



2022 – 2026 Strategic Plan

COMMITTED TO EXCELLENCE

January 2022



Mission Statement

The University of Arkansas Community College at Morrilton is committed to excellence in learning and personal enrichment.

Vision Statement

As a comprehensive community college, UACCM seeks to provide opportunities that enable its students to make significant societal contributions.

Core Values

- **Commitment to Students**— Belief in the priority of providing the finest teaching, instructional resources, and support services to enhance the growth and development of our students.
- **Excellence in Education**—Commitment to high standards in the College which are demonstrated through quality educational programs and student-centered support services.
- **Contribution to Community**—Recognition of the importance of enhancing the economic vitality and quality of life for all citizens in its service area.
- **Quality Work Environment**—Recognition of the importance of faculty and staff through open, honest communications, appropriate involvement in planning and decision making,

encouragement of responsible and creative risk-taking, recognition, and provision for professional development.

COMPETITIVE ADVANTAGES AT UACCM

- UACCM delivers a quality and affordable education coupled with dynamic support services.
- UACCM is centrally located between Little Rock and Fort Smith with high visibility from the Interstate providing nimble and flexible growth capacity.
- UACCM has a new state-of-the-art Workforce Training Center.
- UACCM is the fourth largest of the state's twenty-two community colleges.
- UACCM is committed to strong constituent relationships in addition to providing adequate human, physical, and fiscal resources to achieve its mission.

INSTITUTION-WIDE STRATEGIES

2021	Direct campus resources for post-Covid return to normal and sustainable new processes and initiatives <i>Strategic Plan 2022-2026 implementation</i>
2022	Unveil <i>Campus Master Plan</i> to align with <i>Campus Strategic Plan 2022-2026</i>
2022	Develop human and physical infrastructure for continued campus growth <i>Higher Learning Commission 10-year Comprehensive Evaluation</i>
2023	60 th Anniversary Commemoration Activities
2024	Center for Excellence in Teaching and Learning Designation
2024	Deploy Enterprise Resource Plan – <i>Project One Student</i>
2025	Dedicate New Allied Health/Science Center
2026	Achieve Enrollment Goals of 2,500 Credit, 1,500 Non-Credit students



UACCM FACTS

UACCM ENROLLMENT & DEMOGRAPHICS FALL 2021

Headcount: 1,956
SSCH: 19,800
FTE: 1,320

Attendance Status:
Full-Time 52.4%
Part-Time 47.6%

Gender
Female 59.1%
Male 37.9%

Age
13-17 17.3%
18-19 32.4%
20-21 14.5%
22-24 8.6%
25-29 10.0%
30-34 7.3%
35-44 4.1%
45-54 4.5%

County
Faulkner 40.1%
Conway 20.4%
Pope 13.3%
Yell 6.0%
Van Buren 5.8%
Perry 5.2%

Race and Ethnicity
White 74%
Hispanic 10%
Black 8%

Top 12 Declared Majors

Associate of Arts (AA)	577
Associate of General Studies (AGS)	331
Business (AS)	127
Computer Information Systems (AAS)	61
Practical Nursing (TC)	59
Education (AS)	50
Registered Nursing (AAS)	45
Welding (AAS)	44
Automotive Services Technology (AAS)	37
Liberal Arts (AA)	33
Drafting (AAS)	30
Industrial Mechanics and Maintenance Technology (AAS)	28

RETENTION AND GRADUATION

Retention Rate - Fall to Fall (2019 cohort)

Full-time: 59%

Part-time: 44%

Graduation Rates (IPEDS 150% rate – 2017 cohort)

37% of first-time full-time students completed Certificates within 18 months or Associate Degrees within 3 years.

Degrees and Certificates Awarded Academic Year 2020-2021

Certificates of Proficiency	313
Technical Certificates	379
Associate Degrees	371
TOTAL GRADUATES:	1,063

**Major Employers in Conway County (Non-Retail)**

Company	Industry	Employment
Conway County K-12	<i>Education</i>	529
Green Bay Packaging	<i>Manufacturing</i>	400
Koontz Electric	<i>Electric/Construction</i>	203
UA Community College	<i>Education</i>	184
CHI St. Vincent Morrilton	<i>Health Care</i>	180
Edwin Wells Trucking	<i>Transportation</i>	119
Wayne Smith Trucking	<i>Transportation</i>	110
Crow Group	<i>Construction</i>	102
SEMCO Morrilton	<i>Manufacturing/HVAC</i>	100
Hixson Lumber Sales Inc.	<i>Manufacturing/Lumber</i>	95
Conway County Govt.	<i>Government</i>	93
Petit Jean Meats	<i>Food Processing</i>	85
Bitumin Technology	<i>Manufacturing/Roofing</i>	70
Morrilton Medical Clinic	<i>Health Care</i>	41

Chancellor's Message



As we approach our 60th Anniversary, it's remarkable to think about our humble beginnings in relation to where we are today. From a modest vocational-technical school to one of the largest and best community colleges in the state, we have grown our enrollment exponentially and nearly tripled our original physical footprint, offering both state-of-the-art instruction and facilities for more than 50 programs of study. We're certainly proud of all that has been accomplished. But the rapidly changing environment of higher education demands we continue to move forward.

In 2021, the campus community embarked upon a strategic planning process that engaged students, faculty, staff, visiting board, and community members. Having circulated multiple surveys and holding multiple focus groups, these individuals helped craft a new strategic plan.

Committed to Excellence, will move UA Community College Morrilton through 2026. The new plan builds upon our past success and positions UACCM for continued growth and innovation, all while maintaining a keen focus on our roots. UACCM enjoys a reputation for excellence in providing our region with skilled technicians, business leaders, healthcare providers, and lifelong learners. Our commitment to excellence in continuing to prepare students for work and service in our region is evident in the new strategic plan.

Building upon the campus' deep foundation in the skilled trades, it calls us to continue to strengthen and expand in-demand technical and professional programs thereby contributing to a prepared workforce. Our plan envisions human capital, facilities and infrastructure needed for tomorrow's learners. Supported by strong financial ratios, UACCM is well-positioned for robust progress.

Comprehensive and action-oriented, the plan, along with a transformative mindset, will capitalize on opportunities, partnerships, and experiences that strengthen and more definitively establish our role as a higher education leader in our region.

We look forward to sharing our progress with you.

Chancellor Lisa Willenberg

Strategic Planning Process

Activities and Timeline

1. Pre-planning: January 22-March 31, 2021
2. Survey delivery to college: February 26
3. Survey sent out to stakeholders by college: February 26-March 1
4. Survey completed by stakeholders: March 1-8
5. Consultants meet with Chancellor, Executive Team and Board of Visitors: April 1
6. Consultants work with UACCM Strategic Planning Team during retreat: April 2
7. Strategic Planning Team works on assignments: April 2- April 16; April 19-May 14
8. Conference call with team and consultants to discuss plan progress: April 16
9. Consultants work with UACCM Planning Team to identify current goal alignment, measures, gaps, and to finalize plan: May 21
10. Final Report draft submitted: June 14
11. UACCM Board of Visitors review/recommend to UA BOT for approval: September 21
12. UA Board of Trustees review/approval: November 2021
13. November, December: 2022-2026 Strategic Plan implementation planning
14. January 2022: 2022-2026 Strategic Plan launch
15. February 2022: Budget planning for 2022-2023 tied to 2022-2026 Strategic Plan

Strategic Planning Team

Staff

Lisa Willenberg, Chancellor
Mary Newsome, Assistant to the Chancellor
Mary Clark, Director of Marketing and Public Relations
Dr. Richard Counts, Vice Chancellor for Academics
Darren Jones, Vice Chancellor for Student Services
Jeff Mullen, Vice Chancellor for Finance
Amanda Barton, Director of Institutional Research
Lauren Bryan, Coordinator of Student Activities
Dr. Jessica Rohlman, Director of Workforce Development and Community Education

Faculty

Tosha Bradley, Computer Information Systems Technology Instructor
Brian Lum, Industrial Mechanics and Maintenance Technology Instructor
Kristen Karetov, Computer Aided Drafting & Design Instructor
Whitney Mahoney, Biology/Science Instructor

Community Representatives

Allen Lipsmeyer, Mayor of Morrilton
Corey Parks, VP of Economic Development for Conway Chamber/Conway Development Corp.

Students

Chloe Watts, Student
Toktam G. Asimbaya, Student

Consultants

Barbara R. Jones, Ph. D.
Stephanie Tully-Dartez, Ph. D

UACCM Board of Visitors

Mr. Erik Hawkins, Chairman

Mr. Morgan Barrett

Mr. Jamie Cates

Mr. Allen Lipsmeyer, Secretary

Dr. Chris Magie, Vice Chairman

Mr. John Maus

Mr. Jerry Owens

Mr. Corey Parks

Ms. Paulette Smith

Dr. Jamie Stacks

Ms. Jasmine Wilson

Chambers Bank

Barrett & Associates

Ozark Health Medical Center

City of Morrilton

Magie Veterinarian Clinic

Greenway Equipment

Arch Ford Education Cooperative

Conway Chamber of Commerce

Wonderview School District

South Conway County School District

COMMITTED TO EXCELLENCE

UACCM Strategic Plan 2022-2026

STRATEGIC INITIATIVES

INITIATIVE 1 ~ STUDENT SUCCESS



UACCM is committed to student learning and success, in and outside the classroom which enables students to successfully graduate, enter the workforce, transfer, and/or enhance existing skills and knowledge.

1.1 STUDENT ENGAGEMENT

Students are actively involved inside and outside of the classroom.

- a. Maintain student satisfaction while increasing participation in student life
- b. Increase student leadership participation
- c. Increase student class attendance

1.2 STUDENT PROGRESSION

Students are progressing towards completion of their education goals.

- a. Increase student use of and satisfaction with support services
- b. Increase gateway course completion rates
- c. Increase retention and persistence rates
- d. Increase graduation rates (individuals and programs)

1.3 STUDENT LIFELONG LEARNING

Students are prepared for the workplace and lifelong learning.

- a. Increase graduate preparedness for the workplace
- b. Increase non-credit workforce program participants and completers
- c. Increase University transfer graduates in general education programs

INITIATIVE 2 ~ STRATEGIC CONNECTIONS



UACCM is committed to cultivating strategic partnerships, which will enable the seamless transfer of knowledge and skills from K-12 to college, university, and work.

2.1 K-12 PARTNERSHIPS

High school students are provided with opportunities to earn college credits and credentials to seamlessly transition to higher education or work.

- a. Strengthen awareness and perception and increase partnerships to assure access and preparedness for higher education opportunities
- b. Expand Secondary Career Center offerings and enrollment
- c. Increase Concurrent enrollment and credits earned

2.2 UNIVERSITY RELATIONS

Students are prepared for university transfer.

- a. Expand university partnerships to increase university transfers
- b. Increase university collaborations on common programs and initiatives

2.3 BUSINESS AND INDUSTRY ALLIANCES

The College offers quality workforce programs with state-of-the-art equipment to prepare completers for high wage/high demand jobs in the region.

- a. Strengthen industry partnerships in support of economic and workforce development
- b. Seek industry support for programs

2.4 COMMUNITY/GOVERNMENT ENGAGEMENT

The College engages stakeholders in college programs, services, and activities.

- a. Work with area Chambers and Economic Development alliances to identify workforce needs
- b. Improve communication to increase engagement with community organizations, governmental agencies, and other stakeholders

INITIATIVE 3 ~ CAMPUS CULTURE



UACCM is committed to investing in its campus culture by encouraging excellence in employees, facilities, technology, operations, policies, data, and leadership.

3.1 EMPLOYEE EMPOWERMENT/LEADERSHIP DEVELOPMENT

The College empowers and supports employees to learn and grow.

- a. Encourage and promote external opportunities for Employee (i.e., workshops, continuing education, educational advancement, certification, cross-training, etc.)
- b. Expand Human Resources services to include campus-wide training opportunities (i.e., diversity/inclusion, safety, health and wellness, etc.)
- c. Continue to promote and focus on diversity/inclusiveness on campus through recruiting and hiring practices

3.2 CAMPUS COMMUNICATION

The College endeavors to assure the campus community is informed, involved, and up-to-date.

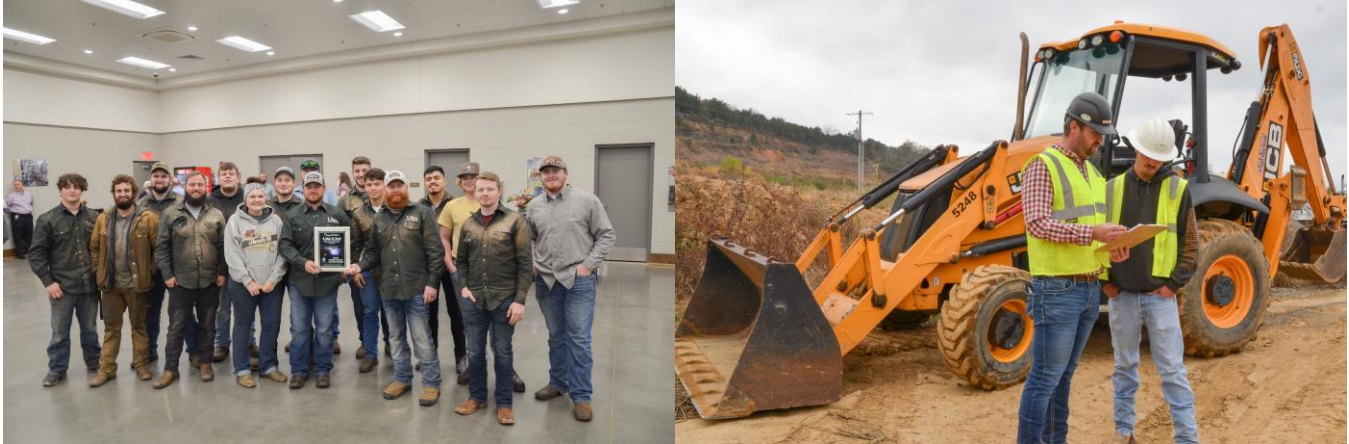
- a. Improve full-time and part-time Employee onboarding/orientation
- b. Improve Communication across and among departments of the college through sharing of ideas and information
- c. Increase Institutional transparency through planning, compilation, use, and sharing of institutional data
- d. Bolster employee involvement in leadership and decision-making through revision and implementation of Shared Governance processes

3.3 FACILITIES AND INFRASTRUCTURE

The College maintains a secure and up-to-date environment and infrastructure conducive to learning and working.

- a. Expand and improve College facilities, technology, learning environments, and grounds to meet current and future needs
- b. Improve safety, security, and accessibility of the College for all stakeholders

INITIATIVE 4 ~ PREPARED WORKFORCE



UACCM is committed to providing a prepared workforce to support regional economic development.

4.1 ACADEMIC EXCELLENCE

The College offers quality programs that allow students to achieve their educational goals.

- a. Maintain required programmatic Licensure pass rates at or above the state/national average
- b. Grow the number of Academic Programs with external accreditation or approvals
- c. Increase the number of faculty with business/industry recognized credentials or certifications
- d. Increase student experiential learning opportunities
- e. Establish technical transfer agreements

4.2 INDUSTRY DRIVEN TRAINING

The College provides entry-level and advanced training opportunities for business and industry.

- a. Develop new programs to support regional high wage/high demand workforce needs
- b. Increase the number of industry recognized credentials, certifications, and apprenticeships offered and earned (credit and non-credit)
- c. Expand talent pipeline through non-credit to credit alignment





Note: As a part of the Strategic Planning process at UACCM, a number of facility and infrastructure needs were identified, which would support the UACCM Strategic Plan and become a part of the new campus Master Plan for the future.

FACILITY AND INFRASTRUCTURE OPPORTUNITIES

- UA System-wide enterprise resource plan
- Repurpose/renovation of original campus buildings
- Allied Health/Science Center (with labs/equipment)
- Multi-use Campus Center
- Student Union/Recreation Center with “Functional” Outdoor Space
- Public/Private partnership opportunities
- Commemorative Community 60th Anniversary Clock Tower
- Remediation of campus waterway
- Utility upgrades
- Current and emerging technology upgrades
- Alternative Energy opportunities

Special Thanks

We sincerely thank and acknowledge the citizens, students, employees, advisory board members, community leaders, business leaders, elected officials, governmental agencies, K-12 partners, and non-profit leaders who participated in the UACCM strategic planning process. They contributed to the plan through completion of surveys, research, and active participation on the Strategic Planning Team and in the final plan. This five-year Strategic Plan will pave the way for continued future educational and generational excellence for many years to come.