

SPARKING INNOVATION, IGNITING GROWTH
ASMSA 2025 STRATEGIC PLAN
YEAR 2 (2021-22) PROGRESS

TEACHING AND LEARNING		
<i>Cultivate a culture of dynamic teaching and learning that empowers young people to identify their passions for research, inquiry, and creative expression, develop the self-discipline necessary for success, as well as grow in their identity as emerging practitioners and professionals.</i>		
Goal	Progress	Next Steps
Strategy 1.1: Continue to build on ASMSA's faculty-supported model for student research, inquiry, and creative expression while seeking out expanded partnerships that engage talented young people with leading scholars, professionals, and organizations.	ASMSA created three new positions for this purpose. The Coordinator for Scholar Development will serve as the primary coach while working alongside the Associate Dean for STEM and Associate Dean for Arts and Humanities to build out partnerships for student programs.	As these three professionals establish their roles over the coming months, they will begin building a "prestige engine" framework for ASMSA. The goal is to position students for competitive opportunities that serve both individual and institutional good while opening new doors of opportunity.
Strategy 1.2: Fully embrace ASMSA's arts mission by expanding an institutional culture of visual and performing arts through encouraging student talents, abilities, and creativity.	The first cohort of 16 students was admitted to the Visual Arts and Design Program of Distinction (P.O.D.). ASMSA also hired its second full-time music instructor, who brings an emphasis on strings. Students continue to excel in a variety of external competitions, which helps to position them for admission to specialized collegiate programs.	Faculty will implement the new P.O.D. curriculum in the coming year, which ensures students interested in visual arts have ample opportunity to pursue depth in their study while meeting state graduation requirements. SSCs will work closely with incoming students in understanding this pathway.
Strategy 1.3: Foster inclusive and diverse learning environments through ASMSA's hiring practices, instructional strategies, and student support systems that remove systemic barriers to equity within our community of learning.	Recognizing the needs of our incoming HELIX Prep Academy students, a program coordinator position was created for FY23. As the Scholar Development program comes into focus, Student Success Coordinators now have additional time to focus on advising, support, and intervention.	Mindfulness about the ongoing effects of the pandemic on learning loss and maturity remains a key concern entering the new academic year. A secondary goal is to better integrate faculty into intervention efforts to better share the responsibility for intervention between instructors and SSCs.
Strategy 1.4: Focus on faculty growth and continuous improvement by offering expanded professional development, asserting leadership in instructional strategies, identifying contact points to interact with fellow educators, and sharing our best practices with national audiences.	After two years of development, the Faculty Advancement Plan received approval from the University of Arkansas System, including an informational presentation to the Board of Trustees in May. Campus also began utilizing Workday Learning for training opportunities.	ASMSA will continue to enhance our position within NCSSS, the Arts Schools Network (ASN), as well as state organizations related to faculty domains to learn from each other while sharing our experiences. We will begin an exploration of the process of Cognia STEM Certification under our accreditation.
Strategy 1.5: Provide valuable and engaging learning opportunities to students, educators, and districts across the state through a diverse portfolio of outreach, enrichment, digital learning, and educator development programs that involve all members of the ASMSA community.	STEM Pathways achieved record enrollment this year despite continued flat funding in the program grant from ADE. Work began on developing the Advanced Statistics Plus cohort focusing on AP Statistics. Outreach field trips and the Summer Acceleration Academy were new points of contact for motivated students.	In addition to piloting the Advanced Statistics Plus program, ASMSA will continue to advocate with stakeholders and ADE leadership for an increase in grant support. The program is currently serving three times as many students as originally proposed but has received no increase in funding since the program began in 2015.

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STUDENT DEVELOPMENT		
<i>Maximize the full potential of the on-campus experience by affirming the centrality of residential life in creating a living-learning community that connects students beyond the classroom, assists in developing them as a whole person, and prepares these future leaders for successful and fulfilling lives through building sustainable skills and mindsets.</i>		
Goal	Progress	Next Steps
Strategy 2.1: Implement a Student Development Curriculum that focuses on social-emotional learning, leadership development, digital citizenship, healthy relationships, and other topics that recognize students' needs as maturing young adults and engaged members of a community.	ASMSA participated in a cohort of NCSSS schools for the Challenge Success Survey of Student Engagement, a product of the Stanford Graduate School of Education. The survey provides insights on mental health, homework, school culture, and student demographics.	ASMSA will continue to review data from the survey while cross-referencing our findings against similar NCSSS schools as well as the national data set. Staff will explore additional PD related to their research-based strategies using the SPACE framework to improve student well-being.
Strategy 2.2: Ensure that diversity, equity, inclusion, and mutual respect for all characterize our campus culture and climate.	Amid the ongoing effects of the pandemic, "Shared Commitment" and "Shared Responsibility" were recurring themes for the year. Empathy and understanding were reinforced in the classroom, residential experiences, and other parts of campus as we worked to adapt as needed.	The HR Manager position has been reclassified as Director of Human Resources and Campus Culture. ASMSA will emphasize "belonging," which ensures both a place and space for students of all backgrounds, beliefs, and experiences--not just those who are marginalized.
Strategy 2.3: Emphasize healthy habits as important components of physical well-being through campus programming and activities that support play, physical development, and balanced nutrition.	Residential Life Staff conducted a preliminary cost and logistics analysis for ASMSA to facilitate its own AAA-sanctioned sports teams. Though a fairly broad discussion, the lack of facilities trumps financial outlay, logistics, and balancing academics.	The community kitchen located in the renovated Selig Hall addresses a major deficiency in campus programming. Work associated with the Campus Master Plan will continue to explore future options for fitness, play, and formal sports.
Strategy 2.4: Create an atmosphere conducive to healthy conversations about mental and emotional well-being by providing student-centered services and programs that address the natural challenges of both adolescence and the rigors of the ASMSA experience.	ASMSA used federal ESSER funds to add a Licensed Social Worker to the staff beginning August 1, 2021, expanding the capacity for mental health services, resources for 504 testings, and support for families needing access to services.	The relocation of the campus mental health hub to Selig Hall presents an opportunity for a new and exciting space not only for offices but also for programming centered around group therapies, activity-based discussions, interpersonal mediation, and other student needs.
Strategy 2.5: Invest in staffing models and resources that reinforce the professionalism of and essential role played by Student Life Staff who employ best practices in fostering an inclusive and engaging residential community.	After a year with unusually high stability among the Residential Life Staff, the past year was marked with a variety of comings and goings due to family needs and personal commitments. Aggressive recruitment for FY23 should better position the staff.	Dr. Colin Jno-Finn has been hired as the new Assistant Dean for Residence Life. His exceptional experience and leadership will help to balance the needs of several new staff within the program. ASMSA continues to explore ways to improve both direct and indirect benefits for live-in staff.
Strategy 2.6: Continue to involve students as full stakeholders in discussions on institutional policy and campus planning so that decision-making is student-centered.	Monthly meetings with the SGA Executive Board continued to positive effect. Students were also added to the COVID Workgroup to ensure their perspective in policymaking.	SGA has been encouraged to form a Teaching and Learning subcommittee as the first step toward additional engagement on classroom topics and a potential future seat on the Governing Council's Teaching and Learning Committee.

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ENROLLMENT GROWTH		
<i>Expand enrollment to serve more students statewide through targeted growth models that reflect our commitment to stewardship of the public investment in ASMSA.</i>		
Goal	Progress	Next Steps
Strategy 3.1: Work with members of the Arkansas General Assembly, University of Arkansas System, and other ASMSA stakeholders to develop and implement a sustainable funding formula that enables the school to increase enrollment.	Initial meetings were held with members of the local legislative delegation and other program stakeholders. However, stronger than anticipated sales and use tax collections that contribute to the school's core funding have created some challenges when seeking an RSA increase.	Emphasis will be placed on how to create, fund, and construct housing for additional students before arriving at a funding formula. At this stage, we do not anticipate pursuing legislation related to further enrollment growth beyond 260 before the 2025 session of the Arkansas General Assembly.
Strategy 3.2: Strengthen curricular options, methods of engagement, and unique experiences for students in the arts while developing recruitment and admissions procedures directed toward students with specific arts interests.	Dr. Nathaniel Groot was selected after a national search to become ASMSA's second full-time music instructor. His experience in strings will allow for further growth and expansion of the music program while reaching additional students. Recruiting for Arts opportunities continues to be a priority for admissions.	ASMSA will continue to refine our print, digital, and interpersonal outreach programs for all prospective students, with continued interest in the Arts as we move beyond the perception as "the math and science school."
Strategy 3.3: Explore alternative enrollment models such as commuter options and online programs that recognize students' and families' individual needs, thereby increasing access to ASMSA's quality programs.	Hybrid-Flexible (hy-flex) learning throughout the pandemic and the Summer Acceleration Academy helped to highlight the challenges associated with digital models for learning. We continue to monitor interest in digital opportunities.	ASMSA will explore the development of a Program of Distinction (P.O.D.) centered around Advanced Placement coursework for interested students. This pathway would allow students to earn the AP Scholar designation as well as the AP Capstone Diploma.
Strategy 3.4: Continue the sophomore early entrance pilot program to determine its overall effectiveness and potential for future expansion as a means of supporting students in need of academic acceleration and intellectual peers.	Admissions recruited the fourth cohort of Early Entrance students while also selecting the first cohort for the HELIX Prep Academy. One challenge is helping prospective families understand the purpose of HELIX and its specific audience of low-income/first-gen college pathways students.	While the value proposition of acceleration is more easily stated for the Early Entrance Program, we believe the HELIX Prep Academy will benefit from students in the experience as we seek to recruit the next cycle of students.
Strategy 3.5: Continue to ensure equity in access for geographically, economically, and racially diverse students who face opportunity gaps and do not share the same level of preparatory experiences and support as some of their peers.	Enrollment of low-income students remained near the target range of 33% for AY22. The primary emphasis in this domain has been on the recruitment and program development of the HELIX Prep Academy. Early successes in HELIX recruitment have been in Hispanic and Latinx populations.	ASMSA will continue to explore Spanish-language outreach pieces that ensure prospective families can explore the opportunity in full. The ASMSA Foundation will continue efforts to establish a "fellowship" program that provides additional financial support to low-income students.

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ADVOCACY AND PARTNERSHIPS		
<i>Strengthen internal and external partnerships with local, state, and national stakeholders that create committed and vocal advocates for the essential leadership role that ASMSA plays within Arkansas education as well as economic and community development.</i>		
Goal	Progress	Next Steps
Strategy 4.1: Develop a framework for alumni to share perspective and experience that supports students' personal and professional development in addition to institutional advancement.	ASMSA hired its first Coordinator for Alumni and Community Relations. Institutional Advancement worked with alumni in the Classes of 2000-02 to host an Alumni Weekend event at Oaklawn, which provided a novel template for future engagement in Hot Springs beyond the fall Homecoming celebrations.	A priority for the coming year will be to grow membership within the AAFA Steering Committee while also developing a national Alumni Advisory Council that focuses more on broad discussions about the school's future than hands-on activities. The AAFA will continue to seek out opportunities for student engagement and mentoring.
Strategy 4.2: Reinforce to legislators and other leaders the value of the state's commitment to talented young people so that the decision-makers understand their return on investment in ASMSA.	ASMSA began the process of transferring portions of the campus not immediately part of the hospital complex. Discussions with the City of Hot Springs leadership were productive while addressing concerns about the timeline for vacating the hospital complex.	ASMSA will complete a revised Economic Impact Study through a partnership with UALR. We anticipate the study will be ready in advance of the 94th Arkansas General Assembly in January 2023. ASMSA will work with the City of Hot Springs to transfer the remaining campus properties this fall.
Strategy 4.3: Utilize the ASMSA Parents Association and Parents Advisory Council to promote direct communication, gain insights on family needs, and represent ASMSA daily in communities across the state.	ASMSA held monthly meetings of the Parents Advisory Council as well as quarterly forums for all parents and guardians. They continue to be helpful in creating space for questions and discussion. Bi-weekly Possip surveys provided nominal benefit and will be discontinued in the fall semester for internal monthly surveys.	As ASMSA moves toward more sustainable approaches for managing the pandemic, we anticipate a return to on-campus programming for parents, including activities like Family Connections Day. A Vice-Chair has been added to the Parents Advisory Council for AY23.
Strategy 4.4: Expand ASMSA's position in the Hot Springs community as a hub for educational discussions, cultural enhancement, intellectual debate, and economic development.	Digital versions of the Science and Arts Cafe continue to expand the potential reach of these events. ASMSA continues to make campus facilities available to local organizations and mission-aligned groups.	The Outreach Coordinator will begin developing a proposal for a Cultural Enhancement Series that looks to partner ASMSA with community organizations for novel programming that is built on mutual interest.
Strategy 4.5: Prioritize fundraising efforts to reflect the ASMSA Foundation's commitment to direct student support, faculty innovation, programmatic development, and facilities needs.	The ASMSA Foundation began in-person events again with the Community of Learning Luncheon and the annual Arkansas Fall Golf Classic. Total dollars raised continue to lag amid the challenges of the pandemic, though we are seeing growth in endowment creation.	The Foundation will seek grant opportunities, which have historically been a key component of ASMSA's strategy for developing new programs. Additional emphasis will be on groups that support capital projects as consideration begins on future stages of the Campus Master Plan.
Strategy 4.6: Explore methods to reach varied audiences by using traditional and evolving media to provide a snapshot of daily life and learning on campus, celebrate achievement, and articulate a full narrative of the unique opportunities and experiences available exclusively at ASMSA.	The previous Board of Visitors report has been broadened into a Quarterly Report designed for sharing with all campus stakeholder groups. ASMSA established a TikTok account, created new videos highlighting the student experience, and utilized Spotify advertising for the first time.	Video will continue to be an important aspect of storytelling efforts in the year ahead. We are seeking to embrace more organic content produced by students on ASMSA's institutional channels. Preparation is underway for a monthly podcast series.

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FACILITIES EXPANSION		
<i>Grow facilities and implement long-range strategies to meet the needs of expanded enrollment, academic experiences, student life, recreation, and community engagement.</i>		
Goal	Progress	Next Steps
Strategy 5.1: Review and update the Campus Master Plan to redevelop a facilities growth pathway in accordance with institutional needs.	The formal Campus Master Plan is about halfway completed. Work began earlier this year with Harris Architect and took a more practical approach to where we hope to see the campus by 2030. The major challenge for the moment has been determining the best location and approach to the Maintenance Shop, which is needed to vacate the hospital complex.	Campus stakeholders will weigh in on preliminary designs and offer their perspectives on the order of priority for future facilities: Downtown Arts Center, athletic/play spaces, fitness center additional housing, parking, and other needs.
Strategy 5.2: Initiate efforts to expand ASMSA's dedicated arts facilities in collaboration with community partners that lead to the full realization of the school's legislated arts mission.	Campus leadership continued working with a group of community arts advocates regarding the development of a Downtown Arts Center. The product of these discussions with fairly ambitious and would require a significant lead gift in order to proceed with a capital campaign.	The group will also explore options for the size and scope of a Cultural Arts Center that, perhaps, could make the project more feasible. A model similar to the recently-announced education building for the Arkansas Symphony Orchestra presents a more flexible template that could be merged with the visual arts needs of the campus in a project that is between 30,000-40,000 square feet.
Strategy 5.3: Formalize steps that will lead to vacating the former hospital complex by creating a plan to transfer teacher offices, maintenance, and other programs to permanent locations using new or existing facilities.	Campus leadership worked with the City of Hot Springs to transfer the property from the chapel & convent, courtyard, and future location of the Administration Building. The Administration Building project was approved by the Trustees and plans have been finalized.	The Administration Building project will begin in Fall 2022. The Maintenance Shop project will be brought to the Trustees for project approval in Fall 2022. All teacher offices and programs will relocate to the academic building once the administrative functions move. The goal is to exit the hospital in 2023.
Strategy 5.4: Expand and create student residences as well as shared and recreational spaces to fully support the emotional, social, physical, and academic needs of students.	Renovations on the chapel and convent are in progress and scheduled to be completed by August 2022. The Board of Trustees approved naming the complex Selig Hall in memory of Helen Selig, a former mayor of Hot Springs and longtime advocate for the school.	ASMSA will obtain cost opinions and preliminary designs on a new fitness center space and outdoor spaces like a hammock garden, volleyball courts, and a half basketball court. ASMSA has completed a preliminary cost opinion and design of an additional 40-bed residence hall located along Pine Street.
Strategy 5.5: Advocate for the creation of a Public Residential Schools Facilities Fund by the Arkansas General Assembly that brings ASMSA into parity with other public high schools.	Initial meetings were held with the local legislative delegation on this topic. Such legislation would be modeled after ACA § 6-23-908.	Campus leadership will discuss this goal with local legislators in hopes of proposing a bill for the 94th General Assembly in 2023. ASMSA will study how the bill might benefit other programs such as the Schools for the Deaf and Blind.