

ARKANSAS STATE UNIVERSITY - BEEBE

S.E.E. the Vanguard Vision

STRENGTHEN. EXPAND. ELEVATE.



Strategic Plan 2025-2030



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Imagining ASU-Beebe's Preferred Future: The Planning Narrative

In early August of 2023, Arkansas State University-Beebe began the process to create its next strategic plan. The resulting plan, ***Strengthen. Expand. Elevate. (S.E.E.) the Vanguard Vision: 2025-2030***, outlines an ambitious preferred future for ASU-Beebe students, stakeholders, and employees and provides a framework to guide the college's collaborative strategic work through the next five years.

**STRENGTHEN
ENROLLMENT AND STUDENT SUCCESS**

**EXPAND
THE VANGUARD IMPACT**

**ELEVATE
THE EMPLOYEE EXPERIENCE**

The planning process began at the annual Leadership Summit on August 2, 2023, when Chancellor Jennifer Methvin challenged a group of thirty-nine college leaders to contemplate ASU-Beebe's future with the prompt, "It is 2028. What headline would you like to read in the news concerning the campuses of ASU-Beebe?" Each individual composed a headline, and then groups worked at tables to choose one headline they agreed was most impactful. The group reviewed the importance of organizational strategic direction. Further, they discussed how strategic planning differs from, but complements, assessment practices, tactical planning, and continuous improvement.

The headline challenge and discussion were repeated with all employees at the Vanguard Summit on August 16, 2023, and then, over the next month, with a number of smaller groups, including the ASU-Beebe Board of Visitors on August 31, 2024. Each time both individual and group headlines were captured, providing an opportunity to imagine ASU-Beebe's preferred future as an entryway to the strategic planning process.

On September 18, 2023, in consultation with Executive Council members, Dr. Methvin formally appointed 11 employees to the **Strategic Planning Steering Committee**, and the group had their first meeting to receive its charge: to lead the collection and analysis of stakeholder feedback and the assessment of institutional data needed to design and recommend the strategic plan framework that would inform the college's work over the next three to five years.

Strategic Planning Steering Committee Members:

Jesse Arnold, Heber Springs Campus Business Manager

Sean Blackburn, Searcy Campus Skilled Trades Supervisor

Yoel Carrera, Research Analyst

Dennis Devine, Assistant Professor of Business

Kellie Dieutto, Advanced Instructor of Computer Systems and Networking Technology

Teresa Jennings, Assistant Professor of Mathematics

Jerry Sites, Assistant Professor of Agriculture

Tracy Smith, Head Librarian

Ron Snyder, Instructor of Power Sports (Retired)

Tonya Tucker, Registrar

Dr. Jodi Whitehurst, Associate Professor of English

The Strategic Planning Steering Committee elected Jerry Sites and Jesse Arnold to co-chair the group and Dr. Jodi Whitehurst to serve as the Records Coordinator. The group met bi-weekly through May 2024.

After an analysis of the headline exercise results and a review of institutional and assessment data, the Strategic Planning Steering Committee embarked on a listening tour designed to gather input from a wide range of stakeholders such as employees, students, K12 partners, program advisory council members, area employers, and community partners. The group conducted several feedback sessions and provided a survey format by which stakeholders could provide insight and perspectives on three key questions: "In order to best meet our mission, what should ASU-Beebe keep doing? Stop doing? Start doing?"

From this confluence of data analysis and stakeholder feedback, the group proposed a framework of three strategic priorities with focused strategies to address each priority. On May 17, 2024, the Strategic Planning Steering Committee presented the draft framework, along with suggested priority targets, to Dr. Methvin for consideration. The Executive Council reviewed and provided feedback on the draft on May 24, 2024. The Shared Governance Council reviewed and provided feedback of the draft on June 12, 2024. Then campus leaders reviewed and provided feedback on the draft at the 2024 Leadership Summit on July 10, 2024.

To finalize the plan and lay the groundwork for strategic plan implementation, on August 9, 2024, Dr. Methvin appointed 14 employees to a group now known as the Strategic Priority Captains. The charge to this group is to “coordinate, support and assess the work to advance the priorities, strategies and initiatives outlined in S.E.E. the Vanguard Vision: Strategic Plan 2025-2030.” (See Appendix) The group organization meeting took place on August 23, 2024. Their first objective was to finalize the targets for each strategy and outline the initial initiatives which the college will take to begin our journey toward the preferred future outlined in each priority and strategy.

Strategic Priority Captains: S.E.E. the Vanguard Vision Steering Team Members

Priority One: Strengthen Enrollment and Student Success

Dr. Catherine Burton, Director of Advising and Learning
Ashley Hankins, Concurrent Enrollment Coordinator
Dr. Joseph Scott, Dean of Math and Science | Assistant Professor
Dr. Jodi Whitehurst, Associate Professor of English

Priority Two: Expand the Vanguard Impact

Andrea Cole, Associate Vice Chancellor for Institutional Advancement
Karen Drobeck, Director of Workforce and Community Development
Bryan Henry, Director of Physical Plant
Jerry Sites, Assistant Professor of Agriculture
Ali West, Assistant Professor of Mathematics | Program Coordinator for Math and Science

Priority Three: Elevate the Employee Experience

Jesse Arnold, Heber Springs Campus Business Manager
Chad Duncheon, Assistant Professor of Accounting
Teri Roper, Director of Human Resources
Heather Stogner, Assistant Director of Regional Career Center | Academic Coordinator
Stephanie Ungerank, Director of Distance Education

The list above reflects the initial captains established for the Strategic Plan. As the plan is carried out over the next five years, leadership roles may shift. For the current list of Priority Captain members, please see page 16.

It is important to note that the initiatives outlined in the document are the initial initiatives. The Strategic Priority Captains are charged with working with stakeholders to design, assess, redesign, and document the initiatives to support each strategy in each priority in reaching its target across the life of the plan. The initiatives, assessment of the initiatives, and continual monitoring of priority targets are the living, breathing, ever-evolving part of the plan ([See Appendix](#)).

On November 20, 2024, the Executive Council approved the final draft of S.E.E. the Vanguard Vision: 2025-2030, including a reaffirmation of ASU-Beebe’s mission, vision, and values. The plan was endorsed by the ASU-Beebe Board of Visitors on November 21, 2024, and by the Shared Governance Council on December 4, 2024. The Arkansas State University System Board of Trustees approved the plan on March 14, 2025.

S.E.E. the Vanguard Vision: 2025-2030 provides the college — as well as its campuses, divisions, departments, committees, working groups, offices, and individual employees — a framework to guide our collective and individual strategic work through the next five years. ASU-Beebe’s preferred future is on the horizon. We **S.E.E. the Vanguard Vision.**

Mission, Vision & Core Values

Our mission and vision statements carry the responsibility, traditions and forward-thinking exemplified by all who are associated with the institution. Supported by our core values, we continue to be the avenue of upward mobility and realization of human potential for so many in Central Arkansas and beyond.

Mission

Transforming Lives Through Quality Learning Experiences

Vision:

ASU-Beebe will become a nationally benchmarked institution that empowers individuals, embraces communities and transforms lives.

Core Values:

Student Success

Integrity

Quality

Community

Priority One: Strengthen Enrollment and Student Success

Strategy 1: Create an enrollment management plan that focuses on reducing the gray box* by targeting recruitment of recent high school graduates and adults without college credentials.



Increase the ASU-Beebe college going rate of high school seniors in the six-county service area from 12% to 17%.



Increase unduplicated annual headcount enrollment from 4,027 to 5,000.

*The gray box refers to Arkansas high school graduates who did not matriculate to a higher education institution the fall semester following their graduation and/or Arkansas adults who have not attended higher education or who have some college but no certificate or degree.

INITIAL INITIATIVES

1. Expand methods for delivering need-to-know information to potential students.
2. Orchestrate interactions with potential non-traditional students within the community.
3. Increase college funding opportunities for non-traditional students.

Strategy 2: Increase awareness of programs and the paths to their completion.



Increase the number of annual program applications for first-time ASU-Beebe students from 2,157 to 2,600.



Increase the number of annual FAFSA applications from 3,773 to 4,000.

INITIAL INITIATIVES

1. Develop strategies to offer start-to-completion college and financial planning for high school students and their families.
2. Expand efforts to supply promotional materials to potential non-traditional students that effectively communicate the affordability and value of a degree at ASU-Beebe.
3. Provide open houses for all programs and divisions.

Priority One: Strengthen Enrollment and Student Success

Strategy 3: Create comprehensive pathways for student support and engagement from enrollment to completion.



Increase fall-to-spring persistence rates from 77% to 80%.



Increase fall-to-fall retention rates from 57% to 60%.



Increase the annual number of credentials from 1361 to 1800.

INITIAL INITIATIVES

1. Design a comprehensive on-going advisor training program.
2. Expand access to comprehensive mental health counseling services across campuses.
3. Develop a parent and family engagement program.

Strategy 4: Ensure a smooth transition to transfer institutions.



Reach a goal of 75% of students reporting satisfaction with “Transfer Services” on the *Graduate Exit Survey*.



Increase the percentage of students on the transfer track who successfully transfer within one year after graduation from 65% to 72%.

INITIAL INITIATIVES

1. Increase articulation agreements with transfer institutions.
2. Enhance strategies to communicate transfer information early in the educational path.
3. Design and offer early individualized planning.

Priority One: Strengthen Enrollment and Student Success

Strategy 5: Enhance career services and job placement.



Reach the goal of 75% of students reporting satisfaction with “Career Services/ Job Placement” on the *Graduate Exit Survey*.

INITIAL INITIATIVES

1. Expand career planning services for entering students.
2. Increase experiential learning opportunities.
3. Enhance career placement services.

Priority Two: Expand the Vanguard Impact

Strategy 1: Strengthen alumni engagement.



Increase alumni contacts from 3,000 to 11,000.

INITIAL INITIATIVES

1. Develop and maintain a centralized alumni database.
2. Develop career and networking opportunities for alumni.
3. Host regional, virtual, and campus alumni events.

Strategy 2: Expand industry and business partnerships.



Become a workforce training provider for 20 new business and industry partners.



Increase the number of Partnerships of Value* by 20.

*Partnerships of value are partners who provide monetary support, scholarships, material or equipment donations, or hire five or more of our graduates annually.

INITIAL INITIATIVES

1. Expand industry, leadership, and upskilling opportunities and trainings.
2. Collaborate with program advisory boards and vendors to expand partnerships of value.
3. Seek and secure resources for workforce development.

Priority Two: Expand the Vanguard Impact

Strategy 3: Strengthen community and donor relations.



Reach an ASU-Beebe annual volunteer/community engagement goal of 10,000 hours.



Reach an annual donor giving goal of \$300,000.

INITIAL INITIATIVES

1. Grow the ASU-Beebe volunteer recognition program.
2. Strengthen donor communications and giving through personalized engagement.
3. Collaborate with local businesses and industry partners to support volunteer opportunities, sponsorships, and initiatives with ASU-Beebe.

Strategy 4: Increase awareness of ASU-Beebe's educational opportunities through strategic engagement.



Increase unduplicated annual headcount enrollment from 4,027 to 5,000.





Increase website annual interactions from 207,000 to 500,000.

INITIAL INITIATIVES

1. Strengthen college-wide collaboration to promote consistent messaging and branding among all departments.
2. Implement data-driven, multi-channel marketing campaigns.
3. Optimize enrollment pipelines with technology and predictive analytics.

Priority Three: Elevate the Employee Experience




Strategy 1: Implement a comprehensive onboarding program.

-  Reach 85% onboarding satisfaction on the *One-Month New Employee Survey*.
-  Reach 85% onboarding satisfaction on the *One-Year New Employee Survey*.

INITIAL INITIATIVES

1. Create an onboarding checklist for faculty and staff.
2. Create a one-month new employee survey.
3. Create a one-year new employee survey.
4. Develop a mentoring program.

Strategy 2: Foster a culture of employee appreciation.

-  Increase positive rating of “Job Satisfaction and Support” by employees from 75% to 80% on the *Great Colleges to Work For* survey.
-  Increase positive rating of “Professional Development” by employees from 68% to 80% on the *Great Colleges to Work For* survey.
-  Increase positive rating of “Performance Management” by employees from 56% to 70% on the *Great Colleges to Work For* survey.

INITIAL INITIATIVES

1. Create a leadership program for current and potential supervisory employees.
2. Develop a competitive and sustainable pay structure by exploring area market analysis and other comprehensive data for two-year colleges in the state.
3. Create opportunities for professional development that prepare employees for advancement opportunities.

Priority Three: Elevate the Employee Experience

Strategy 3: Develop a culture of effective communication.



Increase positive rating of “Communication” by employees from 65% to 80% on *Great Colleges to Work For* survey.

INITIAL INITIATIVES

1. Provide communication training each semester for all employees through the Professional Development Program.
2. Present professional development on the topic of communication in the Leadership Development Program for each cohort.

Appendix

Strategic Priority Captains – S.E.E. the Vanguard Vision Steering Team Charge Document

Purpose: To coordinate, support, and assess the work to advance the priorities, strategies, and initiatives outlined in S.E.E. the Vanguard Vision: Strategic Plan 2025-2030.

Primary Charge:

- Develop coordinated initiatives for each priority and strategy in the plan.
- Foster a climate of cooperation and inclusion among employees and stakeholders in executing the strategic plan.
- Serve as the advisory body which guides the work undertaken for each strategy.
- Act as the primary sounding board/collection body for all ideas to progress the plan.
- Continually monitor progress for each priority and strategy.
- Continually monitor the targets for each strategic direction.
- Where appropriate, develop additional measurements specific to particular initiative(s).
- Report progress at least bi-monthly to the Shared Governance Council.
- Report progress and recommendations no less than quarterly to all employees.
- Make special reports to the Board of Visitors and other bodies as requested.
- Recommend revisions or additions to the plan to the Executive Council and Shared Governance Council, as appropriate.
- During the annual budgeting process, outline and recommend budget priorities to support the strategic plan to the Executive Council.

Appendix

Strategic Priority Captains – S.E.E. the Vanguard Vision Steering Team Charge Document

Priority Captains Recommendations:

1. Make sure key stakeholders have been included in the conversations and formulation of the recommendation. The Priority Captains steer the strategic plan work, but those who have a perspective, role or stake in the recommendation should be consulted and involved in the formulation of the recommendation.
2. All recommendations should be on the Executive Council agenda as a discussion item at least once before moving to the approval process in the Shared Governance Council.
3. Recommendations must go before the Shared Governance Council for approval.
4. Depending on the nature of the recommendation, approval from the ASU System and/or the Board of Trustees may be required following Shared Governance Council approval.

Membership

Strategic Priority Captains – S.E.E. the Vanguard Vision Steering Team

Charge Document

Strategic Priority Captains: S.E.E. the Vanguard Vision Steering Team Members

Priority One: Strengthen Enrollment and Student Success

Dr. Catherine Burton, Director of Advising and Learning

Bailey Carl, Director of Admissions

Ashley Hankins, Associate Director of Early College | Concurrent Enrollment Coordinator

Dr. Joseph Scott, Dean of Math and Science | Assistant Professor

Dr. Jodi Whitehurst, Associate Professor of English

Priority Two: Expand the Vanguard Impact

Andrea Cole, Associate Vice Chancellor for Institutional Advancement

Cheryl Cherry, Advising Learning Center Coordinator/Media Specialist

Bryan Henry, Director of Physical Plant

Ali West, Associate Professor of Mathematics | Director of Academics-Heber Springs campus

Heather Stogner, Director of Workforce & Community Education

Priority Three: Elevate the Employee Experience

Jesse Arnold, Heber Springs Campus Business Manager

Chad Duncheon, Assistant Professor of Accounting

Jacob Grindstaff, Information Technology Manager

Teri Roper, Director of Human Resources

John Morris, Director of Distance Education | Title III Activity Director

Updated 10/28/25