

2020-2025



UACCB
UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE **BATESVILLE**

The College

The University of Arkansas Community College at Batesville (UACCB) is a comprehensive community college committed to providing learning experiences that improve the lives of those they serve. UACCB provides affordable access to technical education and college transfer programs that meet the diverse higher education needs of the citizens of north central Arkansas. The College also promotes economic development and enhanced quality of life for the community through adult education, developmental education, customized business and industry training, and continuing education programs.

Mission, Vision, and Values

MISSION: The University of Arkansas Community College at Batesville provides quality educational opportunities within a supportive learning environment. We promote success through community partnerships, responsive programs, and an enduring commitment to improvement.

VISION: The University of Arkansas Community College at Batesville will be recognized for excellence in education, leadership, service, and innovation in response to education, economic, and social needs.

VALUES: At UACCB, we value...

- Unity through collaboration
- Achievement in educational goals
- Commitment to excellence
- Contribution to community
- Balance in learning and life

UACCB Facts

UACCB Enrollment - Fall 2019

Headcount 1,450

SSCH..... 14,523

FTE968

Online Enrollment: 59 courses; 3,719 SSCH

UACCB Completion for 2018-2019

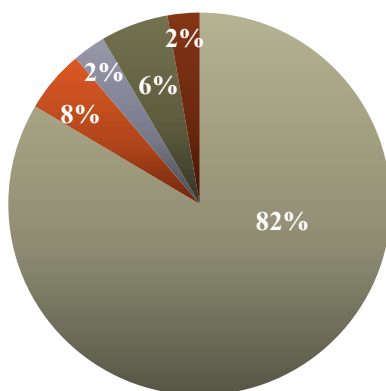
60% Retention Rate (fall cohort retention after 1 year)

41% Graduation Rate (fall cohort graduating within 3 years)

440 Degrees/Certificates Awarded

- 289 Certificates of Proficiency
- 126 Technical Certificates
- 188 Associate Degrees (total): 166 Associate of Arts/Associate of Science; 102 Associate of Applied Science Degrees

Program choices include liberal arts, business, welding, early childhood education, criminal justice, nursing, emergency medical services, teaching and more. Visit www.uaccb.edu for a complete list.



Fall 2019 Race and Ethnicity

- White
- Hispanic/Latino
- Black
- Multiple Race
- Other

County of Residence (Fall 2019 students)

Independence County: 62.9%

Sharp County: 11.4%

White County: 7.7%

Other Counties: 18.0%

Age of Students

Younger than 18: 395

18-24: 686

25 and up: 369

Gender: Female: 951 (66%) Male: 499 (34%)

MAJOR EMPLOYERS IN INDEPENDENCE COUNTY:

Manufacturing: 4,922

Healthcare: 2,306

Education: 1,248

Human Services: 1,300

Financial Services: 582

Restaurants: 343

Wal-Mart: 328

Strategic Planning Process

October, 2019: Survey of community, faculty, staff, and UACCB Board of Visitors

October 18, 2019: Meetings with consultants, Dr. Barbara Jones and Dr. Stephanie Tully-Dartez, and stakeholders (UACCB Board of Visitors, faculty, staff, and student representatives) to review survey outcomes, identify college pride points, discuss gaps in service, vision for the future, and to ultimately develop a five-year strategic plan.

November 22, 2019: Review of Strategic Initiatives and sub-initiatives, development of Key Performance Indicators, and identification of appropriate assessment and evaluative measures.

November-December, 2019: Finalization of plan

January, 2020: Implementation of plan; budget development with alignment with plan

Planning Team

Kayllen Cox	SGA Student Representative
Dorianne Dias	Staff Senate President/Trio Advisor
Cheyenne Diaz	Academic Advisor Career Pathways
Robin Britt	Cashier
Casey Bromley	Director Of Student Information/Registrar
Jodie Hightower	Assistant To The Chancellor
Zack Harber	Director Of Career And Technical Education
Becky Warren	Director Of Workforce And Career Services
Jennifer Emery	Faculty Arts and Humanities
Andrew Sealy	Assessment Academy/Biological Science Faculty
Katie Camden	Assessment Academy/Nursing Faculty
Jon Farrar	Academic Advisor
Susan Tripp	Division Chair Arts And Humanities/English Faculty
Kristen Cross	Director Of Financial Aid
Mindy Shaw	Early Childhood Faculty
Amy Bullard	Simulation Coordinator Nursing
Steve Collins	Director Of Information Services
Josh Foss	Shipping And Receiving Clerk/Student
Meagan Akins	Admission Counselor/ Communication Adj. Faculty
Kim Whitten	Director Of Advancement
Deanna Tillery	Director Of Student Success Center
Anne Austin	Vice Chancellor For Research Planning & Assessment
Brian Shonk	Vice Chancellor For Academic Affairs
Gayle Cooper	Vice Chancellor For Finance And Administration
Greg Thornburg	Vice Chancellor For Student Affairs
Debbie Frazier	Chancellor

STRATEGIC INITIATIVES

These Strategic Initiatives were developed and aligned with the UACCB Mission, Vision, and Values, which support “quality education opportunities within a supportive learning environment” through partnering, responding, and committing to improvement.

RESPOND

Initiative: Strengthen responsiveness to student, college, staff, community, college employee, and workforce needs

ENGAGE

Initiative: Bolster engagement with students, faculty, staff, community, and employers

ACCESS

Initiative: Improve access to quality education programs and services to support goal completion

COMMUNICATE

Initiative: Enhance internal and external connections through communication and collaboration

HELP/SUPPORT

Initiative: Strengthen support for students in their educational pathways

The acronym for the major initiatives is REACH, which conveys the institution’s overarching plan of growth and improvement through work and coordinated efforts toward a point or “destination” of achievement.



STRATEGIC INITIATIVE 1: RESPOND

Initiative: Strengthen responsiveness to students, college employees, community, and workforce needs

COMPONENTS

1. UACCB partners with business and industry to provide relevant workforce training.
 - a. Increase the number of industry partners.
 - b. Ensure current and future industry partnerships are robust.
 - c. Increase the amount of workforce trainings (both credit and non-credit)
 - i. Measure is number and variety of workforce training offerings.
 - d. Increase participation workforce trainings
 - e. Increase satisfaction among business and industry partners

KPI/ Measures: Number of business and industry partnerships, number of internships, number of partners on advisory committees, in-kind and financial donations, student employment, workforce training offerings (credit and non-credit), number of participants in workforce training, Employer and participant satisfaction survey

2. UACCB meets student goals and regional workforce needs by offering quality and high-demand academic programs.
 - a. Ensure academic programs are viable and relevant
 - b. Ensure academic program efficiency and effectiveness through guided pathways.

KPI/Measures: State program viability standards (relevant and viable), programmatic accreditation, advisory committee survey, program resource audit, Arkansas Economic Security Report, Program enrollment and graduation, graduate employment

3. UACCB employs state-of-the-art technology and equipment to serve college stakeholders' instructional and operational technology requirements
 - a. Increase student and employee satisfaction with campus technology.
 - i. Increase interaction between college stakeholders and Technology Committee.
 - ii. Improve training process for utilization of campus technology, to include Project One (UA System-wide enterprise resource planning system).

KPI/ Measure: Employee Satisfaction Survey, Student Satisfaction Survey, CCSSE, Technology Survey, Project One timeline completion, tracking of Professional Development (re: technology, ERP)

4. UACCB engages high school and university partners to provide seamless educational pathways.
 - a. Increase college-going rate for Project College Bound high schools.
 - b. Increase completion of college certificates by high school concurrent and secondary technical students.
 - c. Expand collaboration with university partners to encourage degree completion and transfer pathway.

KPI/ Measure:

College Going Rate, Post-Secondary Conversion Rate, Credential Completion by HS students (concurrent and secondary technical), transfer agreements (2+2 programs), transfer rate and success (National Student Clearinghouse)



STRATEGIC INITIATIVE 2 ENGAGE

Initiative: Bolster engagement with students, faculty, staff, community, and employers

COMPONENTS

1. UACCB provides an environment to encourage employee excellence, retention, and recognition.

- a. Improve employee retention.
- b. Encourage employee excellence through an employee recognition program.

KPI/Measure: Employee retention rate (benchmarked), Employee satisfaction survey

2. UACCB provides employees with comprehensive and continuing professional and leadership development opportunities.

- a. Increase professional development opportunities for faculty.
- b. Increase professional development opportunities for staff.
- c. Increase leadership development opportunities for faculty and staff.

KPI/Measure: Employee satisfaction survey, professional development hours, CE courses/programs offered and numbers attended.

3. UACCB strengthens community and employer connections through partnerships and communication.

- a. Be the training institution of choice for local employers.
- b. Increase visibility of campus accomplishments and activities throughout the regional area.
- c. Enhance communication with industry partnerships.

KPI/Measure: Employee satisfaction and interest surveys, Workforce training courses offered and contact hours, Economic Security Report, Advisory Committee surveys

4. UACCB engages and retains students through student services, student spaces, student activities, organizations, and mentoring opportunities.
- a. Ensure activities and organizations capture the interests of the student population.
 - b. Increase student participation in student activities/organizations, use of support services, and student spaces (student success/tutoring center, student spaces, student union)
 - c. Increase student-to-student, student-to-faculty/staff, and faculty-to-staff engagement.
 - d. Increase student satisfaction with identified co-curricular activities
 - e. Increase mentorship opportunities for students.

KPI/Measure: Student satisfaction survey, CCSSE, Event participation/evaluation, number and satisfaction with mentor relationships, co-curricular assessment, Retention, Persistence, Completion



STRATEGIC INITIATIVE 3: ACCESS

Initiative: Improve access to quality education programs and services to support goal completion

COMPONENTS

1. UACCB provides quality education programs when, where, and how the student requires (online learning, rural areas, schedules/evenings).
 - a. Increase availability and participation in alternative course offerings through partnering institutions.
 - b. Expand alternative modalities for course offerings.

KPI/ Measure: Student Satisfaction Survey (CCSSE), Retention, Persistence, Completion, on-time completion, Online enrollment and success, HS student concurrent conversion to post-secondary enrollment, enrollment at partnering institutions, and transfer rates.

2. UACCB reduces barriers to completion.
 - a. Increase the persistence, retention and completion of first-generation, academically underprepared, and low-income students through offering of scholarships, technology, student support services and transportation

KPI/ Measure: scholarships awarded, support services utilization (tutoring center), and Retention, Persistence, Completion, on-time completion for each identified group

3. UACCB expands opportunities for students through the promotion of diversity and cultural awareness.
 - a. Increase student exposure to the local and global community.
 - b. Increase the frequency of student experiences with diverse perspectives.

KPI/ Measure: Student Satisfaction Survey, CCSSE, number of student diversity/global awareness activities



STRATEGIC INITIATIVE 4: COMMUNICATE

Initiative: Enhance internal and external connections through communication and collaboration

COMPONENTS

1. UACCB conveys the value of its educational opportunities to all stakeholders.
 - a. Expand digital media presence through the implementation of a marketing plan.
 - b. Increase stakeholder access through communication tools.
 - c. Launch an updated institutional website.

KPI/ Measure: Website count, market penetration, Employee Satisfaction Survey, website implementation timeline/achievement

2. UACCB improves operations through collaboration and training.
 - a. Improve employee knowledge of operations through training.
 - d. Improve the onboarding process.
 - e. Improve and increase frequency of advisor training.
 - b. Invigorate interdepartmental collaborative relationships to improve the student experience.

KPI/ Measure: Employee Satisfaction Survey

3. UACCB serves as a recognized source of regional workforce education and training.
 - a. Strengthen/broaden/optimize communication of the benefits of services and offerings of workforce education.
 - b. Increase usage (i.e., Career Coach application - career assessment and resume builder), coordination, and satisfaction with career services

KPI/ Measure: Employee Satisfaction Survey, Workforce/CTE hours, Number of Workforce/CTE courses offered, number of career services activities offered, student satisfaction with services (CCSSE), career coach data

4. UACCB communicates internally through best practices.
 - a. Increase the utilization of communication channels.
 - b. Improve satisfaction with internal communication.
 - i. Increase the attendance of committees and staff and faculty senate.
 - ii. Increase the appropriate usage of available communication technology.

KPI/ Measure: Employee Satisfaction Survey, technology training hours



Strategic Initiative 5: HELP/SUPPORT

INITIATIVE: Strengthen support for students in their educational pathways

COMPONENTS

1. UACCB supports student success through holistic student services.

- a. Improve and expand holistic student services based on identified student needs.
- b. Increase awareness of resources available for holistic student services

KPI/ Measure: counts of offerings and usage of services, retention rates, student satisfaction survey, CCSSE

2. UACCB provides comprehensive student services to meet needs of students.

- a. Improve access to student services- centralized/one-stop location, flow of enrollment/registration, time/place
- b. Improve process flow to optimize enrollment and student retention

KPI/ Measure: Student satisfaction survey, CCSSE, Application to enrollment ratio – conversion, Fall to Spring and Fall to Fall retention, persistence

3. UACCB prepares students for the workplace through internship opportunities.

- a. Expand internship opportunities in each division.
- b. Increase local career awareness in each division.
- c. Increase a culture of service by creating volunteer/service opportunities.

KPI/ Measures: Number of internships/locations/students, number of and participants at career awareness activities, volunteer/service opportunities, hours served, and participants

4. UACCB provides current technology and technology assistance to support student learning in and out of the classroom.

- a. Improve campus-wide technological consistency in the classrooms.
- b. Upgrade technology and support to enhance student learning opportunities.

KPI/ Measures: CCSSE, technology audit to include classroom technology availability, faculty technology survey, IT life cycle, Employee Satisfaction Survey

NEXT STEPS

1. Review Plan with teams
2. Develop Marketing (website) and implementation timelines
3. Present plan to stakeholders - college-wide
4. Develop budget plan and resource allocation aligned with strategic initiatives
5. Develop method and timeline for reporting and discussing outcomes annually
6. Develop action plans based on outcomes annually
7. Share results or highlights with stakeholders annually
8. Celebrate successes regularly!