

Under the Leadership of Dr. Donald R. Bobbitt

Over the last 13 years, the UA System has embraced the concept of functioning collaboratively to solve challenges related to the delivery of high-quality education and being responsible stewards of financial resources.

available employment opportunities relying on the expertise of the Arkansas Economic Development Institute located at UA-Little Rock.

Revenue Growth: Despite relatively stagnant state funding and keeping tuition and fees affordable, system revenue has grown by more than \$1 billion since FY2012. This has been accomplished through adding campuses, growing the research portfolio and ensuring the fiscal health of UAMS and UAF, among other efforts.

Affordability: The average tuition and fee cost across the system has declined during the past seven years when adjusted for inflation. The average system student paid \$9,100 annually in tuition and fees in FY17 compared to an inflation-adjusted \$8,300 annually in FY23.

State funding:

in 2018) which rewards campuses for student retention and graduation and worked with UA System campuses to meet statewide goals to increase degree production at all levels.

Systemwide Contracting: Leveraged system size for contracting in dozens of areas resulting in savings in the millions. This includes the systemwide Blackboard contract that gave campuses access to a variety of new software solutions at less cost to support student outcomes, including allowing for seamless transition to online classes at the outset of the pandemic.

All Funds Budgeting: Transitioned budget format that represents all funds received by the institutions and is consistent with the annual Statement of Revenues, Expenses and Changes in

System Expansion: Oversaw the successful addition of UA Rich Mountain and UA Pulaski Technical College to the UA System in 2017 ~~and UA - East Arkansas Community College in 2024~~

UAMS Efficiency and Expansion: Supported UAMS efforts to seek National Cancer Institute (NCI) designation; establishment of the first Proton Therapy Center; establishment of new, state-of-the-art orthopaedic surgery facility; addition of a \$150 million UAMS energy project that is producing cost savings and garnering national praise.

Division of Agriculture/UAF Relationship: Improved relations between the Division and the UAF campus, which was solidified through the signing of an MOU creating an outline for a more productive working relationship between the two entities.

UA Little Rock Boost: Supported UA Little Rock through a retrenchment process to bring the institution more in line for financial efficiency, recovery and future success; Assisted UA-PTC with a similar process of downsizing administrative expenses to lead the institution to fiscal health during a period of enrollment decline.

UA Rich Mountain Stabilization: Successfully worked with and supported leadership at UA-Rich Mountain to add athletics programs and housing to stabilize and grow the smallest 2-year college in the state.

School Safety: