



# Board of Visitors

March 3, 2025

*UA Cossatot embraces diversity and is committed to improving the lives of those in our region by providing quality education, outstanding service, and relevant industry training.*

UA Cossatot Mission Statement

**Board of Visitors Meeting  
De Queen, Arkansas  
March 3, 2025**

**UA Cossatot Lockesburg Middle School Community Room**

- I. Light Meal Served: 11:30 AM
  
- II. Opening Prayer:  
  
Open Meeting:  
  
Introduce Guests:
  
- III. Staff Reports
  - A. Chancellor’s Report by Steve Cole .....4-6
  - B. Financial Report by Charlotte Johnson .....7-8
  - C. Academic Services Report by Ashley Aylett .....9-11
  - D. Public Services & Workforce Development Report by Tammy Coleman.....12-16
  - E. College Relations Report by Madelyn Jones.....17-21
  
- IV. Action Items
  - No. 1 Approve Minutes of January 6, 2025, Board Meeting.....23-26
  - No. 2 Review New College Policy 473: Multi-Factor Authentication Policy.....27-29
  - No. 3 Review Delete College Policy 212: Institutional Effectiveness Plan—Continuous Quality Improvement Cycle.....30-32
  - No. 4 Review Strategic Plan .....33-36
  
- V. Adjournment:
  - Motion:
  - Second:

Board of Visitors meeting schedule:

July 8, 2024	UAC Lockesburg Middle School-Community Room
September 9, 2024	UAC Lockesburg Middle School-Community Room
November 4, 2024	UAC Lockesburg Middle School-Community Room
January 6, 2025	UAC Lockesburg Middle School-Community Room
March 3, 2025	UAC Lockesburg Middle School-Community Room
May 5, 2025	UAC Lockesburg Middle School-Community Room

VI. Information Items

1. Curriculum Committee Meeting.....38

COSSATOT COMMUNITY COLLEGE  
OF THE UNIVERSITY OF ARKANSAS

REPORT TO THE BOARD OF VISITORS

March 3, 2025

SUBJECT: Chancellor's Report

DR. STEVE COLE

## Annual Risk Assessment

Each year, the University of Arkansas System Office works with us on our annual Risk Assessment Report. During our annual meeting last week with Chris Walker and Laura Cheak, we looked at the top five risks that our college has identified that could impact our institution's stability and growth. Below are the top five risks currently facing UA Cossatot and our strategies to address them:

### 1. **Enrollment**

Sustaining and increasing enrollment remains a priority. We are expanding outreach initiatives, strengthening partnerships with local high schools, and enhancing online and hybrid course offerings to attract a broader student base. Additionally, we are investing in retention strategies, including academic support services and career counseling, to improve student success and completion rates. Enrollment is the lifeblood of UA Cossatot.

### 2. **Cybersecurity**

With the rising threat of cyberattacks, protecting institutional and student data is paramount. We are actively strengthening our cybersecurity infrastructure, conducting regular system audits, and providing mandatory cybersecurity training for faculty and staff. We are also exploring additional security enhancements to safeguard sensitive information and ensure compliance with state and federal regulations.

### 3. **Accounts Receivable**

Managing outstanding balances is essential to our financial health. We going to be implementing more proactive collection strategies, including personalized outreach to students with outstanding balances and flexible payment plans. Additionally, we are refining financial aid processes to help students maximize their funding options and reduce their financial burden.

### 4. **Staff Training**

A well-trained workforce is vital to our institutional success. Our goal in the upcoming year is to create more professional development opportunities for faculty and staff, focusing on emerging educational technologies, student engagement strategies, and compliance training. Investing in our employees not only enhances their effectiveness but also contributes to student satisfaction and institutional growth.

### 5. **Federal Appropriations**

Fluctuations in federal funding present an ongoing challenge. We are actively engaging with policymakers and higher education advocacy groups to communicate our funding needs. Additionally, we are exploring alternative revenue sources, including grants and partnerships, to reduce reliance on federal appropriations and ensure financial stability.

6. Addressing these risks requires a proactive and strategic approach. I appreciate the continued support of our Board of Visitors in navigating these challenges and ensuring the success of UA Cossatot.

Respectfully submitted,

A handwritten signature in blue ink, consisting of a series of fluid, connected strokes that form a stylized representation of the name Steve Cole.

Dr. Steve Cole

Chancellor

COSSATOT COMMUNITY COLLEGE  
OF THE UNIVERSITY OF ARKANSAS

REPORT TO THE BOARD OF VISITORS

March 3, 2025

SUBJECT: Financial Report

CHARLOTTE JOHNSON

A copy of the Financial  
Report will be provided  
on the day of the  
meeting.



# COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

## REPORT TO THE BOARD OF VISITORS

March 3, 2025

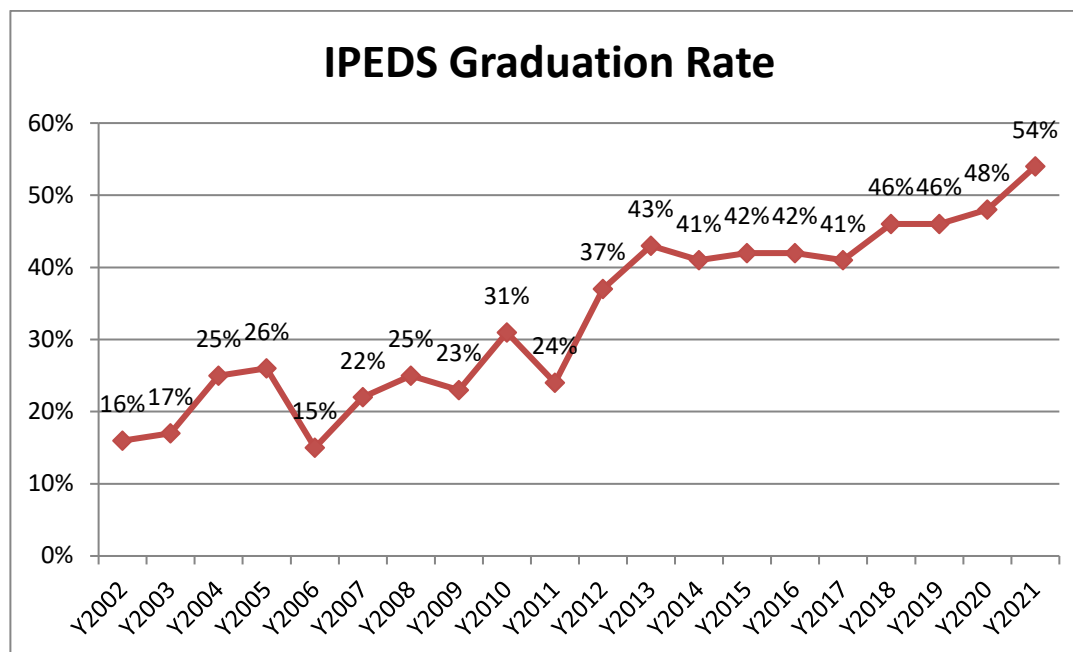
SUBJECT: Academic Services Report

DR. ASHLEY AYLETT

## Academic Services Report—March 2025

Registration for Summer opened February 10<sup>th</sup>.

Fall registration will open as soon as all courses are added to Workday.



### **ENROLLMENT DATA**

Total Spring 2025 Enrollment: 1220 (*Spring 2024 Enrollment 1196*)

Concurrent: 552

FTE: 739.5

Ethnicity Breakdown:

- American Indian/Alaskan Native—41
- Asian--9
- Black—153
- Hispanic--346
- White—897

County Breakdown:

- Howard--151
- Little River--80
- Sevier--189
- Pike--52

## **RECRUITING**

- Sophomore/Juniors—Julie Rhodes will be making campus stops March-May to visit with 10<sup>th</sup> and 11<sup>th</sup> graders about Secondary Career and Concurrent classes for the Fall 2025 semester.
- Sophomores— March 4-6 we are hosting the Career Cluster Camp at our Lockesburg campus.
- Juniors--During the month of February we hosted area juniors on all campuses for our annual Come Fall in Love recruiting event.
- Seniors—Recruiting/enrollment visits for seniors.
  - April 2-Horatio
  - April 3-Dierks
  - April 8-De Queen
  - April 9-Nashville
  - April 11-Ashdown
  - April 17-South Pike
  - April 22-Foreman
  - Mineral Springs, Umpire, Kirby--TBD

## **NEW PROGRAM NOTIFICATION**

AAS: Livestock Production & Management

COSSATOT COMMUNITY COLLEGE  
OF THE UNIVERSITY OF ARKANSAS

REPORT TO THE BOARD OF VISITORS

March 3, 2025

SUBJECT: Public Services & Workforce Development

TAMMY COLEMAN

## Public Services & Workforce Development Report

**Contributing Team Members:** Career Pathways Director, Crystal Bell-Hunter; Continuing Education Coordinator, Nancy Tollett; Continuing Medical and Safety Education Coordinator, Waco Jackson; CRC Team Leader, Gina Duncan; Workforce Development Coordinator, Michelle Burrell; Youth Build Manager, Leslie Daniels; and Public Services and Workforce Development Director, Tammy Coleman.

1. Registration is underway for the new Fiber Network Engineer Program being offered by Continuing Education Services. The pilot course will be conducted on the UA Cossatot Lockesburg campus, Monday-Thursdays, April 14 – July 28 from 8:00 AM – 4:30 PM. Instructor Marty Allen will be providing a total of 450 clock hours of instruction.

This program has been co-designed with industry partners to ensure students understand and master FTTH networks, routing, and switching. Practical labs, hands-on experiences, and guest lectures by industry experts are integrated into this 15-week program to give students a real-world understanding of how their learning applies outside the classroom and insights into the latest developments in FTTH technology.

### Program Highlights:

- Free Training funded by the Office of Skills Development for Arkansas Residents
- Supportive Services available to assist qualifying participants with transportation costs
- Free Tools worth over \$800 for graduates
- Career Services including job placement assistance

### Curriculum Includes:

- Introduction to Remote Work and Networking Fundamentals
- Basics of Ethernet and FTTH Networks
- Networking Devices and Protocols
- Introduction to Routing and Switching
- Remote Work and Network Security
- Troubleshooting and Support
- Final Projects and Exam Preparation

### Credentials Offered:

- Calix Broadband Engineer Certification
- Arkansas Fiber Academy Fiber Network Engineer Certificate
- 45 Continuing Education Units
- Optional Certifications: Juniper JNCIA-Junos, Juniper Automation and DevOps, Calix AXOS E7 Specialist, Calix WIFI-Technician Specialist, Calix Broadband Architect

This program is funded by the Arkansas Office of Skills Development grant awarded to UA Cossatot through a grant to the Arkansas Community College Association.

2. Internal regression testing, defect resolution, and retesting of Workday Student software is ongoing to verify software updates made to accommodate Workforce and Continuing Education programs are functioning properly and do not negatively impact existing functionalities. Go Live is still on target for Spring 2025.
3. Continuing Education and Workforce Development:

<b>CONTINUING EDUCATION &amp; WORKFORCE DEVELOPMENT</b>	<b>December 2024</b>	<b>January 2025</b>
<b>Hours of Classroom Instruction Offered</b>	14.12	667.04
<b>Registrations Processed</b>	20	45

Courses offered:

- Aerial Lineman: Communications
- Basic Life Support Renewal
- Broadband Essentials
- Clinical Medical Assistant
- Commercial Truck Driving
- Forklift Operator
- Heartsaver First Aid CPR AED (with optional topics)
- Heartsaver First Aid CPR AED: Total
- Forklift Operator
- Nursing Assistant
- Phlebotomy Technician Program
- Hundreds of non-credit courses made available online monthly in partnership with Cengage Learning

4. YouthBuild enrollment and credential attainments are as follows for the grant cycle through January 2025.

<b>YOUTHBUILD</b>	
<b>Enrollment</b>	51
<b>Credentials Earned</b>	212
12 – GED	
9 – Arkansas Workforce Alliance for Growth in Economy (WAGE) Certificates	
49 – Heartsaver First CPR AED Certifications	
49 – Heartsaver First CPR AED Certifications	
8 – Forklift Operator Certification	
21 – OSHA 10: Construction Certifications	
23 – OSHA 30: Construction Certifications	
40 – National Center for Construction Education Research (NCCER) Core: Introduction to Basic Construction Skills Certifications	
1 – Arkansas Certified Nurse Aid License	

Eleven (11) new participants began the program on February 17, 2025.

5. Career Pathways enrollment and credential attainments are as follows for the grant cycle through January 2025.

<b>CAREER PATHWAYS</b>	
<b>Enrollment</b>	96
<b>Credentials Earned</b> 5 – Certificates of Proficiency 10 – Technical Certificates 9 – Associate Degrees 6 – Certificates of Completion	30

6. Career Readiness Certification Services:

<b>CAREER READINESS CERTIFICATION SERVICES</b>	<b>December 2024</b>	<b>January 2025</b>
<b>WorkKeys Curriculum</b>	7	16
<b>WorkKeys</b>	11	18
<b>Total Participants</b>	<b>18</b>	<b>34</b>
<b>AR NATIONAL CAREER READINESS CERTIFICATIONS EARNED</b>	<b>December 2024</b>	<b>January 2025</b>
<b>Platinum</b> - Has core employability skills for approximately 99% of jobs profiled by WorkKeys	1	5
<b>Gold</b> - Has core employability skills for approximately 90% of jobs profiled by WorkKeys	5	5
<b>Silver</b> - Has core employability skills for approximately 65% of jobs profiled by WorkKeys	4	7
<b>Bronze</b> - Has Core employability skills for approximately 30% of jobs profiled by WorkKeys	1	1
<b>Total Earned</b>	<b>11</b>	<b>18</b>

UA Cossatot is a one-stop provider for Arkansas National Career Readiness Certification (AR NCRC®). The primary purpose of the *free* Arkansas National Career Readiness Certificate Program is to positively impact the economy in Arkansas by helping job seekers build their workplace skills, respond to employer needs, and increase the likelihood of a job seeker's success.

The CRC team consisting of staff members associated with multiple departments within the college:

- Verify job seekers have an Arkansas Job Link Account
- Administer WorkKeys Curriculum Pretests to determine if the job seeker is ready to take the WorkKeys assessments

- Provide remediation training using WorkKeys Curriculum, if the individual does not score adequately on the WorkKeys Curriculum Pretest
- Conducts WorkKeys Assessments
- Prints and distributes AR National Career Readiness Certificates (AR NCRCs) to successful examinees



COSSATOT COMMUNITY COLLEGE  
OF THE UNIVERSITY OF ARKANSAS

REPORT TO THE BOARD OF VISITORS

March 3, 2025

SUBJECT: College Relations

MADELYN JONES

**College Relations Report  
January 2025 – February 2025  
Board of Visitors Meeting – March 3<sup>rd</sup>, 2025**

**Social Media**

From January 1st to February 26th, UA Cossatot's Facebook presence saw significant growth. The platform received over 27,200 views, marking an 82.5% increase. Additionally, reach expanded to 8,600+ users, reflecting a 95.2% rise, while content interactions soared by 298.7% to 307 engagements.

Posts during this period highlighted key events and announcements such as the Chancellor/Vice Chancellors List, the Student Ambassador Capitol Trip, inclement weather alerts, "Come Fall in Love" events, and Spring and Summer registration dates. Other notable content included Coffee with the Chancellor events, Black History Month celebrations, Colts Athletic events, the surpassing of graduation rate goals, scholarship deadlines, refund withdrawal reminders, employment opportunities, POWER Project updates, and program highlights in Industrial Maintenance, Auto/Diesel, Welding, and EMT.

UA Cossatot also amplified content from various partners, including the UA Cossatot Medical Division, Cosmetology Department, Ashdown and DeQueen Public Schools, Continuing Education Services, EDSARI, the Center for Student Success, Arkansas Community Colleges (ACC), Sevier County Economic Development, the UA Cossatot Foundation, Memorial Baptist Church, and UA Cossatot Adult Education.

**Community Involvement**

**UPCOMING Coffee with the Chancellor events** – Tuesday, March 4<sup>th</sup> (Ashdown), Wednesday, March 5<sup>th</sup> (Nashville), and Thursday, March 6<sup>th</sup> (DeQueen). These events are designed to strengthen ties between UA Cossatot and the community, providing a space to **exchange ideas, discuss academic programs, explore workforce initiatives, and foster valuable relationships** that benefit our region.

**Colts Athletics**

Hosted Ashdown 2<sup>nd</sup>-5<sup>th</sup> grades for home Colts and Lady Colts Games on Jan 16<sup>th</sup> and 23<sup>rd</sup>.  
Sophomore Night – Sunday, Feb. 24<sup>th</sup> – recognized 10 graduating sophomores (5 men and 5 women)



Men's and Women's Basketball Regional Tournament – Harrison, AR – Feb 26<sup>th</sup>, 28<sup>th</sup>- March 1st

**UPCOMING EVENT:** Shooting Sports Drawdown Fundraiser – Saturday, April 26<sup>th</sup>, Little River Fairgrounds, 6:00-8:00

## UA Cossatot Foundation

Planning and Preparation for Fiesta Fest – largest community event & Foundation fundraiser. Proceeds go towards scholarships for non-pell eligible students. Exciting events such as a live band from Houston, EZ Band, folkloric and cultural dancing with mariachi band, wrestling event, dog show, community talent show, and over 25+ vendors. Event will be held on Saturday, May 3<sup>rd</sup> from 11:00-9:00pm in Downtown DeQueen.



Current UA Cossatot Foundation assests: \$850,877.51 (as of 2/26/2025)

## Ed 88

Throughout January and February 2025, ED88 Radio actively participated in various community events and initiatives:

- **Four-State Beef Cattle Conference:** On January 27, ED88 Radio promoted the upcoming KOMA Beef Cattle Conference, scheduled for February 18 in Parsons, Kansas, and February 19 in Fort Smith, Arkansas. The conference aimed to provide research updates from extension specialists across Kansas, Oklahoma, Missouri, and Arkansas, focusing on herd expansion and cattle market impacts.
- **Legislative Updates:** The station provided coverage of the Arkansas General Assembly's 2025 Regular Session, which convened on January 13. ED88 Radio featured weekly updates from State Representative DeAnn Vaught, informing listeners about legislative priorities, key deadlines, and opportunities for public participation.
- **Agricultural Resources:** ED88 Radio informed its audience about the release of the 2025 editions of the University of Arkansas System Division of Agriculture's management guides. These publications offer the latest research-based recommendations for managing weeds, diseases, and pests in various agricultural productions.

ED88 Radio's online platforms serve as dynamic spaces for listener interaction and community updates. The station's website and YouTube channel feature engaging content, including music trivia, behind-the-scenes glimpses of station operations, and live sessions with local artists. This approach has fostered a loyal and interactive online community.

COSSATOT COMMUNITY COLLEGE  
OF THE UNIVERSITY OF ARKANSAS

BOARD OF VISITORS

ACTION ITEMS

March 3, 2025

**Board of Visitors Meeting – March 3, 2025**  
**Action Item No. 1: Approve Minutes of the January 6, 2025, Board of Visitors Meeting.**

- 1. **Background information:** This is a routine action for the Board.
  
  
  
  
  
  
  
  
  
  
- 2. **Why action is needed at this time:** This action is customary at the meeting following the meeting for which the minutes are recorded.
  
  
  
  
  
  
  
  
  
  
- 3. **Chancellor's Recommendation:** The Chancellor recommends the Board approve the minutes of the January 6, 2025; Board of Visitors Meeting as submitted.
  
  
  
  
  
  
  
  
  
  
- 4. **Board of Visitors Action:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Motion by:**

**Seconded by:**

**Yeas:        Nays:**

MINUTES OF MEETING  
COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS  
BOARD OF VISITORS  
January 6, 2025

Chair Mike Cranford called the regular meeting of the Board of Visitors to order at 12:09 p.m. following a light meal at the UA Cossatot Lockesburg Community Room.

Present:	Mike Cranford	Dr. Glenn Lance	Joe Martinez	Angie Walker
	Barbara Dixon	Dori Gutierrez	Brenda Tate	

Absent: Barbara Horn  
Tim Pinkerton

**Staff Reports**

Chancellor Cole greeted the Board to the January meeting. Chancellor Cole continued to report the need for Student Loans. In the past the college had decided to not participate in offering Federal Student loans to our students. We are the only public college in the state of Arkansas that does not offer Federal Student loans. In 2019 a discussion was started in possibly offering federal student loans and at that time our faculty and staff as well as our Board members were opposed to offer them due to the default rate. This time around as a college we are going to do our due diligence and research the possibility of offering student loans and survey our student population to see what they think about moving in this direction. After we have our student inputs, we will bring this issue to the board to move forward. We have added more programs that have substantial costs associated with them, making it difficult for students to pay their tuition and fees. The college also offers student housing and meal plans, making access to Federal Students Loans a necessity in our changing landscape.

Vice Chancellor Charlotte Johnson provided the latest financial report to the board. The Summary of Unrestricted & Auxiliary revenues at the end of November stands at \$5.1 million, a decrease compared to the same time last year. Expenditures have also decreased from last year, totaling \$4.9 million. In Accounts Receivable, the college is up compared to last year. For Grants & Other Restricted Programs, the college has been awarded \$9 million in grants, with \$2 million earned to date. According to the Schedule of Bank Accounts, the college holds \$3.9 million, which is a decrease from last year. Charlotte also reported that the total for the Schedule of Investments-Certificate of Deposits is \$1 million, an increase of \$50,000 from the previous year. Pooled investments have risen to \$549,000. The total endowment funds amount to \$130,000, this includes Title III deposits.

Vice Chancellor Dr. Ashley Aylett presented the Academic Services report, highlighting the diverse programs available at UA Cossatot. Dr. Aylett informed the board about the state's only combined Automotive Diesel Technology program, which is offered on the De Queen campus.



Unlike most colleges that offer the two programs separately, UA Cossatot has integrated them to equip graduates with a broader skill set, improving their employability. High school students can also take courses during their school day through the Secondary Career Center. The Cosmetology program offers affordable services to the public Monday through Thursday, providing community members with low-cost services while giving students hands-on experience. Students also visit local nursing homes to offer services to residents. Additionally, the college offers short-term, single-semester programs in Esthetics and Nail Technology. Dr. Aylett also highlighted the Cybersecurity program, which is offered in partnership with UA-Hope/Texarkana, allowing students to earn certificates in Cybersecurity. The college's Agriculture program is the only two-year program of its kind in Southwest Arkansas, and it transfers seamlessly to the University of Arkansas. In the spring, students can gain experience in the greenhouse. Dr. Aylett shared that efforts are underway to establish a Veterinary Technician program. Finally, the Secondary Career Center, which helps high school students jumpstart their careers, was discussed. Through this program, students can earn college credit toward a technical degree while still in high school.

Tammy Coleman presented the Public Services & Workforce Development report, highlighting several key updates. She introduced Marty Allen, the new Fiber Network Engineer instructor, who has been doing an excellent job developing curriculum and building industry partnerships. The list of partners continues to grow, now including two international vendors and local electrical/telephone cooperatives. In October and November, the college provided training to 129 individuals, with 88 actively participating in the Career Pathways Initiative. Tammy also mentioned the college's free Career Readiness Certification services, which have already assisted 44 individuals. Additionally, 50 students are enrolled in the YouthBuild program, with a new quarter starting in January and a fresh cohort of participants joining in February. Lastly, Tammy informed the board that Workforce and Continuing Education staff are preparing for the transition to Workday Student, a new student information system set to go live in spring 2025.

Madelyn Jones provided an update on the College Relations department. She shared that during Giving Day, the college raised \$9,696.94, which was allocated across four different funds. Madelyn also announced a generous \$100,000 donation for the Britt Family Scholarship. This scholarship will be awarded for the next 10 years, providing two students each year with full tuition and fees for an academic year. Looking ahead, Madelyn highlighted the upcoming Fiesta Fest fundraiser on May 3rd, which will celebrate the event's 10-year anniversary.

### **Action Items:**

**No. 1 Approve Minutes of November 4, 2024, Board Meeting.** Brenda Tate motioned for passage and Dori Gutierrez seconded the motion. The motion passed with a vote of 7-0.


### **The board approved the following Action Items #2-22 as a group.**

Angie Walker motioned for review and Barbara Dixon seconded the motion. The motion passed by a vote of 7-0.

- No. 2 Review College Policy 103: College Governance and Policy Development.
- No. 3 Review New College Policy 209: Family Educational Rights and Privacy Act.
- No. 4 Review College Policy 306: Institutional Research Approval.
- No. 5 Review College Policy 401: Statement of Guiding Principles and Code of Ethics.
- No. 6 Review College Policy 404: Hiring Authority.
- No. 7 Review College Policy 412: Community and Educational Restrictions.
- No. 8 Review College Policy 413: Staff Hours.
- No. 9 Review College Policy 415: Instructional Staff Teaching Load.
- No. 10 Delete College Policy 418: Faculty Hiring.
- No. 11 Delete College Policy 449: Recognition of Accrediting Bodies.
- No. 12 Review College Policy 447: Educational Assistance Plan.
- No. 13 Review New College Policy 448: Tuition Discount Waiver.
- No. 14 Delete College Policy 508: Waiver of Non-Resident Tuition for Native Americans.
- No. 15 Review College Policy 512: Placement of Students in College.
- No. 16 Review College Policy 515: Honors, Awards, and Scholarships.
- No. 17 Review College Policy 516: Student Financial Aid.
- No. 18 Delete College Policy 517: Additional Scholarships.
- No. 19 Delete College Policy 519: Tuition Fee Waivers.
- No. 20 Delete College Policy 542: Club Sports Student Eligibility.
- No. 21 Delete College Policy 543: Club Sports.
- No. 22 Review College Policy 599: Student Catalog.

Chair Mike Cranford asked for a motion to adjourn the meeting. Joe Martinez made the motion and with a second from Barbara Dixon, Chair Mike Cranford adjourned the meeting at 1:25 p.m.

wg

Respectfully submitted,  
  
 Angie Walker, Secretary

**Board of Visitors Meeting – March 3, 2025**

**Action Item No. 2: Review New College Policy 473: Multi-Factor Authentication Policy.**

**1. Background information:** This new College Policy 473 purpose of this policy is to provide guidelines for multi-factor authentication (MFA) connections to the UA Cossatot network and information systems.

**2. Why action is needed at this time:** To keep our policy aligned with the UA System

**3. Chancellor's Recommendation:** The Chancellor recommends the Board review College Policy 473: Multi-Factor Authentication Policy

**4. Board of Visitors Action:**

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**Motion by:**

**Seconded by:**

**Yeas:**

**Nays:**

## **MULTI-FACTOR AUTHENTICATION POLICY**

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### **PURPOSE**

The purpose of this policy is to provide guidelines for multi-factor authentication (MFA) connections to the UA Cossatot network and information systems. These standards are designed to minimize the potential security exposure to UA Cossatot from damage which may result from unauthorized use of college resources. MFA adds a second layer of security which helps deter the use of compromised credentials.

### **SCOPE**

The policy applies to all members of the UA Cossatot community, including affiliates, students, faculty, staff, and guests that use their UAC account to connect to the college's network or technology resources. This policy applies to any system accessing data where MFA can be utilized.

### **POLICY**

#### **1. Multi-factor Authentication Requirements**

- a. MFA is required on all user accounts.
- b. All individuals are required to engage in one additional step beyond the normal login process to access campus resources and the campus network. Individuals are required to register a second approved device.
- c. MFA is required for all externally-exposed enterprise or third-party applications, where supported. Enforcing MFA via a directory service or SSO provider is a satisfactory implementation of this safeguard.
- d. MFA is required for remote network access.
- e. MFA is required for all administrative access accounts, where supported, on all college systems, whether managed on-site or through a third-party provider.

#### **2. MFA Methods**

- a. Authenticator App
  - i. A free mobile application that can be installed on mobile devices (Android, iOS) that provides a second method of authentication via push notifications or one-time passcodes. This is the preferred authentication method for users.

b. Hardware Token

- i. An alternative second method of authentication can be achieved by using a hardware token. A hardware token is a small USB device that can provide an alternative method of authentication via a combination of biometrics and/or one-time passcodes.
- ii. Hardware tokens can also be used for passwordless authentication and multi-factor authentication.
- iii. Hardware tokens are not provided by the college and must be purchased by the user. The cost of the hardware token will depend on the current retail price.
- iv. Request for hardware tokens will be reviewed by IT personnel.
- v. Individuals that are granted access to a hardware token are responsible for securing the token to safeguard its loss, theft, or damage. Lost or stolen hardware tokens should be reported immediately to the IT Help Desk – [diss@cccua.edu](mailto:diss@cccua.edu) or call (870) 584-1200.

3. Enforcement

- a. This policy regulates the use of all MFA access to UA Cossatot's network, and users must comply with College Policy 465 – Acceptable Use of Information Technology Resources and College Policy 471 – Data Protection Standards.
- b. Access to services and resources will be disabled immediately if any suspicious activity is observed. Access to services and resources will remain disabled until the issue has been identified and resolved.
- c. Any attempt to circumvent the use of MFA to gain access to college resources will result in loss of privileges.

**Board of Visitors Meeting – March 3, 2025**

**Action Item No. 3: Review Delete College Policy 212: Institutional Effectiveness Plan—Continuous Quality Improvement Cycle.**

1. **Background information:** This policy has been moved as a procedure under College Policy 207 Strategic Planning.

2. **Why action is needed at this time:** To keep our policies up to date.

3. **Chancellor's Recommendation:** The Chancellor recommends the Board reviews to Delete College Policy 212: Institutional Effectiveness Plan—Continuous Quality Improvement Cycle.

4. **Board of Visitors Action:**

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**Motion by:**

**Seconded by:**

**Yeas: Nays:**

## INSTITUTIONAL EFFECTIVENESS PLAN—CONTINUOUS QUALITY- IMPROVEMENT CYCLE

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*UA Cossatot embraces diversity and is committed to improving the lives of those in our region by providing quality education, outstanding service, and relevant industry training.*

UA Cossatot is committed to improving the lives in our region by providing quality education that serves the needs of students and the community. The College aims to achieve this overarching goal by providing affordable, convenient learning opportunities and relevant industry training. In order to ensure the College is making progress toward our mission and strategic goals, all of the College's departments and programs must engage in an ongoing assessment and continuous improvement process. UA Cossatot assessment involves the collection, analysis, and interpretation of data in order to determine if institutional performance is meeting expectations. At the institutional level, the College conducts an annual assessment of student outcomes, College operational accomplishments, and resource allocation.

UA Cossatot has developed an infrastructure that provides resources to support a culture of quality. The College ensures continuous quality improvement and is making an evident and widely understood impact on institutional culture and operations by documenting evidence of performance in its operations. The system for continuous quality improvement that the College employs for learning from its operational experiences is sustained through: 1) Strategic Planning; 2) Division/Department Annual Planning; 3) Annual Personal Development Plan; 4) Department and Academic Program Reviews or Specialized Accreditation Reviews; and 5) an Annual Evaluation of Institutional Effectiveness. This cycle of Continuous Quality Improvement is illustrated in Figure 1 below.

Components of the CQI cycle include: 1) Gathering data; 2) Analyzing data results; 3) Developing action plans that address the analysis; 4) Implementing the action plans; and 5) Evaluating the action plans. This five-step process provides a systemic methods approach to continuous quality improvement for most tasks related to carrying out the College mission.

*Process adopted from Institutional Effectiveness Plan created by Dr. Donna Wood*

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**Figure 1: UA Cossatot, Continuous Quality Improvement Cycle**



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**Policy History:**

November 4, 2019

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**Board of Visitors Meeting – March 3, 2025**  
**Action Item No. 4: Review Strategic Plan.**

1. **Background information:** This is a routine action for the Board.
2. **Why action is needed at this time:** This action is customary.
3. **Chancellor's Recommendation:** The Chancellor recommends the Board reviews Review the Strategic Plan.
4. **Board of Visitors Action:**

**Motion by:**

**Seconded by:**

**Yeas:    Nays:**

## **Strategic Plan for UA Cossatot (2025-2030)**

This strategic plan positions UA Cossatot for long-term success by focusing on innovation and excellence in education. Through these four strategic goals, we will create a more engaging learning environment, expand access to education, enrich campus life, and ensure operational efficiency, ultimately empowering our students and strengthening our community.

### **Mission Statement:**

UA Cossatot embraces diversity and is committed to improving the lives of those in our region by providing quality education, outstanding service, and relevant industry training.

### **Vision Statement:**

UA Cossatot will be a leading community college and the local gateway to higher education and training by providing innovative and creative opportunities to learn, grow, and achieve with a focus on equitable educational opportunities, students and their success, and a commitment to communities and their development.

### **Strategic Goal 1: Enhance the Learning Experience**

*Goal:* Improve the quality, accessibility, and relevance of educational services to support student success.

#### **Key Objectives:**

- A. Align curricula, credentials, certificates, and degrees with transfer, career, and entrepreneurial opportunities.
- B. Promote faculty professional development to improve teaching practices, including strategies to enhance class participation, integrate technology, and enhance educational assessment.
- C. Offer flexible and innovative scheduling to help learners balance life and education.
- D. Increase real-world learning opportunities through internships, apprenticeships, and shadowing programs.
- E. Use data-driven assessment to continuously improve learning outcomes.
- F. Promote civic, community, and global engagement, with opportunities for students, faculty and staff to participate in volunteer work and community organizations.

#### **Measurable Goals for Goal 1:**

- Increase internship and apprenticeship opportunities by 10% by 2030.

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### **Strategic Goal 2: Reimagine Enrollment**

*Goal:* Provide a supportive, personalized experience for every student.

**Key Objectives:**

- A. Build relationships, expand partnerships, and develop pipeline programs with schools, community organizations, and businesses.
- B. Increase affordability and financial resources to alleviate financial challenges for students.
- C. Promote academic success and reduce barriers through personalized advising, mentorships, tutoring, and support services.

**Measurable Goals for Goal 2:**

- Increase total enrollment by X% by 2030.
  - Improve retention rates by X% over five years.
  - Increase OER usage by 10% by 2030.
  - Maintain 50% graduation rate over next five years.
  - Reach 55% graduation rate by 2030.
- 

**Strategic Goal 3: Elevate the Campus Experience**

*Goal:* Create a welcoming, safe, and vibrant campus environment.

**Key Objectives:**

- A. Develop a plan to modernize classrooms, labs, dining areas, and communal spaces to foster belonging.
- B. Implement advanced security systems and mental health resources for students and staff.
- C. Expand extracurricular and student organization programs for enhanced collaboration and learning.
- D. Strengthen student-athlete support systems to balance academics and sports.

**Measurable Goals for Goal 3:**

- Establish one new student organization focused on civic, community, or global engagement by 2030.
  - Achieve 95% student satisfaction with campus facilities and safety.
  - Increase participation in student organizations by 20% by 2030.
  - Implement a masters facility plan.
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**Strategic Goal 4: Achieve Operational Excellence**

*Goal:* Improve institutional effectiveness, accountability, and sustainability through efficient operations and data-driven decisions.

**Key Objectives:**

- A. Utilize data analytics to track performance and support strategic planning.
- B. Streamline policies and processes to increase efficiency.
- C. Develop a proactive fiscal strategy that aligns revenue growth with program and staffing priorities.
- D. Invest in modern digital infrastructure and cybersecurity to support learning and operations.
- E. Strengthen employee recruitment, retention, and succession planning.
- F. Foster a culture of employee engagement through open communication and collaboration.
- G. Promote eco-friendly practices, including waste reduction and energy-efficient technologies.

**Measurable Goals for Goal 4:**

- Engage 100% of employees in professional development opportunities each school year.
- Achieve 90% faculty/staff satisfaction with streamlined policies.
- Increase employee retention by X%

# COSSATOT COMMUNITY COLLEGE OF THE UNIVERSITY OF ARKANSAS

BOARD OF VISITORS

INFORMATION ITEMS

March 3, 2025



# UA Cossatot

183 College Drive • De Queen, AR 71832 • 870.584.4471 • 800.844.4471 • www.cccua.edu

## Curriculum Committee Agenda/Minutes February 19, 2025

### Members:

Ashley Aylett-non vote	X	Bruce Franklin		Eda Lopez	
Houston Crow	X			Sabrina Harner	
Denise Hammond		Haley Hadaway	X	Heather Orr	X
Stacy White		Kelli Harris	X	Jimmy Washburn	
Jocelin Galvez	X	Julie Rhodes	X	Tammy Walker	
Jordan Guillory	X	Mary Collom		Sarah Chesshir	X
Tammy Coleman	X	Tiana Kelly		Brett Blackburn	

### Request 1: Approval of AAS: Livestock Management

- This program will focus on the practical application of scientific principles to efficiently raise and manage various livestock animals, encompassing aspects like breeding, nutrition, health care, animal welfare, production practices, and marketing of animal products, while optimizing profitability and sustainability on a farm or ranch.
- Adding 5 new courses to our current agriculture offerings
- We have received USDA funding for the start-up cost.

**Motion: Tammy Walker**

**Second: Heather Orr**

**Motion approved.**

### Request 2: Course Name Change---Technology for Teaching to Instructional Technology

- Change the name of EDHP 22363 from Technology for Teaching to Instructional Technology.
- The change reflects a modernization of the name. Other schools have changed the name from "teaching" to educational or instructional.

**Motion: Sarah Chesshir**

**Second: Jordan Guillory**

**Motion approved.**

### Request 3: Change in Course Rotation for Auto/Diesel Program

- We are revamping our auto/diesel course rotation to better accommodate high school students in our Secondary Career Center that are matriculating into our post-secondary program. This change can improve our matriculation and graduation rates.

**Motion: Julie Rhodes**

**Second: Jocelin Galvez**

**Motion approved.**

**Motion to adjourn the meeting at 1:11 made by Tammy Coleman and seconded by Houston Crow.  
Meeting adjourned.**