

UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT HOPE

Strategic Plan
2017 - 2020

Guiding Principle A – Advance Academic Programs					
Strategy	Objective	Activity	Action	Date	Evaluation
A.1 Develop an Educational Technology Plan	A.1.1 Attract new markets of students interested in flexible class and distance-delivery options	A.1.1.a Establish an Educational Technology Team	Chancellor’s Cabinet	Fall 2017	Ongoing
	A.1.2 Establish the process for determining best distance-delivery and hybrid courses conducive to student learning	A.1.2.a Develop a three year strategic plan with quantifiable goals, an implementation design, and measureable assessments	Educational Technology Team	2017-2020	Completion of Distance Delivery approval from HLC; expansion of distance delivery offerings approved through Curriculum Committee Completed
	A.1.3 Update campus technologies consistent with 21 st century standards	A.1.3.a Develop a three year strategic plan with quantifiable goals, an implementation design, and measureable assessments	Educational Technology Team	2017-2020	Implementation of Blackboard and transition from Webber Completed
		A.1.3.b Increase technology enabled classrooms and co-curricular spaces to improve students’ experience	Educational Technology Team	2017-2020	Completed
A.2	A.2.1 Make teaching and advising a	A.2.1.a	Chancellor’s Cabinet	2018-2020	Completed – UAHT Advising Center

Develop an integrated Student Learning and Student Advising Plan	seamless, coordinated, collaborative process central to the UACCH mission	Establish an Advising Review Team			
	A.2.2 Establish processes for advisor training	A.2.2.a Develop a five year strategic plan with quantifiable goals, an implementation design, and measureable assessments	Advising Review Team	2018-2019	Completed - UAHT Advising Center
		A.2.2.b Develop an advising recognition and rewards program	Advising Review Team	2019-2020	Not completed
		A.2.2.c Utilize technology to support advising, student learning, and student communications		2018-2020	Completed – Title III Grant
	A.2.3 Increase career development opportunities to assist students with life-long learning, ongoing education, and career changes		Student Services; Career Counseling	2019-2020	Ongoing
A.3 Increase Student Persistence	A.3.1 Develop Student Learning Plans that outlines specific	A.3.1.a Plans with quantifiable goals, an implementation design, and	Academic Leadership; Program Directors	2017-2020	Application and acceptance into the Higher Learning Commission’s

	expectations at the course, program and institutional level aimed at ensuring success	measurable assessments			Student Persistence and Completion Academy Completed
		A.3.1.b Implement a Program Review plan	Academic Leadership; Program Directors	2017	Ongoing
	A.3.2 Improve persistence rates for academically underprepared students to at least 60%	A.3.2.a Focus on retention of students who place into developmental classes, emphasizing rigorous academic programs and providing focused academic counseling	Developmental Instructors; Academic Leadership; Advising Review Team	2017-2020	Ongoing
		A.3.2.b Implement a campus-wide success plan for academically underprepared students with quantifiable goals, an implementation design, and measurable assessments	Developmental Instructors	2017-2020	Ongoing
	A.3.3 Improve persistence rates for non-traditional students	A.3.3.a Explore possibilities for a non-traditional student scholarship	Chancellor's Cabinet; Advancement Office	2017-2020	Expansion of UCAN Scholarship Completed

Guiding Principle B – Build a Strong Financial Foundation

Strategy	Objective	Activity	Action	Date	Evaluation
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B.1 Recruit students outside of the service area	B.1.1 Attract new markets of students interested in flexible class delivery options (See A.1.1)		Educational Technology Team	2017-2020	Ongoing
	B.1.2 Develop an innovative program that is distinctive from other programs and can be recognized beyond the College's service area (See D.1)		Academic Leadership	2018-2019	Ongoing
B.2 Continue to grow UACCH-Texarkana	B.2.1 Develop a master site plan for UACCH-Texarkana		Chancellor's Cabinet; UACCH-Texarkana Director	2019-2020	Construction of the Texarkana Professions Building Ongoing
	B.2.2 Focus enrollment targets and recruitment efforts on students likely to enroll in programs marketed to the Texarkana area		Enrollment Management; UACCH-Texarkana Director	2018-2020	Ongoing
	B.2.3 Focus on the "one mission, two campuses" concept to establish relationships between the two instructional sites as well as develop their separate characters		Chancellor's Cabinet; Academic Leadership; Educational Technology Team; UACCH-Texarkana Director	2017-2020	Ongoing
	B.2.4 Identify and implement ways to reduce obstacles for students taking courses at different instructional sites (see B.3.2)		Academic Leadership; UACCH-Texarkana Director	2017-2020	Ongoing

	B.2.5 Engage faculty from both instructional sites through electronic technology, discussion boards, social opportunities, and shared governance		Academic Leadership; UACCH- Texarkana Director	2018- 2019	Ongoing
	B.2.6 Create a strategic communications plan for outreach and marketing that clearly messages UACCH- Texarkana's mission to external audiences		Public Relations; Texarkana Site Director	2018- 2020	Ongoing
	B.2.7 Regularly engage external audiences as integral components of UACCH- Texarkana's role in the area		Public Relations; Chancellor's Cabinet; UACCH- Texarkana Director	2017- 2020	Ongoing
	B2.7 Investigate partnerships that focus enrollment targets and recruitment efforts on students likely to enroll in programs marketed to the Texarkana area and transfer to partnered institutions of higher education	Investigate partnerships	Chancellor's Cabinet; UACCH- Texarkana Director	2018- 2020	Ongoing
	B.2.8 Investigate physical expansion of the UACCH- Texarkana campus		Chancellor		Completed Professions Building
B.3 Increase Student Persistence (see A.3)	B.3.1 Develop Student Learning Plans that outlines specific expectations at the course, program and institutional level aimed at ensuring success [HLC recommendation]	B.3.1.a Plans with quantifiable goals, an implementation design, and measureable assessments	Academic Leadership; Program Directors	2017- 2020	Acceptance and participation in HLC Persistence Academy Completed
	B.3.2		Academic Leadership	2017- 2020	Ongoing

	Identify and implement ways to reduce obstacles for students taking courses at different instructional sites (see B.2.4)				
B.4 Grow alumni financial support	B.4.1 Develop opportunities for mentoring, career advising, and employment opportunities between alumni and students		Advancement Office; Academic Leadership; Program Directors	2018-2020	Not completed
	B.4.2 Develop opportunities for interactions between alumni and faculty and staff		Advancement Office; Administrative Units	2019-2020	Not completed

Guiding Principle C – Create a Culture of Improvement

Strategy	Objective	Activity	Action	Date	Evaluation
C.1 Develop a planning process that integrates all planning documents and includes outcomes and accountability measures [HLC requirement]	C.1.1 Improve Academic Programs through performance indicators	C.1.1.a Develop Student Learning Plans that outlines specific expectations at the course, program and institutional level aimed at ensuring success [HLC recommendation] (see A.3.1)	Institutional Effectiveness; Institutional Research; Academic Divisions; Program Directors; Student Success and Retention Team	2017-2020	Ongoing
	C.1.2 Improve student services through performance indicators	C.1.2.a Develop three year strategic plan that identifies priorities and objectives, including implementation plans and quantifiable assessments	Student Services Council	2017-2020	Ongoing
		C.1.2.b	Advising Review Team	2018-2020	Ongoing

		Develop a five year strategic plan with quantifiable goals, an implementation design, and measureable assessments (see A.2.2.a)			
	C.1.3 Improve all business processes through performance indicators	C.1.3.a Develop three year strategic plan that identifies priorities and objectives, including implementation plans and quantifiable assessments	Office of Finance and Administration	2018-2020	Ongoing
C.2 Develop regular surveys to evaluate the quality of services	C.2.1 Conduct an annual employee satisfaction survey and feedback mechanism		Institutional Research	2018-2020	Ongoing
	C.2.2 Engage at least one nationally normed student satisfaction survey		Institutional Effectiveness, Institutional Research; Academic Leadership; Student Services	2017-2020	Not completed
	C.2.3 Use social networking and other technologies to gage students satisfactions		Public Relations	2017-2020	Ongoing
C.3 Develop user-friendly,	C.3.1 Develop an annual plan for data dissemination	C.3.1.a Publish an annual summary of the status and	Institutional Effectiveness; Institutional Research	2017-2020	Ongoing

accessible reporting data available to all UACCH entities		progress of the UACCH Strategic Plan			
		C.3.1.b Utilize academic and administrative unit planning processes for data reporting (see C.1.1.a; C.1.2.a; C.1.2.b; C.1.3.a)	Institutional Effectiveness; Institutional Research	2017-2020	Ongoing
	C.3.2 Create a formalized approach for environmental scanning and data collection [HLC recommendation]		Institutional Effectiveness; Institutional Research	2017-2020	Ongoing
	C.3.3 Establish benchmarks against other institutions of higher learning		Institutional Effectiveness; Institutional Research	2017	Completed
C.4 Create a leadership development program	C.4.1 Provide professional development to create a culture of exceptional service, clear communications, accountability, and cooperation		Chancellor's Cabinet; Administrative Units	2017-2020	Ongoing

Guiding Principle D – Develop a Distinctive Campus Identity

Strategy	Objective	Activity	Action	Date	Evaluation
D.1 Establish	D.1.1 Develop a		Chancellor's Cabinet;	2017-2020	Completion of the

UACCH- Texarkana as a distinctive campus individual to its location and connected to the College's Mission	Master Site Plan for UACCH- Texarkana (see B.2.1)		UACCH- Texarkana Director		Professions Building Completed
	D.1.2 Identify and implement ways to reduce obstacles for students taking courses at different instructional sites (see B.2.4)	D.1.2.a Develop a plan for the optimal distribution of academic programs and classes between the two UACCH instructional sites	Academic Leadership; Program Directors; UACCH- Texarkana Director	2017- 2020	Ongoing
D.2 Develop an innovative program that is distinctive from other programs and can be recognized beyond the College's service area (See B.1.2)	D.2.1 Focus enrollment targets and recruitment efforts on students likely to enroll in programs marketed to the Texarkana area (see B.2.2)		Enrollment Management	2017- 2020	Ongoing
	D.2.1 Investigate partnerships that focus enrollment targets and recruitment efforts on students likely to enroll in programs marketed to the Texarkana area and transfer to partnered			2017- 2020	Ongoing

	institutions of higher education (see B.2.7)				
	D.2.2 Investigate physical expansion of the UACCH- Texarkana campus (see B.2.8)			2017-2020	Completed Texarkana Professions Building
D.3 Increase Student Persistence (see A.3)	D.3.1 Improve persistence rates for academically underprepared students to at least 60% (see A.2.3)	D.3.1.a Focus on retention of students who place into developmental classes, emphasizing rigorous academic programs and providing focused academic counseling (see A.3.2.a)	Developmental Instructors; Academic Leadership; Advising Review Team	2017-2020	Acceptance and participation in the HLC Persistence Academy Completed
D.4 Utilize Hempstead Hall as a venue to bring members of the public on campus for cultural and educational events	D.4.1 Develop three year strategic plan that identifies priorities and objectives, including implementation plans and quantifiable assessments	D.4.1.a Develop plans for engaging students in ways that reflect the strengths and opportunities of the region	Director of Hempstead Hall; Chancellor's Cabinet	2017-2020	Ongoing
		D.4.1.b Create intellectual and social interaction through diverse co-curricular activities	Director of Hempstead Hall; Chancellor's Cabinet	2018-2020	Ongoing
		D.4.1.c Quantify the economic, cultural, educational, and social impact	Director of Hempstead Hall; Institutional Research	2017-2020	Completed

		Hempstead Hall has on surrounding communities to promote the College's geographic location			
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