our mission to provide high-quality workforce training and university-transfer programs to improve and enhance economic development in the state.

In light of our growth and in support of our mission, we have requested twenty-four (24) new non-classified positions for the 2011-2013 Biennium:

1. **Executive Vice President:** The Executive Vice President position is needed to assist in providing overall coordination of the College's instructional and student support services areas. The Executive Vice President will be responsible for providing vision and overall guidance for policy formulation, educational planning and new program development in a learning centered, integrated instructional and student services environment. The Executive Vice President serves as acting College President in the absence of the College President and represents the College in community, state, national and international endeavors.

2. **Counselor (4 Positions):** Counselors are needed to serve specific needs and populations:

One (1) Disability Services Counselor: With the addition of LR-West and LR-South, a disability counselor is needed to serve students on those two campuses to ensure that the College provides adequate services and remains in compliance with federal law.

Two (2) Mental Health Counselors: One (1) additional counselor is needed to serve the mental health/personal counseling needs of students at the North Little Rock campus and one (1) is needed to serve the Little Rock-West and Little Rock-South locations.

One (1) Assessment Specialist: A counselor is needed to assist with the organization and administration of assessments and to provide interpretation of results to students. This counselor will also work with high school counseling staff to facilitate a smooth transition from high school into college.

## **PULASKI TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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These counselors will also assist returning veterans with acclimation to college and promote healthy lifestyle choices for all students, including assistance with smoking cessation programs.

#### **3. Project/Program Manager (7 Positions):**

- a. One (1) position is needed to coordinate and administer all state, institutional, and private scholarships and fee waivers for students enrolled at Pulaski Technical College.
- b. One (1) position is needed to coordinate all aspects of the Federal and Private Student Loan Programs at Pulaski Technical College.
- c. One (1) position is needed to coordinate all aspects of the Federal College Work Study Program.
- d. One (1) position is needed to serve as the liaison between the Financial Aid office and the directors and staff of the various grant initiatives at Pulaski Technical College (Career Pathways Initiative, Student Support Services, Veterans Upward Bound, The Network for Student Success - Primarily Black Institutions program).
- e. One (1) position is needed to serve as a liaison between the Financial Aid office on the main North Little Rock Campus and the Little Rock-South site and serve as the lead financial aid staff member at this location.
- f. One (1) position is needed to serve as the liaison between the Financial Aid office on the main North Little Rock Campus and the Little Rock-West site and serve as the lead financial aid staff member at this location.

The above positions all report to the Director of Financial Aid.

- g. One (1) position is needed to institutionalize and maintain the projects under Title III to coordinate and deliver the new student orientation process for fall and spring semesters. This position will also coordinate the orientation process with the College's first year experience course to maximize delivery of information to promote retention in the first year, and will serve as an academic advisor to students.



## PULASKI TECHNICAL COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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4. Associate Director of Financial Aid: An Associate Director of Financial Aid is needed to assist in the overall operation of the Financial Aid office at the main North Little Rock location, as well as to provide direction for financial aid functions at the six other locations of Pulaski Technical College.
5. Director of Procurement: The procurement function has grown in relation to the growth of the College. All managers that report to the Vice President for Finance are in non-classified positions except for the Procurement Coordinator (formerly Director of Purchasing by Appropriation Act), including the Director of Physical Plant, Director of Campus Center, Business Manager and Controller.
6. Director of Student Services: A Director of Student Services – Little Rock-South, is needed to provide direction and supervision for the student services functions and staff at the Pulaski Technical College Little Rock-South location.
7. Institutional Research Associate: The Office of Institutional Research, Planning and Effectiveness at Pulaski Technical College was established in 2005 with one employee. With the College's extensive growth in enrollment, locations and services, increased state and federal reporting requirements, and recent movement toward becoming a data-driven institution, the office has surpassed its capacity to provide research, planning and institutional effectiveness services to a multitude of campus constituencies.
8. Technical Support Specialist: Due to growth of training programs offered by the College's Business and Industry Center in the last two years, the training center will have more than doubled the number of computers at the location. The Business and Industry Center has 112 computers in seven computer labs and 20 laptop computers in two separate mobile labs. Additionally, the BIC now has 16 stationary projectors—one in each training room in the center.
9. Academic Advisor (5 Positions): Advising is not currently mandatory except for the first semester of attendance, but the College plans to implement required advising each semester for developmental students in the near

## **PULASKI TECHNICAL COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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future. Four (4) additional advisors are needed in order to implement this required advising and to provide orientation and advising for students at the Little Rock-West and South locations. One (1) advisor is needed to replace the Title III Early Alert Specialist/Advisor provisional position.

10. Student Services Representative (2 Positions): Student Services Representatives play a vital role in making sure that students have access to quick, accurate information and are correctly referred to other staff and departments. With student growth and the addition of Little Rock-South, two (2) additional full-time representatives are needed to provide adequate day and evening services at all locations.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION PULASKI TECHNICAL COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION								
	2009-10		2010-11		2010-11		2011-12			2012-13					
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS	
1 STATE TREASURY	15,712,594		17,174,294		19,548,433		26,651,856		17,601,596		27,615,051		19,224,790		
2 CASH	87,152,326		148,800,000		148,800,000		192,875,520		192,875,520		200,110,520		200,110,520		
3															
4															
5															
6															
7															
8															
9															
10															
11 TOTAL	\$102,864,920	715	\$165,974,294	842	\$168,348,433	925	\$219,527,376	969	\$210,477,116	957	\$227,725,571	969	\$219,335,310	957	
<b>FUNDING SOURCES</b>		%		%				%		%		%		%	
12 PRIOR YEAR FUND BALANCE*	491,154	0%	683,938	0%				0%		0%		0%		0%	
13 GENERAL REVENUE	13,817,593	13%	14,308,659	9%			24,470,159	11%	15,419,899	7%	25,433,354	11%	17,043,093	8%	
14 EDUCATIONAL EXCELLENCE TRUST FUND	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%	
15 WORKFORCE 2000	1,960,054	2%	2,181,697	1%			2,181,697	1%	2,181,697	1%	2,181,697	1%	2,181,697	1%	
16 CASH FUNDS	30,292,145	29%	36,495,000	22%			48,500,000	22%	48,500,000	23%	52,050,000	23%	52,050,000	24%	
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%	
18 FEDERAL FUNDS	56,860,181	55%	112,305,000	68%			144,375,520	66%	144,375,520	69%	148,060,520	65%	148,060,520	68%	
19 TOBACCO SETTLEMENT FUNDS		0%	0	0%			0	0%	0	0%	0	0%	0	0%	
20 OTHER FUNDS	127,731	0%	0	0%			0	0%	0	0%	0	0%	0	0%	
21 TOTAL INCOME	\$103,548,858	100%	\$165,974,294	100%			\$219,527,376	100%	\$210,477,116	100%	\$227,725,571	100%	\$219,335,310	100%	
22 EXCESS (FUNDING)/APPROPRIATION	(\$683,938)		\$0				\$0		\$0		\$0		\$0		

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$11,353,915
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$2,449,214
INVENTORIES	\$30,161
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	\$163,965
INSURANCE DEDUCTIBLES	\$10,000
MAJOR CRITICAL SYSTEMS FAILURES	\$200,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$3,966,974
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.) Debt Service Payments	\$2,054,440
OTHER (FOOTNOTE BELOW) Operating Exp BISTRO & FINISH LINE	\$190,000
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$2,289,161

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

PULASKI TECHNICAL COLLEGE

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	16,460,872	18,398,784	19,498,784	20,048,784
2 RESEARCH				
3 PUBLIC SERVICE				
4 ACADEMIC SUPPORT	5,538,760	5,826,429	6,000,188	6,368,382
5 STUDENT SERVICES	2,917,334	3,268,708	3,269,638	3,459,638
6 INSTITUTIONAL SUPPORT	5,481,921	6,383,979	6,383,979	6,953,979
7 PHYSICAL PLANT M&O	2,824,046	3,059,365	3,524,007	3,769,007
8 SCHOLARSHIPS & FELLOWSHIPS	1,523,680	2,294,541	1,750,000	1,950,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS	3,570,594	3,514,747	3,600,000	3,600,000
14 AUXILIARY TRANSFERS	65,213	50,000	75,000	75,000
15 NON-MANDATORY TRANSFERS	55,795			
16 TOTAL UNREST. E&G EXP.	\$38,438,215	\$42,796,553	\$44,101,596	\$46,224,790
17 NET LOCAL INCOME	25,890,845	25,622,259	26,500,000	27,000,000
18 PRIOR YEAR BALANCE***	491,154	683,938		
STATE FUNDS:				
19 GENERAL REVENUE	13,817,593	14,308,659	15,419,899	17,043,093
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,960,054	2,181,697	2,181,697	2,181,697
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	127,731			
24 TOTAL SOURCES OF INCOME	\$42,287,377	\$42,796,553	\$44,101,596	\$46,224,790

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010

131,050

Transfers out

(3,319)

127,731

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

PULASKI TECHNICAL COLLEGE  
\_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	23,850,165	23,576,160	24,200,000	24,700,000
2 ALL OTHER FEES	0			
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	300,419	360,000	360,000	360,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	947,069	1,008,000	1,120,000	1,120,000
6 INVESTMENT INCOME	151,419	50,000	120,000	120,000
7 OTHER CASH INCOME:	641,773	628,099	700,000	700,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	25,890,845	25,622,259	26,500,000	27,000,000
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$25,890,845	\$25,622,259	\$26,500,000	\$27,000,000

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTP0000

INSTITUTION PULASKI TECHNICAL COLLEGE

APPROPRIATION 734

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	15,712,594	17,174,294	18,500,000	17,601,596	19,224,790		
2 EXTRA HELP WAGES			485,000	0			
3 OVERTIME			563,433	0			
4 PERSONAL SERVICES MATCHING							
5 OPERATING EXPENSES							
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$15,712,594	\$17,174,294	\$19,548,433	\$17,601,596	\$19,224,790	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	491,154	683,938					
16 GENERAL REVENUE	13,817,593	14,308,659		15,419,899	17,043,093		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	1,960,054	2,181,697		2,181,697	2,181,697		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	127,731						
22 TOTAL INCOME	\$16,396,532	\$17,174,294		\$17,601,596	\$19,224,790	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$683,938)	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010  
Transfers out

131,050  
(3,319)  
127,731

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2930000

INSTITUTION PULASKI TECHNICAL COLLEGE

APPROPRIATION B66

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	5,333,372	17,776,720	17,776,720	17,776,720	17,776,720		
2 EXTRA HELP WAGES	1,516,726	1,200,000	1,200,000	2,200,000	2,400,000		
3 OVERTIME	7,876	110,000	110,000	100,000	110,000		
4 PERSONAL SERVICES MATCHING	5,532,871	10,080,800	10,080,800	10,080,800	10,080,800		
5 OPERATING EXPENSES	66,792,972	66,849,480	66,904,480	110,000,000	117,000,000		
6 CONFERENCE FEES & TRAVEL	333,203	335,162	335,162	575,000	600,000		
7 PROFESSIONAL FEES AND SERVICES	531,682	4,250,000	4,250,000	4,000,000	4,000,000		
8 DATA PROCESSING							
9 CAPITAL OUTLAY	502,104	3,500,000	3,500,000	3,500,000	3,500,000		
10 CAPITAL IMPROVEMENTS	3,005,925	37,500,000	37,500,000	37,500,000	37,500,000		
11 DEBT SERVICE	3,571,269	7,142,838	7,142,838	7,143,000	7,143,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13 PROMOTIONAL ITEMS	24,326	55,000					
14							
15							
16							
17 TOTAL APPROPRIATION	\$87,152,326	\$148,800,000	\$148,800,000	\$192,875,520	\$200,110,520	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	25,890,845	25,622,259		26,500,000	27,000,000		
20 FEDERAL CASH FUNDS	56,860,181	112,305,000		144,375,520	148,060,520		
21 OTHER CASH FUNDS	4,401,300	10,872,741		22,000,000	25,050,000		
22 TOTAL INCOME	\$87,152,326	\$148,800,000		\$192,875,520	\$200,110,520	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	715	842	925	969	957	
TOBACCO POSITIONS						
EXTRA HELP **	284	300	300	300	300	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

PULASKI TECHNICAL COLLEGE  
 (NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	8,410	32,915		(24,505)				0
6 COLLEGE UNION				0				0
7 BOOKSTORE	424,909			424,909	350,000			350,000
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER Vending Machines	52,329	32,297		20,032	63,000	50,000		13,000
11 SUBTOTAL	\$485,648	\$65,212	\$0	\$420,436	\$413,000	\$50,000	\$0	\$363,000
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$485,648	\$65,212	\$0	\$420,436	\$413,000	\$50,000	\$0	\$363,000

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.



**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

PULASKI TECHNICAL COLLEGE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						<u>377</u>
						(As of November 1, 2009 )
Nonclassified Administrative Employees:						
White Male:	<u>31</u>	Black Male:	<u>9</u>	Other Male:	<u>1</u>	Total Male: <u>41</u>
White Female:	<u>59</u>	Black Female:	<u>17</u>	Other Female:	<u>0</u>	Total Female: <u>76</u>
Nonclassified Health Care Employees:						
White Male:	<u>    </u>	Black Male:	<u>    </u>	Other Male:	<u>    </u>	Total Male: <u>0</u>
White Female:	<u>    </u>	Black Female:	<u>    </u>	Other Female:	<u>    </u>	Total Female: <u>0</u>
Classified Employees:						
White Male:	<u>27</u>	Black Male:	<u>9</u>	Other Male:	<u>0</u>	Total Male: <u>36</u>
White Female:	<u>34</u>	Black Female:	<u>20</u>	Other Female:	<u>1</u>	Total Female: <u>55</u>
Faculty:						
White Male:	<u>71</u>	Black Male:	<u>2</u>	Other Male:	<u>    </u>	Total Male: <u>73</u>
White Female:	<u>87</u>	Black Female:	<u>9</u>	Other Female:	<u>    </u>	Total Female: <u>96</u>
Total White Male:	<u>129</u>	Total Black Male:	<u>20</u>	Total Other Male:	<u>1</u>	Total Male: <u>150</u>
Total White Female:	<u>180</u>	Total Black Female:	<u>46</u>	Total Other Female:	<u>1</u>	Total Female: <u>227</u>
Total White:	<u>309</u>	Total Black:	<u>66</u>	Total Other:	<u>2</u>	Total Employees: <u>377</u>
				<b>Total Minority:</b>	<u>68</u>	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
 AUDIT OF PULASKI TECHNICAL COLLEGE  
 June 30, 2009**

<p><i>Finding:</i></p>	<p>Financial statements should be presented fairly in conformity with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB). The College's internal control system did not prevent or detect material misstatements in the financial statements. Key errors in the Comparative Statement of Net Assets, the Comparative Statement of Revenues, Expenses and Changes in Net Assets, the Comparative Statement of Cash Flows, and the Notes to the Financial Statements included:</p> <p>Comparative Statement of Net Assets</p> <p>(a) Misclassification of \$210,076 between current and noncurrent cash and cash equivalents due to construction accounts payable;</p> <p>(b) Understatement of accounts receivable and unrestricted net assets totaling \$474,034; and</p> <p>(c) Misclassification of \$913,897 between the net asset categories.</p> <p>Comparative Statement of Revenues, Expenses and Changes in Net Assets</p> <p>(a) Misclassifications of revenues, totaling \$2,430,359, consisting of bond proceeds from Act 1282 of 2005 of \$1,769,904 incorrectly classified as State appropriations and capital grants of \$660,455 incorrectly classified as federal grants, and</p> <p>(b) Revenues were understated by \$474,034 due to the College not recording federal grants of \$120,387 and bond proceeds from Act 1282 of 2005 of \$353,647.</p> <p>Comparative Statement of Cash Flows</p>
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**DIVISION OF LEGISLATIVE AUDIT  
 AUDIT OF PULASKI TECHNICAL COLLEGE  
 June 30, 2009**

	<p>There was an overstatement of certain accounts, totaling \$873,985, with a corresponding understatement of other accounts (errors did not affect total cash). Errors primarily pertained to the amounts reported for grants and contracts and payments to suppliers.</p> <p>Notes to the Financial Statements</p> <p>The commitment note amount was overstated by \$423,829 due to current year payments on construction contracts not being considered.</p> <p>The financial statements were adjusted for the above errors during the audit fieldwork.</p>
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<p><i>Institution's Response:</i></p>	<p>Comparative Statement of Net Assets</p> <p>(a) The College will keep in mind at the end of each fiscal year that anytime you have a current liability in the financial statements to make sure the assets that will liquidate that current liability is also current even though normally it would be noncurrent.</p> <p>(b) The College will be more diligent in listing all instances from where funds may be received in the following fiscal year for obligations in the current fiscal year.</p> <p>(c) The College will comply and make the changes in the net asset categories.</p> <p>Comparative Statement of Revenues, Expenses and Changes in Net Assets</p> <p>(a) The bond proceeds from Act 1282 of 2005 are now shown in a</p>
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**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF PULASKI TECHNICAL COLLEGE**  
**June 30, 2009**

	<p>separate line and it was immediately done when discovered. The College's federal grant through the City of North Little Rock was moved immediately to capital. There was no change in the overall total of the financial statements.</p> <p>(b) The College adjusted its records as soon as we were made aware that ADHE had recorded a payment to the College which we did not receive until after June 30, 2009. Since we did not request reimbursement on the EDA grant until after June 30, 2009, we thought that there was no need to record a receivable, but the College will record a receivable in those instances in the future.</p> <p>Comparative Statement of Cash Flows</p> <p>The adjustments above flowed through all of the financial statements from the changes made to the Statement of Net Assets and the Statement of Revenues, Expenses and Changes in Net Assets.</p> <p>Notes to the Financial Statements</p> <p>These figures will be double checked to assure accuracy and more attention will be paid to the effective date of any change orders.</p>
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# RICH MOUNTAIN COMMUNITY COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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*Rich Mountain Community College's focus for the 2011-2013 Biennial Appropriation Request centers on the College's mission and integrity; preparing for the future; student learning and effective teaching; acquisition, discovery, and application of knowledge; and engagement and service. These areas are combined in the biennial appropriation goals, objectives, and strategies that are reflective of the institution's commitment to effectiveness in teaching and learning for all citizens of the Ouachita Mountain region who chooses to participate in the opportunity. The Biennial Plan is exemplary of the mission and vision of Rich Mountain Community College and is evaluated by its values and role and scope.*

*This Biennial Plan which supports the College's Appropriation Request introduces the reader to the College, its mission, vision, values, and role and scope. The Plan then outlines the College's Strategic Goals and the fundamental Objectives and Strategies that guide the College in fulfilling its mission.*

### ***I. Introduction***

Rich Mountain Community College recognizes the worth and dignity of the individual, thus the College is committed to serving the multi-dimensional educational needs of its constituency.

Toward that end, Rich Mountain Community College provides academic, vocational, and avocational opportunities and dedicates itself to quality programs in each of these areas throughout its service area (*service area includes Polk, Scott, Montgomery, and Pike counties in Arkansas and LeFlore and McCurtain counties in Oklahoma*).

### ***II. Mission and Vision***

The institutional mission of Rich Mountain Community College is defined and promoted in its mission and vision statements. Those statements are as follows:

## RICH MOUNTAIN COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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**Mission Statement:** *Rich Mountain Community College exists to provide all citizens of the Ouachita Mountain Region with exemplary educational and enrichment opportunities to improve the quality of life and standard of living.*

**Vision Statement:** *Rich Mountain Community College is a learning-centered institution of higher education, committed to the proposition that the educational attainment of individuals within a democratic society is, in large measure, responsible for the advancement of that society.*

The College is dedicated to empowering each individual to pursue a higher quality of life by providing access to dynamic, lifelong learning opportunities. The College's caring approach to teaching and learning allows individuals to enhance and expand their knowledge base and to enrich their lives through intellectual challenge and self-discovery with the assistance of current technologies and skilled human resources. The College demonstrates respect for the worth and dignity of each person, recognizes the uniqueness of each individual, and encourages personal growth by offering affordable, high quality accessible education in preparation for transfer and technical degrees, workforce development, and personal enrichment.

### **III. Values and Role and Scope**

The measure of effectiveness of Rich Mountain Community College is expressed in its *Values* and its *Role and Scope*. This combination provides a values base format for the achievement of the educational goals of the College and the Foundation for achievement of Rich Mountain's mission and vision.

**Values:** *Rich Mountain Community College, as a leader in a growing community, continues to develop an exemplary learning environment. Success in this endeavor hinges on turning the following values into action:*

- Rich Mountain Community College is a vibrant contributor to the quality of life of the Ouachita Mountain Region.

## RICH MOUNTAIN COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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- All who choose to use Rich Mountain Community College's resources are treated with dignity.
- All learners are challenged to maximize their potential.
- All learners are given the opportunity to accept the challenges and responsibilities for learning and growing as students and citizens.
- All college personnel are committed to providing an atmosphere of respect, dignity, and cooperation where ideas, questioning, and the continued pursuit for self-development are valued as means towards learning and growth.

**Role and Scope:** *The role and scope of Rich Mountain Community College establish the framework and guidance for institutional programming. Through these programs the College can fulfill its mission.*

- To provide, at low cost, the first two years of university parallel course work of high academic quality for students who transfer to senior institutions.
- To offer associate degrees and certificates of proficiency in occupational education for students who wish to gain competence in specific skill areas or to upgrade their skills.
- To provide developmental education programs for students who need basic academic skills.
- To offer a variety of community service/continuing education courses designed to meet academic, vocational, and avocational needs.
- To provide student personnel services for those who desire academic, vocational, financial, and/or personal guidance and counseling.

## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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- To offer facilities of the College and the talents of its professional staff in order to support educational, civic, and cultural endeavors within the community.
- To provide programs and services that support and enhance the social, civic, and economic development of our community and state.



## RICH MOUNTAIN COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Strategic Goal 1: Value college personnel who accept the challenges and responsibility for teaching and learning and who are committed to providing an atmosphere of respect, dignity, and cooperation.

Objective 1: Provide for and support the philosophy that *mission and integrity are integral to the teaching and learning process and involve all aspects of the College – from college personnel to students – from administrative processes to instruction to student work. Mission guides the College in its direction and integrity provides the decision basis for implementation.*

Strategies:

- a. Publish a college catalog and other documents that articulate the mission of the College.
- b. Assure that all communications developed and published by the College
- c. Provide mission documents that are clear and that inform the community of the organization purpose and commitments.
- d. Use integrity as the barometer for ethical decision making and mission accomplishment.

Objective 2: Operate the institution with integrity for mission fulfillment in a shared governance structure.

Strategies:

- a. Maintain processes that promote review and revision of the mission, organizational structure, policies, and procedures.
- b. Ensure support processes for shared governance and continuous improvement.
- c. Promote professional integrity and ethics as related to mission, organizational structure, policies, and procedures

## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Strategic Goal 2: Ensure excellence in teaching and learning by providing high quality, relevant, valued instructional programs, services and life-long learning opportunities leading to: certificates, baccalaureate transfer degrees, and employment which contributes to career and life enhancement.

Objective 1: Provide the first two years of university parallel course work; associate degrees, technical certificates, certificates of proficiency, and specialized courses; and provide Developmental Education programs.

Strategies:

- a. Employ qualified faculty dedicated to teaching and learning needed for instruction.
- b. Provide support programs including but not limited to information access, professional development, and technology that provide for the learning process to occur and be enhanced.
- c. Implement appropriate research and assessment tools and techniques that support, enhance, and improve the effectiveness of instruction.

Objective 2: Provide environments that allow instruction, teaching, and learning to occur.

Strategies:

- a. Employ qualified support staff dedicated to development and an environment that is conducive to supporting the teaching and learning process.
- b. Maintain facilities in excellent condition.
- c. Construct new and renovate existing facilities as recommended by the College, approved by its Board, and as needed for providing instruction and support programs.
- d. Maintain information resource systems and access points that support learning.

## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Objective 3: Provide effective instructional and support programs that prepare students to obtain their goals.

Strategies:

- a. Support and promote teaching and learning a process involving the institution, teachers, and students in relating knowledge, skills, ethics, individual responsibility, and economic viability to understanding core subjects, curriculum, and career development for life's work, civic responsibility, and personal accountability.
- b. Provide student advisement services.

Strategic Goal 3: Provide responsible and flexible access to educational programs and opportunities.

Objective 1: Sustain and improve institutional structure, processes, and educational quality.

Strategies:

- a. Maintain a vibrant organizational structure that promotes questioning and development for continuous improvement.
- b. Support professional development of all college personnel for enhancement of knowledge, effectiveness in performance of responsibilities, and personal development.

Objective 2: Provide student support programs that engage students in obtaining their educational goals and promotes discovery.

Strategies:

- a. Provide student support for instruction
- b. Provide advisement in vocational and career options

## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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- c. Provide advisement and assistance for financial aid.
- d. Provide student assessment and placement programs for advisement.
- e. Seek resources that will allow services to be at maximum potential.
- f. Provide admissions advisement.
- g. Provide student records management and service.

Strategic Goal 4: Provide programs and services that develop and enhance students as members of the college community.

Objective 1: Provide support programs and services needed for instruction and learning to perpetuate the mission of RMCC.

#### Strategies:

- a. Employ qualified staff dedicated to teaching and learning needed for instructional and college support.
- b. Maintain administrative and fiscal operations that ensure stability, adequacy, and support of instruction and the mission of the College.
- c. Implement techniques and strategies designed to improve efficiency and effectiveness of the College.
- d. Provide a college atmosphere that is respectful, caring, ethical, and supportive of College values, mission, and purpose.
- e. Provide and coordinate financial aid, personnel, and budgeting assistance.
- f. Maintain a Student Support Services program.

Objective 2: Provide transition assistance.

## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Strategies:

- a. Articulate programs and services with four-year colleges and universities.
- b. Articulate technical programs with employers through advisory committees.
- c. Maintain policies and procedures that enhance mobility of learning.

Strategic Goal 5: Promote and support partnerships, activities and events to enhance cultural, economic and leisure opportunities for an evolving community.

Objective 1: Provide opportunities and support for community development and partnerships.

Strategies:

- a. Remain focused throughout the college on the College's Mission.
- b. Review mission periodically with involvement from college personnel and community constituents

Objective 2: Support partnerships with school systems.

Strategies:

- a. Sponsor meetings with school officials to identify possible partnerships.
- b. Visit each service area high school.
- c. Conduct meetings with high school counselors.
- d. Encourage the development of partnerships that mutually support the mission and goals of the institutions and promotes student learning.

Objective 3: Support partnerships with businesses and industries.

Strategies:

## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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- a. Conduct a business/industry forum.
- b. Join forces with businesses, industry, and government to build partnerships that promote economic and community success.

Objective 4: Support partnerships with the community.

Strategies:

- a. Assist community and civic organizations and governments through partnerships that will result in enrichment, learning, and the development of our community.
- b. Support and work with the Rich Mountain Community College Foundation to develop resources that support the education of the students of our service area.

Objective 5: Offer courses that promote continued learning.

Strategies:

- a. Schedule courses for the retired community.
- b. Schedule workforce courses.
- c. Schedule courses that promote personal and professional development and enrichment.

Strategic Goal 6: Acquire the financial and infrastructure resources necessary to achieve the vision and mission of the College.

Objective 1: Promote an environment for growth and mission realization that is future oriented.

Strategies:

## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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- a. Maintain an organizational environment that is supportive of innovation and change.
- b. Maintain long-range and strategic goals that allow for review, refinement, and reprioritization.
- c. Maintain systematic planning and budgeting processes.
- d. Seek a resource base that adequately supports current operations and programs of renewal.

Objective 2: Seek resources and approaches for the attainment of the mission and vision and realization of values and goals through support for accomplishment of the programs of this strategic plan (Instruction and Learning and Discovery and Engagement).

#### Strategies:

- a. Develop financial resources through varied means and a planned approach.
- b. Work with the AATYC Presidential leadership to develop a funding process that supports the development of Arkansas two-year colleges to provide educational opportunity for the development of the citizens of the state.
- c. Work with the Legislative leadership of our service communities for support and securing of resources that allow for fulfillment of the College's mission.
- d. Provide open communications to college personnel, the College Board, and the community regarding funding requirements for adequate support of the program offerings and effectiveness and how they can assist in acquiring those resources.
- e. Seek funding through state and national grants for programs that support the mission of the College.
- f. Maintain a strong Foundation for the development of funds that provide an edge of excellence for the College's programs and services.

Strategic Goal 7: Demonstrate college accountability through continuous instructional and institutional effectiveness.

## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Objective 1: Maintain an effectiveness program that includes institutional planning procedures.

Strategies:

- a. Review planning and plans via effectiveness data and modify accordingly.
- b. Review and update annually college specialized plans that include: a technology plan, a personnel plan, a facilities improvement plan, and a campus master plan.
- c. Review and update annually college goals for continued achievement of the College's strategic plan.
- d. Review and update annually a facilities maintenance plan that supports College goals and values.

Objective 2: Develop and implement processes and procedures for continuous improvement in instructional effectiveness.

Strategies:

- a. Ensure a College conversations remain alive and actions active on the need for and implementation of assessment and continuous improvement.
- b. Maintain an instructional effectiveness plan that is consistent with instructional objectives and that is on-going with build in review and improvement measures.
- c. Utilize a variety of techniques in determining instructional effectiveness.

#### General Revenue Request

Rich Mountain Community College is a formula driven entity and did not make a request for general revenue. The Increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board.



## **RICH MOUNTAIN COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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The new funds for 2011-12 (\$97,398) and 2012-2013 (\$140,066) will be used as follows:

1. Salaries – to cover salary increases, new faculty and staff, and related personal services matching
2. Operating expenses – to cover additional expenses associated with growth

#### **Cash Appropriation Request**

Rich Mountain Community College is requesting cash appropriation increases for 2011-2012 (\$369,800) and 2012-2013 (\$384,592) to be used as follows:

1. Salaries – to cover salary increases, new faculty and staff, and related personal services matching
2. Operating, travel & professional development – to cover additional expenses associated with growth
3. Capital Outlay and Improvements – to maintain program and facility integrity

#### **Personal Services Request**

We are requesting nine (9) additional extra help positions to cover enhanced program and facility needs.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION 0192 RICH MOUNTAIN COMMUNITY COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	3,270,555		3,383,194		3,710,846		4,220,232		3,480,591		4,344,657		3,620,658	
2 CASH	3,682,035		9,245,000		9,245,000		9,614,800		9,614,800		9,999,392		9,999,392	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$6,952,590	126	\$12,628,194	83	\$12,955,846	131	\$13,835,032	131	\$13,095,391	131	\$14,344,049	131	\$13,620,050	131
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	28,170	0%	71,923	1%				0%		0%		0%		0%
13 GENERAL REVENUE	3,091,386	44%	3,201,250	25%			4,038,289	29%	3,298,648	25%	4,162,714	29%	3,438,715	25%
14 EDUCATIONAL EXCELLENCE TRUST FUN	193,726	3%	181,943	1%			181,943	1%	181,943	1%	181,943	1%	181,943	1%
15 WORKFORCE 2000		0%		0%				0%		0%		0%		0%
16 CASH FUNDS	3,555,714	51%	6,781,000	53%			7,052,240	51%	7,052,240	54%	7,334,330	51%	7,334,330	54%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	126,321	2%	2,464,000	19%			2,562,560	19%	2,562,560	20%	2,665,062	19%	2,665,062	20%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	29,196	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$7,024,513	100%	\$12,700,116	100%			\$13,835,032	100%	\$13,095,391	100%	\$14,344,049	100%	\$13,620,050	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$71,923)		(\$71,922)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$2,066,463
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$215,000
INVENTORIES	\$100,000
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$20,000
MAJOR CRITICAL SYSTEMS FAILURES	\$850,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$750,000
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$100,000
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENEREAL FUND BALANCE	\$31,463

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

0192 RICH MOUNTAIN COMMUNITY COLLEGE

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	1,912,591	1,816,645	1,989,095	2,068,658
2 RESEARCH	0	0	0	0
3 PUBLIC SERVICE	125,301	137,563	143,066	148,788
4 ACADEMIC SUPPORT	496,263	524,633	545,618	567,443
5 STUDENT SERVICES	490,488	538,389	559,925	582,322
6 INSTITUTIONAL SUPPORT	1,454,831	1,444,720	1,513,024	1,573,545
7 PHYSICAL PLANT M&O	573,012	513,129	595,932	619,770
8 SCHOLARSHIPS & FELLOWSHIPS	111,013	124,740	129,730	134,919
9				
10				
11				
12				
13 MANDATORY TRANSFERS				
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS				
16 TOTAL UNREST. E&G EXP.	\$5,163,499	\$5,099,819	\$5,476,390	\$5,695,445
17 NET LOCAL INCOME	1,808,875	1,716,626	1,995,799	2,074,787
18 PRIOR YEAR BALANCE***	40,316	71,923		
STATE FUNDS:				
19 GENERAL REVENUE	3,091,386	3,201,250	3,298,648	3,438,715
20 EDUCATIONAL EXCELLENCE	193,726	181,943	181,943	181,943
21 WORKFORCE 2000				
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	29,196			
24 TOTAL SOURCES OF INCOME	\$5,163,499	\$5,171,742	\$5,476,390	\$5,695,445

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\* Other State Funds:\$29,319 General Improvement Funds released to restore RSA funding that ws cut on May 4, 2010 and (-123) transfers out

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

0192 RICH MOUNTAIN COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	1,361,865	1,419,925	1,557,918	1,709,710
2 ALL OTHER FEES	119,204	94,700	104,170	108,337
3 OFF-CAMPUS CREDIT	0	0		
4 NON-CREDIT INSTRUCTION	0	0		
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	0	0		
6 INVESTMENT INCOME	20,363	20,000	21,000	21,000
7 OTHER CASH INCOME: indirect cost reimb, facility rental, misc	307,443	182,000	312,711	235,740
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	1,808,875	1,716,625	1,995,799	2,074,787
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES	0	0	0	0
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$1,808,875	\$1,716,625	\$1,995,799	\$2,074,787

FORM 11-3

Other Cash Income:

Actual GIF = \$136,150

Federal Funds = \$126,321

Facility Usage & Rental Income = \$44,972

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWR0000

INSTITUTION 0192 RICH MOUNTAIN COMMUNITY COLLEGE

APPROPRIATION A60

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	2,300,000	2,350,000	2,350,000	2,375,000	2,430,000		
2 EXTRA HELP WAGES	25,000	30,000	30,000	30,000	35,000		
3 OVERTIME	0	0	0	0	0		
4 PERSONAL SERVICES MATCHING	521,357	463,194	600,000	500,000	525,000		
5 OPERATING EXPENSES	399,198	460,000	600,000	470,000	500,000		
6 CONFERENCE FEES & TRAVEL	25,000	20,000	30,000	25,591	30,658		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)	0	0	0	0	0		
8 CAPITAL OUTLAY	0	60,000	100,846	80,000	100,000		
9 DATA PROCESSING	0	0	0				
10 FUNDED DEPRECIATION	0	0	0	0			
11							
12							
13							
14 TOTAL APPROPRIATION	\$3,270,555	\$3,383,194	\$3,710,846	\$3,480,591	\$3,620,658	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	28,170	71,923					
16 GENERAL REVENUE	3,091,386	3,201,250		3,298,648	3,438,715		
17 EDUCATIONAL EXCELLENCE TRUST FUN	193,726	181,943		181,943	181,943		
18 SPECIAL REVENUES * [WF2000]	0	0		0	0		
19 FEDERAL FUNDS IN STATE TREASURY	0	0		0	0		
20 TOBACCO SETTLEMENT FUNDS	0	0		0	0		
21 OTHER STATE TREASURY FUNDS	29,196						
22 TOTAL INCOME	\$3,342,478	\$3,455,116		\$3,480,591	\$3,620,658	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$71,923)	(\$71,922)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

\*\* Other State Funds:\$29,319 General Improvement Funds released to restore RSA funding that ws cut on May 4, 2010 and (-123) transfers out

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 219000

INSTITUTION 0192 RICH MOUNTAIN COMMUNITY COLLEGE

APPROPRIATION A60

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,427,083	3,525,520	3,525,520	3,666,541	3,813,202		
2 EXTRA HELP WAGES	194,980	220,000	220,000	228,800	237,952		
3 OVERTIME	0	0	0	0	0		
4 PERSONAL SERVICES MATCHING	500,339	1,496,210	1,496,210	1,556,058	1,618,301		
5 OPERATING EXPENSES	1,488,801	2,053,270	2,053,270	2,135,401	2,220,817		
6 CONFERENCE FEES & TRAVEL	64,891	340,000	340,000	353,600	367,744		
7 PROFESSIONAL FEES AND SERVICES	5,942	10,000	10,000	10,400	10,816		
8 DATA PROCESSING	0	0	0				
9 CAPITAL OUTLAY	0	650,000	650,000	676,000	703,040		
10 CAPITAL IMPROVEMENTS	0	750,000	750,000	780,000	811,200		
11 DEBT SERVICE	0	200,000	200,000	208,000	216,320		
12 FUND TRANSFERS, REFUNDS AND INVESTMENT	0	0	0				
13							
14							
15							
16 CONTINGENCY		0	0				
17 TOTAL APPROPRIATION	\$3,682,035	\$9,245,000	\$9,245,000	\$9,614,800	\$9,999,392	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	1,374,345	1,868,000		1,942,720	2,020,429		
20 FEDERAL CASH FUNDS	126,321	2,464,000		2,562,560	2,665,062		
21 OTHER CASH FUNDS	2,181,369	4,913,000		5,109,520	5,313,901		
22 TOTAL INCOME	\$3,682,035	\$9,245,000		\$9,614,800	\$9,999,392	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	126	83	131	131	131	
TOBACCO POSITIONS	0	0	0	0	0	
EXTRA HELP **	69	71	71	80	80	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

0192 RICH MOUNTAIN COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *	0	0	0	\$0	0	0	0	\$0
2 RESIDENCE HALL	0	0	0	0	0	0	0	0
3 MARRIED STUDENT HOUSING	0	0	0	0	0	0	0	0
4 FACULTY HOUSING	0	0	0	0	0	0	0	0
5 FOOD SERVICES	0	0	0	0	0	0	0	0
6 COLLEGE UNION	0	0	0	0	0	0	0	0
7 BOOKSTORE	293,646	361,055	0	(67,409)	260,000	287,274	0	(27,274)
8 STUDENT ORGANIZATIONS AND PUBLICATIONS	0	0	0	0	0	0	0	0
9 STUDENT HEALTH SERVICES	0	0	0	0	0	0	0	0
10 OTHER	0	0	0	0	0	0	0	0
11 SUBTOTAL	\$293,646	\$361,055	\$0	(\$67,409)	\$260,000	\$287,274	\$0	(\$27,274)
12 ATHLETIC TRANSFER **	0	0	0	0	0	0	0	0
13 OTHER TRANSFERS ***	0	0	0	0	0	0	0	0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$293,646	\$361,055	\$0	(\$67,409)	\$260,000	\$287,274	\$0	(\$27,274)

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

0192 RICH MOUNTAIN COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: <u>76</u>						
(As of November 1, 2009)						
Nonclassified Administrative Employees:						
White Male:	<u>10</u>	Black Male:	<u>0</u>	Other Male:	<u>0</u>	Total Male: <u>10</u>
White Female:	<u>27</u>	Black Female:	<u>0</u>	Other Female:	<u>0</u>	Total Female: <u>27</u>
Nonclassified Health Care Employees:						
White Male:	<u>0</u>	Black Male:	<u>0</u>	Other Male:	<u>0</u>	Total Male: <u>0</u>
White Female:	<u>0</u>	Black Female:	<u>0</u>	Other Female:	<u>0</u>	Total Female: <u>0</u>
Classified Employees:						
White Male:	<u>5</u>	Black Male:	<u>0</u>	Other Male:	<u>0</u>	Total Male: <u>5</u>
White Female:	<u>13</u>	Black Female:	<u>0</u>	Other Female:	<u>0</u>	Total Female: <u>13</u>
Faculty:						
White Male:	<u>10</u>	Black Male:	<u>0</u>	Other Male:	<u>0</u>	Total Male: <u>10</u>
White Female:	<u>11</u>	Black Female:	<u>0</u>	Other Female:	<u>0</u>	Total Female: <u>11</u>
Total White Male:	<u>25</u>	Total Black Male:	<u>0</u>	Total Other Male:	<u>0</u>	Total Male: <u>25</u>
Total White Female:	<u>51</u>	Total Black Female:	<u>0</u>	Total Other Female:	<u>0</u>	Total Female: <u>51</u>
Total White:	<u>76</u>	Total Black:	<u>0</u>	Total Other:	<u>0</u>	Total Employees: <u>76</u>
				<b>Total Minority:</b>	<u>0</u>	

FORM 11-8



**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF RICH MOUNTAIN COMMUNITY COLLEGE**  
**June 30, 2009**

<i>Finding:</i>	Procedures were not performed in a manner to ensure accuracy of the financial statements. Audit adjustments of \$2,397,325 were made to several financial statement amounts in order for a fair presentation of the financial activity of the College. Adjustments to the Statement of Net Assets included the reclassification of net assets of \$1,031,385 from restricted - expendable to unrestricted. Adjustments to the Statement of Revenues, Expenses and Changes in Net Assets included the elimination of capital outlay expenses of \$527,206 and reclassifications of federal and state grants of \$293,151. Similar findings were reported in the three previous audits
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<i>Institution's Response:</i>	Stronger procedures have been implemented to ensure accuracy of the financial statements. Fiscal year 2009 was the first year that RMCC was required to prepare its own financial statements; we do concur with the audit findings and will properly report restricted and unrestricted assets. The lack of training and knowledge on financial statements presentation resulted in our financial statements from being properly classified. This is being addressed as we have implanted better access to GASB requirements and training workshops on financial statement presentation.
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<i>Finding:</i>	The College did not comply with the requirements of Arkansas Code Annotated § 22-2-107(a)(1)(C) in that the College did not obtain Arkansas Building Authority approval of a construction contract of \$2,741,356 for the Tornado Restoration Project. Additionally, the College did not require the contractor to obtain a performance bond for the amount of the contract as required by Arkansas Code Annotated § 18-44-503(a).
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**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF RICH MOUNTAIN COMMUNITY COLLEGE  
June 30, 2009**

<p><i>Institution's Response:</i></p>	<p>The \$2,741,356 was <i>approved for bidding</i> by ABA. However, it was not necessary to bid the project as Metro Builders had been approved as a sole source contractor. The \$2,741,356 was the amount the insurance company (Lexington Insurance) and Metro Building Restoration had agreed to as the amount of damage restoration needed to bring the campus back to its original pre-tornado condition. Management believes that the contract for the restoration was between Lexington Insurance and Metro Builders. The College complied with all requests and documentation required by ABA during the process including providing the "Scope of Work" (cost estimate) agreed to by Lexington and Metro for the \$2,741,356, drawings, specifications, ABA division zero specifications, project coordinator statement and general project information sheets, the architects base contract and work authorization for this project. ABA <i>approved</i> this package (for bidding) on August 20<sup>th</sup>. Since Metro had been "sole sourced", bidding was not necessary. Our architect (the Benham Companies) was told by ABA that they did not require any additional documentation from us at this point. ABA continued to provide inspection oversight for this project on a regular basis, allowing the restoration project to continue through to its completion.</p> <p>As the negotiated contract amount was between Lexington Insurance and Metro Builders, the College was not aware that Metro did not provide construction bonding.</p>
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# **SOUTH ARKANSAS COMMUNITY COLLEGE**

## **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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*South Arkansas Community College is a public two-year college with an open-door admission policy. The SouthArk service area includes Union, Ashley, Bradley, and Chicot Counties. SouthArk's purpose is to provide an environment that fosters excellence in learning and teaching for transfer degrees and occupational training in credit and non credit class. Additionally, SouthArk promotes the civic and cultural life and the economic development of the community.*

### **SOUTH ARKANSAS COMMUNITY COLLEGE VISION**

South Arkansas Community College will strive to be the leading resource for accessible education, workforce training, partnerships and economic development for our region.

### **COLLEGE MISSION**

South Arkansas Community College promotes excellence in learning, teaching, and service; provides lifelong educational opportunities; and serves as a cultural, intellectual, and economic resource for the community.

### **COLLEGE CORE VALUES**

The college has identified six values statements that serve as guiding principles in fulfilling the Mission Statement.

#### **1. Excellence in Education**

We are committed to providing students access to a highly competent, innovative, and supportive faculty and staff; modern facilities equipped with current technology; and high-quality academic and occupational programs.

## SOUTH ARKANSAS COMMUNITY COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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2. **Student Learning**

We are committed to providing support, respect, and encouragement, thereby enabling students to achieve their educational goals and develop skills for lifelong learning.

3. **Contribution to the Community**

We strive to serve the academic, occupational, and enrichment needs of the community; enhance its quality of life; and support economic development in South Arkansas.

4. **Quality of Work Environment**

Recognizing that everyone contributes to the learning process, we value each member of our college community; foster respect, trust, and support among faculty, staff, and students; encourage responsible, creative risk-taking and innovation; and recognize and reward exceptional performance and integrity.

5. **Respect for Diversity**

Believing that everyone should have an opportunity to learn and succeed, we value intellectual and cultural diversity in the classroom, in the workplace, and in the community.

6. **Commitment to Accountability**

We are committed to continuous evaluation of our institution to address the needs of the present and to meet the challenges of the future.

*In Spring of 2010 the new strategic plan for SouthArk was developed to keep the College's decisions and activities focused on the initiatives identified as most crucial by the current stakeholders: students, board members, the community, as well as SouthArk faculty and staff.*

# **SOUTH ARKANSAS COMMUNITY COLLEGE**

## **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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### **South Arkansas Community College 2011-2016 Strategic Initiatives**

1. Communication: SouthArk will facilitate a transparent campus culture.
  - 1.1 SouthArk will improve internal communications by developing a streamlined system and employing available technologies.
  - 1.2 SouthArk will increase employee efficiency through departmental organization and communication.
  - 1.3 SouthArk will foster its positive image both in marketing and in campus appearance.
  
2. Engagement: SouthArk will engage and support students in their educational endeavors.
  - 2.1 SouthArk will actively involve students in learning in the classroom and in academic programs.
  - 2.2 SouthArk will encourage and guide students in career and academic planning.
  - 2.3 SouthArk will help students to become immersed in their college experience through student activities and campus events.
  
3. Success: SouthArk will focus on improving student success through systematic program review and outcomes assessment.
  - 3.1 SouthArk will promote achievement in workforce occupation programs leading to increased graduate employability.
  - 3.2 SouthArk will benefit regional employers by providing solutions to their needs through excellent customized training.
  - 3.3 SouthArk will help students to prosper in academic transfer programs by fully preparing students for matriculation into four year schools.
  
4. Resource Development: SouthArk will support college programs and personnel by fostering innovations and strengthening fiscal, physical, and human resources.
  - 4.1 SouthArk will support its students, personnel, programs and facilities by seeking out new and expanding

### **New Funding**

## **SOUTH ARKANSAS COMMUNITY COLLEGE**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Additional State funds for the 2011/2012 fiscal year will be used to provide additional instructional supplies and to increase maintenance funding due to the addition of the Health Science Center. Some funds will also be used to add additional adjunct instructors and student tutors.

The additional State funds for the 2012/13 year will be used to increase operating expenses in each area and to provide funds for an additional liberal arts instructor.

Adjustments were also made in cash fund appropriations to shift funds to different areas to provide for a Department of Labor grant.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION SOUTH ARKANSAS COMMUNITY COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	6,701,602		6,990,361		7,459,470		8,445,105		7,072,803		8,689,959		7,334,946	
2 CASH	6,934,934		23,871,589		23,871,589		23,871,580		23,871,580		23,871,580		23,871,580	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$13,636,536	200	\$30,861,950	207	\$31,331,059	335	\$32,316,685	345	\$30,944,383	345	\$32,561,539	345	\$31,206,526	345
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	36,599	0%	78,746	0%				0%		0%		0%		0%
13 GENERAL REVENUE	5,788,595	42%	5,994,317	19%			7,527,806	23%	6,155,504	20%	7,772,660	24%	6,417,647	21%
14 EDUCATIONAL EXCELLENCE TRUST FUN	501,942	4%	474,594	2%			474,594	1%	474,594	2%	474,594	1%	474,594	2%
15 WORKFORCE 2000	397,730	3%	442,705	1%			442,705	1%	442,705	1%	442,705	1%	442,705	1%
16 CASH FUNDS	4,885,402	36%	20,351,204	66%			20,175,180	62%	20,175,180	65%	20,175,180	62%	20,175,180	65%
17 SPECIAL REVENUES		0%	0	0%				0%		0%		0%		0%
18 FEDERAL FUNDS	2,049,532	15%	3,520,385	11%			3,696,400	11%	3,696,400	12%	3,696,400	11%	3,696,400	12%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	55,482	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$13,715,282	100%	\$30,861,951	100%			\$32,316,685	100%	\$30,944,383	100%	\$32,561,539	100%	\$31,206,526	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$78,746)		(\$1)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$2,079,311
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$191,384
INVENTORIES	\$30,547
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$11,000
MAJOR CRITICAL SYSTEMS FAILURES	\$150,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,355,316
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)	\$288,992
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$52,072

Other	
Grants Receivable	282,947
Imprest Funds, Cash Drawers	6,045
Total Other	<u>288,992</u>

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

SOUTH ARKANSAS COMMUNITY COLLEGE  
NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	4,998,026	5,384,078	5,437,900	5,655,400
2 RESEARCH		0	0	0
3 PUBLIC SERVICE	221,995	247,720	253,900	264,000
4 ACADEMIC SUPPORT	780,047	781,112	800,600	832,600
5 STUDENT SERVICES	627,467	745,924	764,500	795,000
6 INSTITUTIONAL SUPPORT	2,097,090	2,134,663	2,187,996	2,291,706
7 PHYSICAL PLANT M&O	1,237,110	1,589,265	1,732,120	1,801,400
8 SCHOLARSHIPS & FELLOWSHIPS	248,115	251,390	252,050	258,351
9		0		
10				
11				
12				
13 MANDATORY TRANSFERS	58,339	58,339	58,339	58,339
14 AUXILIARY TRANSFERS	(61,036)	(53,260)	(54,600)	(56,000)
15 NON-MANDATORY TRANSFERS	763,002	69,906	69,900	69,900
16 TOTAL UNREST. E&G EXP.	\$10,970,155	\$11,209,137	\$11,502,705	\$11,970,696
17 NET LOCAL INCOME	4,265,306	4,238,295	4,429,902	4,635,750
18 PRIOR YEAR BALANCE***	36,599	78,746		
STATE FUNDS:				
19 GENERAL REVENUE	5,788,595	5,994,317	6,155,504	6,417,647
20 EDUCATIONAL EXCELLENCE	501,942	474,594	474,594	474,594
21 WORKFORCE 2000	397,730	442,705	442,705	442,705
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	55,482	0		
24 TOTAL SOURCES OF INCOME	\$11,045,654	\$11,228,657	\$11,502,705	\$11,970,696

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\* Other State Funds: tuition adjustment funds (\$3,390) and General Improvement Funds released to restore RSA funding that was cut on May 4, 2010 (\$54,901).



**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

SOUTH ARKANSAS COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	3,303,442	3,373,677	3,539,712	3,716,760
2 ALL OTHER FEES	360,480	288,187	298,000	305,450
3 OFF-CAMPUS CREDIT	62,272	61,896	64,990	68,240
4 NON-CREDIT INSTRUCTION	224,443	249,712	265,000	280,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	0			
6 INVESTMENT INCOME	63,139	60,000	60,000	60,000
7 OTHER CASH INCOME:	251,530	240,823	240,000	245,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	4,265,306	4,274,295	4,467,702	4,675,450
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES	0	36,000	37,800	39,700
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$4,265,306	\$4,238,295	\$4,429,902	\$4,635,750

FORM 11-3

\* Other income includes indirect cost income, M& R sales, facilities rentals and other misc income.

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CWS0000

INSTITUTION SOUTH ARKANSAS COMMUNITY COLLEGE

APPROPRIATION \_\_\_\_\_ 793

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	4,473,761	3,894,928	4,610,000	4,630,000	4,680,000		
2 EXTRA HELP WAGES	65,599	84,000	84,000	79,000	75,000		
3 OVERTIME	0						
4 PERSONAL SERVICES MATCHING	1,305,846	1,428,258	1,480,000	1,327,000	1,336,000		
5 OPERATING EXPENSES	856,396	1,548,175	1,250,470	1,016,803	1,223,946		
6 CONFERENCE FEES & TRAVEL		15,000	15,000	10,000	10,000		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY		20,000	20,000	10,000	10,000		
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$6,701,602	\$6,990,361	\$7,459,470	\$7,072,803	\$7,334,946	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	36,599	78,746					
16 GENERAL REVENUE	5,788,595	5,994,317		6,155,504	6,417,647		
17 EDUCATIONAL EXCELLENCE TRUST FUN	501,942	474,594		474,594	474,594		
18 SPECIAL REVENUES * [WF2000]	397,730	442,705		442,705	442,705		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	55,482						
22 TOTAL INCOME	\$6,780,348	\$6,990,362		\$7,072,803	\$7,334,946	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$78,746)	(\$1)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

\*\* Other State Funds: tuition adjustment funds (\$3,390), General Improvement Funds released to restore RSA funding that was cut on May 4, 2010 (\$54,901), and (-2809) transfers out

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2210000

INSTITUTION SOUTH ARKANSAS COMMUNITY COLLEGE

APPROPRIATION B78

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	2,572,816	3,461,169	3,461,169	3,997,169	3,997,169		
2 EXTRA HELP WAGES	221,284	290,000	290,000	304,500	304,500		
3 OVERTIME	492	27,075	27,075	27,075	27,075		
4 PERSONAL SERVICES MATCHING	959,158	1,697,009	1,697,009	1,870,009	1,870,009		
5 OPERATING EXPENSES	2,199,382	3,311,073	3,311,073	3,457,996	3,457,996		
6 CONFERENCE FEES & TRAVEL	136,531	378,640	378,640	378,640	378,640		
7 PROFESSIONAL FEES AND SERVICES	286,060	498,000	498,000	498,000	498,000		
8 DATA PROCESSING	0	83,923	83,923				
9 CAPITAL OUTLAY	261,205	475,000	475,000	575,000	575,000		
10 CAPITAL IMPROVEMENTS	0	12,000,000	12,000,000	11,113,491	11,113,491		
11 DEBT SERVICE	275,722	500,000	500,000	500,000	500,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENT	9,848	1,129,700	1,129,700	1,129,700	1,129,700		
13 PROMOTIONAL ITEMS	12,436	20,000	20,000	20,000	20,000		
14							
15							
16 CONTINGENCY							
17 TOTAL APPROPRIATION	\$6,934,934	\$23,871,589	\$23,871,589	\$23,871,580	\$23,871,580	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	4,265,306	4,238,295		4,429,902	4,635,750		
20 FEDERAL CASH FUNDS	2,049,532	3,520,385		3,696,400	3,696,400		
21 OTHER CASH FUNDS	620,096	16,112,909		15,745,278	15,539,430		
22 TOTAL INCOME	\$6,934,934	\$23,871,589		\$23,871,580	\$23,871,580	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	200	207	335	345	345	
TOBACCO POSITIONS	0	0	0	0	0	
EXTRA HELP **	110	110	175	175	175	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

## AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES

SOUTH ARKANSAS COMMUNITY COLLEGE

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *	0	0		0	0			0
2 RESIDENCE HALL	0	0		0	0			0
3 MARRIED STUDENT HOUSING	0	0		0	0			0
4 FACULTY HOUSING	0	0		0	0			0
5 FOOD SERVICES	11,134			11,134	8,475			8,475
6 COLLEGE UNION	0	0		0	0			0
7 BOOKSTORE	1,101,547	964,339		137,208	1,019,025	969,000		50,025
8 STUDENT ORGANIZATIONS AND PUBLICATIONS	0	0		0		36,000		(36,000)
9 STUDENT HEALTH SERVICES	0	0		0	0			0
10 OTHER	70,000	17,347		52,653	63,641	68,881		(5,240)
11 SUBTOTAL	\$1,182,681	\$981,686	\$0	\$200,995	\$1,091,141	\$1,073,881	\$0	\$17,260
12 ATHLETIC TRANSFER **	0			0				0
13 OTHER TRANSFERS ***				(61,036)	(17,260)			(17,260)
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$1,182,681	\$981,686	\$0	\$139,959	\$1,073,881	\$1,073,881	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

SOUTH ARKANSAS COMMUNITY COLLEGE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: <u>150</u>						
(As of November 1, 2009 )						
Nonclassified Administrative Employees:						
White Male:	<u>12</u>	Black Male:	<u>3</u>	Other Male:	<u>1</u>	Total Male: <u>16</u>
White Female:	<u>22</u>	Black Female:	<u>2</u>	Other Female:	<u>1</u>	Total Female: <u>25</u>
Nonclassified Health Care Employees:						
White Male:	<u>0</u>	Black Male:	<u>0</u>	Other Male:	<u>0</u>	Total Male: <u>0</u>
White Female:	<u>0</u>	Black Female:	<u>0</u>	Other Female:	<u>0</u>	Total Female: <u>0</u>
Classified Employees:						
White Male:	<u>11</u>	Black Male:	<u>4</u>	Other Male:	<u>0</u>	Total Male: <u>15</u>
White Female:	<u>26</u>	Black Female:	<u>6</u>	Other Female:	<u>1</u>	Total Female: <u>33</u>
Faculty:						
White Male:	<u>14</u>	Black Male:	<u>1</u>	Other Male:	<u>0</u>	Total Male: <u>15</u>
White Female:	<u>41</u>	Black Female:	<u>5</u>	Other Female:	<u>0</u>	Total Female: <u>46</u>
Total White Male:	<u>37</u>	Total Black Male:	<u>8</u>	Total Other Male:	<u>1</u>	Total Male: <u>46</u>
Total White Female:	<u>89</u>	Total Black Female:	<u>13</u>	Total Other Female:	<u>2</u>	Total Female: <u>104</u>
Total White:	<u>126</u>	Total Black:	<u>21</u>	Total Other:	<u>3</u>	Total Employees: <u>150</u>
				<b>Total Minority:</b>	<u>24</u>	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF SOUTH ARKANSAS COMMUNITY COLLEGE  
June 30, 2009**

<i>Finding:</i>	No Findings noted
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# **SOUTHERN ARKANSAS UNIVERSITY TECH**

## **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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### **SAU TECH'S VISION**

Leading Arkansas in Economic and Educational Transformation

### **SAU TECH'S VALUES**

- Every employee and his/her contribution to the institution.
- Each person served or seeking service.
- Personal and professional honesty and integrity.
- The trust and confidence placed in us by our constituencies.
- A caring, learning environment that promotes access, scholarship, innovation, and the success of all students.
- A climate that reflects a deep appreciation and acceptance of diversity.
- Accountability on all levels that is reflected in wise stewardship of public resources.
- Collaborative and cooperative partnerships that improve the quality of life for those served.
- Innovation and the ability to meet the changing needs of our constituencies.
- The history of SAU Tech and its contributions.

### **SAU TECH'S MISSION**

Southern Arkansas University Tech is a two-year college emphasizing technical education. The College is committed to providing quality educational programs delivered through various technologies and methodologies to meet the needs of its

# SOUTHERN ARKANSAS UNIVERSITY TECH

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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constituencies. The College accomplishes its mission through technical career programs, transfer curricula, continuing education, workforce education, transitional education, and administrative, student, and community services.

**GOAL #1: Student Success – To provide every student the opportunity to acquire the knowledge and abilities to lead a fulfilled life as a learner, a citizen, and a member of the workforce.**

Grow and sustain on-campus enrollment as well as enrollment through alternate delivery methods.

Continue to enhance the College's assessment of student learning model to improve student success.

Provide a positive and rewarding college experience through a variety of activities and cultural events.

Facilitate the transition of students into the College.

Facilitate the transition of students from the College, either to SAU Magnolia (or other higher learning institutions) or into the workforce.

**GOAL #2: Access to Higher Education – To provide access to affordable comprehensive, community, and technical college education.**

Examine and develop programs that are relevant to student needs and economic growth.



# SOUTHERN ARKANSAS UNIVERSITY TECH

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Strengthen partnerships with public school to enhance the high school concurrent credit program.

Continue to develop partnerships to support literacy to better prepare students to be successful in college.

### **GOAL #3: Quality Programs – To deliver relevant, high-quality instruction, programs, and services that meet the changing needs of students and society.**

Continue the development of a comprehensive institutional effectiveness program by maintaining accreditation through AQIP.

Assess and enhance the quality of academic programs.

Continue to develop, evaluate, and improve services to respond to the needs of students and other customers in the College's service area.

### **GOAL #4: Accountability and Institutional Effectiveness – To make effectiveness, transparency, and accountability the hallmarks of all the College's activities.**

Promote a supportive learning and working environment where all voices are heard and valued.

# SOUTHERN ARKANSAS UNIVERSITY TECH

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Provide responsible stewardship for the effective management of the College's financial, human, and physical resources.

Develop processes to systematically evaluate and address the College's risk and liability.

### **GOAL #5: Resource Development (Human/Financial/Physical) – To seek financial, physical, and human resources to support the development and ongoing improvement of the College's programs and services.**

Develop and maintain a workforce of quality, diverse faculty and staff who can provide adequate support for students at all educational levels.

Assess and identify the need for additional facilities (on and off campus), the necessity for existing facilities improvement, and need for grounds beautification and maintenance in order to support the mission of the College.

Examine and evaluate revenue sources to optimize the College's financial resources.

### **GOAL #6: Partnerships, Collaborative Efforts, and Workforce and Economic Development – To develop partnerships to provide continuing education, community services, and workforce training to address the economic development needs of the College's constituencies.**

# SOUTHERN ARKANSAS UNIVERSITY TECH

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Become a significant contributor toward economic development and workforce development in the region.

Expand community service and education through outreach programs and cultural activities.

### GENERAL REVENUE REQUEST

Southern Arkansas University Tech is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board. The recommended increase of \$327,159 for the 2011-2012 fiscal year and \$446,416 for the 2012-2013 fiscal year will be allocated as follows:

	2011-2013	2012-2013
2% Salary Increase for all Faculty and Staff	\$100,000	\$120,000
Matching Fringe Benefits	\$30,000	\$36,000
Insurance and Retirement Increases	\$50,000	\$18,916
Supplies/Services	\$47,159	\$25,000
IT Equipment	\$30,000	\$30,000
Library Holdings	\$20,000	\$20,000
Utilities	\$50,000	\$20,000
2 Classified Positions		\$71,500

## SOUTHERN ARKANSAS UNIVERSITY TECH

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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2 Faculty Positions		\$105,000
TOTAL	\$327,159	\$446,416

#### **CASH APPROPRIATION REQUEST**

The total cash appropriation request remains the same for fiscal years 2011-2012 and 2012-2013, however, a reallocation of appropriation is requested in the following commitment items: Extra Help, Operating Expenses, Conference Fees and Travel, Capital Improvements, and Fund Transfers, Refunds, and Investments. The reallocation is primarily to align the Fund Transfer, Refunds, and Investment commitment item with the increase in student enrollment and financial aid reimbursements; and to align Capital Improvements commitment item with the grant awards received by the campus for capital projects.

#### **PERSONAL SERVICES REQUEST**

Two additional Classified Positions are requested for the 2011-2013 Fiscal Years.

**HE Public Safety Commander I** - Beginning July 1, 2010, Southern Arkansas University and Southern Arkansas University Tech will establish a System Police Department. The System police department will work to form common goals, guidelines and procedures to enhance the effectiveness of law enforcement efforts and promote best practices on a System-wide basis. The mission of the Southern Arkansas University System Police Department is to provide a safe and effective learning, living, and working environment for students, faculty, staff and visitors at the Southern Arkansas

## SOUTHERN ARKANSAS UNIVERSITY TECH

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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University System institutions. The System police department will be able to utilize the experience and knowledge of all employees in the department, effectively manage emergencies or crises, centralize training and accountability, and improve communications. The overall benefits of the System police department include but are not limited to: standardized policies and procedures; combined training and education function for the professional development of law enforcement officer; shared cost which will reduce increasing monetary burdens posed by technological advancements; allow for the use of personnel and equipment between the institutions; enhancement of the various emergency response and notification networks.

Impact of the position: The Southern Arkansas University Police Chief will oversee both campuses. This position will be located on the Southern Arkansas University Tech campus and will provide direct supervision of the three full-time Public Safety Officer positions and all part-time security staff. Currently these duties are performed by the Director of the Physical Plant.

**Local Office Administrative Assistant** - This position plays a major role in the data entry of student records. The number of credit and non-credit student records that must be examined and processed each semester has increased due to an increase in student enrollment. The position also enters all transfer course work into the computer information system in order for the degree-audit component of POISE to function properly. Because of the lower pay grade of the position, the possibility exists that the individual will seek employment elsewhere. The college is located in southern Arkansas where the employment rate is high and also located in an industrial park that the college has to compete against to recruit good employees. To replace the knowledge, experience and training that has been invested in an

## **SOUTHERN ARKANSAS UNIVERSITY TECH**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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employee is time consuming and expensive. Retaining good employees is an issue that needs to be addressed and by offering a higher grade and salary, the college can be competitive in the workforce.

Impact of the position: The impact of the position is to retain the qualified employees who have been trained and have extensive knowledge of the position and operations of the office. The position has a tremendous amount of responsibility of entering data for student enrollment and grades. This position requires data to be processed efficiently and timely. Retaining the trained employee removes a lot of the margin for errors.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION SOUTHERN ARKANSAS UNIVERSITY TECH

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	5,591,388		5,798,707		6,671,003		8,609,068		6,124,612		8,878,538		6,571,027	
2 CASH	9,467,818		17,740,000		17,740,000		17,740,000		17,740,000		17,740,000		17,740,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$15,059,206	166	\$23,538,707	209	\$24,411,003	230	\$26,349,068	232	\$23,864,612	231	\$26,618,538	232	\$24,311,027	231
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	114,560	1%	203,535	1%				0%		0%		0%		0%
13 GENERAL REVENUE	5,419,026	36%	5,611,615	24%			8,423,230	32%	5,938,774	25%	8,692,700	33%	6,385,189	26%
14 EDUCATIONAL EXCELLENCE TRUST FU	197,873	1%	185,838	1%			185,838	1%	185,838	1%	185,838	1%	185,838	1%
15 WORKFORCE 2000		0%		0%				0%		0%		0%		0%
16 CASH FUNDS	5,882,507	39%	11,740,000	49%			11,740,000	45%	11,740,000	49%	11,740,000	44%	11,740,000	48%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	3,585,311	23%	6,000,000	25%			6,000,000	23%	6,000,000	25%	6,000,000	23%	6,000,000	25%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS**	63,464	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$15,262,741	100%	\$23,740,988	100%			\$26,349,068	100%	\$23,864,612	100%	\$26,618,538	100%	\$24,311,027	100%
22 EXCESS (FUNDING)/APPROPRIATION	(203,535)		(202,281)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$3,159,914
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$109,064
INVENTORIES	\$9,025
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	\$28,372
INSURANCE DEDUCTIBLES	\$40,000
MAJOR CRITICAL SYSTEMS FAILURES	\$200,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,095,181
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$200,000
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENEREAL FUND BALANCE	\$1,478,272

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

SOUTHERN ARKANSAS UNIVERSITY TECH  
NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	3,491,444	3,235,356	3,378,988	3,560,191
2 RESEARCH				
3 PUBLIC SERVICE	225,169	194,634	203,275	214,176
4 ACADEMIC SUPPORT	850,987	894,354	934,059	984,149
5 STUDENT SERVICES	922,023	961,184	1,003,855	1,057,688
6 INSTITUTIONAL SUPPORT	2,576,050	2,778,526	2,901,878	3,057,496
7 PHYSICAL PLANT M&O	1,354,846	1,424,984	1,488,246	1,568,055
8 SCHOLARSHIPS & FELLOWSHIPS	651,175	896,370	936,164	986,367
9				
10				
11				
12				
13 MANDATORY TRANSFERS	189,451	179,912	187,899	197,975
14 AUXILIARY TRANSFERS	(61,867)			
15 NON-MANDATORY TRANSFERS	53,185	80,000	83,551	88,032
16 TOTAL UNREST. E&G EXP.	\$10,252,463	\$10,645,320	\$11,117,915	\$11,714,129
17 NET LOCAL INCOME	4,896,642	4,847,867	4,993,303	5,143,102
18 PRIOR YEAR BALANCE***		203,535		
STATE FUNDS:				
19 GENERAL REVENUE	5,419,026	5,611,615	5,938,774	6,385,189
20 EDUCATIONAL EXCELLENCE	197,873	185,838	185,838	185,838
21 WORKFORCE 2000				
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS ****	63,464			
24 TOTAL SOURCES OF INCOME	\$10,577,005	\$10,848,855	\$11,117,915	\$11,714,129

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\*\*\* Other State Funds: Tuition Adjustment Fund; MMV Fund; General Improvement Funds (\$51,395) released to restore RSA funding that was cut on May 4, 2010, Other Transfers Out (-\$1,612)



**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

SOUTHERN ARKANSAS UNIVERSITY TECH  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	4,110,949	4,214,555	4,340,992	4,471,222
2 ALL OTHER FEES				
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION				
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	512,451	353,312	616,261	634,749
6 INVESTMENT INCOME	18,242	25,000	25,750	26,522
7 OTHER CASH INCOME:	255,000	255,000	10,300	10,609
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	4,896,642	4,847,867	4,993,303	5,143,102
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$4,896,642	\$4,847,867	\$4,993,303	\$5,143,102

FORM 11-3

Note: Other Cash Income: Administrative Overhead from the AFTA;AETA;Career Academy

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CSS0000

INSTITUTION SOUTHERN ARKANSAS UNIVERSITY TECH

APPROPRIATION \_\_\_\_\_ 294

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	3,509,005	3,617,453	3,991,887	3,821,591	4,100,142		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,000,000	1,000,000	1,033,000	1,056,432	1,133,433		
5 OPERATING EXPENSES	965,259	1,001,254	1,366,116	1,056,431	1,133,433		
6 CONFERENCE FEES & TRAVEL	50,000	55,000	55,000	58,104	62,339		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY	67,124	125,000	225,000	132,054	141,680		
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$5,591,388	\$5,798,707	\$6,671,003	\$6,124,612	\$6,571,027	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	114,560	203,535					
16 GENERAL REVENUE	5,419,026	5,611,615		5,938,774	6,385,189		
17 EDUCATIONAL EXCELLENCE TRUST FUN	197,873	185,838		185,838	185,838		
18 SPECIAL REVENUES * [WF2000]							
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS***	63,464						
22 TOTAL INCOME	\$5,794,923	\$6,000,988		\$6,124,612	\$6,571,027	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$203,535)	(\$202,281)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

\*\*Line 15 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\*\* Other State Funds: Tution Adjustment Fund; MMV Fund; General Improvement Funds (\$51,395) released to restore RSA funding that was cut on May 4, 2010 and Other Transfers out (\$1,612).

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2170000

INSTITUTION SOUTHERN ARKANSAS UNIVERSITY TECH

APPROPRIATION A65

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	2,865,410	4,468,478	4,468,478	4,468,478	4,468,478		
2 EXTRA HELP WAGES	96,094	845,384	845,384	595,384	595,384		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	815,304	1,741,359	1,741,359	1,741,359	1,741,359		
5 OPERATING EXPENSES	2,688,924	5,435,869	5,435,869	4,585,708	4,585,708		
6 CONFERENCE FEES & TRAVEL	47,942	538,768	538,768	333,768	333,768		
7 PROFESSIONAL FEES AND SERVICES	61,232	219,384	219,384	218,384	218,384		
8 DATA PROCESSING							
9 CAPITAL OUTLAY	202,018	358,151	358,151	358,151	358,151		
10 CAPITAL IMPROVEMENTS	75,039	1,000,000	1,000,000	2,000,000	2,000,000		
11 DEBT SERVICE	189,451	438,768	438,768	438,768	438,768		
12 FUND TRANSFERS, REFUNDS AND INVESTMENT	2,426,404	2,693,839	2,693,839	3,000,000	3,000,000		
13							
14							
15							
16							
17 TOTAL APPROPRIATION	\$9,467,818	\$17,740,000	\$17,740,000	\$17,740,000	\$17,740,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	5,882,507	7,600,000		7,600,000	7,600,000		
20 FEDERAL CASH FUNDS	3,585,311	6,000,000		6,000,000	6,000,000		
21 OTHER CASH FUNDS		4,140,000		4,140,000	4,140,000		
22 TOTAL INCOME	\$9,467,818	\$17,740,000		\$17,740,000	\$17,740,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	166	209	230	232	231	
TOBACCO POSITIONS						
EXTRA HELP **	175	175	175	175	175	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

SOUTHERN ARKANSAS UNIVERSITY TECH  
 (NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL	131,541	126,591		4,950	131,000	131,000		0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES				0				0
6 COLLEGE UNION				0				0
7 BOOKSTORE	494,948	446,536		48,412	451,595	451,595		0
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$626,489	\$573,127	\$0	\$53,362	\$582,595	\$582,595	\$0	\$0
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***	(61,867)			(61,867)				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$564,622	\$573,127	\$0	(8,505)	\$582,595	\$582,595	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

SOUTHERN ARKANSAS UNIVERSITY TECH  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:					140
(As of November 1, 2009 )					
Nonclassified Administrative Employees:					
White Male:	10	Black Male:	4	Other Male:	
White Female:	12	Black Female:	6	Other Female:	
Total		Total		Total	14
				Total	Female: 18
Nonclassified Health Care Employees:					
White Male:		Black Male:		Other Male:	
White Female:		Black Female:		Other Female:	
Total		Total		Total	0
				Total	Female: 0
Classified Employees:					
White Male:	19	Black Male:	6	Other Male:	
White Female:	27	Black Female:	13	Other Female:	1
Total		Total		Total	25
				Total	Female: 41
Faculty:					
White Male:	21	Black Male:		Other Male:	
White Female:	20	Black Female:	1	Other Female:	
Total		Total		Total	21
				Total	Female: 21
Total White Male:	50	Total Black Male:	10	Total Other Male:	0
Total White Female:	59	Total Black Female:	20	Total Other Female:	1
Total		Total		Total	60
				Total	Female: 80
Total White:	109	Total Black:	30	Total Other:	1
				<b>Total Minority:</b>	31
				Total	Employees: 140

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
 AUDIT OF SOUTHERN ARKANSAS UNIVERSITY TECH  
 June 30, 2009**

<i>Finding:</i>	The College reported an instance of misappropriation of assets in the Cashier's office. As of report date, Arkansas State Police have an ongoing investigation of this matter. We will issue a report upon completion of the investigation.
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<i>Institution's Response:</i>	<p>The College personnel who is responsible for the misappropriation of assets is no longer employed by the College as of April 30, 2010. The College financial management team, which includes the Vice Chancellor for Finance &amp; Administration, Controller and Assistant Controller, has implemented new control measures in an effort to eliminate any potential risk situations. In addition the team is reviewing all financial functions to make sure no employee has the ability to initiate, authorize and process a transaction. The additional measures include:</p> <ul style="list-style-type: none"> <li>• A new student receivable accountant was hired in August of 2009. The hiring of the additional accountant was the significant factor in uncovering the misappropriation of funds. This employee intercepted phone calls regarding outstanding customer balances that had previously been directed to the person involved in the fraud.</li> <li>• All mail addressed to the Business Office cashier is given to the assistant controller for review. Any checks received in the mail are recorded in a "check log". When deposits are reviewed by the controller, it is noted in the log when the check was deposited in the bank. The log is reviewed to make sure that all checks received by mail are deposited in the bank in a timely manner.</li> </ul>
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**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF SOUTHERN ARKANSAS UNIVERSITY TECH**  
**June 30, 2009**

	<ul style="list-style-type: none"><li>• A cash box review log was added to the cash box and is filled out when the cash box is counted by the cashier. The cash box is also periodically counted by the assistant controller.</li><li>• A shared file containing invoice logs for all Fire Academy invoices has been created. The academies fill in the invoice information and the business office fills in the receipt information when the payment is received. This allows for the tracking of academies receipts and the FTA receiving payment information in a more timely manner.</li><li>• When the checkout report and deposit are given to the controller for review, checks are compared to the checkout report. Check number, payee and amount are verified. The total of the checks from both the checkout report and the adding machine tape with the checks are compared to each other and also to the amount on the deposit slip. A check mark is written next to the checks amount on the deposit slip if everything agrees. Cash is compared to the cash total on the checkout report and checked off on the deposit slip if it all agrees. The total deposit is also checked off on the deposit slip if it agrees with the checkout report total deposit. The day after the deposit, the bank website is accessed and a printout is made of the items making up the deposit. The checkout is then compared to the bank printout to make sure checks and cash were deposited as shown on the checkout.</li></ul>
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**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF SOUTHERN ARKANSAS UNIVERSITY TECH  
June 30, 2009**

**Investigative Report – Review of Selected Transactions as requested by the institution:**

SAU Tech personnel determined, and review by DLA staff confirmed, Kelley Starr, whose employment was terminated April 30, 2010, misappropriated funds totaling \$57,204 during the period July 1, 2006 through March 31, 2010.

Internal control deficiencies contributed to funds being misappropriated and not timely detected by SAU Tech personnel.

This report has been forwarded to the Thirteenth Judicial District Prosecuting Attorney, ASP, and Arkansas Governmental Bonding Board.



## **ARKANSAS ENVIRONMENTAL TRAINING ACADEMY**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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#### **ARKANSAS ENVIRONMENTAL TRAINING ACADEMY'S MISSION STATEMENT**

The mission of the Arkansas Environmental Training Academy is to provide quality environmental training programs mandated by the State of Arkansas as the State's Environmental Training Center. The Arkansas Environmental Training Academy is comprised of, but not limited to, five distinct divisions: Water, Wastewater, Solid Waste, Backflow Prevention, and Environmental Health and Safety. The Arkansas Environmental Training Academy is committed to providing quality training programs designed to aid managers and operating personnel of public utilities, industrial facilities and private entities to comply with local, state, and federal training, certification, and licensing requirements. Within its resources, the Arkansas Environmental Training Academy accomplishes its mission by offering state, regional, and nationally recognized courses on-campus, at various locations statewide, by Internet delivery, and through support services for students and staff.

**GOAL #1:** Provide quality training programs on-campus, off-campus, and by Internet delivery that enable public utilities, industrial facilities and private entities to achieve and/or maintain licensing and certifications as required by state and/or federal regulatory agencies.

Conduct training programs on-campus, at various locations statewide and by Internet delivery through 2011.

Continually review and revise training programs to ensure they meet the latest regulation(s) through 2011.

Evaluate student learning by giving pre-test and post-test in all courses and monitoring pass/fail rates for state licensing exams through 2011.

Provide professional development opportunities for full-time and part-time staff through 2011.

**GOAL #2: Work with such groups as the Arkansas Water/Wastewater Managers Association, Arkansas Waterworks**

# ARKANSAS ENVIRONMENTAL TRAINING ACADEMY

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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**Association, Arkansas Water Environment Association, Backflow Prevention Association of Arkansas, Arkansas Environmental Federation and Arkansas Recycling Collation to form partnerships that emphasize training.**

Participate in Conferences, Trade Shows and Seminars to expose current and potential students to Academy programs through 2011.

**GOAL #3: Work closely with the Arkansas Department of Environmental Quality, Arkansas Department of Health and licensing committees to ensure all AETA training programs are meeting applicable licensing requirements for statewide delivery.**

Attend Water, Wastewater, and Solid Waste licensing committee meetings and Backflow Prevention Association of Arkansas Board meetings to ensure the Academy is providing quality training as mandated by state and/or federal regulatory agencies through 2011.

### GENERAL REVENUE REQUEST

The Arkansas Environmental Training Academy is in need of a full time instructor to meet the training needs of municipal, public utilities, private utilities, and industry throughout the state of Arkansas. The training requests have increased beyond what can be handled by current staff and adjuncts.

Although the recommended additional funding of \$7,831 and \$12,038 for the 2011-2013 Biennium is not sufficient to hire the additional instructor, these funds will be used to enhance the current industrial training program.

### CASH APPROPRIATION REQUEST

The total cash appropriation request remains the same for fiscal years 2011-2012 and 2011-2013; however, a reallocation of appropriation is requested in the following commitment items: Operating Expense and Capital

## **ARKANSAS ENVIRONMENTAL TRAINING ACADEMY**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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Improvements. The reallocation will allow the Arkansas Environmental Training Academy to address various capital improvement projects which are part of the anticipated expansion of the training facilities.

#### **PERSONAL SERVICES REQUEST**

No request for additional positions.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION ARKANSAS ENVIRONMENTAL TRAINING ACADEMY

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	387,152		399,669		434,541		466,761		407,290		479,833		419,328	
2 CASH	198,832		1,573,000		1,573,000		1,573,000		1,573,000		1,573,000		1,573,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$585,984	19	\$1,972,669	19	\$2,007,541	26	\$2,039,761	26	\$1,980,290	26	\$2,052,833	26	\$1,992,328	26
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	84,517	13%	89,565	4%				0%		0%		0%		0%
13 GENERAL REVENUE	355,760	53%	368,404	18%			435,706	21%	376,235	19%	448,778	22%	388,273	19%
14 EDUCATIONAL EXCELLENCE TRUST FUN	33,066	5%	31,055	2%			31,055	2%	31,055	2%	31,055	2%	31,055	2%
15 WORKFORCE 2000		0%		0%				0%		0%		0%		0%
16 CASH FUNDS	198,832	29%	1,073,000	52%			1,073,000	53%	1,073,000	54%	1,073,000	52%	1,073,000	54%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS		0%	500,000	24%			500,000	25%	500,000	25%	500,000	24%	500,000	25%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS**	3,374	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$675,549	100%	\$2,062,024	100%			\$2,039,761	100%	\$1,980,290	100%	\$2,052,833	100%	\$1,992,328	100%
22 EXCESS (FUNDING)/APPROPRIATION	(89,565)		(89,355)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$442,815
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$69,561
INVENTORIES	
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	\$199
INSURANCE DEDUCTIBLES	\$25,000
MAJOR CRITICAL SYSTEMS FAILURES	\$25,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$83,594
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$25,000
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$214,461

\*Line 12 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM (Non-Formula Entities)**

ARKANSAS ENVIRONMENTAL TRAINING ACADEMY

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS			
			2011-12		2012-13	
			REQUEST	RECOMMENDATION	REQUEST	RECOMMENDATION
1 INSTRUCTION	312,871	386,354	430,398	395,508	442,764	407,268
2 INSTITUTIONAL SUPPORT	268,089	264,105	294,213	270,363	302,665	278,401
3 STUDENT SERVICES	264	2,500	2,785	2,559	2,865	2,635
4 PHYSICAL PLANT M/O	4,221	5,600	6,238	5,733	6,418	5,903
5						
6						
7						
8						
9						
10						
11						
12						
13 MANDATORY TRANSFERS						
14 AUXILIARY TRANSFERS						
15 NON-MANDATORY TRANSFERS						
16 TOTAL UNREST. E&G EXP.	\$585,445	\$658,559	\$733,634	\$674,163	\$754,712	\$694,207
17 NET LOCAL INCOME	299,000	259,100	266,873	266,873	274,879	274,879
18 PRIOR YEAR BALANCE***	84,517	89,565				
STATE FUNDS:						
19 GENERAL REVENUE	355,760	368,404	435,706	376,235	448,778	388,273
20 EDUCATIONAL EXCELLENCE	33,066	31,055	31,055	31,055	31,055	31,055
21 WORKFORCE 2000						
22 TOBACCO SETTLEMENT FUNDS						
23 OTHER STATE FUNDS ****	3,374					
24 TOTAL SOURCES OF INCOME	\$775,717	\$748,124	\$733,634	\$674,163	\$754,712	\$694,207

FORM 11-2A

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\*\*\* Other State Funds: General Improvement Funds released to restore RSA funding that was cut on May 4, 2010.

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

ARKANSAS ENVIRONMENTAL TRAINING ACADEMY \_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	290,575	259,100	266,873	274,879
2 ALL OTHER FEES				
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION				
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	8,425			
6 INVESTMENT INCOME				
7 OTHER CASH INCOME:				
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	299,000	259,100	266,873	274,879
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$299,000	\$259,100	\$266,873	\$274,879

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CSS0000

INSTITUTION ARKANSAS ENVIRONMENTAL TRAINING ACADEMY

APPROPRIATION \_\_\_\_\_ 296

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	249,456	235,339	255,339	239,326	246,400		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	52,880	54,127	54,127	50,733	52,232		
5 OPERATING EXPENSES	76,197	101,381	116,253	108,962	112,183		
6 CONFERENCE FEES & TRAVEL	8,619	8,822	8,822	8,269	8,513		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$387,152	\$399,669	\$434,541	\$407,290	\$419,328	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	84,517	89,565					
16 GENERAL REVENUE	355,760	368,404		376,235	388,273		
17 EDUCATIONAL EXCELLENCE TRUST FUN	33,066	31,055		31,055	31,055		
18 SPECIAL REVENUES * [WF2000]							
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS***	3,374						
22 TOTAL INCOME	\$476,717	\$489,024		\$407,290	\$419,328	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$89,565)	(\$89,355)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

\*\*Line 15 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2170000

INSTITUTION ARKANSAS ENVIRONMENTAL TRAINING ACADEMY

APPROPRIATION A67

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	101,257	532,021	532,021	532,021	532,021		
2 EXTRA HELP WAGES		89,253	89,253	89,253	89,253		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	38,245	174,747	174,747	174,747	174,747		
5 OPERATING EXPENSES	49,808	480,781	480,781	380,781	380,781		
6 CONFERENCE FEES & TRAVEL	9,522	113,311	113,311	113,311	113,311		
7 PROFESSIONAL FEES AND SERVICES		16,746	16,746	16,746	16,746		
8 DATA PROCESSING							
9 CAPITAL OUTLAY		166,141	166,141	166,141	166,141		
10 CAPITAL IMPROVEMENTS				100,000	100,000		
11 DEBT SERVICE							
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13							
14							
15							
16							
17 TOTAL APPROPRIATION	\$198,832	\$1,573,000	\$1,573,000	\$1,573,000	\$1,573,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	198,832	1,073,000		1,073,000	1,073,000		
20 FEDERAL CASH FUNDS		500,000		500,000	500,000		
21 OTHER CASH FUNDS							
22 TOTAL INCOME	\$198,832	\$1,573,000		\$1,573,000	\$1,573,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	19	19	26	26	26	
TOBACCO POSITIONS						
EXTRA HELP **	50	50	50	50	50	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.



**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

ARKANSAS ENVIRONMENTAL TRAINING ACADEMY  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						<u>7</u>
						(As of November 1, 2009 )
Nonclassified Administrative Employees:						
White Male:	<u>2</u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>2</u>
White Female:	<u>          </u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>0</u>
Nonclassified Health Care Employees:						
White Male:	<u>          </u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>0</u>
White Female:	<u>          </u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>0</u>
Classified Employees:						
White Male:	<u>          </u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>0</u>
White Female:	<u>1</u>	Black Female:	<u>1</u>	Other Female:	<u>          </u>	Total Female: <u>2</u>
Faculty:						
White Male:	<u>3</u>	Black Male:	<u>          </u>	Other Male:	<u>          </u>	Total Male: <u>3</u>
White Female:	<u>          </u>	Black Female:	<u>          </u>	Other Female:	<u>          </u>	Total Female: <u>0</u>
Total White Male:	<u>5</u>	Total Black Male:	<u>0</u>	Total Other Male:	<u>0</u>	Total Male: <u>5</u>
Total White Female:	<u>1</u>	Total Black Female:	<u>1</u>	Total Other Female:	<u>0</u>	Total Female: <u>2</u>
Total White:	<u>6</u>	Total Black:	<u>1</u>	Total Other:	<u>0</u>	Total Employees: <u>7</u>
				<b>Total Minority:</b>	<u>1</u>	

FORM 11-8

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# ARKANSAS FIRE TRAINING ACADEMY

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### **ARKANSAS FIRE TRAINING ACADEMY'S MISSION STATEMENT**

The mission of the Arkansas Fire Training Academy is to provide quality training and certification for fire and related emergency service programs to the Arkansas Fire Service in an effective and efficient manner. The Academy is committed to providing quality, training programs to fire service personnel throughout the state through various technologies and methodologies to meet the needs of the fire service. The Academy is also committed to certifying fire service personnel throughout the state who meet or exceed the certification requirements of the applicable National Fire Protection Association (NFPA) Professional Qualification for Fire Service Personnel. In addition, the Academy shall support fire departments by maintaining the State's National Fire Incident Reporting System thereby allowing participating departments to become eligible to receive specific federal grants. Within its resources, the Academy will accomplish its mission by offering on-campus training and certification services and off-campus training and certification services by direct deliveries, by regional deliveries, by alternative delivery methodologies, and through support services.

**GOAL #1: Provide quality training programs (on-campus and off-campus) that prepare fire service personnel to demonstrate the knowledge and perform the skills of NFPA Professional Qualification Standards or portions thereof through training track modules, and/or to other fire service training needs identified.**

Develop, review and revise training programs to ensure they meet the current NFPA standard(s) and reference source through 2010.

Evaluate student learning by establishing acceptable competencies and measuring student performance through 2010.

Provide professional development opportunities for full-time and part-time faculty and staff through 2010.

Conduct training programs at off-campus sites that meet the needs of constituents throughout the State.

## ARKANSAS FIRE TRAINING ACADEMY

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Conduct training programs at local fire departments (or other local sites) that meet the needs of fire fighters in the field through 2010.

Deliver identified programs via distance education delivery methodologies.

#### **GOAL #2: Provide Academy support to fire departments participating in the National Fire Incident Reporting System.**

Work with fire departments in the state to enable them to submit their reports in a timely manner through 2010.

Dedicate adequate resources to entering the data, trouble shooting for fire departments, and submitting paperwork to the U.S. Fire Administration through 2010.

#### **GENERAL REVENUE REQUEST**

With the increase in property, training demands and building opportunities the Academy will need funding for four more instructors, two maintenance assistants, one institutional service assistant, one administrative specialist I, and one administrative specialist II positions. In addition, the Academy is tasked with administering the state's National Fire Incident Reporting System (NFIRS) for the state. This must be administered by the state in order for career and volunteer fire departments to be eligible for certain federal grants. The Academy does not have the support personnel to continue overseeing this task with current staffing and funding levels. Funds are requested for an Administrative Specialist I to effectively carry on the duties of administering the NFIRS program. Failure to achieve such funding may result in transferring this task to another agency.

Additionally, the satellites support large areas of rural/volunteer fire training requests primarily in Northwest, North Central, and Northeast parts of the state. Without additional funds to support the training, hundreds of fire departments

## **ARKANSAS FIRE TRAINING ACADEMY**

### **INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS**

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statewide will be negatively impacted by the loss of training opportunities. Training is what prepares fire service personnel to respond to emergency calls involving EMS first responder, fire and or terrorists attacks and without such training lives and property could be in danger. In order to sustain the operations, it is critical that the Academy receive funding for instructional support for smaller regions.

The recommended increase in general appropriation of \$29,278 for 2011-2012 and \$46,370 for 2012-2013 will be used to support the NFIRS Program.

#### **CASH APPROPRIATION REQUEST**

The total cash appropriation request remains the same for fiscal years 2011-2012 and 2011-2013; however, a reallocation of appropriation is requested in the following commitment items: Operating Expense and Capital Improvements. The reallocation will allow the Arkansas Fire Training Academy to address various capital improvement projects which are a result of the tornado rebuild and also part of the anticipated expansion of the training facilities.

#### **PERSONAL SERVICES REQUEST**

No request for additional positions.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION ARKANSAS FIRE TRAINING ACADEMY

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	1,667,484		1,733,893		1,963,312		2,462,538		1,759,098		2,863,955		1,805,467	
2 CASH	603,839		2,541,000		2,541,000		2,541,000		2,541,000		2,541,000		2,541,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$2,271,323	49	\$4,274,893	49	\$4,504,312	67	\$5,003,538	67	\$4,300,098	67	\$5,404,955	67	\$4,346,467	67
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	173,819	7%	199,700	4%				0%		0%		0%		0%
13 GENERAL REVENUE	1,594,552	65%	1,651,221	37%			2,383,939	48%	1,680,499	39%	2,785,356	52%	1,726,868	40%
14 EDUCATIONAL EXCELLENCE TRUST FUN	83,690	3%	78,599	2%			78,599	2%	78,599	2%	78,599	1%	78,599	2%
15 WORKFORCE 2000		0%		0%				0%		0%		0%		0%
16 CASH FUNDS	603,839	24%	2,000,000	45%			2,000,000	40%	2,000,000	47%	2,000,000	37%	2,000,000	46%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS		0%	541,000	12%			541,000	11%	541,000	13%	541,000	10%	541,000	12%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS**	15,123	1%	3,542	0%				0%		0%		0%		0%
21 TOTAL INCOME	\$2,471,023	100%	\$4,474,062	100%			\$5,003,538	100%	\$4,300,098	100%	\$5,404,955	100%	\$4,346,467	100%
22 EXCESS (FUNDING)/APPROPRIATION	(199,700)		(199,169)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$825,982
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$38,931
INVENTORIES	\$34,481
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	\$3,482
INSURANCE DEDUCTIBLES	\$40,000
MAJOR CRITICAL SYSTEMS FAILURES	\$50,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$224,642
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	\$50,000
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$384,446

\*Line 12 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM (Non-Formula Entities)**

ARKANSAS FIRE TRAINING ACADEMY

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS			
			2011-12		2012-13	
			REQUEST	RECOMMENDATION	REQUEST	RECOMMENDATION
1 INSTRUCTION	1,034,002	1,114,545	1,823,882	1,136,033	2,201,231	1,166,731
2 INSTITUTIONAL SUPPORT	689,293	617,534	643,444	629,440	670,118	646,449
3 STUDENT SERVICES	214,563	192,101	196,612	195,805	201,258	201,096
4 PHYSICAL PLANT M/O	188,223	185,520	189,876	189,096	194,363	194,206
5						
6						
7						
8						
9						
10						
11						
12						
13 MANDATORY TRANSFERS						
14 AUXILIARY TRANSFERS						
15 NON-MANDATORY TRANSFERS						
16 TOTAL UNREST. E&G EXP.	\$2,126,081	\$2,109,700	\$2,853,814	\$2,150,374	\$3,266,970	\$2,208,482
17 NET LOCAL INCOME	450,061	379,880	391,276	391,276	403,015	403,015
18 PRIOR YEAR BALANCE***		199,700				
STATE FUNDS:						
19 GENERAL REVENUE	1,594,552	1,651,221	2,383,939	1,680,499	2,785,356	1,726,868
20 EDUCATIONAL EXCELLENCE	83,690	78,599	78,599	78,599	78,599	78,599
21 WORKFORCE 2000						
22 TOBACCO SETTLEMENT FUNDS						
23 OTHER STATE FUNDS ****	15,123	3,542				
24 TOTAL SOURCES OF INCOME	\$2,143,426	\$2,312,942	\$2,853,814	\$2,150,374	\$3,266,970	\$2,208,482

FORM 11-2A

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\*\*\* Other State Funds: General Improvement Funds released to restore RSA funding that was cut on May 4, 2010; M&R \$3,542

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

ARKANSAS FIRE TRAINING ACADEMY  
\_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	253,261	303,480	312,584	321,962
2 ALL OTHER FEES				
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION				
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	196,800	76,400	78,692	81,053
6 INVESTMENT INCOME				
7 OTHER CASH INCOME:				
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	450,061	379,880	391,276	403,015
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$450,061	\$379,880	\$391,276	\$403,015

FORM 11-3



**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CSS0000

INSTITUTION ARKANSAS FIRE TRAINING ACADEMY

APPROPRIATION 295

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	766,599	800,426	900,426	813,974	835,430		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	246,139	225,000	250,543	228,808	234,839		
5 OPERATING EXPENSES	580,225	594,270	674,143	603,788	619,704		
6 CONFERENCE FEES & TRAVEL	23,778	35,655	35,655	36,258	37,214		
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY	50,743	75,000	102,545	76,270	78,280		
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11 M&R		3,542					
12							
13							
14 TOTAL APPROPRIATION	\$1,667,484	\$1,733,893	\$1,963,312	\$1,759,098	\$1,805,467	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	173,819	199,700					
16 GENERAL REVENUE	1,594,552	1,651,221		1,680,499	1,726,868		
17 EDUCATIONAL EXCELLENCE TRUST FUN	83,690	78,599		78,599	78,599		
18 SPECIAL REVENUES * [WF2000]							
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS***	15,123	3,542					
22 TOTAL INCOME	\$1,867,184	\$1,933,062		\$1,759,098	\$1,805,467	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$199,700)	(\$199,169)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

\*\*Line 15 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\*\* Other State Funds: 2009-10: General Improvement Funds released to restore RSA funding that was cut on May 4, 2010; 2010-11: M&R transfer of \$3,542.

FORM 11-4

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2170000

INSTITUTION ARKANSAS FIRE TRAINING ACADEMY

APPROPRIATION A66

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	279,002	558,525	558,525	558,525	558,525		
2 EXTRA HELP WAGES		76,775	76,775	76,775	76,775		
3 OVERTIME		0					
4 PERSONAL SERVICES MATCHING	29,773	165,883	165,883	165,883	165,883		
5 OPERATING EXPENSES	108,893	865,006	865,006	713,133	713,133		
6 CONFERENCE FEES & TRAVEL		166,559	166,559	166,559	166,559		
7 PROFESSIONAL FEES AND SERVICES		277,955	277,955	277,955	277,955		
8 DATA PROCESSING		0					
9 CAPITAL OUTLAY	185,779	382,170	382,170	382,170	382,170		
10 CAPITAL IMPROVEMENTS	392	48,127	48,127	200,000	200,000		
11 DEBT SERVICE							
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS							
13							
14							
15							
16							
17 TOTAL APPROPRIATION	\$603,839	\$2,541,000	\$2,541,000	\$2,541,000	\$2,541,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	603,839	2,000,000		2,000,000	2,000,000		
20 FEDERAL CASH FUNDS		541,000		541,000	541,000		
21 OTHER CASH FUNDS							
22 TOTAL INCOME	\$603,839	\$2,541,000		\$2,541,000	\$2,541,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	49	49	67	67	67	
TOBACCO POSITIONS						
EXTRA HELP **	55	55	55	55	55	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

ARKANSAS FIRE TRAINING ACADEMY  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						24
						(As of November 1, 2009 )
Nonclassified Administrative Employees:						
White Male:	1	Black Male:	1	Other Male:		Total Male: 2
White Female:	2	Black Female:		Other Female:		Total Female: 2
Nonclassified Health Care Employees:						
White Male:		Black Male:		Other Male:		Total Male: 0
White Female:		Black Female:		Other Female:		Total Female: 0
Classified Employees:						
White Male:	2	Black Male:		Other Male:		Total Male: 2
White Female:	6	Black Female:	3	Other Female:		Total Female: 9
Faculty:						
White Male:	9	Black Male:		Other Male:		Total Male: 9
White Female:		Black Female:		Other Female:		Total Female: 0
Total White Male:	12	Total Black Male:	1	Total Other Male:	0	Total Male: 13
Total White Female:	8	Total Black Female:	3	Total Other Female:	0	Total Female: 11
Total White:	20	Total Black:	4	Total Other:	0	Total Employees: 24
				<b>Total Minority:</b>	4	

FORM 11-8

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# SOUTHEAST ARKANSAS COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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I. **Introduction:** Southeast Arkansas College agrees that strategies for the implementation of its goals and objectives are tantamount to its success. This Strategic Plan sets forth as simply as possible its goals and objectives for credit and non-credit programs. Through the delivery of its courses or collection of courses that make up its various curricula, Southeast Arkansas College fulfills its mission. Its goals and objectives have been simplified for the general utilization of this Plan, because the emphasis is on its strategies. This is appropriate, for in the continuum of the strategies lies the challenge of successfully carrying out the goals and objectives and, thus, the mission statement.

Many of problems that face the College reflect the absence of adequate funding. For years the College has been relying on the presence of healthy reserves. Those days are gone. With the building of the new Technology Center, those reserves were depleted. State funds are inadequate. In fact, when one considers the amount of dollars we receive per full time equivalent, we are the fifth worst funded college in Arkansas. Only Pulaski and Northwest Arkansas, with two other colleges, are worst funded. Additionally, we are one of five colleges out of twenty-two that are without local funds. Finally, we are neighborhood-bound. This simple means that when we need to expand, as we have several times in the last ten years, we must buy a home at market value and then tear it down with other dollars. All we have in the final analysis is a small lot that in most cases cost more than thirty thousand dollars.

Yet, expand we must. With computing services being housed in the old automotive shop, we must provide an adequate location for this high-tech center. Our plans call for an 8,000 square foot facility that will accommodate this much needed service. This money comes from reserves. With this expenditure, our reserves will be lower than the recommended amount from ADHE. We have tightened the budget belt before and we can do it again. We feel fiscally responsible in making this decision. We have started the construction/renovation of the old library. These renovations will double the size of our nursing program, a highly desired field. The money for this renovation came from stimulus money. We feel comfortable in making these improvements because our enrollment is at an all-time high. When all enrollments are counted, we expect to set a new record. We believe this trend will continue. Finally, Jefferson County is seeking a tax that will assist with the development of new business and industries. Should we be successful in February, we will be the center of training and education for the new manufacturing section of our economy. This will mean greater numbers of students and new demands placed on the Southeast Arkansas College facilities and equipment.

# SOUTHEAST ARKANSAS COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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**II. Mission Statement:** The mission of Southeast Arkansas College is to provide comprehensive community college education and services, with an emphasis on technical education and workforce development for the citizens of Jefferson, Cleveland, Desha, Drew, Grant, and Lincoln counties. These educational programs and services include technical career education, workforce development, university transfer education, general education, adult education, continuing education, and community services.

### **III. Institutional Goals and Purposes (Primary Goals)**

The purposes and specific components associated with the College Mission Statement are:

- a. To provide access to quality community college education at a reasonable cost for all individuals within the service area regardless of age, sex, race, color, religion, national origin, or handicap.
- b. To provide college-level career courses and programs of up to two years in length to prepare students for mid-level employment as skilled workers, technicians, and paraprofessionals.
- c. To provide a general studies core of university transfer courses and programs of up to two years in length at the lower division undergraduate level for students who wish to transfer to other institutions to pursue baccalaureate degrees.
- d. To provide a program of general education relevant to the socio-economic needs of students and the requirements for success in the educational major.
- e. To provide developmental education courses and programs for students who need to improve basic academic skills to strengthen their potential for success in college.
- f. To provide customized training courses and programs for business, industry and government to assist in updating, upgrading and cross-training their employees.
- g. To provide specialized pre-employment and job training courses and programs to meet the new, expanding or replacement employment needs of service area employers.
- h. To offer adult education courses and programs for students who need to improve their literacy, basic life skills and/or obtain their high school equivalency diploma (GED).
- i. To offer continuing education courses and programs to meet the lifelong learning needs and interests of the

## SOUTHEAST ARKANSAS COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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service area.

- j. To offer community service courses, programs and activities to enhance the civic and cultural life of the service area.
- k. To provide increased access to advanced higher education by making available the facilities of the college for the teaching of upper division undergraduate and graduate university courses.
- l. To certify the level of educational attainment and program competency achievement of graduates through the awarding of associate degrees, diplomas and certificates.
- m. To serve as a valuable employment resource for area business, industry and government to draw upon for competent middle manpower level employees.
- n. To serve as a valued community leader, partner and team member in the workforce and economic development of the service area.
- o. To serve as a non-partisan catalyst and conveyor on issues related to the civic, cultural and societal betterment of the communities within the service area.
- p. To provide a public service by making available the facilities of the college and the talents of its professional staff to support educational, civic, and cultural activities within the community.
- q. To advance community college education and services through applied institutional and classroom research.
- r. To provide student services, programs and extracurricular activities which will enhance the student's educational experience and success within the college.
- s. To provide administrative and business services which will enhance the student's educational experience and success within the college.
- t. To accomplish each of the above goals in the most efficient and economical manner compatible with quality offerings.

#### IV. Program and Program Definitions

**Credit Program:** Credit programs are those courses and programs that result in transcript credit which may be transferred to another college or university to become part of additional higher education pursuits or culminate in a

# SOUTHEAST ARKANSAS COLLEGE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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degree or technical certificate.

**Goal 1** \* To increase the number of graduates and transfer students who are competent and ready to compete at universities or in a technical and industrialized economy.

\* **Objective 1:** To provide students with an integration of academic and technical education through which they may become competent in communications, critical thinking, science, mathematics, technology, and global awareness.

\* **Strategies:**

1. Provide outstanding faculty who understand and utilize various learning styles to improve instruction.
2. Provide services, tutorial, and developmental opportunities that are designed to assist student learning.
3. Provide state-of-the-art equipment to sponsor student success in a competitive global economy.
4. Provide a diversified course delivery system including traditional classes, off-campus traditional classes, interactive video classes, telecourses, and Internet courses which provides access to all constituents.
5. Provide specific course requirements that reflect the six areas of broad competencies as demonstrated in course syllabi, i.e., communications, critical thinking, science, mathematics, technology, and global awareness.
6. Provide assessment strategies that provide feedback on success and make appropriate changes in the curriculum to improve student performance.

\* **Objective 2:** To provide an atmosphere that promotes learning and educational access.

\* **Strategies:**

1. Provide modern and attractive facilities and campus that enhance learning.
2. Provide additional land by which the College can expand and provide access to a growing student population.
3. Provide outstanding student-centered staff.



## SOUTHEAST ARKANSAS COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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4. Provide professional development to all employees to ensure best practices.
5. Provide an atmosphere of excellence through assessment and accreditation strategies that monitor and continually improve institutional effectiveness while promoting excellence in all programs.
6. Provide partnerships and coalitions that strengthen the institution's ability to carry out its mission.

**Non Credit Program:** Non-credit programs are those courses or programs designed to teach skills necessary in business and industry to assist employees in succeeding in current jobs or competing for new ones and to instruct interested citizens in acquiring skills that meet vocational goals.

**Goal 2 \*** To provide pre-employment training, customized training courses, and continuing education courses to business, industry, government, and the community.

\* **Objective 1:** To identify the training needs of business and industry and the continuing education interests of the community and to respond effectively to those needs.

\* **Strategies:**

1. Provide mannequins to establish off-campus lab sites for nursing.
2. Provide partnerships with business and industry to better ascertain training needs.
3. Provide frequent interaction between college and manufacturing through program action committees.
4. Provide partnerships and coalitions that strengthen the institution's ability to carry out its mission.

\* **Objective 2:** To provide an atmosphere that promotes industrial and business readiness and a learning environment that stimulates educational and special interest activities.

## SOUTHEAST ARKANSAS COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### \* **Strategies:**

1. Provide mannequins to establish off-campus lab sites for nursing.
2. Provide partnerships with business and industry to better ascertain training needs.
3. Provide frequent interaction between college and manufacturing through program action committees.
4. Provide partnerships and coalitions that strengthen the institution's ability to carry out its mission.

\* **Objective 2:** To provide an atmosphere that promotes industrial and business readiness and a learning environment that stimulates educational and special interest activities.

#### \* **Strategies:**

1. Provide outstanding business and industry trainers who understand and blend various learning styles and technical knowledge to customize training in meeting individual company needs.
2. Provide services that make enrollment for skills training and continuing education courses easy and conducive to the business, industrial, and community environments.

## SOUTHEAST ARKANSAS COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### **General Revenue Request**

Southeast Arkansas College is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board.

The increase in general revenue funding of \$163,792 for FY 2011/12 and \$246,806 for FY 2012/13 will be used to fund the requested additional positions in the areas of recruitment and retention, hiring of additional faculty and faculty and staff salary increases.

The college is requesting a reallocation of appropriation to operating expenses to fund increased utility and operating costs.

#### **Cash Appropriation Request**

Southeast Arkansas College is not requesting an increase in Cash Appropriation.

#### **Personal Service Request**

Southeast Arkansas College requests three new positions for the 2011-13 Biennium. These include a Chief Development Officer, a Director of Recruitment and a Director of Retention.

The **Chief Development Officer** will provide a variety of public relations activities, strategic communications, community relations and marketing initiatives for the College designed to increase public awareness and understanding of the College's programs and other public service activities. The Office of Development will work closely with the Offices of Recruitment and Retention.

The **Director of Recruitment** position is requested in order to provide stronger recruitment efforts to increase enrollment

## SOUTHEAST ARKANSAS COLLEGE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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and provide quality guidance for graduating high school seniors. This position will plan and execute programs to support recruitment activities of the Office of Admission.

The **Director of Retention** position is requested in order to provide an increased effort in retention of currently enrolled students. This position will be responsible for evaluating current practices, developing and implementing an institutional retention plan.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION SOUTHEAST ARKANSAS COLLEGE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	7,251,782		7,532,012		8,122,339		8,869,699		7,625,859		9,148,400		7,872,664	
2 CASH	4,194,980		32,450,000		32,450,000		32,450,000		32,450,000		32,450,000		32,450,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$11,446,762	211	\$39,982,012	363	\$40,572,339	365	\$41,319,699	367	\$40,075,859	366	\$41,598,400	367		366
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	618,493	5%	564,093	1%				0%		0%		0%		0%
13 GENERAL REVENUE	5,443,347	45%	5,636,799	14%			7,044,431	17%	5,800,591	14%	7,323,132	18%	6,047,396	15%
14 EDUCATIONAL EXCELLENCE TRUST FUND		0%		0%				0%		0%		0%		0%
15 WORKFORCE 2000	1,702,676	14%	1,825,268	5%			1,825,268	4%	1,825,268	5%	1,825,268	4%	1,825,268	5%
16 CASH FUNDS	2,862,706	24%	30,450,000	75%			30,450,000	74%	30,450,000	76%	30,450,000	73%	30,450,000	76%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	1,332,274	11%	2,000,000	5%			2,000,000	5%	2,000,000	5%	2,000,000	5%	2,000,000	5%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	51,360	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$12,010,856	100%	\$40,476,160	100%			\$41,319,699	100%	\$40,075,859	100%	\$41,598,400	100%	\$40,322,664	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$564,094)		(\$494,148)				\$0		\$0		\$0		-\$40,322,664	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:****	\$2,695,733
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$360,419
INVENTORIES	
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$10,000
MAJOR CRITICAL SYSTEMS FAILURES	\$200,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$900,000
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)***	\$1,362,372
UNRESERVED EDUCATIONAL & GENEREAL FUND BALANCE	(\$137,058)

\*\*\*OPEB liability as prorated by DFA for state employees insurance

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

**SOUTHEAST ARKANSAS COLLEGE**

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	4,561,406	5,005,371	5,429,751	5,626,556
2 RESEARCH				
3 PUBLIC SERVICE				
4 ACADEMIC SUPPORT	714,131	780,654	800,000	800,000
5 STUDENT SERVICES	810,085	895,456	900,000	900,000
6 INSTITUTIONAL SUPPORT	3,225,335	3,547,385	3,555,000	3,555,000
7 PHYSICAL PLANT M&O	1,132,644	1,251,343	1,350,000	1,400,000
8 SCHOLARSHIPS & FELLOWSHIPS	58,563	270,750	280,000	280,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS				
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS	1,191,374	400,000		
16 TOTAL UNREST. E&G EXP.	\$11,693,538	\$12,150,959	\$12,314,751	\$12,561,556
17 NET LOCAL INCOME	4,232,208	4,688,892	4,688,892	4,688,892
18 PRIOR YEAR BALANCE***	618,493	564,093		
STATE FUNDS:				
19 GENERAL REVENUE	5,443,347	5,636,799	5,800,591	6,047,396
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,702,676	1,825,268	1,825,268	1,825,268
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS ****	51,360			
24 TOTAL SOURCES OF INCOME	\$12,048,084	\$12,715,052	\$12,314,751	\$12,561,556

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

\*\*\*\* General Improvement Funds \$51,626, M&R of \$58, and Other Transfers out of \$324

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

**SOUTHEAST ARKANSAS COLLEGE**

(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	3,513,883	3,791,438	3,791,438	3,791,438
2 ALL OTHER FEES	577,402	817,454	817,454	817,454
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	140,923	80,000	80,000	80,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME				
7 OTHER CASH INCOME:				
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	4,232,208	4,688,892	4,688,892	4,688,892
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$4,232,208	\$4,688,892	\$4,688,892	\$4,688,892

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTT0000

INSTITUTION SOUTHEAST ARKANSAS COLLEGE

APPROPRIATION 1XD

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	5,030,886	5,095,214	6,000,000	5,250,000	5,250,000		
2 EXTRA HELP WAGES	651,677	742,000	950,000	950,000	950,000		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,569,219	1,694,698	1,172,239	675,759	922,564		
5 OPERATING EXPENSES		100	100	750,100	750,100		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$7,251,782	\$7,532,012	\$8,122,339	\$7,625,859	\$7,872,664	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	618,493	564,093					
16 GENERAL REVENUE	5,443,347	5,636,799		5,800,591	6,047,396		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	1,702,676	1,825,268		1,825,268	1,825,268		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS***	51,360						
22 TOTAL INCOME	\$7,815,876	\$8,026,160		\$7,625,859	\$7,872,664	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$564,094)	(\$494,148)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

\*\*\* General Improvement Funds \$51,626, M&R of \$58, and Other Transfers out of \$324

Appropriation budgeted for Personal Services Matching is more than Authorized due to a transfer from the Workforce 2000 holding account.



**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2910000

INSTITUTION SOUTHEAST ARKANSAS COLLEGE

APPROPRIATION B65

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	4,846	1,632,320	1,632,320	1,632,320	1,632,320		
2 EXTRA HELP WAGES	59,894	1,000,000	1,000,000	1,000,000	1,000,000		
3 OVERTIME		200,000	200,000	200,000	200,000		
4 PERSONAL SERVICES MATCHING	30,682	718,332	718,332	718,332	718,332		
5 OPERATING EXPENSES	2,754,395	7,000,000	7,000,000	7,000,000	7,000,000		
6 CONFERENCE FEES & TRAVEL	50,458	400,000	400,000	400,000	400,000		
7 PROFESSIONAL FEES AND SERVICES	587,470	922,400	922,400	922,400	922,400		
8 DATA PROCESSING							
9 CAPITAL OUTLAY	707,235	5,376,948	5,376,948	5,376,948	5,376,948		
10 CAPITAL IMPROVEMENTS		14,000,000	14,000,000	14,000,000	14,000,000		
11 DEBT SERVICE							
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		1,200,000	1,200,000	1,200,000	1,200,000		
13							
14							
15							
16							
17 TOTAL APPROPRIATION	\$4,194,980	\$32,450,000	\$32,450,000	\$32,450,000	\$32,450,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	2,862,706	4,688,892		4,688,892	4,688,892		
20 FEDERAL CASH FUNDS	1,332,274	2,000,000		2,000,000	2,000,000		
21 OTHER CASH FUNDS		25,761,108		25,761,108	25,761,108		
22 TOTAL INCOME	\$4,194,980	\$32,450,000		\$32,450,000	\$32,450,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	211	363	365	367	366	
TOBACCO POSITIONS						
EXTRA HELP **	104	200	200	200	200	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

**SOUTHEAST ARKANSAS COLLEGE**

(NAME OF INSTITUTION)

N/A

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES				0				0
6 COLLEGE UNION				0				0
7 BOOKSTORE				0				0
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

**SOUTHEAST ARKANSAS COLLEGE**  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: <u>124</u>					
(As of November 1, 2009 )					
Nonclassified Administrative Employees:					
White Male:	<u>7</u>	Black Male:	<u>0</u>	Other Male:	<u>      </u>
White Female:	<u>12</u>	Black Female:	<u>6</u>	Other Female:	<u>      </u>
Total		Total		Total	
				Male:	<u>7</u>
				Female:	<u>18</u>
Nonclassified Health Care Employees:					
White Male:	<u>      </u>	Black Male:	<u>      </u>	Other Male:	<u>      </u>
White Female:	<u>      </u>	Black Female:	<u>      </u>	Other Female:	<u>      </u>
Total		Total		Total	
				Male:	<u>0</u>
				Female:	<u>0</u>
Classified Employees:					
White Male:	<u>7</u>	Black Male:	<u>5</u>	Other Male:	<u>      </u>
White Female:	<u>19</u>	Black Female:	<u>16</u>	Other Female:	<u>      </u>
Total		Total		Total	
				Male:	<u>12</u>
				Female:	<u>35</u>
Faculty:					
White Male:	<u>14</u>	Black Male:	<u>0</u>	Other Male:	<u>1</u>
White Female:	<u>24</u>	Black Female:	<u>10</u>	Other Female:	<u>1</u>
Total		Total		Total	
				Male:	<u>15</u>
				Female:	<u>35</u>
Total White Male:	<u>28</u>	Total Black Male:	<u>6</u>	Total Other Male:	<u>1</u>
Total White Female:	<u>55</u>	Total Black Female:	<u>33</u>	Total Other Female:	<u>1</u>
Total White:	<u>83</u>	Total Black:	<u>39</u>	Total Other:	<u>2</u>
				<b>Total Minority:</b>	<u>41</u>
Total		Total		Total	
				Employees:	<u>124</u>

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF SOUTHEAST ARKANSAS COLLEGE  
June 30, 2009**

<i>Finding:</i>	No Findings noted
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## UNIVERSITY OF AR COMMUNITY COLLEGE AT BATESVILLE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The College continues to offer strong general education/transfer and technical programs. During the last biennium, the College was approved to offer new certificates of proficiency in Welding and HVAC. The College's Nursing and Allied Health Division began to offer an AASN degree that allows select students to obtain the RN degree in a more effective and time sensitive manner. A 40,600 square foot classroom facility will be completed in the Spring of 2011 to house the tremendous growth the college has experienced in the area of Nursing and Allied Health.

In order to improve the area's college going rate, the College has worked with area high schools to encourage course articulations into technical programs such as medical professions, early childhood, and CIW. The College has partnered with six of its service area high schools to implement the Project College Bound program. The Career Readiness Certificate has been implemented by the College and work with local businesses and the Department of Workforce Services to market the program has begun.

Financial aid workshops for the general public will continue to be offered to help educate the public on the availability of aid for college students.

Over half of the College's students pursue general education coursework with the intention of transferring to a four-year college. The College will continue to expand its online course offerings to facilitate this demand.

The College will continue to work with the Batesville Chamber of Commerce to recruit new industry, meet the workforce needs of existing industry and train workers in transition from one profession to another.

#### **IV. Strategies**

The College internally evaluates academic achievement and program effectiveness in connection with the College's assessment plan. Data is collected from current students, alumni and employers to ensure that programs are providing rigorous and appropriate training. The College also monitors its enrollment, retention and graduation data to be sure that students are progressing through programs to the point of becoming employable.

# UNIVERSITY OF AR COMMUNITY COLLEGE AT BATESVILLE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The College participates in the Community College Survey of Student Engagement (CCSSE). This program allows the college to participate in a national benchmarking process. The results assist in comparing the college to national norms, existing trends and comprehensive institutional performance.

Strategic planning continues to be an on-going process.

UACCB is a formula driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board. Any new funding would restore a portion of the cuts the institution has endured over the past few years. New funding would be used to provide modest cost of living increases for faculty and staff, to upgrade information technology hardware and software, and to fund expected increases in utilities and insurance. Due to budget cuts, the institution has been unable to provide salary increases for the past two years other than the implementation of the new pay plan for classified employees.

### **Increases Breakdown**

#### **2012**

COLA	120,000
Utilities/Insurance	140,000
Information Tech.	72,523

#### **2013** (includes 2012 increase in COLA and Utilities/Insurance)

COLA	250,000
Utilities/Insurance	145,000
Information Tech.	51,153

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION University of AR Community College at Batesville

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12				2012-13			
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	4,673,152		4,852,307		5,494,746		7,679,323		5,154,136		7,906,641		5,600,320	
2 CASH	7,982,584		26,500,000		26,500,000		40,530,000		40,530,000		44,430,000		44,430,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$12,655,736	232	\$31,352,307	238	\$31,994,746	272	\$48,209,323	283	\$45,684,136	278	\$52,336,641	283	\$50,030,320	278
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	61,601	0%	54,822	0%				0%		0%		0%		0%
13 GENERAL REVENUE	3,882,660	31%	4,020,646	13%			6,878,356	14%	4,353,169	10%	7,105,674	14%	4,799,353	10%
14 EDUCATIONAL EXCELLENCE TRUST FUND		0%		0%				0%		0%		0%		0%
15 WORKFORCE 2000	747,171	6%	800,967	3%			800,967	2%	800,967	2%	800,967	2%	800,967	2%
16 CASH FUNDS	7,982,584	63%	26,500,000	84%			40,530,000	84%	40,530,000	89%	44,430,000	85%	44,430,000	89%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS		0%		0%				0%		0%		0%		0%
19 TOBACCO SETTLEMENT FUNDS		0%		0%				0%		0%		0%		0%
20 OTHER FUNDS	36,542	0%	0	0%				0%		0%		0%		0%
21 TOTAL INCOME	\$12,710,558	100%	\$31,376,435	100%			\$48,209,323	100%	\$45,684,136	100%	\$52,336,641	100%	\$50,030,320	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$54,822)		(\$24,128)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$1,912,949
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$427,912
INVENTORIES	\$245,543
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	\$126,510
INSURANCE DEDUCTIBLES	\$60,000
MAJOR CRITICAL SYSTEMS FAILURES	\$250,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,141,736
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$338,752)

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

University of AR Community College at Batesville

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	3,852,067	3,967,668	4,350,356	4,617,850
2 RESEARCH				
3 PUBLIC SERVICE				
4 ACADEMIC SUPPORT	1,063,987	1,156,475	1,268,019	1,345,987
5 STUDENT SERVICES	853,378	866,299	949,855	1,008,259
6 INSTITUTIONAL SUPPORT	1,423,712	1,497,581	1,642,025	1,742,990
7 PHYSICAL PLANT M&O	918,459	1,154,534	1,265,891	1,343,728
8 SCHOLARSHIPS & FELLOWSHIPS	275,890	320,000	350,865	372,438
9 DEBT SERVICE	519,201	622,121	682,126	724,068
10				
11				
12				
13 MANDATORY TRANSFERS		0		
14 AUXILIARY TRANSFERS	1,154,578			
15 NON-MANDATORY TRANSFERS		487,525		
16 TOTAL UNREST. E&G EXP.	\$10,061,272	\$10,072,203	\$10,509,136	\$11,155,320
17 NET LOCAL INCOME	4,909,248	5,250,590	5,355,000	5,555,000
18 PRIOR YEAR BALANCE***	485,651	54,822		
STATE FUNDS:				
19 GENERAL REVENUE	3,882,660	4,020,646	4,353,169	4,799,353
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	747,171	800,967	800,967	800,967
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	36,542			
24 TOTAL SOURCES OF INCOME	\$10,061,272	\$10,127,025	\$10,509,136	\$11,155,320

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

Other State Funds: \$ 36,824 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010, (-282) transfers out



**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

University of AR Community College at Batesville \_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	3,593,924	3,692,179	3,750,000	3,825,000
2 ALL OTHER FEES				
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	56,360	53,000	65,000	80,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	55,130	30,000	40,000	50,000
7 OTHER CASH INCOME:	1,203,834	1,475,411	1,500,000	1,600,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	4,909,248	5,250,590	5,355,000	5,555,000
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$4,909,248	\$5,250,590	\$5,355,000	\$5,555,000

FORM 11-3

Other Cash Income: Local tax revenue

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTG0000

INSTITUTION University of AR Community College at Batesville

APPROPRIATION 1RT

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	4,616,323	4,450,242	4,650,000	4,299,136	4,745,320		
2 EXTRA HELP WAGES			100,000	100,000	100,000		
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	56,829	402,065	739,746	750,000	750,000		
5 OPERATING EXPENSES							
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION			5,000	5,000	5,000		
11							
12							
13							
14 TOTAL APPROPRIATION	\$4,673,152	\$4,852,307	\$5,494,746	\$5,154,136	\$5,600,320	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	61,601	54,822					
16 GENERAL REVENUE	3,882,660	4,020,646		4,353,169	4,799,353		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	747,171	800,967		800,967	800,967		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	36,542						
22 TOTAL INCOME	\$4,727,974	\$4,876,435		\$5,154,136	\$5,600,320	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$54,822)	(\$24,128)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Other State Funds: \$ 36,824 General Improvement Funds released to restore RSA funding that was cut on May 4, 2010, (-282) transfers out

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2790000

INSTITUTION University of AR Community College at Batesville

APPROPRIATION B39

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	879,495	4,681,800	4,681,800	4,900,000	5,200,000		
2 EXTRA HELP WAGES	167,665	750,000	750,000	500,000	600,000		
3 OVERTIME		25,000	25,000	5,000	5,000		
4 PERSONAL SERVICES MATCHING	1,678,784	1,800,500	1,800,500	3,000,000	3,500,000		
5 OPERATING EXPENSES	4,248,160	6,517,700	6,517,700	7,000,000	8,000,000		
6 CONFERENCE FEES & TRAVEL	96,379	250,000	250,000	350,000	350,000		
7 PROFESSIONAL FEES AND SERVICES	113,234	250,000	250,000	250,000	250,000		
8 DATA PROCESSING		1,000,000	1,000,000				
9 CAPITAL OUTLAY	10,043	3,700,000	3,700,000	5,000,000	6,000,000		
10 CAPITAL IMPROVEMENTS	266,243	2,500,000	2,500,000	4,000,000	4,500,000		
11 DEBT SERVICE	522,581	1,000,000	1,000,000	1,000,000	1,000,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		4,000,000	4,000,000	4,000,000	4,000,000		
13 PROMOTIONAL ITEMS		25,000	25,000	25,000	25,000		
14							
15							
16 CONTINGENCY				10,500,000	11,000,000		
17 TOTAL APPROPRIATION	\$7,982,584	\$26,500,000	\$26,500,000	\$40,530,000	\$44,430,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	4,909,248	5,250,590		5,355,000	5,555,000		
20 FEDERAL CASH FUNDS							
21 OTHER CASH FUNDS	3,073,336	21,249,410		35,175,000	38,875,000		
22 TOTAL INCOME	\$7,982,584	\$26,500,000		\$40,530,000	\$44,430,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	232	238	272	283	278	
TOBACCO POSITIONS						
EXTRA HELP **	90	90	100	100	100	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

**University of AR Community College at Batesville**  
 (NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	116,453	134,075		(17,622)	103,500	139,426		(35,926)
6 COLLEGE UNION				0				0
7 BOOKSTORE	1,108,597	1,038,066		70,531	1,086,250	985,791		100,459
8 STUDENT ORGANIZATIONS AND PUBLICATIONS		14,238		(14,238)		56,000		(56,000)
9 STUDENT HEALTH SERVICES				0				0
10 OTHER	9,750			9,750	8,250			8,250
11 SUBTOTAL	\$1,234,800	\$1,186,379	\$0	\$48,421	\$1,198,000	\$1,181,217	\$0	\$16,783
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$1,234,800	\$1,186,379	\$0	\$48,421	\$1,198,000	\$1,181,217	\$0	\$16,783

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

University of AR Community College at Batesville  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10:						190
(As of November 1, 2009 )						
Nonclassified Administrative Employees:						
White Male:	9	Black Male:		Other Male:		Total Male: 9
White Female:	16	Black Female:	1	Other Female:	1	Total Female: 18
Nonclassified Health Care Employees:						
White Male:		Black Male:		Other Male:		Total Male: 0
White Female:		Black Female:		Other Female:		Total Female: 0
Classified Employees:						
White Male:	7	Black Male:	1	Other Male:		Total Male: 8
White Female:	31	Black Female:		Other Female:	1	Total Female: 32
Faculty:						
White Male:	48	Black Male:	1	Other Male:	1	Total Male: 50
White Female:	72	Black Female:	2	Other Female:	3	Total Female: 77
Total White Male:	64	Total Black Male:	1	Total Other Male:	1	Total Male: 66
Total White Female:	119	Total Black Female:	2	Total Other Female:	3	Total Female: 124
Total White:	183	Total Black:	3	Total Other:	4	Total Employees: 190
				<b>Total Minority:</b>	7	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT BATESVILLE**  
**June 30, 2009**

<p><i>Finding:</i></p>	<p>Financial statements should be presented fairly in conformity with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB). The internal control systems at the following campuses did not prevent or detect misstatements. Key errors in the Statement of Net Assets and the Statement of Revenues, Expenses and Changes in Net Assets, and Notes to the Financial Statements included:</p> <ul style="list-style-type: none"> <li>a. Cash of \$61,602 was incorrectly classified as accounts receivable.</li> <li>b. Capital appropriations of \$435,000 were reported as state grants.</li> <li>c. Non-operating grants of \$58,545 were reported as agency funds.</li> <li>d. Scholarship allowances included third party billing items of \$147,516.</li> </ul> <p>When these errors were brought to the attention of College personnel, the financial statements were corrected.</p>
<p><i>Institution's Response:</i></p>	<p>We are presently initiating methods to prevent each of these from happening in future audits. As you can see from the audit report, actions had been taken by our staff to make adjustments before the audit was completed.</p> <p>Errors not initially detected by entity's internal control basically consisted of reclassifications and scholarship allowances for third party billing. Those entries that involved the reclassifications will be our starting point for the next year's audit. Correct identification of accounts will be stressed along with additional training in higher education financial statement formats.</p>

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT BATESVILLE**  
**June 30, 2009**

	<p>Third party billing adjustments accounted for 19% of errors or adjustments. There seemed to be a lack of understanding on the part of our personnel and the auditor on this error. We felt that we were told that this was correct in scholarships allowances but was unaware that this would be a part of the audit errors. In the future, we will pull third party billings from scholarship allowances.</p>
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<p><i>Finding:</i></p>	<p><b>Student Enrollment Data</b></p> <p>To verify the accuracy of student enrollment data submitted to the Arkansas Department of Higher Education, we examined supporting documentation and discovered one student reported as enrolled had not attended the University and another student reported as enrolled had withdrawn prior to the eleventh day of classes.</p>
------------------------	--

<p><i>Recommendation:</i></p>	<p>The University strengthen internal controls to ensure the correctness of enrollment data.</p>
-------------------------------	--

<p><i>Institution's Response:</i></p>	<p>Ways to eliminate incorrect student data being sent to ADHE have been discussed. More responsibility will be placed on faculty to properly report eleventh day enrollment. More oversight by our administrative team will be combined with faculty participation to solve this issue.</p>
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# UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The mission of the University of Arkansas Community College at Hope is to serve as an accredited, open access, two-year institution of higher education committed to providing academic, occupational, personal growth, and cultural programs to support individual student and community needs in the Southwest Arkansas area.

To continue the process of moving towards the accomplishment of the institutional mission, the following strategic goals and objectives have guided the development of the 2011-13 appropriation requests:

**Goal 1: Increase overall enrollment and graduation rates in all degree and certificate programs by 5% over a 5 year period.**

Objective 1: Increase graduation rates for all degree and certificate programs by 1% for each year over a 5 year period.

Strategy 1: Market current degree programs

Strategy 2: Evaluate low-enrollment programs

Strategy 3: Increase distance education course offerings

Objective 2: Increase by 2% per year the enrollment of area high school graduates.

Strategy 1: Increase number of mailings to service area high school seniors and their parents

Strategy 2: Cultivate and maintain close relationships with area high school counselors and other school administrators.

Strategy 3: Sponsor competitions and events for area high school students.

Strategy 4: Expand the opportunities for concurrent enrollment in college classes for area high school students.

Strategy 5: Increase the number of articulation agreements with area high schools.

Strategy 6: Increase faculty and staff participation in the recruitment process.

# UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Objective 3: Increase by 2% per year the enrollment of non-traditional students.

Strategy 1: Assess the educational needs of area businesses and industries.

Strategy 2: Assess the educational needs of area adult education programs.

Strategy 3: Assess the educational needs of area adult education programs.

### **Goal 2: Offer programs that ensure employability and further educational opportunity.**

Objective 1: Develop a minimum of one new program that will specifically address an employment need in SW Arkansas during the next 3 years

Strategy 1: Seek and develop new programs

Strategy 2: Increase distance education course offerings

### **Goal 3: Improve the educational attainment of students who place into pre-college classes**

Objective 1: The percentage of students who place into pre-college courses and complete a 2 year degree within 4 years will increase by 2% per year.

Strategy 1: Develop learning communities by pairing pre-college courses

Strategy 2: Evaluate the effectiveness of the method of instruction in pre-college courses

Strategy 3: Monitor course assessment for those objectives that have lower levels of success

Strategy 4: Have more faculty trained to teach unprepared learners

Strategy 5: Use established developmental education best-practices as established by research.

## UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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#### **Goal 4: Develop services that aid students' understanding and appreciation of higher education.**

Objective 1: Continue to recruit and enroll first generation college students and provide the support and programs they need to succeed.

Strategy 1: Communicate and expose youth to the value of higher education, and share career resources with public school students.

Objective 2: Increase the number of first generation college students who graduate from UACCH by 2% annually.

Strategy 1: Develop learning communities by class or program.

Objective 3: Continue to provide support services that meet the unique needs of all students, particularly at-risk students.

Strategy 1: Provide staff training on how to support learners.

#### **Goal 5: Provide services that meet the needs of students and other constituents**

Objective 1: Make the enrollment process simple, convenient, and customer friendly for new and returning students

Strategy 1: Implement and maintain the new Campus Connect product

Strategy 2: Improve the new student orientation program.

Objective 2: Educate service area community of the availability and process of obtaining financial aid.

# UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Strategy 1: Provide financial aid workshops.

Objective 3: Provide career guidance, counseling and placement for UACCH students.

Strategy 1: Offer career and aptitude assessments.

Strategy 2: Provide career counseling workshops.

Strategy 3: Increase utilization of E-Campus Recruiter use by 5% per year.

**Goal 6: To help employees appreciate the value of a student-first approach on campus by having a basic working knowledge of the college and its departmental functions.**

Objective 1: Student-first approach and attitude in day-to-day activities

Strategy 1: Educate employees and heighten awareness of the need for a student-first campus

Objective 2: All UACCH employees will have a basic knowledge of the college and be able to answer general questions from the public pertaining to the institution and its functions

Strategy 1: Make employees aware of the various departments and their workings

Strategy 2: Keep employees abreast (aware) of current campus activities and general college information

Objective 3: Current and future employees will carry out their job in a manner that ensures quality to our students and campus visitors

Strategy 1: To hire employees who are uniquely-qualified and credentialed in their respective areas

Strategy 2: To help current and future employees understand how their position contributes to the

# UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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overall success of UACCH

Strategy 3: To annually evaluate all employees' job performance

### **Goal 7: Construction of new facilities**

Objective 1: Secure funding for construction of new facilities

Strategy 1: Complete Science & Allied Health facility

Objective 2: Construct new administrative office building

Strategy 1: Corporate and private donations

Objective 3: Community center

Strategy 1: Partner with city of Hope

Objective 4: Campus master plan infrastructure

### **Goal 8: Offset declining resources**

Objective 1: Increase operational revenues by 5% per year

Strategy 1: Donations to offset operational revenues

Strategy 2: Increase state revenues

Strategy 3: Increase federal funding

# UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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Strategy 4: Increase enrollment by 2%.

Strategy 5: Increase retention rate to national average

### **Goal 9: Increase by 10% community outreach and cultural awareness programs to enhance opportunities for life-long learning, economic, and partnership development**

Objective 1: Increase or refine life-long learning opportunities

Strategy 1: Focus on K through 12 arena opportunities

Strategy 2: Traditional/Non-traditional student area

Strategy 3: Lifelong and cultural arena

Objective 2: Economic Development Engine

Strategy 1: Training for existing workforce

Strategy 2: New and Developing Industry

Strategy 3: Awareness of Workforce Training Needs

Objective 3: Increase institutional participation in community organizations/events by 5% annually

Strategy 1: Increase institutional and individual staff memberships in community service organizations and involvement in community service activities

Objective 4: Increase foundation assets by 10% annually

Strategy 1: Develop former student advisory council

Strategy 2: Increase foundation assets and activity

Strategy 3: Be THE leader in community development and progress

## UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

### INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The College is in the last year of the current strategic plan and is in the process of developing a plan to cover the next five years.

#### **UACCH has implemented the following programs to address workforce initiatives over the past two years:**

1. Power Plant Technology Program – This program was established to train workers for the Turk Power Plant currently being built in Hempstead County. The program is totally funded by Southwestern Electric Power Company and has not required any re-allocation of funds. There are currently 120 students enrolled in the program with the first graduating class scheduled for May of 2011.
2. SMI Joist Partnership – UACCH partnered with SMI Joist in Hope to purchase welding simulator equipment and software to increase the number of welding graduates each year to meet the demand for welders in Southwest Arkansas. SMI Joist provided 50% of the cost for the equipment and software.
3. ARNEC Nursing Program – In order to address the continuing shortage of registered nurses in Arkansas, the College joined ARNEC in the summer of 2010 and will begin classes in this program in the fall of 2010. Some re-allocation of funds are being used to start the program and federal grant funds have been applied for to assist with the cost of the program.

#### **RECOMMENDED INCREASES IN FUNDS**

UACCH will use the increase of \$28,955 for 2012 and \$68,452 for 2013 to apply toward expected increases in inflation.

UACCH is not requesting an increase in Cash Fund Appropriations or an increase in Personnel Positions at this time.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12			2012-13				
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	6,145,302		6,371,618		6,602,948		6,551,084		6,331,202		6,753,481		6,399,654	
2 CASH	4,254,980		12,049,640		12,049,640		12,049,640		12,049,640		12,049,640		12,049,640	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$10,400,282	148	\$18,421,258	168	\$18,652,588	213	\$18,600,724	214	\$18,380,842	214	\$18,803,121	214	\$18,449,294	214
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	139,224	1%	59,617	0%			0	0%		0%	0	0%		0%
13 GENERAL REVENUE	4,337,834	41%	4,491,997	24%			4,671,463	25%	4,451,581	24%	4,873,860	26%	4,520,033	24%
14 EDUCATIONAL EXCELLENCE TRUST FUND	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%
15 WORKFORCE 2000	1,688,666	16%	1,879,621	10%			1,879,621	10%	1,879,621	10%	1,879,621	10%	1,879,621	10%
16 CASH FUNDS	1,845,168	18%	6,049,640	33%			5,549,640	30%	5,549,640	30%	5,049,640	27%	5,049,640	27%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	2,409,812	23%	6,000,000	32%			6,500,000	35%	6,500,000	35%	7,000,000	37%	7,000,000	38%
19 TOBACCO SETTLEMENT FUNDS		0%	0	0%			0	0%	0	0%	0	0%	0	0%
20 OTHER FUNDS	39,195	0%	0	0%			0	0%	0	0%	0	0%	0	0%
21 TOTAL INCOME	\$10,459,899	100%	\$18,480,875	100%			\$18,600,724	100%	\$18,380,842	100%	\$18,803,121	100%	\$18,449,294	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$59,617)		(\$59,617)				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$1,333,512
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$527,708
INVENTORIES	\$13,433
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	\$41,705
INSURANCE DEDUCTIBLES	\$50,000
MAJOR CRITICAL SYSTEMS FAILURES	\$75,000
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,188,748
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	(\$563,082)



**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE  
NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	3,633,897	3,766,575	3,841,906	3,870,940
2 RESEARCH	0	0		0
3 PUBLIC SERVICE	216,125	237,247	287,450	287,450
4 ACADEMIC SUPPORT	488,012	524,913	535,411	540,821
5 STUDENT SERVICES	774,467	798,172	804,130	810,670
6 INSTITUTIONAL SUPPORT	1,729,969	1,750,111	1,735,140	1,745,330
7 PHYSICAL PLANT M&O	1,135,177	1,143,802	1,444,890	1,457,932
8 SCHOLARSHIPS & FELLOWSHIPS	187,885	245,000	240,000	240,000
9				
10				
11				
12				
13 MANDATORY TRANSFERS	691,631	780,883	740,896	745,132
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS				
16 TOTAL UNREST. E&G EXP.	\$8,857,163	\$9,246,703	\$9,629,823	\$9,698,275
17 NET LOCAL INCOME	2,845,168	2,898,070	3,298,621	3,298,621
18 PRIOR YEAR BALANCE***	139,224	59,617		
STATE FUNDS:				
19 GENERAL REVENUE	4,337,834	4,491,997	4,451,581	4,520,033
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,688,666	1,879,621	1,879,621	1,879,621
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	39,195			
24 TOTAL SOURCES OF INCOME	\$9,050,087	\$9,329,305	\$9,629,823	\$9,698,275

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	41,141
Transfer Out	(1,946)
	39,195

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE \_\_\_\_\_  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	2,350,480	2,280,221	2,280,221	2,280,221
2 ALL OTHER FEES				
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	53,134	48,000	48,000	48,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS				
6 INVESTMENT INCOME	438	400	400	400
7 OTHER CASH INCOME:	441,116	569,449	970,000	970,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	2,845,168	2,898,070	3,298,621	3,298,621
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES				
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$2,845,168	\$2,898,070	\$3,298,621	\$3,298,621

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTR0000

INSTITUTION UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

APPROPRIATION 1BU

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	4,797,827	4,703,357	4,849,100	4,726,000	4,756,000		
2 EXTRA HELP WAGES							
3 OVERTIME							
4 PERSONAL SERVICES MATCHING	1,347,475	1,668,261	1,753,848	1,605,202	1,643,654		
5 OPERATING EXPENSES							
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11							
12							
13							
14 TOTAL APPROPRIATION	\$6,145,302	\$6,371,618	\$6,602,948	\$6,331,202	\$6,399,654	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	139,224	59,617					
16 GENERAL REVENUE	4,337,834	4,491,997		4,451,581	4,520,033		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	1,688,666	1,879,621		1,879,621	1,879,621		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	39,195						
22 TOTAL INCOME	\$6,204,919	\$6,431,235		\$6,331,202	\$6,399,654	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$59,617)	(\$59,617)		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Line 23 Other State Funds

General Improvement Funds released to restore RSA funding that was cut on May 4, 2010  
Transfer Out

41,141  
(1,946)  
39,195

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2950000

INSTITUTION UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

APPROPRIATION A98

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	215,186	978,280	978,280	978,280	978,280		
2 EXTRA HELP WAGES	88,265	150,000	150,000	150,000	150,000		
3 OVERTIME	0	0	0	0	0		
4 PERSONAL SERVICES MATCHING	677,467	936,360	936,360	936,360	936,360		
5 OPERATING EXPENSES	2,421,883	3,270,000	3,290,000	3,290,000	3,290,000		
6 CONFERENCE FEES & TRAVEL	102,388	220,000	220,000	220,000	220,000		
7 PROFESSIONAL FEES AND SERVICES	52,431	225,000	225,000	225,000	225,000		
8 DATA PROCESSING			0	0	0		
9 CAPITAL OUTLAY	0	500,000	500,000	500,000	500,000		
10 CAPITAL IMPROVEMENTS		4,050,000	4,050,000	4,050,000	4,050,000		
11 DEBT SERVICE	697,360	700,000	700,000	700,000	700,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		1,000,000	1,000,000	1,000,000	1,000,000		
13 PROMOTIONAL ITEMS		20,000					
14							
15							
16							
17 TOTAL APPROPRIATION	\$4,254,980	\$12,049,640	\$12,049,640	\$12,049,640	\$12,049,640	\$0	\$0
18 PRIOR YEAR FUND BALANCE***							
19 LOCAL CASH FUNDS	1,845,168	2,898,070		3,298,621	3,298,621		
20 FEDERAL CASH FUNDS	2,409,812	6,000,000		6,500,000	7,000,000		
21 OTHER CASH FUNDS		3,151,570		2,251,019	1,751,019		
22 TOTAL INCOME	\$4,254,980	\$12,049,640		\$12,049,640	\$12,049,640	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	148	168	213	214	214	
TOBACCO POSITIONS	0	0	0	0	0	
EXTRA HELP **	200	200	200	200	200	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES		144		(144)				0
6 COLLEGE UNION				0				0
7 BOOKSTORE	53,391	356		53,035	44,000	0		44,000
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER				0				0
11 SUBTOTAL	\$53,391	\$500	\$0	\$52,891	\$44,000	\$0	\$0	\$44,000
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$53,391	\$500	\$0	\$52,891	\$44,000	\$0	\$0	\$44,000

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: _____						113
(As of November 1, 2009 )						
Nonclassified Administrative Employees:						
White Male:	7	Black Male:	1	Other Male:	_____	Total Male: 8
White Female:	15	Black Female:	4	Other Female:	_____	Total Female: 19
Nonclassified Health Care Employees:						
White Male:	_____	Black Male:	_____	Other Male:	_____	Total Male: 0
White Female:	_____	Black Female:	_____	Other Female:	_____	Total Female: 0
Classified Employees:						
White Male:	11	Black Male:	3	Other Male:	_____	Total Male: 14
White Female:	23	Black Female:	9	Other Female:	_____	Total Female: 32
Faculty:						
White Male:	18	Black Male:	3	Other Male:	_____	Total Male: 21
White Female:	19	Black Female:	_____	Other Female:	_____	Total Female: 19
Total White Male:	36	Total Black Male:	7	Total Other Male:	0	Total Male: 43
Total White Female:	57	Total Black Female:	13	Total Other Female:	0	Total Female: 70
Total White:	93	Total Black:	20	Total Other:	0	Total Employees: 113
				<b>Total Minority:</b>	20	

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE**  
**June 30, 2009**

<p><i>Finding:</i></p>	<p><b>Security Access - POISE Payroll and Student Billing (Repeat)</b></p> <p>Security access assigned within all applications reviewed violates proper segregation of duties, as business office users' security combines full privileged access to cash receipting/student billing and the general ledger; including both purchasing and accounts payable access (with the ability to update the vendor file). All accounting personnel have excessive privileges in financial applications, including a Bypass security privilege that may afford them access to unauthorized areas of the system.</p> <p>Failure to properly assign or limit access permissions affords users the ability to process and conceal unauthorized transactions.</p> <p>A similar finding was reported in 2008.</p>
<p><i>Recommendation:</i></p>	<p>The University review and restructure job roles to incorporate proper segregation of duties and limit system access to only that necessary for users to perform their job functions.</p>
<p><i>Institution's Response:</i></p>	<p>The College is currently working with the software vendor to address this finding and provide a means to limit access to the various files in the accounting software.</p>

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE**  
**June 30, 2009**

<p><i>Finding:</i></p>	<p><b>Application Controls - POISE Payroll and Student Billing (Repeat)</b></p> <p>Accounts payable invoicing and purchasing controls are circumvented through the issuance of manual checks for payments processed by the University. Proper check authorization procedures are not followed, as the Vice President's signature is printed automatically on all checks.</p> <p>The absence of formal authorization and purchasing limit procedures enhances the potential for fraud and the misappropriation of assets.</p> <p>A similar finding was reported in 2008.</p>
<p><i>Recommendation:</i></p>	<p>The University strengthen purchasing, invoicing and check authorization policies and strengthen independent monitoring controls over the expenditure cycle.</p>
<p><i>Institution's Response:</i></p>	<p>UACCH has a very limited business office staff and does have purchasing and accounts payable policies in place. We have discussed this finding with the audit personnel and will implement suggestions received from those personnel.</p>



# UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT MORRILTON

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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The University of Arkansas Community College at Morrilton is committed to excellence in learning and personal enrichment.

### VISION

As a comprehensive Community College, UACCM seeks to provide opportunities that enable its students to make significant societal contributions.

### PURPOSES

1. To offer courses, certificate programs, and associate degree programs that provide students with the general education and technical skills needed to be successful in the workplace, for transfer to four-year institutions, or for lifelong learning.
2. To provide a general education foundation across the curriculum that will enhance the students' personal development, skills, and knowledge.
3. To provide developmental education courses for students who need to improve academic skills in reading, grammar/writing, and mathematics.
4. To provide comprehensive student support services that enhance student success.
5. To provide adult basic educational programs that allow enhancement of skills for self-improvement, completion of a General Education Development (GED) diploma, or preparation for higher education endeavors.
6. To offer community service and personal interest courses.
7. To offer workforce development courses designed to meet a variety of occupational needs for business and industry.
8. To provide a comprehensive assessment program for the purpose of improving instruction and student learning.
9. To offer the facilities of the College and the talents of its faculty, staff, and students in order to promote educational, civic, and cultural endeavors within the community.

# UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT MORRILTON

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### GENERAL REVENUE REQUEST SECTION

UACCM is a formula-driven entity and did not make a request for general revenue. The increase in general revenue funding is a result of the recommendation made by the Arkansas Higher Education Coordinating Board. UACCM has maintained continued growth throughout the past twenty years as a college. Only one year of the past twenty has there not been an enrollment increase. This can be attributed to a quality education at an affordable price, within commuting distance. The continued enrollment increases have come at a cost. Since general revenue increases have not come at the same pace as enrollment increases, the cost burden has shifted to the student. UACCM's funding per FTE continues to be among the lowest, state-wide. Tuition and fees have increased because of the low funding rate provided by the State. The most immediate needs that must be addressed include adding additional full-time faculty to reduce the ratio of faculty to students, salary increases needed to retain employees, and providing for utility cost increases. The additional \$443,759 of general revenue recommended by the Coordinating Board would be used as follows:

- Salaries        \$320,000
- Matching      \$ 80,000
- M&O            \$ 43,759

During the second year of the biennium, the Coordinating Board recommends another increase of \$594,123 for UACCM. This increase would be used to fund the same priorities discussed for year 1.

- Salaries        \$370,000
- Matching      \$ 80,000
- M&O            \$144,123

# UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT MORRILTON

## INSTITUTIONAL GOALS, OBJECTIVES, AND STRATEGIES AS RELATED TO THE 2011-13 APPROPRIATION REQUESTS

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### CASH APPROPRIATION REQUEST SECTION

Cash appropriations are only used if funding is available. The requested appropriation represents an increase of 25% for the biennium. During the past biennium, UACCM has experienced a 27% increase in students! There is no indication that the upward trend of enrollment won't continue during the next biennium. In addition, UACCM and five other two-year colleges in central Arkansas have formed the Central Arkansas Consortium of Two-Year Colleges. This group plans to join together to serve the workforce needs of central Arkansas and has now partnered with the Metro Little Rock Alliance. The group plans to search out and obtain additional funding through grants and contracts. With continued growth anticipated and the possibility of additional outside sources of funding, the requested increase should be appropriate for the biennium.

### PERSONAL SERVICES REQUEST

Additional positions have been requested for the next biennium. UACCM is always conservative when making personnel requests due to the limited resources of the college; however, with continued growth it is necessary to plan for the personnel needed to serve the student population appropriately. Without additional positions, the quality of services provided by the college may deteriorate. The majority of UACCM's personal services request has been approved by the Arkansas Department of Higher Education and the Office of Personnel Management.

**INSTITUTION APPROPRIATION SUMMARY  
2011-13 BIENNIUM**

INSTITUTION UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE MORRILTON

APPROPRIATION	HISTORICAL DATA						INSTITUTION REQUEST & AHECB RECOMMENDATION							
	2009-10		2010-11		2010-11		2011-12			2012-13				
	ACTUAL	POS	BUDGETED	POS	AUTHORIZED	POS	INST REQUEST	POS	AHECB REC	POS	INST REQUEST	POS	AHECB REC	POS
1 STATE TREASURY	5,756,609		6,041,126		6,657,751		9,742,725		6,372,805		10,037,942		6,966,929	
2 CASH	10,356,017		23,820,000		23,820,000		29,775,000		29,775,000		29,775,000		29,775,000	
3														
4														
5														
6														
7														
8														
9														
10														
11 TOTAL	\$16,112,626	237	\$29,861,126	251	\$30,477,751	272	\$39,517,725	301	\$36,147,805	297	\$39,812,942	301	\$36,741,929	297
<b>FUNDING SOURCES</b>		%		%				%		%		%		%
12 PRIOR YEAR FUND BALANCE*	1,118,886	7%	66,356	0%				0%		0%		0%		0%
13 GENERAL REVENUE	4,573,337	28%	4,735,870	16%			8,503,825	22%	5,133,905	14%	8,799,042	22%	5,728,029	16%
14 EDUCATIONAL EXCELLENCE TRUST FUND	0	0%	0	0%			0	0%	0	0%	0	0%	0	0%
15 WORKFORCE 2000	1,113,038	7%	1,238,900	4%			1,238,900	3%	1,238,900	3%	1,238,900	3%	1,238,900	3%
16 CASH FUNDS	8,620,274	53%	22,870,000	77%			28,275,000	72%	28,275,000	78%	28,275,000	71%	28,275,000	77%
17 SPECIAL REVENUES		0%		0%				0%		0%		0%		0%
18 FEDERAL FUNDS	708,622	4%	950,000	3%			1,500,000	4%	1,500,000	4%	1,500,000	4%	1,500,000	4%
19 TOBACCO SETTLEMENT FUNDS		0%	0	0%			0	0%	0	0%	0	0%	0	0%
20 OTHER FUNDS	44,825	0%		0%				0%		0%		0%		0%
21 TOTAL INCOME	\$16,178,982	100%	\$29,861,126	100%			\$39,517,725	100%	\$36,147,805	100%	\$39,812,942	100%	\$36,741,929	100%
22 EXCESS (FUNDING)/APPROPRIATION	(\$66,356)		\$0				\$0		\$0		\$0		\$0	

UNRESTRICTED EDUCATIONAL & GENERAL FUND BALANCE AS OF JUNE 30, 2010:	\$2,675,611
LESS RESERVES FOR:	
ACCOUNTS RECEIVABLE	\$743,936
INVENTORIES	
YEAR-END ENCUMBRANCES NOT YET RECORDED AS LIABILITIES	
INSURANCE DEDUCTIBLES	\$50,000
MAJOR CRITICAL SYSTEMS FAILURES	
60 DAYS OF SALARIES & BENEFITS (CASH FLOW PURPOSES)	\$1,400,000
RESERVE FOR SPECIFIC ITEM (SOFTWARE, EQUIPMENT, ETC.)	
OTHER (FOOTNOTE BELOW)	
UNRESERVED EDUCATIONAL & GENERAL FUND BALANCE	\$481,675

**SUMMARY OF UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND EXPENDITURES AND INCOME  
AND AHECB GENERAL REVENUE RECOMMENDATIONS  
FOR THE 2011-13 BIENNIUM**

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE MORRILTON

NAME OF INSTITUTION

EXPENDITURE CATEGORIES	2009-10 ACTUAL	2010-11 BUDGETED *	2011-13 INSTITUTIONAL REQUESTS / AHECB RECOMMENDATIONS	
			2011-12 REQUEST / RECOMMENDATION	2012-13 REQUEST / RECOMMENDATION
1 INSTRUCTION	5,021,672	5,336,638	5,820,006	5,920,006
2 RESEARCH				
3 PUBLIC SERVICE	21,024	20,000	20,000	20,000
4 ACADEMIC SUPPORT	1,449,485	1,634,165	1,715,873	1,765,873
5 STUDENT SERVICES	1,368,240	1,328,401	1,394,821	1,444,821
6 INSTITUTIONAL SUPPORT	1,461,416	1,555,034	1,632,785	1,682,785
7 PHYSICAL PLANT M&O	1,746,143	1,862,495	1,950,399	1,979,522
8 SCHOLARSHIPS & FELLOWSHIPS	532,298	550,000	605,000	655,000
9				
10				
11				
12 CONTINGENCY		247,993	247,992	247,993
13 MANDATORY TRANSFERS	415,125	448,000	468,000	738,000
14 AUXILIARY TRANSFERS				
15 NON-MANDATORY TRANSFERS				
16 TOTAL UNREST. E&G EXP.	\$12,015,403	\$12,982,726	\$13,854,876	\$14,454,000
17 NET LOCAL INCOME	6,569,194	6,791,615	7,482,071	7,487,071
18 PRIOR YEAR BALANCE***	91,765	216,341		
STATE FUNDS:				
19 GENERAL REVENUE	4,573,337	4,735,870	5,133,905	5,728,029
20 EDUCATIONAL EXCELLENCE				
21 WORKFORCE 2000	1,113,038	1,238,900	1,238,900	1,238,900
22 TOBACCO SETTLEMENT FUNDS				
23 OTHER STATE FUNDS **	44,825			
24 TOTAL SOURCES OF INCOME	\$12,392,159	\$12,982,726	\$13,854,876	\$14,454,000

FORM 11-2

\* The amounts for Revenue Stabilization Act, Educational Excellence Trust Fund, and Workforce 2000 are based on the DF&A forecast.

\*\* Funds received for operating purposes from state appropriations other than RSA, EETF, and WF2000 (e.g. General Improvement) should be reported on Line 23 "Other State Funds" and identified in a footnote.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 23 Other State Funds

M&R Proceeds	1,878
General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	43,375
Transfer outs	(428)
	44,825

**ESTIMATED UNRESTRICTED EDUCATIONAL AND GENERAL CURRENT FUND  
CASH INCOME FOR THE 2011-13 BIENNIUM**

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE MORRILTON  
(NAME OF INSTITUTION)

SOURCE	ACTUAL 2009-10	BUDGETED 2010-11	ESTIMATED INCOME	
			2011-12	2012-13
1 TUITION AND MANDATORY FEES	5,632,771	6,060,974	6,667,071	6,667,071
2 ALL OTHER FEES				
3 OFF-CAMPUS CREDIT				
4 NON-CREDIT INSTRUCTION	19,290	12,000	20,000	25,000
5 ORGANIZED ACTIVITIES RELATED TO EDUCATIONAL DEPARTMENTS	46,108	29,131	30,000	30,000
6 INVESTMENT INCOME	167,958	50,000	75,000	75,000
7 OTHER CASH INCOME:	762,607	697,510	750,000	750,000
8 TOTAL UNRESTRICTED CURRENT FUND CASH INCOME	6,628,734	6,849,615	7,542,071	7,547,071
9 LESS: TWO-YEAR COLLEGE ACTIVITY FEES	59,540	58,000	60,000	60,000
10 NET UNRESTRICTED CURRENT FUND CASH INCOME AVAILABLE FOR UNRESTRICTED EDUCATIONAL AND GENERAL OPERATIONS	\$6,569,194	\$6,791,615	\$7,482,071	\$7,487,071

FORM 11-3

**APPROPRIATION ACT FORM - STATE TREASURY  
2011-13 BIENNIUM**

FUND CTJ0000

INSTITUTION UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE MORRILTON

APPROPRIATION 729

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	4,416,612	4,616,356	5,000,000	4,870,000	5,240,000		
2 EXTRA HELP WAGES	142,117	140,000	130,000	173,759	173,759		
3 OVERTIME	5,625	15,000	15,000	15,000	15,000		
4 PERSONAL SERVICES MATCHING	1,187,255	1,269,770	1,502,751	1,304,046	1,384,047		
5 OPERATING EXPENSES	5,000		10,000	10,000	154,123		
6 CONFERENCE FEES & TRAVEL							
7 PROFESSIONAL FEES AND SERVICES (EXCEPT DATA PROCESSING)							
8 CAPITAL OUTLAY							
9 DATA PROCESSING							
10 FUNDED DEPRECIATION							
11 M & R EXPENSES							
12							
13							
14 TOTAL APPROPRIATION	\$5,756,609	\$6,041,126	\$6,657,751	\$6,372,805	\$6,966,929	\$0	\$0
15 PRIOR YEAR FUND BALANCE**	91,765	66,356					
16 GENERAL REVENUE	4,573,337	4,735,870		5,133,905	5,728,029		
17 EDUCATIONAL EXCELLENCE TRUST FUND							
18 SPECIAL REVENUES * [WF2000]	1,113,038	1,238,900		1,238,900	1,238,900		
19 FEDERAL FUNDS IN STATE TREASURY							
20 TOBACCO SETTLEMENT FUNDS							
21 OTHER STATE TREASURY FUNDS	44,825						
22 TOTAL INCOME	\$5,822,965	\$6,041,126		\$6,372,805	\$6,966,929	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	(\$66,356)	\$0		\$0	\$0	\$0	\$0

\* Report WF2000 funds on line 18 - "Special Revenues".

FORM 11-4

Other State Funds

M&R Proceeds	1,878
General Improvement Funds released to restore RSA funding that was cut on May 4, 2010	43,375
Transfer outs	(428)
	44,825

**APPROPRIATION ACT FORM - CASH FUNDS  
2011-13 BIENNIUM**

FUND 2890000

INSTITUTION UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE MORRILTON

APPROPRIATION B64

DESCRIPTION	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED APPROPRIATION 2010-11	INSTITUTIONAL REQUEST / AHECB RECOMMENDATION		LEGISLATIVE RECOMMENDATION	
				2011-12	2012-13	2011-12	2012-13
1 REGULAR SALARIES	1,794,362	5,934,034	5,934,034	7,600,000	7,600,000		
2 EXTRA HELP WAGES	141,434	700,000	700,000	500,000	500,000		
3 OVERTIME	514	20,000	20,000	20,000	20,000		
4 PERSONAL SERVICES MATCHING	2,039,208	2,447,735	2,447,735	3,600,000	3,600,000		
5 OPERATING EXPENSES	4,561,663	5,584,250	5,584,250	7,605,000	7,605,000		
6 CONFERENCE FEES & TRAVEL	62,250	184,800	184,800	250,000	250,000		
7 PROFESSIONAL FEES AND SERVICES	31,924	450,000	450,000	450,000	450,000		
8 DATA PROCESSING							
9 CAPITAL OUTLAY	1,133,607	1,135,000	1,135,000	2,000,000	2,000,000		
10 CAPITAL IMPROVEMENTS	591,055	6,000,000	6,000,000	6,000,000	6,000,000		
11 DEBT SERVICE		1,039,181	1,039,181	1,200,000	1,200,000		
12 FUND TRANSFERS, REFUNDS AND INVESTMENTS		275,000	275,000	500,000	500,000		
13 PROMOTIONAL ITEMS		50,000	50,000	50,000	50,000		
14							
15							
16							
17 TOTAL APPROPRIATION	\$10,356,017	\$23,820,000	\$23,820,000	\$29,775,000	\$29,775,000	\$0	\$0
18 PRIOR YEAR FUND BALANCE***	1,027,121						
19 LOCAL CASH FUNDS	8,301,301	6,979,315		7,542,071	7,547,071		
20 FEDERAL CASH FUNDS	708,622	950,000		1,500,000	1,500,000		
21 OTHER CASH FUNDS	318,973	15,890,685		20,732,929	20,727,929		
22 TOTAL INCOME	\$10,356,017	\$23,820,000		\$29,775,000	\$29,775,000	\$0	\$0
23 EXCESS (FUNDING)/APPROPRIATION	\$0	\$0		\$0	\$0	\$0	\$0

**TOTAL NUMBER OF POSITIONS (GENERAL REVENUE AND CASH COMBINED)**

	ACTUAL 2009-10	BUDGETED 2010-11	AUTHORIZED 2010-11	REQUEST	RECOMMEND	LEGISLATIVE RECOMMENDATION
				2011-13	2011-13	2011-13
REGULAR POSITIONS	237	251	272	301	297	
TOBACCO POSITIONS						
EXTRA HELP **	79	90	90	110	110	

FORM 11-5

\*\* The total number of Extra-Help shown in the requested column will be the total extra-Help positions [General Revenue and Cash] requested to be authorized.

\*\*\*Line 18 Prior Year Fund Balance includes only the portion of the fund balance needed to balance that fiscal year's budget.

Line 21 Other Cash Funds

Interest, DHS ABC & Adult Education

318,973



**AUXILIARY ENTERPRISE CASH INCOME AND EXPENDITURES**

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE MORRILTON  
(NAME OF INSTITUTION)

ACTIVITY	ACTUAL 2009-10				BUDGETED 2010-11			
	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME	INCOME	OPERATING EXPENSES	DEBT SERVICE	NET INCOME
1 INTERCOLLEGIATE ATHLETICS *				\$0				\$0
2 RESIDENCE HALL				0				0
3 MARRIED STUDENT HOUSING				0				0
4 FACULTY HOUSING				0				0
5 FOOD SERVICES	131,989	217,404		(85,415)	164,500	251,946		(87,446)
6 COLLEGE UNION				0				0
7 BOOKSTORE	1,568,677	1,514,583		54,094	1,500,000	1,412,554		87,446
8 STUDENT ORGANIZATIONS AND PUBLICATIONS				0				0
9 STUDENT HEALTH SERVICES				0				0
10 OTHER	31,439	17,353		14,086				0
11 SUBTOTAL	\$1,732,105	\$1,749,340	\$0	(\$17,235)	\$1,664,500	\$1,664,500	\$0	\$0
12 ATHLETIC TRANSFER **				0				0
13 OTHER TRANSFERS ***				0				0
14 GRAND TOTAL INCOME, OPERATING EXPENSES, & DEBT SERVICE FOR AUXILIARY ENTERPRISES	\$1,732,105	\$1,749,340	\$0	(\$17,235)	\$1,664,500	\$1,664,500	\$0	\$0

\* Intercollegiate athletic income should include the institutional board of trustees' approved student athletic fees.

FORM 11-6

\*\* For both two-year and four-year institutions, line 12, Athletic Transfer should contain the amount transferred from E&G to athletics.

\*\*\* For both two-year and four-year institutions, line 13, Other Transfers should contain the amount either transferred from E&G to support the college union, student organizations and student publications; or from auxiliary to other funds (e.g. plant funds), shown as a negative number.

**EMPLOYMENT INFORMATION  
IDENTIFICATION BY EMPLOYMENT CLASSIFICATION**

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE MORRILTON  
(NAME OF INSTITUTION)

TOTAL NUMBER OF EMPLOYEES IN FISCAL YEAR 2009-10: _____ <u>152</u>						
(As of November 1, 2009 )						
Nonclassified Administrative Employees:					Total	Male:
White Male:	_____ <u>8</u>	Black Male:	_____ <u>0</u>	Other Male:	_____ <u>2</u>	_____ <u>10</u>
White Female:	_____ <u>21</u>	Black Female:	_____ <u>2</u>	Other Female:	_____ <u>1</u>	_____ <u>24</u>
Nonclassified Health Care Employees:					Total	Male:
White Male:	_____ <u>0</u>	Black Male:	_____ <u>0</u>	Other Male:	_____ <u>0</u>	_____ <u>0</u>
White Female:	_____ <u>0</u>	Black Female:	_____ <u>0</u>	Other Female:	_____ <u>0</u>	_____ <u>0</u>
Classified Employees:					Total	Male:
White Male:	_____ <u>14</u>	Black Male:	_____ <u>0</u>	Other Male:	_____ <u>0</u>	_____ <u>14</u>
White Female:	_____ <u>40</u>	Black Female:	_____ <u>4</u>	Other Female:	_____ <u>0</u>	_____ <u>44</u>
Faculty:					Total	Male:
White Male:	_____ <u>27</u>	Black Male:	_____ <u>0</u>	Other Male:	_____ <u>0</u>	_____ <u>27</u>
White Female:	_____ <u>32</u>	Black Female:	_____ <u>0</u>	Other Female:	_____ <u>1</u>	_____ <u>33</u>
Total White Male:					Total	Male:
Total White Female:					Total	Female:
Total Black Male:						
Total Black Female:						
Total Other Male:					Total	Male:
Total Other Female:					Total	Female:
Total White:					Total	Employees:
Total Black:						
Total Other:						
<b>Total Minority:</b>						

FORM 11-8

**DIVISION OF LEGISLATIVE AUDIT**  
**AUDIT OF UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT MORRILTON**  
**June 30, 2009**

<p><i>Finding:</i></p>	<p>Financial statements should be presented fairly in conformity with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB). The internal control systems at the following campuses did not prevent or detect misstatements. Key errors in the Statement of Net Assets and the Statement of Revenues, Expenses and Changes in Net Assets, and Notes to the Financial Statements included:</p> <ul style="list-style-type: none"> <li>a. Bond proceeds from Act 1282 of 2005 of \$2,819,254 were incorrectly classified as state appropriations.</li> <li>b. Construction commitments were overstated by \$330,746 in the Notes to Financial Statements.</li> </ul> <p>When these errors were brought to the attention of College personnel, the financial statements were corrected.</p>
<p><i>Institution's Response:</i></p>	<p>UACCM personnel were unaware of the categorization of these funds as Act 1282 of 2005 funds. The classification was corrected when brought to the attention of UACCM staff members.</p> <p>Originally reported construction commitments of \$651,864 included \$330,746 accounts payable not paid at year-end; however, since accrued, not necessary to include in notes as commitment.</p>