

Ozarka Strategic Planning Results 2007-2008

The Four Themes

1. The Future-Oriented Organization
2. The Learning-Focused Organization
3. The Connected Organization
4. The Distinctive Organization

Please use the color coding as follows:

President

VPAA or Supervised by VPAA

VPSS or Supervised by VPSS

VPF or Supervised by VPF

Director of Advancement or Supervised by DA

Director of Information Systems or Supervised by DIS

Director of Human Resources or Supervised by DHR

Director of Planning/Special Projects or Supervised by DPSP

Academy

Primary Goal 1. Mission and Integrity: The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

Priority Initiative 1a. The organization's mission documents are clear and articulate publicly the organization's commitments.

Strategies

1a1. The board has adopted statements of mission, vision, values, goals and organizational priorities that together clearly and broadly define the organization's mission.

Actions

- a. The marketing plan will include a mission complimentary to the college mission statement.
 - 1. The marketing plan is based on the college mission and is reviewed biannually.
- b. The Ozarka College Foundation has a clear mission and vision statement.
 - 1. The foundation board reviews these documents during their annual retreat in September.
- c. The College will annually review mission documents with the Board of Trustees, administrative team, faculty, and staff to ensure that the organization's commitments are clearly defined.
 - 1. Reviewed with administrative team at July 2007 retreat. Reviewed with faculty and staff in August 2007. Reviewed with Board of Trustees in December 2007.
- d. The College will periodically (every five years) reaffirm the mission documents through formal action of the Board of Trustees.
 - 1. Ongoing
- e. The College will clearly publish the mission documents in the college catalog and on the website.
 - 1. Accomplished. The mission documents are published thoroughly including catalog, website, syllabi, and building placards.

1a2. The mission, vision, values and goal documents define the varied internal and external constituencies the organization intends to serve.

Actions

- a. The College will periodically review (every five years) the mission documents with internal and external constituencies to ensure that constituencies are defined and served.
 - 1. Accomplished
- b. The College's Strategic Plan and Priority Initiatives will be developed to ensure that all constituencies are served.
 - 1. Accomplished

1a3. The mission documents include a strong commitment to high academic standards that sustain and advance excellence in higher learning.

Actions

- a. The College will periodically (every five years) review the mission documents with the faculty council to ensure a strong commitment to academic standards that sustain and advance excellence in higher learning.
 - 1. Ongoing—was accomplished in 2006-2007.
- b. Ozarka College will continue to develop and enhance course and program offerings at the campuses in Melbourne, Ash Flat, and Mountain View.
 - 1. Additional courses and class periods were added to the schedule. An eleven-month LPN program was initiated on the Ash Flat and Mountain View campuses in Fall 2007.
- c. Ozarka College will provide support programs and services to support teaching and learning to perpetuate the mission of the College.
 - 1. Ongoing—increased staffing and planning for Student Success Center functions were accomplished spring 2008. Increased coordination on all campuses with support staff and services from SSC, TRIO, and Career Pathways.

1a4. The mission documents state goals for the learning to be achieved by its students.

Actions

- a. The College will periodically review (every five years) the mission documents with the administrative team and faculty to ensure that the documents state goals for learning to be achieved by the students.
 - 1. Accomplished in 06-07 and ongoing. Task force minutes are available.

1a5. The organization regularly evaluates and, when appropriate, revises the mission documents.

Actions

- a. The Foundation will review its mission and vision biannually during strategic planning.
 - 1. The foundation board reviews these documents during their annual retreat in September
- b. The marketing department will review its mission every other year.
 - 1. The marketing department reviewed the mission to align with the college mission and will update in 2008-09.
- c. The College will annually review mission documents with the Board of Trustees, administrative team, faculty, and staff and make revisions when appropriate.
 - 1. Accomplished in 06-07 and ongoing

- d. Ozarka College will maintain processes that promote review and refinement of mission, organizational structure, policies, procedures, practices, and processes.
 - 1. Processes are in place for review of functions through the committee structure and through the strategic planning process.

1a6. The organization makes the mission documents available to the public, particularly to prospective and enrolled students.

Actions

- a. College Mission Statement will be included in recruiting publications and in catalog.
 - 1. New mission statement is used in design for Catalog Cover, Billboards, Viewbook, Schedules, Stationery, etc.
- b. The Library will house printed copies of mission documents and make them available upon request.
 - 1. Done
- c. The College will ensure that the mission documents are articulated publicly through the college catalog, employee handbooks, student handbooks, printed information, placards, course syllabi, and web site, particularly to prospective and enrolled students.
 - 1. Accomplished
- d. The College will regularly (every five years) survey internal constituencies and external constituencies to ensure people are aware of the mission documents and have an understanding of the documents.
 - 1. Accomplished in 06-07 and ongoing. Task force minutes are available.

Priority

Initiative 1b. In its mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.

Strategies

1b1. In its mission documents, the organization addresses diversity within the community values and common purposes it considers fundamental to its mission.

Actions

- a. College will continue to realize increased enrollment by providing opportunities for the 55+ student.

1. Continued - The Admissions office is working with the fitness instructor to increase awareness and enrollment in this age group.
 - i. The Empowering Older Adults Grant will continue to provide the Active Living Course through 2010
 - ii. Working with Marketing Department to increase awareness of programs and resources
 - iii. Added Health Eating Every Day course to Fall 2008 schedule
 - iv. Established senior active living resource closet for anyone in the service area over 55 years of age
 2. A mathematics instructor served as an academic coach in the Student Success Center for students over 55.
 - b. The College will continue to make the communities aware of the educational opportunities available for students of all ages.
 1. Continued - Through advertisement, mail-outs, and speaking engagements.
 - i. Submitted marketing information to Human Kinetics and Active Living Partners online newsletters and announcements re: 60 plus course offerings and success stories
 - ii. Worked with Marketing Department to include news releases and documentation of 60+ programs and course offerings
 - iii. Provided mailers to all area physicians and senior centers regarding 60+ classes and resources
 - iv. Fitness Center Director providing continuing education presentations for White River Area Agency on Aging, regional and state conferences
 - c. The College will regularly evaluate (every five years) the mission documents to ensure that they address the community values and common purposes it considers fundamental to its mission though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 1. Accomplished and ongoing. Task force minutes are available. The proposed mission documents were made available to all for input through email distribution prior to adoption.
 - d. The College will annually examine the demographics of the service area to provide knowledge of and definition to the constituencies the college serves.
 1. Accomplished and ongoing
- 1b2. The mission documents present the organization's function in a multicultural society.

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure that they present the organization's function in a multicultural society though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.

1. Accomplished in 06-07 and ongoing. Task force minutes are available.

1b3. The mission documents affirm the organization's commitment to honor the dignity and worth of individuals.

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure they affirm the organization's commitment to honor dignity and worth of individuals through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 1. Accomplished 06-07 and ongoing. Task force minutes are available.

1b4. The organization's required codes of belief or expected behavior are congruent with its mission.

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure that its required codes of belief or expected behavior are congruent with its mission through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 1. Accomplished 06-07 and ongoing. Task force minutes are available.
- b. The College will regularly evaluate the Employee Code of Conduct and the Student Code of Conduct to define expected codes of belief or expected behavior.
 1. This will be accomplished with a task force during 08-09.

1b5. The mission documents provide a basis for the organization's basic strategies to address diversity.

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure they provide a basis for the organization's basic strategies to address diversity through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 1. Accomplished 06-07 and ongoing. Task force minutes are available.
- b. The College will provide adequate evidence that diversity of students is encouraged through enrollment statistics, curriculum, scheduling and brochure information to ensure congruence with the mission statement.

1. Ozarka College's four county service area is 97% Caucasian. Planning is underway to provide diversity education to all students.

Priority

Initiative 1c. Understanding of and support of the mission pervade the organization

Strategies

1c1. The board administration, faculty, staff, and students understand and support the organization's mission.

Actions

- a. The Fine Arts Department will ensure that all class syllabi fit the College's stated mission statement.
 1. Completed - We added a Class Mission to every class syllabus that related back to the college mission statement.
- b. The Fine Arts Department will develop class assignments and projects to ensure that they promote Ozarka College's stated mission statement.
 1. Completed
- c. The Culinary Arts Department will ensure that all class syllabi fit the College's stated mission statement.
 1. Done
- d. The Culinary Arts Department will develop class assignments and hands-on cooking assignments to ensure they promote Ozarka College's stated mission statement.
 1. Done
- e. The English Department will check syllabi to ensure that they fit the College's stated mission statement.
 1. In progress
- f. The Developmental Education Department will ensure that all class syllabi fit the College's stated mission statement.
 1. Done
- g. The Developmental Education Department will develop class assignments and projects to ensure that they promote Ozarka College's stated mission statement.
 1. Done
- h. All entities in the Allied Health Division will ensure that the course syllabi reflect the mission of the college.
 1. Done
- i. The Business Technology Department will ensure that all class syllabi fit the College's stated mission statement.
 1. Done

- j. The Business Technology Department will develop class assignments and projects to ensure that they promote Ozarka College's stated mission statement.
 - 1. Done
 - k. The Business Technology Department will understand and support the mission statement as shown on the college website as well as the course catalog.
 - 1. Done
 - l. The College will provide the opportunities for all Ozarka employees to realize that he/she is an important contributing factor in the success of our students.
 - 1. Ongoing - during in-service emphasis was placed on the importance of planning contributing toward student success for all areas of the college
 - m. The College will annually survey board members, faculty, staff, and students to determine their understanding and support of the organization's mission.
 - 1. Accomplished and ongoing.
 - n. The College will encourage board members, faculty, staff, and students to articulate their support and understanding of the organization's mission through publications, communications, syllabi, and verbal presentations.
 - 1. Ongoing. Mission is supported in publications, catalogs, websites, syllabi and presentations.
 - o. Ozarka College will consistently and continuously focus on its mission to provide quality comprehensive higher education to the students and citizens of the north central Arkansas.
 - 1. Accomplished and ongoing.
 - p. All entities in the Allied Health Division will ensure that the course syllabi reflect the mission of the college.
 - 1. Syllabi for all AH classes have been updated in the Spring to reflect the mission of the college
- 1c2. The organization's strategic decisions are mission-driven.

Actions

- a. The Fine Arts Department will ensure that they promote Ozarka College's stated mission statement as they develop any new curriculum for the department.
 - 1. Completed
- b. The Culinary Arts Department will ensure that we promote Ozarka College's stated mission statement as we develop any new curriculum for the department.
 - 1. None developed during this timeframe

- c. The English Department will ensure that we promote Ozarka College's stated mission statement as we develop any new curriculum for the department.
 - 1. Considered in plans for journalism class
 - d. The Developmental Education Department will ensure that we promote Ozarka College's stated mission statement as we develop any new curriculum for the department.
 - 1. No new curriculum developed during this timeframe
 - e. The Allied Health Division has direct input in the mission and will promote that mission.
 - 1. Input from the AH division was solicited and Ozarka's mission statement approved, the nursing mission statement is reflective of the college mission statement.
 - f. The Business Technology Department will ensure that we promote Ozarka College's stated mission statement as we develop any new curriculum for the department. Each course will be evaluated to determine how it fits into the mission statement.
 - 1. Done
 - g. **The Strategic Plan actions will be mission driven.**
 - 1. **Accomplished as indicated by the Strategic Plan document and planning process.**
 - h. **The Strategic Plan actions will be focused on meeting the expectations of the HLC/NCA Criterion for Accreditation.**
 - 1. **Accomplished as indicated by the Strategic Plan document and planning process.**
- 1c3. The organization's planning and budgeted priorities flow from and support the mission.

Actions

- a. The Fine Arts Department will plan their budget in conjunction with the planning process.
 - 1. Completed
- b. The Culinary Arts Department will plan their budget in conjunction with the planning process and meet the established deadlines.
 - 1. Completed
- c. The English Department Budget will be formulated in conjunction with the planning process.
 - 1. Completed
- d. The Developmental Education Department will plan their budget in conjunction with the planning process and meet the established deadlines.
 - 1. Completed
- e. The budgets under the Allied Health Division will be planned and reviewed to support the mission according to the set guidelines.
 - 1. The budget is reviewed yearly and supports the mission of the college as well as the growth of the department.

- f. The Business Technology Department will plan their budget in conjunction with the planning process and meet the established deadlines.
 - 1. Completed
 - g. The Math Division Chair will assist the VPAA with the scheduling of classes within the division to serve the optimum number of students while helping to maintain the financial integrity of the College.
 - 1. Completed
 - h. Ozarka College-Ash Flat will plan its budget in conjunction with the planning process
 - 1. Completed - Ongoing
 - i. Ozarka College-Ash Flat will assist the VPAA and division chairs with the scheduling of classes to serve the optimum number of students while helping to maintain the financial integrity of the College.
 - 1. Completed - Ongoing
 - j. The college's foundation mission will include funding to assist Ozarka students.
 - 1. Several scholarship endowments have been implemented in 2007-08 due to fundraising efforts.
 - k. The planning and budgeted process will indicate that the priorities flow from and support the mission of the college.
 - 1. Accomplished as reflected in the planning and budgeting process.
 - l. The budget will be reviewed annually to ensure that resources are adequately dedicated to supporting the mission of the college.
 - 1. Accomplished as reflected in the planning and budgeting process. Review is accomplished by faculty, staff, administration, and the board of trustees.
 - m. The budgeting process will include input from all departments of the college as they try to establish actions to help meet the overall mission of the college.
 - 1. Accomplished as reflected in the budgeting process.
- 1c4. The goals of the administrative and academic subunits of the organization are congruent with the organization's mission.

Actions

- a. The Fine Arts Department will ensure that all class goals and objectives fit the College's stated mission statement.
 - 1. Completed
- b. The Culinary Arts Department will ensure that all class goals and objectives fit the College's stated mission statement.
 - 1. Done
- c. The English Department will check syllabi to ensure that they fit the College's stated mission statement.
 - 1. In progress

- d. The Developmental Education Department will ensure that all class goals and objectives fit the College's stated mission statement.
 - 1. Done
- e. All Allied Health class goals will fit with the overall mission of the college
 - 1. The goals will continue to fit with the overall mission of the college by meeting the needs of the students with lifelong learning.
- f. The Business Technology Department will ensure that all class goals and objectives fit the College's stated mission statement.
 - 1. Done
- g. The goals, strategies, and actions formulated by administrative and academic subunits to be included in the strategic plan will be congruent with the mission of the college.
 - 1. Accomplished as reflected in the planning and budgeting process
- h. The goals, strategies, and actions formulated by employees during the annual professional review will be congruent with the mission of the college.
 - 1. Accomplished as reflected in the planning and budgeting process

1c5. The organization's internal constituencies articulate the mission in a consistent manner.

Actions

- a. The Fine Arts Department will ensure that all class syllabi fit the College's stated mission statement.
 - 1. Completed
- b. The Culinary Arts Department will ensure that all class syllabi fit the College's stated mission statement.
 - 1. Done
- c. The English Department will check syllabi to ensure that they fit the College's stated mission statement.
 - 1. Done
- d. The Developmental Education Department will check syllabi to ensure that they fit the College's stated mission statement.
 - 1. Done
- e. The Allied Health Division will ensure the Course syllabi reflect the mission of the college
 - 1. Systematic review of all AH syllabi are completed and reflect the mission of the college
- f. The Business Technology Department will check syllabi to ensure that they fit the College's stated mission statement.
 - 1. Done

- g. The college's administration, faculty, and staff will articulate the mission in a consistent manner through daily work with students, publications, syllabi, and contact with external constituencies.
 - 1. Accomplished

Priority

Initiative 1d. The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.

1d1. Board policies and practices document the board's focus on the organization's mission.

Actions

- a. Board of Trustee policies are reviewed annually and will indicate the board's focus on the mission of the college.
 - 1. A task force has been thoroughly reviewing the policies during the 07-08 school years. The review will be submitted to the administration and to the board of trustees for review during fall 08.
- b. Board of Trustee meeting minutes will indicate the board's focus on the mission of the college.
 - 1. Accomplished. Minutes are available for review.

1d2. The board enables the organization's chief administrative personnel to exercise effective leadership.

Actions

- a. Board of Trustee policy vests the President the authority to govern in order to ensure that the college meets its mission and is an effective and efficient organization.
 - 1. Accomplished and ongoing.
- b. Board of Trustee policy will indicate an effective organizational chart, which places the responsibility of decision-making with appropriate chief administrative personnel.
 - 1. Accomplished and ongoing
- c. The "Governance through Committee" structure with committee assignments and appropriate committee meeting minutes will indicate that the Board enables the organization's personnel to provide leadership and be involved in decision-making.
 - 1. Accomplished and ongoing
- d. Internal and external surveys and scans will indicate that the Board enables the chief administrative personnel to exercise effective leadership.

1. Accomplished and ongoing

1d3. The distribution of responsibilities as defined in governance structures, processes, and activities is understood and is implemented through delegated authority.

Actions

- a. Student Service personnel will be expanded to provide a quality presence at Ozarka College – Ash Flat.
 1. In process – Beginning with the fall semester a new financial aid secretary will be employed.
 2. Completed - In addition, Career Pathways personnel and the Student Success Center personnel have increased opportunities for Ozarka College students.
- b. The College will utilize the “task force” concept with defined assignments to evaluate and improve all aspects of the college.
 1. Completed.
- c. Student Services will continue to focus on improvement through “team meetings” to clarify process and procedures and to implement necessary changes
 1. Ongoing
- d. The flow of responsibility is and will continue to be clearly outlined in the organizational chart in Board of Trustee policy and in the Employee Handbook.
 1. Accomplished and ongoing
- e. The College will utilize the “Governance through Committee” structure that indicates the structures, processes, and activities which distributes responsibilities throughout the institution.
 1. Accomplished and ongoing. Committee minutes are available for review.
- f. Agendas and minutes of meetings of the administrative council, the faculty council, the instructional council as well as other task forces and committees will reflect the distribution of responsibility and shared governance
 1. Accomplished and ongoing. Committee minutes are available on the college effectiveness webpage.

1d4. People within the governance and administrative structures are committed to the mission and appropriately qualified to carry out their defined responsibilities.

Actions

- a. Agendas and meeting minutes of all councils, taskforces, and committees will reflect the commitment to the mission of the college.

- 1. Accomplished and ongoing. Committee minutes are available on the college effectiveness webpage
- b. The Institutional Assessment Committee will meet each semester and review the assessment process.
 - 1. This committee has evolved into the College Planning and Effectiveness committee. The committee meets a minimum of two times each semester. Accomplished and ongoing. Committee minutes are available on the college effectiveness webpage

1d5. Faculty and other academic leaders share responsibility for the coherence of the curriculum and the integrity of academic processes.

Actions

- a. The Fine Arts Department instructors will communicate with each other and the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department instructors will communicate with each other and the administrators to ensure that we continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 - 1. Done
- c. The English Department instructors will communicate with each other and the administrators to ensure that we continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 - 1. Done - English portfolio assessment meeting
- d. The Business Technology Department instructors will communicate with each other and the administrators to ensure that we continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement
 - 1. Meetings held monthly for communication and sharing
- e. The Developmental Education Department instructors will communicate with each other and the administrators to ensure that we continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 - 1. Progress made with fulltime staff; adjunct continues as goal
- f. The Allied Health instructors do and will communicate with each other as needed and with the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement
 - 1. Communication is key for the AH department, monthly correspondence/meetings are held to insure the promotion of the college's mission.
- g. The Business Technology Department instructors will perform a continuous review of syllabi standardization.
 - 1. Done

- h. Each Business Technology faculty member has responsibilities as set forth in the job description and will ensure the integrity of the academic process by fulfilling these responsibilities.
 - 1. Done
 - i. Ozarka College-Ash Flat will communicate with the administration, faculty, and staff to ensure that it continues to work towards meeting the goals of Ozarka College's stated mission statement.
 - 1. The Ozarka College-Ash Flat staff was in continuous communication with staff and faculty through phone, fax, email, one-on-one meetings, as well as regularly scheduled committee meetings
 - j. **Agendas, meeting minutes, and implemented committee recommendations will indicate that faculty and other academic leaders share responsibility for the coherence of the curriculum and the integrity of the academic process. These include the instructional council, the curriculum committee, the faculty council, and other appropriate task forces and committees.**
 - 1. **Accomplished and ongoing. Committee minutes are available on the college effectiveness webpage**
- 1d6. Effective communication facilitates governance processes and activities.

Actions

- a. The Fine Arts Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 - 1. Done
- c. The English Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 - 1. Done and continues
- d. The Developmental Education Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 - 1. Lead instructor met with fulltime Math and English instructors on an individual basis
- e. The Allied Health Division instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.

1. Monthly correspondence/meetings are held discussing student issues, projects and policies to better meet the needs of the students in correlation with the mission of the college.
- f. The Business Technology Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
 1. Done
- g. Ozarka College-Ash Flat will communicate with the administration, faculty, and staff to ensure that it continues to work towards meeting the goals of Ozarka College's stated mission statement.
 1. The Ozarka College-Ash Flat staff was in continuous communication with staff and faculty through phone, fax, email, one-on-one meetings, as well as regularly scheduled committee meetings
- h. MV will utilize a daily calendar to effectively communicate to part time office personnel class scheduled activities, students to contact, and other events on campus. Communications will also be enhanced through use of mail boxes and staff meetings.
 1. Done
- i. A campus newspaper will be published biweekly during regular semesters.
 1. Campus newspapers were published and distributed on a regular basis and 'as needed-usually monthly' in summer.
- j. Announcements and press releases will be posted to the student web portal regularly.
 1. PSAs are automatically linked to my.Ozarka news.
- k. Maintenance Department will conduct staff meetings on a regular basis to effectively communicate departmentally and to conduct training on new chemicals.
 1. The Maintenance Department held a staff meeting on August 30, 2007.
- l. The Finance Department will conduct staff meetings on a regular basis departmentally to effectively communicate.
 1. The Finance Department held staff meetings on the following dates: 09/28/07, 01/14/08, 05/01/08, and 06/17/08.
- m. The president and the administrative team will continue to produce a monthly "President's Report to the Board" which is place on the college's website to facilitate effective communication concerning governance processes and activities.
 1. Accomplished and ongoing. Reports are available on the college effectiveness webpage
- n. The president will continue to conduct two "College Updates" each semester for all institution employees to facilitate effective communication.
 1. Accomplished and ongoing. Updates are available on the college effectiveness webpage
- o. The college personnel will continue to effectively utilize e-mails and website postings to facilitate effective communication.
 1. Accomplished and ongoing.

1d7. The organization evaluates its structures and processes regularly and strengthens them as needed.

Actions

- a. The Fine Arts Department will continue to meet each May to evaluate the annual assessment plan and write a new set of goals for the upcoming year.
 1. Completed
- b. The Culinary Arts department will continue to evaluate the annual assessment plan each May and write new goals for the upcoming year.
 1. Done - turned in to VPAA
- c. The English Department will continue to meet each May to evaluate the annual assessment plan and write a new set of goals for the upcoming year.
 1. Done
- d. The Developmental Education department will continue to evaluate the annual assessment plan each May and write new goals for the upcoming year.
 1. Done - turned in to VPAA
- e. The Allied Health Division will continue to meet monthly and each May to evaluate the annual assessment plan and write a new set of goals for the upcoming year.
 1. Annual report was completed in May. Evaluation of curriculum, syllabi, and books are completed.
- f. The Business Technology department will evaluate the annual assessment plan each May and write new goals for the upcoming year.
 1. Done
- g. The Math instructor (RB) will continue to review assignment sheets for each class.
 1. Assignment sheets were reviewed and changes made
- h. Ozarka College-Ash Flat will continue to evaluate its planning/assessment goals annually and write a new set of goals for the upcoming year.
 1. Planning and goals for 2008-2009 were set and uploaded in March of 2008. Planning results for 20007-2008 were uploaded in August of 2008.
- i. The Maintenance Department staff will attend meetings when required by the State of Arkansas.
 1. Director of Physical Plant attended a FAP Training Seminar sponsored by ADHE in January 2008.
 2. Director of Physical Plant attended a Fuel Card Training Seminar sponsored by ADHE in August 2007.
- j. The Director of Physical Plant and the Maintenance Supervisor will continue to serve on the Facilities Usage Committee.

1. Both the Director of Physical Plant and the Maintenance Supervisor served on the Facilities Usage Committee during the year.
- k. Members of the Finance Staff will attend the Fall SACUBO meeting.
 1. Michelle Gray and Tina Wheelis attended the Fall SACUBO meeting in Little Rock, AR on November 12-13, 2007.
- l. Members of the Finance Staff will attend the Spring AACUBO meeting.
 1. Due to scheduling conflicts the Finance Staff was not able to attend the Spring AACUBO meeting.
- m. The Finance Staff will review the Business Office Practices annually.
 1. The Business Office Task Committee met on June 17, 2008 and reviewed the business office policies and procedures.
- n. The Strategic Plan Annual Cycle indicates specific review and evaluation of structures, processes, employee performance, programmatic missions, programs, and strategies. Appropriate review agendas and meeting minutes will indicate evaluation and review.
 1. Accomplished and ongoing. Committee minutes are available on the college effectiveness webpage
- o. Institutional processes are reviewed by specific task forces for improvement. Task force reports and recommendations will indicate evaluation and review.
 1. Accomplished and ongoing. Task force minutes are available on the college effectiveness webpage
- p. The President will assign review committees to review structures and processes at Ozarka College.
 1. Accomplished and ongoing. Committee minutes are available on the college effectiveness webpage
- q. The Math instructor (RB) will work with the task force to improve registration.
 1. Done

Priority

Initiative 1e. The organization upholds and protects its integrity.

Strategies

1e1. The activities of the organization are congruent with its mission.

Actions

- a. Marketing and advertising messages will reflect accuracy and the mission.
 1. In spring 2008, marketing tagline was updated to reflect the college mission (for print and radio advertising).
- b. The Finance Department will follow policies and procedures outlined by the Business Task Force committee.

1. The Finance Department followed the policies and procedures outlined by the Business Task Force Committee during the 2008 fiscal year. Business Office Task Committee met on June 17, 2008 and reviewed the business office policies and procedures.
- c. Documentation of assessment of student learning will indicate that activities are congruent with the mission of the college.
 1. Accomplished. Documentation is available on the college effectiveness webpage.
- d. Documentation of assessment of institutional effectiveness will indicate that activities are congruent with the mission of the college.
 1. Accomplished. Documentation is available on the college effectiveness webpage
- e. Documentation of strategic planning will indicate that activities are congruent with the mission of the college.
 1. Accomplished. Documentation is available on the college effectiveness webpage
- f. Documentation of the budget process will indicate that activities are congruent with the mission of the college.
 1. Accomplished. Documentation is available on the college effectiveness webpage
- g. Course schedules, continuing education schedules, workshop offerings, college calendar activities, and marketing activities will indicate that activities are congruent with the mission of the college.
 1. Accomplished and available for review.

1e2. The board exercises its responsibility to the public to ensure that the organization operates legally, responsibly, and with fiscal honesty.

Actions

- a. The Foundation Board will purchase a professional audit annually.
 1. A successful Foundation audit was completed in 2007-08 by Hughes, Welch and Milligan.
- b. The Maintenance Department had meetings with staff to explain purchases and procedures outlined by the Business Task Force committee and adapted by the Board of Trustees on 9/26/06 and will follow these procedures.
 1. The Maintenance Department held a staff meeting on August 30, 2007.
- c. The Library will provide resources that outline current laws and regulations on educational law, etc.
 1. Done
- d. The College will promote professional integrity and ethics as related to mission, organizational structure, policies, procedures, practices, and processes.
 1. Ongoing, Committee meetings and professional development activity documentation is available.

- e. The Board of Trustees will continue to meet four times per year to provide leadership, guidance, analysis and decisions for the College.
 - 1. Accomplished and ongoing. Board minutes are available on the college effectiveness webpage.
- f. The President will continue to communicate College business regularly to the Board via the Monthly President's Report.
 - 1. Accomplished and ongoing. Reports are available on the college effectiveness webpage
- g. The DPSP will follow proper procedures for grant management.
 - 1. Proper grant management procedures were followed in the Perkins, Partners and the DOJ grants. Additional training was received at the DOJ conference in DC in January and at the Perkins spring meeting in Little Rock.

1e3. The organization understands and abides by local, state, and federal laws and regulations applicable to it (or bylaws and regulations established by federally recognized sovereign entities).

Actions

- a. The marketing department will continue to regularly review the state Freedom of Information Act to ensure proper procedure is followed in release of information from the college.
 - 1. FOIA regulations are on file and reviewed as needed to ensure compliance.
- b. Risk Management Insurance will conduct the Physical Plant annual audit.
 - 1. Greg Gunn, Engineering Specialist from FM Global, was on campus March 3, 2008 to conduct the Physical Plant audit.
- c. The Maintenance Supervisor will attend class offered by DF&A.
 - 1. There were no meetings applicable to the Maintenance Supervisor offered during the year.
- d. Legislative Auditors will conduct the annual audit.
 - 1. Legislative Auditors conducted the annual audit during February and March 2008.
- e. Members of the Finance Staff will attend AR Procurement Officers meetings.
 - 1. Jill Yancey and Tina Wheelis attended AR Procurement Officer meeting during on August 10, 2007 (UACCB – Batesville) and April 18, 2008 (NWACC – Bentonville)
- f. AR Procurement Laws will be followed.
 - 1. AR Procurement Laws were followed during the 2008 fiscal year.
- g. OC–MV Campus Coordinator will provide Family Educational Rights and Privacy Act of 1974 (FERPA) information for part time office personnel.
 - 1. Completed. FERPA information is included in the Office Policy and Procedures Manual; personnel sign off when FERPA information is read

- h. Ozarka College-Ash Flat will provide Family Educational Rights and Privacy Act of 1974 (FERPA) information for part time office personnel.
 - 1. FERPA was verbally explained to part-time staff with supporting documentation available upon request from the office of the Vice President for Student Affairs.

1e4. The organization consistently implements clear and fair policies regarding the rights and responsibilities of each of its internal constituencies.

Actions

- 1. The Finance Department will follow policies and procedures outlined by the Business Task Force Committee.
 - 1. The Finance Department followed the policies and procedures outlined by the Business Task Force Committee during the 2008 fiscal year. Business Office Task Committee met on June 17, 2008 and reviewed the business office policies and procedures.
- 2. The Board of Trustee Policy Manual, the Employee Handbook, the College Catalog, and the Student Handbook will be reviewed annually.
 - 1. Accomplished
- 3. The President will continue to communicate College business regularly to the Board via the Monthly President's Report.
 - 1. Accomplished and ongoing. Reports are available on the college effectiveness webpage

1e5. The organization's structures and processes allow it to ensure the integrity of its co-curricular and auxiliary activities.

Actions

- 1. Club, bookstore and daycare funds are handled by the Finance Office and are subject to the same regulations and audit of the Finance Office.
 - 1. Club, bookstore and daycare funds were handled by the Finance Office during the fiscal year. The annual audit was conducted in during February and March. These practices were reviewed during that time.
- 2. The Board of Trustee Policy Manual, the Employee Handbook, the College Catalog and the Student Handbook will be reviewed annually.
 - 1. Accomplished and ongoing.

1e6. The organization deals fairly with its external constituents.

Actions

- a. Ozarka personnel will become familiar with the Freedom of Information Act.
 1. Have not communicated to all campus personnel. Tentative planned for Fall 08 in-service.
 - b. Policies and procedures established by Business Task Force will be reviewed for “student friendliness.”
 1. The Finance Department followed the policies and procedures outlined by the Business Task Force Committee during the 2008 fiscal year. Business Office Task Committee met on June 17, 2008 and reviewed the business office policies and procedures for student friendliness.
 - c. Purchases in excess of \$5000 will be competitively bid which is standard operating procedure.
 1. Purchases in excess of \$5,000 were competitively bid during the fiscal year. Procurement reports were submitted to DFA to report procurements made by using the competitive bidding process.
 - d. The college will continue to follow specific employee search process guidelines.
 1. Accomplished and ongoing. The process is available from the HR manager. Documentation of searches are available in the HR office.
 - e. The college will continue to follow specific academic and student grievance processes.
 1. Accomplished and ongoing. Processes are clearly defined in the catalog.
- 1e7. The organization presents itself accurately and honestly to the public.

Actions

- a. The marketing/public relations department mission will continue to include a focus on accurate distribution of information to internal and external constituents.
 1. Ongoing
- b. The marketing department will develop a crisis management plan to include dealing with the media.
 1. Crisis management plan was developed and submitted to the President’s Office.
- c. The Library will house copies of past and current informational publications, articles, etc.
 1. Done
- d. Information Systems will research ways to integrate software purchased by TRIO into SIS.
 1. Student Data Base for TRiO up and running; updates to continue
- e. Information Systems will assist with the returning of old equipment to M&R.
 1. Done (2 batches)

- f. Monthly Maintenance reports will be prepared for the President.
 - 1. Monthly reports were prepared and submitted to the President during the year.
- g. Monthly financial reports will be prepared for the Board and posted on the web.
 - 1. Monthly financial reports were prepared for the Board of Trustees and posted to the web.
- h. The college's board minutes and annual budget are public record and will be placed in the college library.
 - 1. Present on website
- i. Press releases from DSPS will inform the public of grant initiatives on campus.
 - 1. Press releases concerning the DOJ grant on domestic violence and elder abuse were released to the campus newsletter and/or the area media.

1e8. The organization documents timely response to complaints and grievances, particularly those of students.

Actions

- a. The Fine Arts Department will maintain records (personal, email, etc.) of responses to student grievances.
 - 1. Completed – ongoing process
- b. The Fine Arts Department will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
 - 1. Completed – ongoing process
- c. The Culinary Arts Department will maintain records (personal, email, etc.) of responses to student grievances.
 - 1. No grievances received
- d. The Culinary Arts Department will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
 - 1. No grievances received
- e. The English Department will maintain records (personal, email, etc.) of responses to student grievances.
 - 1. Done
- f. The Developmental Education Department will maintain records (personal, email, etc.) of responses to student grievances.
 - 1. None received
- g. The Developmental Education Department will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
 - 1. None received

- h. The Allied Health Department will continue to keep records of student counseling and will work closely with the VPAA to ensure timely and appropriate responses to issues that may arise.
 - 1. Student counseling is performed in the presence of a second instructor whenever possible. Counseling records are kept in the nursing department. Notification of the VPAA is completed as soon as possible. If a student wishes to file a grievance, the process is in the Nursing student Guide and the student is informed of their right to file if terminated from the program.
- i. The Business Technology Department will maintain records (personal, email, etc.) of responses to student grievances.
 - 1. Done
- j. The Business Technology Department will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
 - 1. Done
- k. Ozarka College-Ash Flat will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
 - 1. All student, community, and staff grievances were acted upon in a timely manner and to the satisfaction of all parties involved.
- l. The college will continue to follow specific employee search process guidelines.
 - 1. Accomplished and ongoing.
- m. The college will continue to follow specific academic and student grievance processes.
 - 1. Accomplished and ongoing.
- n. All areas of the College will follow the Board Policy Manual in responding to complaints and grievances.
 - 1. Accomplished and ongoing.

Primary Goal 2. Preparing for the Future: The organization's allocation of resources and its process for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities

Priority

Initiative 2a. The organization realistically prepares for a future shaped by multiple societal and economic trends.

2a1. The organization's planning documents reflect a sound understanding for the organization's current capacity.

Actions

- a. Information Systems will research alternative plans for connectivity (T1 and local DSL Coverage).
 - 1. Installed Metro Ethernet at AF and Melbourne; DSL internet at MV
- b. Departmental budgets and expenditures will be available for daily review by department heads and administration.
 - 1. Departmental budgets and details of expenditures were available to department heads and administration by utilizing my.Ozarka and SONIS.
- c. The organizational budget process will be presented at the annual staff meeting by the VPF.
 - 1. The organizational budget process was presented to staff members attending the January 2008 staff meeting by the VPF.
- d. Monthly budget reports will be prepared for the President and Board of Trustees and posted on the web.
 - 1. Monthly financial reports were prepared for the Board of Trustees and posted to the web. These reports included budget and budget variance information.
- e. OC-MV Campus Coordinator will assist the Division Chairs and the VPAA in scheduling of classes to serve the optimum number of students and maximum utilization of classroom space while helping to maintain the financial integrity of the College.
 - 1. Completed
- f. Ozarka College-Ash Flat will assist the VPAA and division chairs with the scheduling of classes to serve the optimum number of students while helping to maintain the financial integrity of the College.
 - 1. OC-AF Campus Coordinator served on a committee with the VPAA and Division Chairs. The course offerings were determined through this committee. The course offering for Ash Flat have continued to improve which is evidenced through the continued enrollment growth of OC-AF.
- g. Ozarka College will ensure that appropriate strategic planning processes provide data and information to assist in resource allocation decisions.
 - 1. Accomplished and ongoing. The planning process and the strategic plan are available on the college effectiveness webpage.
- h. Yearly, the strategic planning process will precede the budgeting process and the planning and review cycles will indicate that effective planning and budgeting are occurring.
 - 1. Planning occurred in January and was followed by budgeting.

2a2. The organization's planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization.

Actions

- a. The Fine Arts Department textbook selection is and will continue to be based on new advances in communication and the arts, both material wise and technology wise.
 - 1. We updated the texts for Fine Arts Theatre, Visual Art, and Music for the fall semester.
- b. The Culinary Arts Department textbook selection is and will continue to be based on new advances in the Foodservice Industry, both material wise and technology.
 - 1. New editions of Serve Safe and Dining Room Management, Professional Baking, Catering Management selected because of ease of reading and quality of book
- c. English Department textbook selection is and will continue to be based partly on the availability of online ancillaries for both students and instructors.
 - 1. Under discussion at English Portfolio Assessment Meeting
- d. The Developmental Education Department textbook selection is and will continue to be based on student friendly and easy to understand material both material wise and technology wise.
 - 1. Done - new texts adopted in beginning and practical writing sequence following input from instructors
- e. The Allied Health Division will keep abreast of changes in the healthcare industry and new book adoptions will be selected for the fall of each year.
 - 1. Books were evaluated in May for the fall. All nursing faculty must have Continuing education hours for license renewal and is current in the healthcare field.
- f. The Business Technology Department textbook selection will be based on student friendliness and easy to understand material both material wise and technology wise.
 - 1. Done
- g. The Library will make available information concerning these national trends and will evaluate its own programs and actions in light of these trends.
 - 1. Done - added data base "E-books"
- h. OC-MV Campus Coordinator will work with the Admissions Office in increasing non-traditional populations (+55) and enrollment from local high schools through visiting businesses, participating in local area community activities, and increasing visits to area high schools and by offering campus tours.
 - 1. Done
- i. Technology purchases will be reflected in the organizational budget.
 - 1. Technology purchases were budgeted by the Director of Information Services and included in the departmental budget request for Information Services. The departmental budget requests were reflected in the annual budget.

- j. Admissions will increase the non-traditional population (+55) and enrollment from local high schools through increased visibility at churches, businesses, and by increasing visits to area high schools.
 - 1. Completed and Ongoing.
- 2a3. The organization's planning documents show careful attention to the organization's function in a multicultural society.

Actions

- a. The Fine Arts Department textbook selection is and will continue to be based partly on sensitivity to global issues of gender, race, history, and current events in the areas of communication, art, music, and theater.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department textbook selection is and will continue to be based on the current trends in the Foodservice Industry as it relates to Fine Dining/Up Scale establishments.
 - 1. New editions of Serve Safe and Dining Room Management, Professional Baking, Catering Management selected because of ease of reading and quality of book
- c. English Department textbook selection is and will continue to be based partly on sensitivity to global issues of gender, race, history, and current events.
 - 1. In progress
- d. The Developmental Education Department textbook selection is and will continue to be based partly on sensitivity to global issues of gender, race, history, and current events.
 - 1. Multicultural readings in new writing texts, Everyday Heroes, used in reading class
- e. The Allied Health Division textbook selection is and will continue to be based on accurate data for the sensitivity to global issues of culture, gender, race, history, and current events in the areas of healthcare, communication, medications, treatments and prevention.
 - 1. All faculty members are involved in the book selection process and global issues, cultural diversity and current events have been reviewed.
- f. The Business Technology Department textbook selection is and will continue to be based partly on sensitivity to global issues of gender, race, history, and current events in Human Relations, Marketing, Management, Business Communications, Small Business Management and Economics.
 - 1. Done
- g. Multicultural society implications will partially determine whether to respond to requests for proposals by the DSPS and activities to provide a multicultural experience will be written into grant applications where possible.

1. To a large extent, the Partners for Care grant includes opportunities for poverty to middle class movement via LPN training and scholarship enhancement.
2. The Perkins grant includes promotional components for nontraditional participation and completion.

2a4. The organization's planning processes include effective environmental scanning.

Actions

- a. The development office will conduct an economic impact study.
 1. The economic impact study is in process based on a model endorsed by the Arkansas Association of Two Year Colleges.
- b. Ozarka College will continuously scan the local, regional, and state environment to realistically prepare for a future shaped by multiple societal and economic trends.
 1. Accomplished and ongoing.
- c. The DPSP will continue to scan the environment for request for proposals capable of progressing the College and its constituents.
 1. No new RFPs were identified during the year that would be of significant importance to surpass the importance of planning for the forthcoming self-study for accreditation.

2a5. The organizational environment is supportive of innovation and change.

Actions

- a. The Business Technology Department will alternate Interactive Video and In Class courses at Mountain View and Ash Flat so that students will be able to take a larger number of courses on those campuses.
 1. All lecture courses were offered via IV to all campuses
 2. All lab courses were offered on all campuses except IST which had low enrollment
- b. The Business Technology Department will continue to promote the Certificates of Proficiency.
 1. 24 certificates of proficiency were earned in 07-08
- c. Ozarka College Ash Flat campus coordinator will continue to work with the business technology department to alternate interactive video and in class courses at Ash Flat so that students will be able to take the majority of courses required for an AAS degree in business on the Ash Flat campus.

1. OC-AF campus coordinator served on a committee with the VPAA and Division Chairs. The course offerings were determined through this committee. The business course offering for Ash Flat has continued to improve which is evidenced through the continued enrollment growth at OC-AF in the business discipline.
 - d. Business policies and procedures will be reviewed yearly for efficiency and student friendliness.
 1. The Finance Department followed the policies and procedures outlined by the Business Task Force Committee during the 2008 fiscal year. Business Office Task Committee met on June 17, 2008 and reviewed the business office policies and procedures for student friendliness.
 - e. The College will be able to list examples of innovation and change at the end of each academic year.
 1. Documents reflecting significant accomplishments are produced at the end of each semester and available on the college effectiveness webpage.
- 2a6. The organization incorporates in its planning those aspects of its history and heritage that it wishes to preserve and continue.

Actions

- a. The Fine Arts Department will continue to promote art, music, and theater that are shown to be a part of our area's heritage and culture.
 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to promote the heritage and culture of our area, as we continue to provide a service to the community.
 1. Done - many functions throughout the year including Restaurant Night, etc.
- c. The Allied Health Division will continue to promote our area's heritage and culture.
 1. The AH Division has participated in local traditional festivals as well as community service to promote wellness in the community.
- d. The Business Technology Department will continue to promote the heritage and culture of our area, as we continue to provide a service to the community.
 1. Done
- e. OC-MV will maintain a "History of the Campus" scrapbook through newspaper clippings and pictures of student, faculty, and staff involvement in activities on and off campus.
 1. Done
- f. A bulletin board at OC-MV will feature "Students in the News".

- 1. Done
 - g. A “history of the college” section will be maintained on the Ozarka College website.
 - 1. Ongoing
 - h. A review of sequential planning manuals will indicate planning from year to year is effective and gives priority to student success.
 - 1. Planning was accomplished with approximately 98% efficiency (906/925 entries = 98% accomplishment) and entries indicate that student success is a priority.
- 2a7. The organization clearly identifies authority for decision making about organizational goals.

Actions

Priority

Initiative 2b. The organization’s resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.

Strategies

2b1. The organization’s resources are adequate for achievement of the educational quality it claims to provide.

Actions

- a. The Fine Arts Department will continue to update textbooks and other sources of information to keep up with changes in the field.
 - 1. Completed
- b. The Culinary Arts department will continue to update textbooks and other sources of information to keep up with changes in the Foodservice Industry.
 - 1. New editions of Serve Safe and Dining Room Management, Professional Baking, Catering Management selected because of ease of reading and quality of book
- c. The English Department will continue to update textbooks and other sources of information to keep up with changes in the field.
 - 1. Completed
- d. The Developmental Education Department will continue to update textbooks and other sources of information to keep up with changes in the field.
 - 1. Done - new writing texts

- e. The Allied Health Division will continue to update textbooks and strive to ensure good clinical experiences as other sources of information to keep up with changes in the Allied Health field.
 - 1. Text book review is completed in May; Clinical contracts are reviewed and reissued in the summer. New contracts are obtained to meet the needs of the students to insure quality clinical experiences.
- f. The Business Technology Department will continue to update textbooks and other sources of information to keep up with changes in the field.
 - 1. Done
- g. Departments will submit annual budget requests reflective of their needs.
 - 1. Departmental budget requests were submitted during February and March 2008. These requests were included in the annual operating budget presented to and approved by the Board of Trustees at their quarterly meeting in May of 2008.
- h. Student Services will continue to plan and increase quality student activities in Melbourne, Ash Flat, and Mountain View.
 - 1. Completed and Continued – A fall 2008 concert for Ozarka students and for area high school students.
- i. Ozarka College will continuously assess its resource allocation decisions and cost effectiveness in comparison with similar two-year colleges in the state and in the region.
 - 1. Accomplished and ongoing.
- j. The DPSP will continue to respond to request for proposals selected by the college in order to generate seed money for educational programs for future institutionalization.
 - 1. The Perkins grant for 2008-2009 will provide \$87,357 for student success initiatives.

2b2. The plans for resource development and allocation document at organizational commitment to supporting and strengthening the quality of the education it provides.

Actions

- a. OC-MV will prepare a yearly budget and remain within that budget.
 - 1. Done
- b. Fitness Center instructor will increase wellness program funding through federal, state and local grant.
 - 1. Submitted request and received continued funding from AOA to support Active Living Every Day, resource closet and additional educational opportunities to 60+ population
- c. The Math Department will remain within its yearly budget.
 - 1. The Department was under budget
- d. The Math/Science/ATS/AAT Division Chair will assist his division with budget preparation.

- 1. Done
- e. Ozarka College-Ash Flat will plan its budget in conjunction with the planning process.
 - 1. Completed - Ongoing

2b3. The organization uses its human resources effectively.

Actions

- a. The Fine Arts Department will continue to use people in the community such as speakers, artists, musicians, and theater personnel to enhance the educational experience for the students.
 - 1. Completed – ongoing process
 - The Theatre Department brought in 3 play productions for area schools and the community.
 - The Art Department had 3 art shows for the community.
- b. The Culinary Arts Department will continue to use foodservice industry personnel in the communities to assist and strengthen our program and enhance the educational experience for the students.
 - 1. Cline Stevens at Lyon College
- c. The Allied Health Division will continue to use people in the community such as guest speakers, clinical preceptors, and medical staff personnel to enhance the educational experience for the students.
 - 1. Several guest speakers have been utilized for the AH division. The utilization of preceptors in the healthcare field allows the student to shadow a currently licensed nurse in the actual day-to-day responsibilities, time management and professional capacities not always seen as a student.
- d. The Business Technology Department will alternate Interactive Video and In Class courses at Mountain View and Ash Flat so that students will be able to take a larger number of courses on those campuses.
 - 1. J.D. McCracken resigned; therefore, Brad Holloway covered all AF courses. Steve and Kena taught at MV
- e. The Business Technology Department will alternate instructors so that different instructors will teach on each campus so that students will interact with more than one instructor from this department. Brad Holloway and J. D. McCrackin will alternate on the Ash Flat Campus and Steve Baltz and Kena Tyler will alternate on the Mountain View Campus.
 - 1. Done
- f. To give optimum service to students, OC-MV Campus Coordinator will develop a Policy and Procedure Manual for the part time office staff to be in line with the policies and procedures of the Office of Admissions, Financial Aid, Finance, Registrar Offices, Bookstore, and Adult Education.
 - 1. Developed in July 2007 and updated as needed; will be reviewed each July

- g. Information Systems will research utilization of a single domain to increase efficiency.
 - 1. Not completed, goal continues
 - h. One member from Information Systems will attend SQL/Advanced SQL Training.
 - 1. Not completed
 - i. The Director of Physical Plant and Maintenance Supervisor will begin to cross train other staff to be aware of daily and weekly duties of each of their job duties. Shadow dates are set March 1 and March 6.
 - 1. Cross training of employees was performed throughout the year.
 - j. The Finance staff will continue to cross-train employees to assure optimum performance of the department when various staff members are absent due to illness or vacation.
 - 1. Finance Staff members continued to cross-train during the year.
 - k. The College will effectively use work-study assistance to assist full time employees.
 - 1. Accomplished and ongoing.
 - l. The College will effectively use grant personnel to enhance student learning, retention and overall success and to assist Ozarka personnel.
 - 1. Perkins grant personnel were used to promote student success; DOJ grant personnel were used to provide services to the college; and Partners personnel were used to provide LPN and health skills classes.
- 2b4. The organization intentionally develops its human resources to meet future changes.

Actions

- a. The Fine Arts Department instructors will attend at least one conference related to their field during 2007-08.
 - 1. Completed
- b. The Culinary Arts Department instructors will attend at least one conference or seminar related to their field during 2007-2008.
 - 1. One instructor attended AATYC, one attended Arkansas Governor's Conference of Hospitality and Tourism and both attended Skills USA
- c. The English Department will attend the Conference on College Composition and Communication in April of 2008 to network with others about future trends in English Education
 - 1. Done
- d. The Developmental Education Department instructors will attend at least one conference related to their field during 2007-08.
 - 1. Attended Ozarka in-services in fall and spring

- e. For continued licensure all faculty will obtain CEU's as well as attend conferences or teaching seminars to enhance student learning.
 - 1. Faculty renewal is every two years, those who have had to renew have completed their requirement for license renewal.
- f. The Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri in March 2007.
 - 1. Did not attend
- g. The Library staff will read professional journals and use professional literature to keep up with library changes in the Information field.
 - 1. Done - reviewed all issues from three library journals through the year
- h. The Maintenance staff will participate in development opportunities such as Plant Management workshops.
 - 1. Due to scheduling conflicts the maintenance staff was not able to attend these workshops.
- i. The Finance staff will participate in development opportunities by attending SACUBO and AACUBO workshops.
 - 1. Michelle Gray and Tina Wheelis attended the SACUBO fall workshop in November 2008. Due to scheduling conflicts attending at the AACUBO spring workshop was not possible.
- j. When applicable, grants and request for proposal responses will include aspects of professional development.
 - 1. The Perkins and DOJ grants provided professional development opportunities during 2007-2008 including advising webinars, two trips to model colleges (MSCC and NPCC) to research current practices in student retention, a trip to a Noel-Levitz retention conference, and two trips related to women's advocacy.
 - 2. The 2008-2009 Perkins grant was written to include professional development.

2b5. The organization's history of financial resource development and investment documents a forward-looking concern for ensuring educational quality (e.g., investments in faculty development, technology, learning support services, new or renovated facilities).

Actions

- a. Information Systems will research establishment of secondary datacenter in Ash Flat.
 - 1. 60% complete
- b. The College will begin to renovate the old nurses building.
 - 1. Renovation of the old Nursing Building began in February 2008.
- c. The College will renovate the exterior of the Administration building.
 - 1. This project was put on hold. However, plans were made for interior renovations to the Administration Building.

- d. The College will replace the roof of the Administration building.
 - 1. This project was not completed during the year, but it is scheduled to bid in July 2008 and completed by December 2008.
- e. The College will begin construction of a new building on the Ash Flat campus.
 - 1. Construction of a Nursing and Student Center on the Ash Flat campus began in August 2007 and continued during the year. Expected completion date is August 2008.
- f. Student Services will continue to enhance the sound system in the John E. Miller auditorium.
 - 1. Completed.
- g. When applicable, grants and request for proposal responses will include aspects of professional development.
 - 1. The Perkins and DOJ grants provided professional development opportunities during 2007-2008 including advising webinars, two trips to model colleges (MSCC and NPCC) to research current practices in student retention, a trip to a Noel-Levitz retention conference, and two trips related to women's advocacy.
 - 2. The 2008-2009 Perkins grant was written to include professional development.

2b6. The organization's planning processes are flexible enough to respond to unanticipated needs for program reallocation, downsizing, or growth.

Actions

- a. Contingency will be built into the yearly budget.
 - 1. Contingency amounts were built into the annual operating budget.
- b. Excess revenues will be transferred to a reserve fund at the each budget cycle.
 - 1. Excess revenues were transferred to a reserve fund at the end of the fiscal year.
- c. The College will demonstrate flexibility when needed.
 - 1. Accomplished and ongoing.
- d. Grant funds will be used for expanding the nursing program in Ash Flat and for preparing high school students to enter the expanded nursing programs.
 - 1. The Partners for Care grant supported an LPN program at Ash Flat via RN salary, clinical instructor salary, travel for clinicals by instructors, scholarships for students and purchasing of equipment/supplies.
 - 2. The Partners for Care grant supported high school classes in health skills and medical terminology RN salary, clinical instructor salary, travel for clinicals by instructors, scholarships for students and purchasing of equipment/supplies.

2b7. The organization has a history of achieving its planning goals.

Actions

- a. The Annual Budget Report will be submitted at the end of each year with variance analysis.
 1. The Annual Budget Report (including variance analysis) was submitted during July to the Board of Trustees.
- b. Yearly, all areas of the College will report on planning achievements or the lack there of for compilation into a manual to be distributed college wide. The Institutional Planning and Effectiveness Committee shall validate that planning is achieving its goals or indicate the need for an improvement plan.
 1. Report complete and to be submitted to the IPEC in spring 2009.

Priority

Initiative 2c. The organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.

Strategies

2c1. The organization demonstrates that its evaluation processes provide evidence that its performance meets its stated expectations for institutional effectiveness.

Actions

- a. The Fine Arts Department will continue to use student evaluations to provide validation of achievement or implications for improvement of goals set forth in the course objectives and student outcomes.
 1. Completed – ongoing process
- b. The Culinary Arts department will continue to use student evaluations to provide validation of achievement or implications for improvement of the goals set forth in the course objectives and student outcomes.
 1. Done - for Gourmet Nights, all help set dining room to increase efficiency
- c. The English Department will continue to use student evaluations to provide validation of achievement or implications for improvement of the goals set forth in the course objectives and student outcomes.
 1. Done

- d. The Developmental Education Department will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
 - 1. Done - for example, part of final exam has imbedded assessments
 - e. The evaluation process of students, facilities, faculty, employers and the Advisory Board will continue to show evidence that the Allied Health programs meet their stated expectations and institutional effectiveness.
 - 1. The evaluations have been completed as well as the Advisory Board met in the spring of 2007.
 - f. The Business Technology Department will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
 - 1. Done
 - g. The Business Technology Department will implement a Business Technology student survey for all classes.
 - 1. Done
 - h. An Institutional Planning and Effectiveness Committee will monitor the college's progress in assessment.
 - 1. The institutional planning and effectiveness committee met regularly during 2007-08 and developed various documents and processes to assist in monitoring the college's overall progress in assessment of institutional effectiveness and student learning.
 - i. Ozarka College will continuously assess its resource allocation decisions and cost effectiveness in comparison with similar two-year colleges in the state and in the region.
 - 1. Accomplished and ongoing.
 - j. An outline of institutional effectiveness initiatives and measures will be presented to the Administrative Council for identification of strengths, weaknesses, and areas needing improvement by September 2007.
 - 1. The Administrative Council approved conducting an Environmental Scan for fall/spring 2008-09 with the development of the survey completed and ready for distribution.
- 2c2. The organization maintains effective systems for collecting, analyzing, and using organizational information.

Actions

- a. Marketing and information systems will coordinate entering and exiting student surveys online.
 - 1. Not completed due to practicality. Entering and exit surveys are still conducted each semester but with paper survey instruments developed and collected by the public relations specialist.
- b. Data Day will be held yearly.
 - 1. Accomplished and ongoing.

- c. Administrative Council meetings will be held weekly when possible.
 - 1. Accomplished and ongoing. Minutes are available in the HR manager office.
- d. Planning manuals and planning result manuals will be distributed college wide each year.
 - 1. Accomplished and ongoing.
- e. Institutional effectiveness data will be electronically stored for ease of retrieval.
 - 1. The President and the Director of Information Systems have created an assessment website due for release in fall 2008.
- f. Ozarka College Ash Flat will develop a student survey to help facilitate feedback and suggestions from the student body for improvement to courses, facilities, and student services.
 - 1. OC-AF campus coordinator in conjunction with the Mt. View campus coordinator has developed a student survey to be administered each fall and spring semester.

2c3. Appropriate data and feedback loops are available and used throughout the organization to support continuous improvement.

Actions

- a. The Fine Arts Department will continue to use student evaluations to provide validation of achievement or implications for improvement of the goals set forth in the course objectives and student outcomes.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to use student evaluations to provide validation of achievement or implications for improvement of the goals set forth in the course objectives and student outcomes.
 - 1. For Gourmet Night, all students and staff set up the dining room first
- c. English Department will be more diligent in going to the VPAA's office to view student feedback after the semester is complete.
 - 1. No longer applies
- d. The Developmental Education Department will continue to use student evaluations to provide validation of achievement or implications for improvement of the goals set forth in the course objectives and student outcomes.
 - 1. Done - alterations in what was emphasized was done in 07-08
- e. The Allied Health Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes and be more diligent in going to the VPAA's office to view student feedback after the semester is complete.
 - 1. Student evaluations have been completed and CAT forms have been utilized by the faculty to assess students and problem areas that need to be addressed to help the student meet their goals.
- f. The Business Technology Department will continue to use student evaluations to provide validation of achievement or implications for improvement of the goals set forth in the course objectives and student outcomes.

1. Done
- g. Ozarka College Ash Flat will develop a student survey to help facilitate feedback and suggestions from the student body for improvement to courses, facilities, and student services.
 1. OC-AF campus coordinator in conjunction with the Mt. View campus coordinator has developed a student survey to be administered each fall and spring semester.
- h. An Institutional Planning and Effectiveness Committee will review the assessment data collected annually.
 1. The institutional planning and effectiveness committee met regularly during 2007-08 and developed various documents and processes to assist in monitoring the college's overall progress in assessment of institutional effectiveness and student learning.
- i. Ozarka College will continuously scan the local, regional, and state environment to realistically prepare for a future shaped by multiple societal and economic trends.
 1. Accomplished and ongoing as indicated by the planning process, planning documents, assessment process, and documentation of assessment processes and results available on the college effectiveness website.
- j. The DPSP will monitor the Planning and Effectiveness Committee for indications of need for writing grant proposals.
 1. Institutional data continues to indicate a need for student success initiatives and the 2008-2009 Perkins grant was written to help fulfill this need for improvement.

2c4. Periodic reviews of academic and administrative subunits contribute to improvement of the organization.

Actions

- a. Course evaluations will be conducted each semester for Business Technology.
 1. Done
- b. The College will be able to cite examples in all areas where assessment and/or evaluation have lead to improvement.
 1. Many examples found throughout Planning Results Manual

2c5. The organization provides adequate support for its evaluation and assessment processes.

Actions

- a. The Fine Arts Department will make any information or materials available to the instructors to ensure they have what they need to improve in any areas that were shown to be lacking in the assessment process.
 1. Completed – ongoing process

- b. The Culinary Arts department will ensure information or materials are available to the instructors to ensure they have what is needed to improve in any areas that were shown to be lacking in the assessment process.
 - 1. Information and materials available; lead instructor continues to mentor new instructor
- c. The English department will ensure information or materials are available to the instructors to ensure they have what is needed to improve in any areas that were shown to be lacking in the assessment process.
 - 1. Done
- d. The Developmental Education department will ensure information or materials are available to the instructors to ensure they have what is needed to improve in any areas that were shown to be lacking in the assessment process.
 - 1. Done - Manipulatives purchased for Math and information collected for next text adoption
- e. The Allied Health Division will ensure information or materials are available to all instructors to ensure they have that is needed to improve in any areas that were shown to be lacking in the assessment process.
 - 1. Information materials have been distributed to faculty throughout the year as well as the Supervisory Guide updated and distributed with current policy and procedures.
- f. The Business Technology department will ensure information or materials are available to the instructors to ensure they have what is needed to improve in any areas that were shown to be lacking in the assessment process.
 - 1. Done
- g. Ozarka College Ash Flat will strive to supply any equipment, supplies, or technology to the instructors to ensure they have what they need to improve the effectiveness of instruction.
 - 1. Complete - Ongoing

Priority

Initiative 2d. All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.

Strategies

2d1. Coordinated planning processes center on the mission documents that define vision, values, goals, and strategic priorities for the organization.

Actions

- a. The planning process shall charge the College with generating planning from the mission documents and a review of the resulting planning will show tie back to these documents.
 - 1. All planning seems to be consistent with the mission to provide life-changing experiences through education.

2d2. Planning processes link with budgeting processes.

Actions

- a. The Fine Arts Department will plan their budget in conjunction with the planning process.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department will plan their budget in conjunction with the planning process.
 - 1. Done
- c. The English Department Budget will be formulated in conjunction with the planning process.
 - 1. Done
- d. The Developmental Education Department Budget will be formulated in conjunction with the planning process.
 - 1. Done
- e. The Allied Health Division Budgets will be formulated in conjunction with the planning process.
 - 1. The planning and budget processes are integrated; completed.
- f. The Business Technology Department Budget will be formulated in conjunction with the planning process.
 - 1. Done
- g. Ozarka College-Ash Flat will plan its budget in conjunction with the planning process.
 - 1. Completed - Ongoing
- h. The planning process will continue to precede the budgeting process on a yearly basis as outlined by the Budget Task Force of 2006.
 - 1. Planning occurred in January/early February 2008 for 2008-2009 and budgeting occurred in mid-February/March.

2d3. Implementation of the organization’s planning is evident in its operations.

Actions

- a. Capital purchases for industrial and instructional equipment will be purchased prior to December each year.
 - 1. Capital purchases for industrial and instructional equipment were made during the year.
- b. Planning shall be the responsibility of all areas of the College and evidenced in the Planning and Planning Results Manuals.

1. All areas of the college participated in planning 2008-2009.

2d4. Long-range strategic planning processes allow for reprioritization of goals when necessary because of changing environments.

Actions

- a. The Planning Manual will be comprised of long range and yearly goals, priority initiatives, and strategies and will be reviewed and renewed on a yearly basis.
 1. Long range goals were included in the planning manual from an Administrative Council meeting in late spring 2008. Strategic with intermediate planning is scheduled for July 2008 and for faculty in fall 2008.

2d5. Planning document give evidence of the organization's awareness of the relationships among educational quality, student learning, and the diverse, complex, global, and technological world in which the organization and its students exist.

Actions

- a. The College will be able to list examples in the Planning Results Manual.
 1. Examples can be found in 1b1, 1b2, 1b5, 2a2, 2a3, 3c2, 4b1, 4c2, 4c3, 5a3, 5c4.

2d6. Planning processes involve internal constituents and, where appropriate, external constituents.

Actions

- a. Foundation board members participate in annual strategic planning sessions.
 1. The Foundation's strategic planning retreat occurred in September 2007.
- b. Planning shall be the responsibility of all areas of the College and evidenced in the Planning and Planning Results Manuals.
 1. Planning was completed by all areas including faculty, staff and administration
- c. The President will initiate environmental scans as needed.
 1. Accomplished and ongoing.
- d. The Institutional Planning and Effectiveness Committee maintains a list of environmental scans done periodically and will review for completion on a yearly basis.
 1. A new environmental scan procedure is in the process of being developed that will capture information from the many outside clubs and groups who meet on campus.

Primary Goal 3. Student Learning and Effective Teaching: The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.

Priority

Initiative 3a. The organization's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible.

Strategies

3a1. The organization clearly differentiates its learning goals for certificate of proficiency, technical certificates and associate degree programs by identifying the expected learning outcomes for each.

Actions

- a. The Library will monitor (with faculty) the availability and quality of educational resources.
 - 1. In library journals, book and data base reviews. Emailed faculty for input in collection. Nursing critiqued video collection in fall 07 with some deleted and some added. Added history DVDs at recommendation of SS faculty.

3a2. Assessment of student learning provides evidence at multiple levels: course, program, and institutional.

Actions

- a. A science instructor will provide pre-post tests for all classes to effectively demonstrate that learning has taken place (Science – BD).
 - 1. Incomplete at present (May 08); goal continues for summer 08
- b. The ECD instructor will complete the application and review process yearly to re-certify the Ozarka College EDC program with the Arkansas Division of Child Care and Early Childhood Education.
 - 1. Done
- c. Ozarka College will continue to emphasize student learning outcomes and consistently initiate effective assessment processes to demonstrate that it is fulfilling its mission.
 - 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.

3a3. Assessment of student learning includes multiple direct and indirect measures of student learning.

Actions

- a. The Fine Arts Department will continue to use traditional methods of assessment and to try new nontraditional methods.
 1. Completed – ongoing process
- b. In the communication classes, public speeches and the outcomes of small group projects will be used as a measure of communication skills.
 1. Completed – ongoing process
- c. In the art, music, and theater classes, different forms of creative works will be used as a measure of skills.
 1. Done
- d. The Culinary Arts Department will continue to use traditional methods of assessment and try new nontraditional methods.
 1. Continue to test and use daily staff evaluation of student product to give student formative feedback
- e. In Food Production, Baking & Garde Manger classes, communication skills will be practiced and evaluate during individual and group presentations. Instructors will assess production skills during kitchen duties.
 1. Garde Manger - students must also present product in appropriate manner for the food service industry
- f. The English Department will continue to use traditional methods of assessment and to try new nontraditional methods. The Department will also meet to share successful nontraditional assessment methods.
 1. English Portfolio Assessment Meeting
- g. The Developmental Education Department will continue to use traditional methods of assessment and to try new nontraditional methods. The Department will also meet to share successful nontraditional assessment methods.
 1. Shared CATS method with adjuncts; followed up with AF and M adjuncts
- h. The Allied Health Division will continue to use traditional methods of assessment and to try new nontraditional methods. The Department will also meet to share successful nontraditional assessment methods.
 1. Student surveys are still in use traditionally; the new CATs are being used to help throughout the courses to assess for needs.
- i. The Business Technology Department will continue to use traditional methods of assessment and to try new nontraditional methods. The Department will also meet to share successful nontraditional assessment methods.
 1. Done
- j. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
 1. Done

- k. The physical science instructor will incorporate assessment techniques as outlined in “Classroom Assessment Techniques” (Science – MM).
 - 1. Done
- l. Ozarka College will continuously initiate multiple measures of student learning and develop appropriate assessment data for course and programmatic decision-making.
 - 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.

3a4. Results obtained through assessment of student learning are available to appropriate constituencies, including students themselves.

Actions

- a. The Fine Arts Department will work to ensure that the students will have access to the reports of their progress and success in class.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department will work to ensure that the students will have access to the reports of their progress and success in class.
 - 1. Students given daily feedback; for midterm, advanced students provide portfolio
- c. The English Department will work to ensure that the students will have access to the reports of their progress and success in class.
 - 1. Done
- d. The Developmental Education Department will work to ensure that the students will have access to the reports of their progress and success in class.
 - 1. Midterm grades posted; students given ample opportunity to approach instructor
- e. The Allied Health Division will work to ensure that the students will have access to the reports of their progress and success in class.
 - 1. The AH Division has an open door policy for students who wish to review their progress, as well as assistance programs as needed to ensure their success.
- f. The Business Technology Department will work to ensure that the students will have access to the reports of their progress and success in class.
 - 1. Information in my.Ozarka

- g. The Business Technology Department will return graded quizzes and exams and homework promptly to students to enable students to learn from the evaluations.
 - 1. Done
- h. A science instructor will grade student's work fairly and return assignments, quizzes and exams promptly (Science – MM).
 - 1. Done
- i. The Library will house printed copies of College assessment statistics.
 - 1. Ozarka College has added a College Effectiveness Webpage
- j. NATEF results will continue to be shared with students and appropriate institution personnel (AST).
 - 1. Done
- k. The Math instructors will grade and promptly return students' work.
 - 1. done
- l. Assessment data will be displayed on the website making access available to students and all constituencies.
 - 1. The website that has been under development during 2007-2008 will be released in fall 2008.
- m. Student success stories are published offering diversity of individual students.
 - 1. Student success stories have been published in local papers to represent each degree/division at Ozarka College. Alumni photographs (taken from the workplace) were included with each interview/article.

3a5. The organization integrates into its assessment of the student learning the data reported for purposes of external accountability (e.g., graduation rates, passage rates on licensing exams, placement rates, transfer rates).

Actions

- a. In all of the Arts and Humanities courses, the CAAP test scores will be used for assessment of student learning.
 - 1. Completed
- b. Culinary Arts student's National Servsafe certifications scores are made available to students and instructors upon request.
 - 1. Students receive score/certifications as soon as instructor receives them
- c. In the Developmental Education Department, all ASSET and COMPASS scores will be utilized for assessment.
 - 1. Use COMPASS as pre/post test
- d. The Allied Health Division will utilize the NCLEX PN and RN for the Nursing Students as well as EMT Registry upon

completion. We will continue to look at pass rates as well as entrance exams such as the NET for the PN students and the LPN Gap for the RN students.

1. Pass rates for LPN is 91.3%, where as the RN pass rate is 94.6%. The testing utilized by the nursing department is still a good indicator of the student's ability and probability of success.
- e. The Business Technology Department will continue to report results of OPAC exams.
 1. Changed to embedded assessment technique
- f. The BT Department will monitor graduation rates and job placement rates.
 1. 19 AAS BT and 24 CPs
- g. Grades and comments will be available throughout the semester in my.Ozarka.
 1. Done
- h. Graduation rates will be compiled for individuals in the CJL program (Social Sciences).
 1. Not completed, continues as goal
- i. The Library will house printed copies of College assessment statistics.
 1. Ozarka has added a college effectiveness webpage
- j. The AST instructor will ensure NATEF requirements and re-certification are met
 1. Done
- k. Data Day will convey to all employees of Ozarka various forms of data reported for purposes of external accountability
 1. Data Day was not held in 07-08

3a6. The organization's assessment of student learning extends to all educational offerings, including credit and noncredit certificate programs.

Actions

- a. Continuing education courses will include assessment of student learning by attendees.
 1. Done; cumulative report sent to ADHE

3a7. Faculty members are involved in defining expected student learning outcomes and creating the strategies to determine whether those outcomes are achieved.

Actions

- b. The Fine Arts Department will check the minimum course descriptions on the Arkansas Course Transfer System Website to ensure expected student learning outcomes meet or exceed outcomes across the state.
 - 1. Completed
- c. The Fine Arts Department will continue to evaluate student learning through traditional and nontraditional assessment methods.
 - 1. Completed – ongoing process
- d. The Culinary Arts Department will continue to evaluate student learning through traditional and nontraditional assessment methods to make sure that we are sending students to prospective employers with the required skills.
 - 1. All evaluations are made against the industry standard and done on a daily basis
- e. The Culinary Arts Department is continually evolving to reflect industry standards and changes for the fulfillment of student learning and employment.
 - 1. Yearly, instructors keep abreast of trends and test results at Skills USA
- f. The English Department will check the minimum course descriptions on the Arkansas Course Transfer System Website to ensure expected student learning outcomes meet or exceed outcomes across the state.
 - 1. In progress
- g. The English Department will continue to evaluate student learning through traditional and nontraditional assessment methods.
 - 1. Completed
- h. The Developmental Education Department will continue to evaluate student learning through traditional and nontraditional assessment methods.
 - 1. Done, see previous entry
- i. The Allied Health Division Faculty will continue to be involved by monthly meeting, pre-semester syllabi checks and end of year accomplishments, as well as through the Advisory Board.
 - 1. Completed as per Systematic Evaluation plan in the AH department.
- j. The Business Technology Department will continue to evaluate student learning through traditional and nontraditional assessment methods.
 - 1. Done
- k. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
 - 1. Done
- l. Student grade results in courses will be evaluated in the Business Technology Department.
 - 1. Done
- m. Results of OPAC testing will be evaluated to determine deficiencies in learning outcomes.

- 1. Changed to embedded assessment in all courses
- n. Faculty will continue to determine and make necessary changes to course objectives each semester in the Business Technology Department.
 - 1. Done
- o. Science faculty will review course syllabi outcomes each semester to determine if student learning is achieved (BD).
 - 1. Continuing
- p. The Science Department will review and change outcomes/objectives in all course syllabi as deemed from various assessment tools (Science – MM).
 - 1. Done each semester such as Scientific Method added and Class assessment added in PS
- q. Syllabi for the program will be updated annually (AST).
 - 1. Done
- r. The Math instructors will review syllabi each semester and revise if necessary.
 - 1. Syllabi were reviewed and minor changes made

3a8. Faculty and administrators routinely review the effectiveness and uses of the organization's programs to assess student learning.

Actions

- a. The Fine Arts Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
 - 1. Completed – ongoing process
- b. The culinary Arts department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
 - 1. Done on a daily basis with yearly assessment turned to VPAA
- c. The English department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
 - 1. In progress, English Portfolio Assessment Meeting
- d. The Developmental Education department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
 - 1. Progress with M and AF campus; MV continues as goal

- e. The Allied Health Division instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
 - 1. Monthly meetings/correspondence has been completed, as well as on as needed basis to ensure the progression of student learning.
- f. The Business Technology department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
 - 1. Monthly meetings

Priority

Initiative 3b. The organization values and supports effective teaching.

Strategies

3b1. Qualified faculty determine curricular content and strategies for instruction.

Actions

- a. The Fine Arts Department will share instructional materials and resources with one another.
 - 1. Completed – ongoing process
- b. The Fine Arts Department will continue to research information on curricular content and the best strategies for teaching the courses in the department.
 - 1. Completed – ongoing process
- c. The Culinary Arts Department instructors will share instructional materials and resources with one another.
 - 1. Maintain ability to teach each others' classes and assist each other when necessary
- d. The Culinary Arts Department will continue to research information on curricular content and the best strategies for teaching the courses in the department.
 - 1. Done via researching new books and at Skills USA viewing vendor displays
- e. The English Department will share instructional materials and resources with one another.
 - 1. In progress, English Portfolio Assessment Meeting
- f. The English Department will attend the Conference on College Composition and Communication to obtain new ideas regarding curriculum content and instructional strategies.
 - 1. Done

- g. The Allied Health Division will share instructional materials and resources with one another as well as continue to research information on curricular content and the best strategies for teaching the courses in the department.
 - 1. All faculty members are willing and do share materials and resources to aid in the delivery of up-to-date knowledge and teaching strategies to enhance student learning.
 - h. The Business Technology Department will share instructional materials and resources with one another.
 - 1. Done
 - i. The Business Technology Department will continue to research information on curricular content and the best strategies for teaching the courses in the department.
 - 1. Done
 - j. The Business Technology Department will continuously review courses to assure they maintain pace with the business/technology environment
 - 1. Done, updated software
 - k. The Business Technology Department will continue to consist of qualified and experienced faculty who will monitor curricular content and determine strategies for instruction.
 - 1. Done
 - l. Science Department will coordinate the composition and achievement of an in-house biology lab manual (BD).
 - 1. Continuing revision as we continue with the new Alters text in general biology (TM)
 - m. The biology instructor will change course agenda to include more general biology issues as opposed to emphasis on human anatomy and physiology (Science – BD).
 - 1. Continuing revision as we continue with the new Alters text in general biology (TM)
 - n. The physical science instructor will write and implement a chemistry lab manual (Science – MM).
 - 1. Changed text and ordered text lab manual instead
 - o. The physical science instructor will review and change outcomes/objectives in all course syllabi as deemed from various assessment tools (Science – MM).
 - 1. Changed text and ordered text lab manual instead
 - p. The physical science instructor will continue to edit and add new lab material to lab manuals (Science – TM).
 - 1. Done, changed 2 labs to reinforce lecture
 - q. The Math instructors will post office hours to be available for students.
 - 1. Done
- 3b2. The organization supports professional development designed to facilitate teaching suited to varied learning environments.

Actions

- a. The Fine Arts Department instructors will attend at least one conference related to their field during 2007-08.
 1. Completed
- b. The Culinary Arts Department instructors will attend at least one conference related to the Foodservice Industry during 2007-2008.
 1. Done: AATYC, Arkansas Hospitality, Skills USA, ProStart Conference
- c. The English Department will attend the Conference on College Composition and Communication to obtain new ideas regarding teaching in varied learning environments.
 1. Complete
- d. The Developmental Education Department instructors plan to attend at least one conference related to their field during 2007-08.
 1. Attended Ozarka in-service in fall and spring
- e. The Allied Health Division instructors will attend at least one conference related to their field during 2007-08 as well as complete current CEUs for renewed licensure.
 1. CEU's have been obtained for faculty that required license renewal. Faculty attended AATYC in October of 2007.
- f. The Business Technology Department instructors will attend a Business and Technology Conference in March 2007.
 1. Not done
- g. The Business Technology Department instructors will attend AATYC and participate in sessions related to BT and teaching effectiveness.
 1. Done
- h. A science instructor will attend AATYC as Ozarka has funds available (Science – BD).
 1. Done (BD and TM)
- i. Library staff will attend professional conferences yearly.
 1. MEH - 3 web conferences; Dan - 2 web conferences
- j. Ozarka College-Ash Flat staff members will attend at least one conference related to their field during 2008-09.
 1. Campus Coordinator – Due to budgetary cuts, travel to NISOD Conference in 2008 postponed until 2009; attended AATYC instead.
 2. Secretary - Due to budgetary cuts and staffing constraints , travel to AATYC postponed until 2009; no replacement conference was scheduled

3b3. The organization evaluates teaching and recognizes effective teaching.

Actions

- a. The Fine Arts Department will continue to evaluate teaching strategies in the classroom and in course planning.
 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to evaluate teaching strategies in the classroom, labs and in course planning.
 1. Done and ongoing
- c. The English Department will continue to evaluate teaching strategies in the classroom and in course planning.
 1. English Portfolio Assessment Meeting
- d. The Developmental Education Department will continue to evaluate teaching strategies in the classroom and in course planning.
 1. Done - CATs
- e. The Allied Health Division will continue to evaluate teaching strategies in the classroom as well in the clinical areas and in course planning.
 1. Uses of CAT techniques have assisted in the early evaluation of student learning and adjustments have been made.
- f. The Business Technology Department will continue to evaluate teaching strategies in the classroom and in course planning.
 1. Done
- g. A science faculty member will assist in the peer evaluation procedure (Science – BD).
 1. Done
- h. The automotive instructor will use student, self, peer, and administrative evaluations to improve teaching (AST).
 1. Done - changed text, using PowerPoint, trying new tech manual and text
- i. Ozarka instructors will be evaluated yearly.
 1. Done

3b4. The organization provides services to support improved pedagogies.

Actions

- a. The Fine Arts Department instructors will attend at least one conference related to their field during 2007-08.
 1. Completed
- b. The Culinary Arts Department instructors will attend at least one conference related to the Foodservice Industry during 2007-2008.
 1. Done: AATYC, Arkansas Hospitality, Skills USA, ProStart Conference

- c. The English Department will attend the Conference on College Composition and Communication to obtain new ideas regarding teaching in varied learning environments.
 - 1. Done
- d. The Developmental Education Department instructors will attend at least one conference related to their field during 2007-08.
 - 1. Attended Ozarka in-service
- e. The Allied Health Division instructors will attend at least one conference related to their field during 2007-08 as well as keeping up to date through CEUs and recertifications as required in the ever-changing healthcare field.
 - 1. CEU's have been obtained; two faculty members are enrolled in higher level courses. AATYC conference was attended.
- f. The Business Technology Department instructors will attend a Business and Technology Conference in March 2007.
 - 1. Done
- g. A science instructor will continue her education (Science – TM).
 - 1. Done
- h. Video tapes will be purchased to support instruction in American History class (Social Sciences).
 - 1. Completed
- i. Video tapes will be purchased to support instruction in World Civilization class (Social Sciences).
 - 1. Completed
- j. Video tapes will be purchased to support instruction in General Psychology class (Social Sciences).
 - 1. Ongoing
- k. **The DPSP and Director of Career Pathways will in-service Ozarka on Pathways out of Poverty in August 2007.**
 - 1. **This in-service occurred prior to the first day of classes in fall 2007.**
- l. Ozarka College-Ash Flat staff members will attend at least one conference related to their field during 2008-09.
 - 1. Campus Coordinator – Due to budgetary cuts, travel to NISOD Conference in 2008 postponed until 2009; attended AATYC instead.
 - 2. Secretary - Due to budgetary cuts and staffing constraints , travel to AATYC postponed until 2009; no replacement conference was scheduled

3b5. The organization demonstrates openness to innovative practices that enhance learning.

Actions

- a. The Fine Arts Department will continue to update teaching strategies using new technology and teaching practices.

- 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to update teaching strategies using new technology and teaching practices to reflect the Foodservice Industry of today.
 - 1. Done via researching new books and at Skills USA viewing vendor displays
- c. The English Department will continue to utilize various new technologies as soon as they become available.
 - 1. In progress
- d. The Developmental Education Department will continue to update teaching strategies using new technology and teaching practices.
 - 1. Used various methods from Teacher Toolkit
- e. The Allied Health Division will continue to update teaching strategies using new technology and teaching practices to reflect the Healthcare Industry of today.
 - 1. Class Room Assessment Techniques have been used to help the instructor assess what the students are learning and having difficulty with. Adjustments are made in the presentations to help ensure the students progress.
- f. The Business Technology Department will continue to update teaching strategies using new technology and teaching practices.
 - 1. Done
- g. All of the Business Technology Department courses, except for the Computer Lab Courses, will continue to be offered on Interactive Video. This provides actual recording of classroom sessions which are made available to web course students and in-class students for review and study.
 - 1. Done
- h. The Business Technology Department will work with Computer Services to develop CDs of Classroom Session topics to make available for web students and in the library for extra study of concepts.
 - 1. Archived lectures are available on my.Ozarka
- i. A social science instructor will use My Ozarka to provide all materials for the telecourses.
 - 1. Completed
- j. A social science instructor will communicate more efficiently with telecourse students via e-mail and my.Ozarka.
 - 1. Completed
- k. The Library will offer innovative means of information storage and retrieval.
 - 1. Added E-books (Net Library); All Data for all students; Larger version of News Bank and Books in Print
- l. **TRiO will increase student contact, follow-up, and advising.**
 - 1. **Completed**
- m. **A TRiO staff member will increase their visibility at Ozarka College - Ash Flat and Ozarka College- Mountain View.**

- 1. Continued - TRiO staff members are available on a regular scheduled basis.
- n. A TRiO staff member will increase the participation from off-campus students.
 - 1. Continued
- o. Perkins funds will be used to fund a success initiative in a three phase program from 2007 through 2010.
 - 1. Phase One including a Student Success Specialist on the Melbourne campus, a Student Success Center on the Melbourne campus and delivery of services to Ash Flat and Mountain View occurred in 2007-2008.
- p. The DPSP and Director of Career Pathways will in-service Ozarka on Pathways out of Poverty in August 2007.
 - 1. Done in August 2007 at fall in-service

3b6. The organization supports faculty in keeping abreast of the research on teaching and learning, and of technological advances that can positively affect student learning and the delivery of instruction.

Actions

- a. The Fine Arts Department will continue to update teaching strategies using new technology and teaching practices.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to update teaching strategies using new technology.
 - 1. Currently up to date. No new changes in 07-08 in equipment or technology.
- c. The English Department will continue to update teaching strategies using new technology and teaching practices.
 - 1. Done
- d. The Developmental Education Department will continue to update teaching strategies using new technology and teaching practices.
 - 1. Done - teacher toolkit.
- e. The Allied Health Division will continue to support new ideas and expansion with up to date technology and positive effects on student learning.
 - 1. The AH Division instituted the Total Testing package from Educational Resources to help ensure student success in the NCLEX exam. This technology is online and has increased our pass rates.
- f. The Business Technology Department will continue to update teaching strategies using new technology and teaching practices.
 - 1. Done
- g. A science instructor will attend all Ozarka sponsored seminar/workshops pertaining to teaching, learning and technologies (Science – BD).
 - 1. Done (BD and TM)

- h. The microbiology lab instructor will schedule a visit to a hospital microbiology lab during summer (Science – TM).
 - 1. Currently attending graduate school
- i. A social science instructor will develop both sections of American History and Arkansas History for online teaching.
 - 1. American History II and Arkansas History completed; American History I ongoing
- j. A social science instructor will improve online general and developmental psychology classes.
 - 1. Ongoing
- k. The Library will provide periodicals and other publications pertaining to trends in higher education.
 - 1. Four publications in print with wide coverage on-line (Ebsco)
- l. Annual budget requests will include amounts for travel reimbursement for Maintenance personnel.
 - 1. The annual budget request for Maintenance included line items for travel expenditures.
- m. Annual budget requests will include amounts for travel reimbursement for faculty professional development.
 - 1. The annual budget requests included travel reimbursements for faculty professional development.
- n. TRiO will increase the use of the website as a means of distribution of information and increase technology education for SSS participants.
 - 1. Completed
- o. A Student Services staff member will evaluate the use of COMPASS at Ozarka College-Ash Flat and Ozarka College-Mountain View.
 - 1. Completed
- p. Perkins funds will be used to fund a success initiative in a three phase program from 2007 through 2010.
 - 1. Phase One including a Student Success Specialist on the Melbourne campus, a Student Success Center on the Melbourne campus and delivery of services to Ash Flat and Mountain View occurred in 2007-2008.

3b7. Faculty members actively participate in professional organizations relevant to the disciplines they teach.

Actions

- a. Each member of the Fine Arts faculty will join a professional organization in their area of instruction.
 - 1. Completed
- b. The Culinary Arts Instructors will continue to be members of the Skills USA, Arkansas Hospitality Association.
 - 1. Done

- c. All full-time English Faculty will continue to be members of the National Council of Teachers of English and receive professional journal subscriptions.
 - 1. Done
- d. The English Department will attend the Conference on College Composition and Communication to obtain new ideas regarding teaching, learning, and utilizing technological advances.
 - 1. Done
- e. The Developmental Education Instructors will participate in a professional organization.
 - 1. ARKADE
- f. Each faculty member of the Allied Health Division will continue to be members of a professional organization in their area of instruction.
 - 1. Each Faculty member belongs to the Arkansas Licensed Practical Nursing Association.
- g. Business Technology instructors will join an organization relevant to Business Technology, i.e. FBLA, AATYC.
 - 1. Done
- h. A science instructor will maintain memberships of National Science Teachers Association and Biology Teachers Association (Science – BD).
 - 1. TM reviews ASM website regularly and reads NSTA magazine.
- i. A science instructor will attend AATYC (Science – TM).
 - 1. Done (TM and BD)
- j. The social science instructor will become a member of AACHT and attend a national or regional professional meeting (Social Sciences).
 - 1. Ongoing.
- k. The ECD instructor will present workshops at local and state early childhood education conferences in September and October.
 - 1. Done - North Central Arkansas Early Childhood Conference in September and AECA in October
- l. The ECD instructor will maintain membership in all early childhood education professional organizations including local, state, regional, and national organizations and attend conferences to stay abreast of current topics.
 - 1. Done - SECA, AECA, WRECA, NAEYC
- m. The ECD instructor will attend local early childhood organization meetings, which are held on a quarterly basis.
 - 1. Done
- n. The ECD instructor will serve on the Child Care Conference Planning Committee for the White River Early Childhood Association.
 - 1. Done

- o. The Library staff will attend professional conferences and growth seminars.
 - 1. MEH - 3, DL - 2
- p. The AST instructor will attend at least two professional meetings per year.
 - 1. Done - one by Toyota for the Prius; Snap On Company scan tool
- q. The Math Division Chair will attend at least two professional meetings.
 - 1. One attended.
- r. The Math instructor (RB) will belong to a professional organization and attend at least two professional meetings.
 - 1. One meeting attended and instructor is a member of the Mathematical Association of America

Priority Initiative 3c. The organization creates effective learning environments.

Strategies

3c1. Assessment results inform improvements in curriculum, pedagogy, instructional resources, and student services.

Actions

1. The Fine Arts Department will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
 1. Completed – ongoing process
2. The Culinary Arts Department will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on need of student and formal or informal assessment.
 1. Students tutored by instructors and/or by 2nd year students
3. The English Department will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
 1. English Portfolio Assessment Meeting

4. The Developmental Education Department will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
 1. Done - helped Math students and encouraged them to receive tutoring; students who flunk math test receive two weeks tutoring
5. The Allied Health Division will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
 1. Utilization of SSS-Trio, Career Pathways and the Student success center are offered to students as well as individual instruction with the instructor.
6. The Business Technology Department will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
 1. Done
7. A science instructor will maintain memberships of National Science Teachers Association and Biology Teachers Association (Science – BD).
 1. Membership lapsed; will rejoin
8. A social science instructor will review pre and post test results to improve instructional methods (Social Sciences).
 1. Completed
9. A social science instructor will assist the VPAA in course schedule development (Social Sciences).
 1. Completed
10. A social science instructor will assist the VPAA in staffing courses with adjunct and full time faculty (Social Sciences).
 1. Completed
11. The ECD instructor and Division Chair will complete the application process needed to allow Ozarka College to offer a Technical Certificate in Early Childhood Education rather than just a Certificate of Proficiency.
 1. Approved February 2008
12. The AST instructor will improve the work environment in shop area
 1. Insulated doors to improve heating/cooling; installed eyewash station
13. The fitness center instructor will increase enrollment and develop more efficient procedures for the Ash Flat Fitness Center courses.

1. Submitted request and received continued funding from AOA to support Active Living Every Day, resource closet and additional educational opportunities to 60+ population
 14. Perkins funds will be used to fund a success initiative in a three phase program from 2007 through 2010.
 1. Phase One including a Student Success Specialist on the Melbourne campus, a Student Success Center on the Melbourne campus and delivery of services to Ash Flat and Mountain View occurred in 2007-2008.
- 3c2. The organization provides an environment that supports all learners and respects the diversity they bring.

Actions

- a. Library facilities will be free from barriers that might hinder physically challenged persons. The Library staff will offer services to assist those individuals, as needed.
 1. No student's needs were unmet in 07-08
- b. The Fitness Center will utilize creative marketing and outreach programs to ensure diverse enrollment and disparate inclusion.
 1. Submitted marketing information to Human Kinetics and Active Living Partners online newsletters and announcements re: 60+ course offerings and success stories
 2. Worked with marketing Department to include news releases and documentation of 60+ programs and course offerings
 3. Provided mailers to all area physicians and senior centers regarding 60+ classes and resources
 4. Fitness Center Director providing continuing education presentations for White River Area Agency on Aging, regional and state conferences
 5. Worked with Senior Centers, DHS and HRA mental health clinic as well as local physicians and court advocates to increase awareness of resources and offering
- c. The Math instructor will contribute to the Foundation financially for scholarships.
 1. Contributions were made

3c3. Advising systems focus on student learning, including the mastery of skills required for academic success.

Actions

- a. Fine Arts Instructors will check rosters to ensure that students appear to be in the correct course.
 1. Completed
- b. The Culinary Arts Department instructors will check rosters to ensure that students appear to be in the correct courses.
 1. Done

- c. English Instructors will check rosters to ensure that students appear to be in the correct course.
 - 1. Done
- d. Developmental Education Instructors will check rosters to ensure that students appear to be in the correct course.
 - 1. Done
- e. The Fall 2006 Advising Taskforce focused on methods to increase the effectiveness of the advising process. Some of these methods will be implemented in the arts and humanities division and then their effectiveness will be assessed.
 - 1. Advising check list made to be used fall 2008
- f. The Allied Health Division Faculty will check rosters to ensure that students appear to be in the correct course as well said those who appear in class that are not on the rosters to register to increase the effectiveness of the advising process.
 - 1. AH Faculty members check their roster daily for the first three days of class and again on the 11th day for enrollment. Changes are made when inconsistencies are identified.
- g. Business Technology Instructors will assure that each student has a current Degree Plan handout and is advised and trained to schedule and register through My Ozarka. Instructors as advisees will maintain notes in My Ozarka of advising process.
 - 1. Degree plan handout completed and advising notes used to document problems
- h. A science instructor will assist in advising students as to course work necessary to achieve their degree program and transfer hours to 4 yr. schools (Science – BD).
 - 1. Done (BD, TM, MM)
- i. With the installation of COMPASS on computers on OC-MV, the Campus Coordinator or Student Service Staff will be able to administer placement testing on a regular schedule and/or as needed.
 - 1. Done - Compass dates noted on campus calendar and numbers
- j. In the absence of advisors on the OC-MV, the Campus Coordinator will advise students as to course work necessary to achieve their degree program and when desired, to transfer hours to 4-year schools.
 - 1. Done
- k. Math instructors will advise incoming and returning students to ensure graduation requirements are met.
 - 1. Done
- l. The Math instructors will use placement scores for scheduling incoming students and set them up for success.
 - 1. done
- m. Task force recommendations for advising will be put into practice during the coming year.
 - 1. Accomplished and ongoing. The process continues to be reviewed for improvement.
- n. With the installation of COMPASS on computers on Ozarka College Ash Flat, the campus coordinator or Student Service Staff will be able to administer placement testing on a regular schedule and/or as needed.

- 1. Completed – Ongoing
- o. In the absence of advisors on the Ozarka College Ash Flat, the campus coordinator will advise students as to course work necessary to achieve their degree program and when desired, to transfer hours to 4-year schools.
 - 1. Completed - Ongoing
- p. The Perkins grant will provide funds for researching advising improvements.
 - 1. Done: Noel-Levitz webinars and conference and trips to NPCC and MSCC
- q. The Student Success Center will provide KUDER testing for students for faculty advising.
 - 1. Done

3c4. Student development programs support learning throughout the student's experience regardless of the location of the student.

Actions

- a. The Fine Arts Department will continue to utilize the school internet platform, my.Ozarka, to ensure that all students regardless of location have access to the material they need for their educational experience.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to ensure that all students have access to the material that they need for their educational experience and that classes do not overlap with culinary classes, especially at Ash Flat and Mt. View campuses.
 - 1. Done through advising
- c. The Allied Health Division will continue to utilize the school internet platform, my.Ozarka, to ensure that all students regardless of location have access to the materials they need for their educational experience as well as the ease to obtain information needed to complete their academic studies.
 - 1. My.Ozarka is a portal that all AH faculty utilize to allow for the faculty to place documents for student access. As well as class announcements and assignments.
- d. Every required Business Technology course will be offered on all three campuses through Interactive Video, in-class schedules, or Web Classes.
 - 1. Done
- e. Tutors for Accounting will be available for each of the campuses.
 - 1. Done
- f. The Fitness Center instructor will increase coordinated communication with adjunct physical education faculty on all campuses.
 - 1. Communication via monthly calls, weekly emails and review and discussion of student assessment sheets each semester ensures continuity and continued quality improvement

- g. TRiO will continue to maintain appropriate services at Ozarka College-Ash Flat and Ozarka College-Mountain View.
 - 1. Continued
- h. Consideration will be given to the expansion of Student Services personnel at Ozarka College-Ash Flat to increase student accessibility and enhance student opportunities.
 - 1. In process
- i. Safety Inspector (RB) will continue to work in this capacity to improve safety on the three campus/sites.
 - 1. Done (BD)

3c5. The organization employs, when appropriate, new technologies that enhance effective learning environments for students.

Actions

- a. The Fine Arts Department will continue to use new technologies in many areas of teaching.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to use new technologies in many areas of teaching.
 - 1. Technology currently up to date with no new additions for 07-08
- c. The English Department will continue to utilize various new technologies as soon as they become available.
 - 1. Complete
- d. The Developmental Education Department will continue to utilize various new technologies as soon as they become available.
- e. The Allied Health Division continues to use new technologies in many areas of teaching, not only in the classroom but in the clinical settings as well.
 - 1. Orientation for new equipment is was held at the clinical sites for new equipment.
- f. Business Technology Department will utilize various new technologies as soon as they become available.
 - 1. Done
- g. BT Department Software will be updated to stay up with current technology.
 - 1. Done
- h. The BT Division will provide current AAS-BT and Certificates of Proficiency handouts and brochures to create awareness of opportunities available to students.
 - 1. New brochure developed
 - 2. Mailings sent out to all general education students.
- i. A science instructor will include GIS forestry mapping into 2nd edition of biology lab manual (Science – TM).
 - 1. Ozarka GIS program has been dropped so this was not done

- j. Information Systems will monitor network security, backups and data storage.
 - 1. Done and ongoing
- k. Information Systems will research using Virtual Servers to increase reliability.
 - 1. Sonis Web, MIP, my.Ozarka and one domain controller moved to virtual machines; continues
- l. Information Systems will implement wireless upgrades and deploy Enterasys Wireless equipment.
 - 1. 100% complete
- m. Information Systems will continue to develop my.Ozarka with feedback from faculty and students.
 - 1. Done - for example, faculty registration, changes made to advising, and virtual machines
- n. Ozarka College will continue to create effective learning environments by incorporating technology in the classroom and in support of interactive compressed video classes and on-line classes to continue to expand educational opportunities.
 - 1. Accomplished and ongoing.
- o. The Partners for Care grant will utilize interactive video and video archiving to increase versatility in reaching high school concurrent students.
 - 1. Accomplished and ongoing.

3c6. The organization's systems of quality assurance include regular review of whether its educational strategies, processes, and technologies enhance student learning.

Actions

- a. A social sciences instructor will serve to the best of his ability on Ozarka College committees.
 - 1. Both full time instructors serve on at least two committees and both hold at least one position within the committee.
- b. OC-MV staff will exhibit a helpful service attitude in working with students by following the motto that marketing brings students in the front door and helpful service keeps students in the building.
 - 1. Done
- c. A member of Information Systems will attend the Academic Technology Committee meetings.
 - 1. Two meetings in 07-08
- d. Information Systems will continue to evaluate distance learning platforms such as Moodle and Sakai.
 - 1. Monitored in 07-08; no changes as of now
- e. Student Services personnel will exhibit an excellent attitude in working with students, faculty, staff, and administration.
 - 1. This expectation is continuous

- f. Admissions will continue to seek ways to improve and develop New Student Orientation.
 - 1. Ongoing
- g. Ozarka College will continuously initiate multiple measure of institutional effectiveness to develop appropriate assessment data for policy, procedure, process, and practice changes to support effective learning and teaching.
 - 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.
- h. The Perkins program will explore the need for new retention strategies.
 - 1. The Perkins program produced four “recommendation” documents resulting from visits to NPCC, MSCC, Noel-Levitz Conference and Noel-Levitz webinars.

Priority

Initiative 3d. The organization’s learning resources support student learning and effective teaching.

Strategies

3d1. The organization ensures access to the resources (e.g., research laboratories, libraries, performance spaces, clinical practice sites) necessary to support learning and teaching.

Actions

- a. The Allied Health Division will continue to maintain current affiliation agreements with clinical sites to ensure the optimal exposure to the student for success.
 - 1. Affiliation Agreements are updated each year, and new ones obtained for better or different clinical experiences for the students to enhance their learning opportunities.
- b. The Business Technology computer labs will continue to be available to students when classes are not being conducted in the classrooms.
 - 1. Done
- c. The ECD instructor will work in conjunction with the Library to increase the early childhood book selection.
 - 1. Done on a continuous basis
- d. The Ash Flat site coordinator will continue to work with the science department in purchasing the needed equipment for the science laboratory in Ash Flat to accommodate chemistry and microbiology labs and will assist the LPN department in establishing an LPN program at the Ash Flat campus.
 - 1. AF funding for Microbiology summer I 09 was requested in the 08-09 budget

- e. The Ash Flat site coordinator will work with the building/grounds department and finance department in the construction of a new building at the Ash Flat campus.
 - 1. Worked throughout 07-08 with completion scheduled for August 2008
- f. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students.
 - 1. Done
- g. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric setting for students to fulfill program requirements.
 - 1. Done
- h. OC-MV Campus Coordinator will develop a schedule of classes each semester from the OC master schedule to indicate class time and classroom to be used by the staff, faculty, faculty chairs and VPAA in order to fully utilize the space available and provide a full offering of courses.
 - 1. Done
- i. OC-MV Campus Coordinator will work with the LPN faculty and faculty chair and VPAA to accommodate the LPN Program scheduled to begin fall 2007 for classroom and office space.
 - 1. Done
- j. OC-MV Campus Coordinator will assist in securing off campus classroom locations as needed.
 - 1. Done
- k. The Fitness Center Instructor will increase the number of fitness components and educational offerings available in the Paul Miller Fitness Center to meet the needs of fitness center's growing participant base.
 - 1. Done - added and/or continued to offer Healthy Eating Every Day, Active Living Every Day, Arthritis Class, Swiss Ball Core Strengthening, Personal Health and Wellness, Concepts of Physical Activity, Fitness Center I, II and Lifetime Fitness
- l. The Perkins program will continue to supervise tutoring for technical students and explore the need for adoption of new retention strategies.
 - 1. Increased tutoring was supplied on all three campuses in conjunction with Pathways and TRiO and new retention strategies adopted included retention newsletters for personnel, intrusive advising initiatives by Academics and the Student Success Specialist (Early Warning System; Midterm Letters), and increased Kuder testing.
- m. The Ash Flat campus coordinator will continue to work with the science department in purchasing the needed equipment for the science laboratory in Ash Flat to accommodate chemistry and microbiology labs as Ozarka College budgets allow and will assist the LPN department in moving the LPN department into the newly constructed facilities at the Ash Flat campus.
 - 1. Ongoing

- n. The Ash Flat site coordinator will work with the building/grounds department and finance department in the construction of and furnishing of the Nursing Building/Student Center at the Ash Flat campus.
 - 1. Ongoing
- o. OC-AF Campus Coordinator in conjunction with the Instructional Committee will develop a schedule of classes each semester from the OC master schedule in order to fully utilize the space available and provide a full offering of courses.
 - 1. Ongoing

3d2. The organization evaluates the use of its learning resources to enhance student learning and effective teaching.

Actions

- a. The Trio Director will observe staff interaction with students and implement a plan that will enhance communications with all students.
 - 1. Completed
- b. The TRiO Director will study student evaluations, share the results with other staff members, and make appropriate changes to the TRiO Program.
 - 1. Completed
- c. The Perkins program will explore the need for adoption of new retention strategies.
 - 1. Increased tutoring was supplied on all three campuses in conjunction with Pathways and TRiO and new retention strategies adopted included retention newsletters for personnel, intrusive advising initiatives by Academics and the Student Success Specialist (Early Warning System; Midterm Letters), and increased KUDER testing.

3d3. The organization regularly assesses the effectiveness of its learning resources to support learning and teaching.

Actions

- a. Advisory Boards for technical programs will continue to help evaluate needs and make recommendations for learning resources.
 - 1. Done for Nursing, Automotive, Culinary, CJL, Library, Adult Ed, Business,
- b. Faculty members will continue to evaluate needs during the planning cycle and request needed learning resources during the budgeting cycle.
 - 1. Done

3d4. The organization supports students, staff, and faculty in using technology effectively.

Actions

- a. A science instructor will implement the use of Vernier computer program in biology labs (Science – TM).
 1. Done and continued because of favorable results (BD and TM)
- b. OC-MV Campus Coordinator will improve the organization of her H drive and filing cabinet.
 1. Done and continues
- c. OC-MV Campus Coordinator will increase her knowledge of SONIS and thus assist part time staff members in increasing their knowledge of SONIS.
 1. Done
- d. OC-MV Campus Coordinator will improve the bookstore organization and process for receiving books, ordering books, and returning books to OC-Melbourne.
 1. Done
- e. Information Systems will maintain the Helpdesk and respond to all work orders in a timely manner.
 1. Done: 20% by work orders (393) and 80% by phone
- f. Information Systems will monitor equipment specifications to ensure equipment standards.
 1. Done - For example, replaced all computers at AF and moved better AF old computers to Melbourne
- g. Information Systems will research a campus level alert system.
 1. Researched and waiting for beta testing results
- h. Information Systems will hold faculty and staff in-service meetings.
 1. Faculty updated at fall and spring in-service
- i. Admissions will continue to work closely with IS to use Sonis to the fullest capability including utilizing the ability to run reports that track students as they move through the admissions funnel.
 1. Ongoing.
- j. OC-AF campus coordinator will train the newly hired secretarial staff in Ash Flat to use the SONIS, and bookstore programs effectively.
 1. Completed - Ongoing
- k. OC-AF campus coordinator will improve the bookstore organization and process for predicting how many books are needed at the Ash Flat campus.
 1. Completed - Ongoing

3d5. The organization provides effective staffing and support for its learning resources.

Actions

- a. The Ash Flat site coordinator will continue to work with the VPAA to expand the course offering at the Ash Flat campus as the enrollment grows.
 1. Done
- b. Working with the Faculty Chairs and the VPAA, OC-MV will offer more in-house courses.
 1. Done
- c. Information Systems will monitor classroom schedules and adjust office hours to ensure coverage.
 1. Done - one leaving late and one coming in early
- d. Admissions will work closely with IS to fully understand Sonis and to generate and utilize reports to enhance the quality of education for all students at Ozarka College.
 1. Completed.
- e. All Student Services staff will increase knowledge about the use of Sonis.
 1. Ongoing
- f. Ozarka College will continue to create effective learning environments by employing qualified faculty dedicated to teaching and learning.
 1. Accomplished and ongoing.
- g. The Perkins program will fund a new position to explore retention strategies.
 1. The Student Success Specialist was hired in September and produced four documents with recommendations from participants who traveled to model colleges and participated in conferences/webinars.
- h. The Ash Flat site coordinator will continue to work with the VPAA to expand the course offering at the Ash Flat campus as the enrollment grows.
 1. Ongoing: Tentative plans in the works to add Microbiology, Chemistry, Essentials of Earth Science as well as adding sections of existing courses in the evening and night time slots.

3d6. The organization's systems and structures enable partnerships and innovations that enhance student learning and strengthen teaching effectiveness.

Actions

- a. By a combined effort of the President, VPAA, The Director of College Advancement, and the OC-MV Campus Coordinator establish a partnership with the Ozark Folk Center to develop a selection of courses for credit and non credit though the courses being offered by the Ozark Folk School and in-season craft workshops.
 - 1. A change of focus to: By partnering with the Arkansas Craft Education and Support Association, Inc. and the Ozark Folk Center, Ozarka College will assist in the development of the Arkansas Craft School where courses in specific craft media, management of small craft business, and marketing will be offered. Ozarka College will provide accreditation for continuing education, provision of college credit course, and guidance in curriculum development. This project is still in development.
- b. Working with the Continuing Education Department, OC-MV will increase the number of continuing education classes offered.
 - 1. Completed
- c. The nursing programs will continue to utilize partnerships for the clinical experience.
 - 1. Done
- d. The culinary program will continue to offer clinical experiences for students through partnering with community needs for services.
 - 1. Done

3d7. Budgeting priorities reflect that improvement in teaching and learning is a core value of the organization.

Actions

- a. The social science instructor will budget enough funds to cover professional developmental for social science instructors.
 - 1. Both full time instructors attended at least one professional development conference this year
- b. A supportive budget will be developed and utilized for AST classes for '07-'08 school year.
 - 1. Done
- c. The AST program will purchase up-to-date equipment and tools and remain within the bounds of the budget.
 - 1. Done - automatic transmission fluid recovery and flushing machine; antifreeze machine
- d. The Math Division Chair will assist instructors within the division in budgeting and requesting new items.
 - 1. Done
- e. The budgeting of a Perkins position will allow for the exploration of utilizing new retention strategies.
 - 1. Perkins budgeted for a Student Success Specialist who initiated many new retention strategies such as starting a Student Success Center, newsletters, Success Closet, providing professional development, etc.
- f. Working with the Continuing Education Department, OC-AF will increase the number of continuing education classes offered.

1. Ongoing: Real Estate, Web design, Intro to Word, and Instant Piano offered at OC-AF.

Primary Goal 4. Acquisition, Discovery, and Application of Knowledge

Priority

Initiative 4a. The organization demonstrates, through the actions of its board, administrators, students, faculty, and staff, that it values a life of learning.

Strategies

4a1. The board has approved and disseminated statements supporting freedom of inquiring for the organization's students, faculty, and staff, and honors those statements in its practices.

Actions

- a. The Library will team teach research skills in the new required 1hr. freshman study skills class, helping enhance each student's ability to be a life-long learner.
 1. Covered all Student Success classes in fall and spring; additional one on one as needed; 8 English and science classes received special instruction, 3-5 high school classes visited
- b. These statements will continue to be published in the Board Manual.
 1. This will be included in the update Board Manual in fall 2008.

4a2. The organization's planning and pattern of financial allocation demonstrate that it values and promotes a life of learning for its students, faculty, and staff.

Actions

- a. The ECD instructor will collaborate with Financial Aid, Student Services, and other applicable entities to promote awareness of the Child Development Associate Scholarship Program offered by the Arkansas Department of Health and Human Services.
 1. Done
- b. Professional development opportunities will continue to be budgeted on an annual basis by departments.
 1. Annual budget requests included line items for professional development and travel reimbursements.

- c. Tuition waivers for faculty and staff will continue to be budgeted on an annual basis (courses offered by Ozarka College).
 - 1. Tuition waivers for faculty and staff were built into the annual operating budget.
- d. Tuition reimbursement guidelines have been established for employees to continue to obtain degrees at other institutions.
 - 1. Tuition reimbursement guidelines for employees to continue their education at other institutions were followed. Tuition reimbursements were budgeted and reimbursed during the fiscal year.
- e. The institution will continue to plan for an optimum learning environment and set the example of excellence as a life-lesson for its students, faculty, and staff by facility and grounds up-keep and planning
 - 1. Hall building - New sidewalk down to Miller Building, landscaped with sprinkler system. Tie in drain pipes underground to down spouts to control rain water runoff to prevent eroding and flooding.
 - i. New side walk completed. Sprinkler system placed on hold until new construction and renovation projects are completed.
 - 2. Miller building- Build new shrub beds and plant, north side. Place new mulch in all beds. New stairway to loading dock on east side.
 - i. Completed.
 - 3. Main Building- Build new shrub bed on south side and plant.
 - i. Will be completed during 2009 fiscal year.
 - 4. Ash flat- Plant more trees and shrubs, along entrance's and front lawn.
 - i. Will be completed when landscaping for new building is done.
 - 5. Mt View-Plant trees along entrance drive way.
 - i. Will be completed during 2009 fiscal year.
 - 6. Melbourne sign at entrance, replace old wood border with landscape block.
 - i. Completed.
 - 7. Forestry grant- Complete new island in parking lot, north side Miller Building.
 - i. Completed.
 - 8. Plant trees within the city.
 - i. Completed.
- f. Ozarka College will implement actions which demonstrate that it values a life of learning through:
 - 1. Providing community access to computer labs.
 - i. Accomplished and ongoing on all campuses.
 - 2. Increasing marketing and recruitment of traditional and non-traditional students.
 - i. Ongoing

3. Initiating programs specific for senior citizens in the service area.
 - i. Accomplished and ongoing. Documentation is available of several new courses and programs initiated by Ozarka during 2007-2008, including several grant initiatives.
4. Providing wellness and fitness activities for students of all ages.
 - i. Accomplished and ongoing. Documentation is available of several new courses and programs initiated by Ozarka during 2007-2008, including several grant initiatives.
5. Partnering with community groups and agencies to promote life-long learning.
 - i. Accomplished and ongoing. Documentation is available of several new courses and programs initiated by Ozarka during 2007-2008, including several grant initiatives.
6. Providing a wide variety of personal enrichment course offerings
 - i. Accomplished and ongoing. Documentation is available of several new courses and programs initiated by Ozarka during 2007-2008, including several grant initiatives.

4a3. The organization supports professional development opportunities and makes them available to all of its administrators, faculty, and staff.

Actions

- a. All instructors will have the opportunity to attend the AATYC conference in October.
 1. Completed
- b. The English Department will attend the Conference on College Composition and Communication in April of 2008.
 1. Done
- c. All Allied Health Faculty will have the opportunity to attend AATYC each year as well as be a presenter if they would like to attend.
 1. AATYC was held in October 2007, which was well attended by the AH faculty.
- d. All Business Technology Instructors will attend a Business Education and Technology Conference in March 2007.
 1. Did not attend
- e. A science instructor will review and change outcomes/objectives in all course syllabi as deemed from various assessment tools (Science – MM).
 1. Done and continues as goal. Attended NSTA in St. Louis (BD, TM, MM)
- f. The Library will request that funds be budgeted for professional meetings.
 1. Done

- g. As a part of professional development activities, OC-MV Campus Coordinator will continue membership in ArkACRAO and SACRAO.
 - 1. The Campus Coordinator was reelected to a second term as secretary of ArkACRAO and was a member of a team that presented a program at two ArkACRAO conferences/meetings and at the SACRAO regional conference
- h. Tuition waivers will continue to be available for employees to take courses at Ozarka.
 - 1. Tuition waivers were included in the budget for the fiscal year and awards posted to employees' student accounts for courses taken at Ozarka.
- i. Tuition reimbursement guidelines have been established for employees to continue to obtain degrees at other institutions.
 - 1. Tuition reimbursement guidelines for employees to continue their education at other institutions were followed. Tuition reimbursements were budgeted and reimbursed during the fiscal year.
- j. Professional development opportunities will continue to be budgeted on an annual basis by departments.
 - 1. Annual budget requests included line items to support professional development.
- k. Member of the finance staff will continue to attend AACUBO and SACUBO meeting to keep abreast of emerging practices and policies associated with college and university finance topics.
 - 1. Michelle Gray and Tina Wheelis attended the SACUBO fall meeting in November 2008.
 - 2. Due to scheduling conflicts the Finance Staff was unable to attend the AACUBO spring meeting.
 - 3. Candace Blevins and Tina Wheelis attended a Sales & Use Tax Seminar in February 2008.
 - 4. Tina Wheelis attended the AR CFO's annual meeting in May 2008.
 - 5. Tina Wheelis attended the AATYC meeting in October 2007.
 - 6. Michelle Gray, Earlene Martz and Tina Wheelis attended an IRS Seminar in September 2007.
- l. Admissions and Financial Aid will continue to evaluate and make necessary modifications in the non-federal scholarship program.
 - 1. Advancement will now oversee most foundation scholarships. Admissions and financial will still participate.
- m. Trio staff members will attend required training and workshops in order to keep up to date on reporting, budgeting, and regulations related to TRiO.
 - 1. Completed
- n. Ozarka will provide support to ensure that faculty, students, and staff acquire, discover, and apply knowledge.
 - 1. Accomplished and ongoing.
- o. The DOJ grant will continue to provide continuing education opportunities to faculty and staff on campus and provide for trainings in Boston and DC during the coming year.

1. Four person attended training in Boston (Stirling, Qualls, Bennett, Wanley), four persons attended training in DC (Stirling, Wheelis, Rush, Brown), and 15 employees attended continuing education opportunities in December and 16 in June.
- p. The Perkins grant will provide opportunity for staff to visit model institutions for retention.
 1. National Park Community College was visited by DeLong, Helm, Lovelace, K. Brown, J. Miller and Stirling and Mid South Community College was visited by Johnston, DeLong, Helm, J. Miller and Stirling.

4a4. The organization publicly acknowledges the achievements of students and faculty in acquiring, discovering, and applying knowledge.

Actions

- a. A science instructor will attend honor activities at AATYC as Ozarka has funds available (Science – BD).
 1. Done and continues
- b. A science instructor will become actively involved as an advisor of PTK (Science – TM).
 1. Done (TM and MM)
- c. OC-MV will maintain a “History of the Campus” scrapbook through newspaper clippings and pictures of student, faculty, and staff involvement of activities on and off campus.
 1. Done
- d. A bulletin board at OC-MV will feature “Students in the News”.
 1. Done
- e. Professional recognitions and achievements will continue to be publicized by the PR department.
 1. Ongoing. Examples: President Johnston story on selection for HLC consultant evaluator, Foundation Board member Jane Shipman elected ‘citizen of the year’ in Mountain View.
- f. Ozarka College will continue to hold a public graduation, including the display of faculty and staff regalia and student honor regalia.
 1. Accomplished and ongoing.
- g. Ozarka College will continue to select staff and faculty members and students of the year.
 1. Accomplished and ongoing.
- h. The President will continue to have a “kudos” section in his monthly report to the Board.
 1. Accomplished and ongoing.
- i. The Ozarka Website will continue to host news releases about achievements of students and staff members.

1. Done; new website developed to enhance objectives

4a5. The faculty and students, in keeping with the organization's mission, produce scholarship and create knowledge through basic and applied research.

Actions

- a. The Allied Health Division, several clinical sites offer tuition payment or potential and actual employees, as well as some scholarships that come from individuals within the four county area that want to support students who are in the healthcare field
 1. Students are informed of scholarship and tuition reimbursement activities as well as recruitment efforts of the local clinical sites who offer these incentives in their benefits packages.
- b. In the Fine Arts Department, a student's ability to strive for scholarship and knowledge will continue to be evaluated through public speaking, small group projects, art, music, and theater projects.
 1. Completed
- c. In the Culinary Arts Department, a student's ability to strive for scholarship and knowledge will continue to be evaluated through individual hands-on applications, small group projects, and departmental projects as in Gourmet Café nights and Restaurant Nights.
 1. Four in fall; three in spring
- d. In the English Department, a student's ability to strive for scholarship and knowledge will continue to be evaluated through the research paper assignment(s).
 1. Done, more extensive portfolio review in the planning stages
- e. In the Developmental Education Department, a student's ability to strive for scholarship and knowledge will continue to be evaluated through assignments and class projects.
 1. Done
- f. In the Business Technology Department, a student's ability to strive for scholarship and knowledge will continue to be evaluated through individual hands-on applications, small group projects, and real world simulations and case studies.
 1. Done
- g. The science department will provide evidence of student learning and teaching effectiveness through review of pre-post test results aligned with syllabi outcomes (Science – BD).
 1. Test done, analysis scheduled for summer 08 (BD)
- h. The social science instructor will look for new information to improve the teaching of history and psychology courses.

1. Added new material to the library for use in the classroom.

4a6. The organization and its units use scholarship and research to stimulate organizational and educational improvements.

Actions

- a. In the Fine Arts Department, a student's ability to stimulate organizational and educational improvements will continue to be evaluated through public speaking, small group projects, art, music, and theater projects.
 1. Completed
- b. In the Culinary Arts Department, a student's ability to stimulate organizational and educational improvements will continue to be evaluated through the hands-on experiences of our functions.
 1. Students rotate through various roles during Gourmet Nights
- c. The English Department uses ideas from NCTE publications like *Teaching English in the Two-Year College* to make classroom improvements.
 1. Complete
- d. Assessment results will be used for program and institutional improvement.
 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.
- e. Survey results will be used for program an institutional improvement.
 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.
- f. The Perkins program will research retention strategies in order to make improvements to retention at Ozarka.
 1. Increased tutoring was supplied on all three campuses in conjunction with Pathways and TRiO and new retention strategies adopted included retention newsletters for personnel, intrusive advising initiatives by Academics and the Student Success Specialist (Early Warning System; Midterm Letters), and increased Kuder testing.

Priority

Initiative 4b. The organization demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs.

4b1. The organization integrates general education into all of its undergraduate degree programs through curricular and experiential offerings intentionally created to develop the attitudes and skills requisite for a life of learning in a diverse society.

Actions

- a. The Fine Arts Department will continue to offer elective courses such as Interpersonal Communication, Global Communication, Studio Art, Painting for Non-majors, and Drawing.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department offers advanced level classes in specialty cooking and international cuisine.
 - 1. Events classes offered to meet students' needs
- c. The English Department will continue to offer elective courses such as Native American Literature, Fantasy Literature, and Creative Writing.
 - 1. Done
- d. The Allied Health Division will continue to have the pre-requisite courses of Gen. Ed. for the Nursing programs and is integrated into the HIM degree as well.
 - 1. Pre-requisites courses lay a good foundation for upper course work and are approved by the Arkansas State Board of Nursing for the Nursing program Gen Ed requirements.
- e. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
 - 1. Done
- f. The BT AAS degree plan includes courses in general education, including: English, Mathematics, and Oral Communication.
 - 1. Done
- g. All degree programs will continue to have general education requirements including a math and English component.
 - 1. Done

4b2. The organization regularly reviews the relationship between its mission and values and the effectiveness of its general education.

Actions

- a. The mission, values and general education guidelines will be reviewed during the coming year and periodically thereafter.
 - 1. Accomplished and ongoing.

4b3. The organization assesses how effectively its programs establish a knowledge base on which students develop depth of expertise.

Actions

- a. The Allied Health Division will continue to assess the effectiveness of the student knowledge base by employee surveys and alumni surveys.
 - 1. Alumni surveys have been sent for May 07 and Dec 07 graduates as well as employer surveys.
- b. Programs will continue to be evaluated at the institution and state levels.
 - 1. Done - Culinary and CJL
- c. **The Institutional Assessment and Effectiveness Committee will continue to monitor assessment of student learning.**
 - 1. **Accomplished and ongoing. Documentation is available on the college effectiveness website.**

4b4. The organization demonstrates the linkages between curricular and co-curricular activities that support inquiry, practice, creativity, and social responsibility.

Actions

- a. The Fine Arts Department will continue to offer live theater productions for the students and the community; they have art exhibits and musical performances. Faculty members also continue to go into the public schools to do workshops in communication and theater.
 - 1. Completed – We had 3 theatre productions and 3 art exhibits this year.
- b. The Culinary Arts Department will continue to offer Gourmet Café Night and Restaurant Night where the students establish, and execute menu for the public in a fine-dining restaurant setting. We will also continue to do private catered functions to enhance the student’s learning, both on campus and off-campus.
 - 1. Done: four in fall and three in spring
- c. From time to time a member of the English Department will continue to provide the community a Continuing Education Course like Creative Writing for six to eight weeks.
 - 1. Offered but course did not make
- d. The Library will continue to provide monthly displays to provide educational information and to promote educational speakers and events.
 - 1. New display every month and speaker during National Library Week (Steve Whisnant - getting books published)

4b5. Learning outcomes demonstrate that graduates have achieved breadth of knowledge and skills and the capacity to exercise intellectual inquiry.

Actions

- a. The Fine Arts department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 - 1. Completed
- b. The Culinary Arts Department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should reflect current Foodservice Industry standards.
 - 1. Done yearly
- c. The English department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 - 1. English Portfolio Assessment Meeting
- d. The Developmental Education department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 - 1. Syllabi done but course transfer not applicable
- e. The Allied Health Division will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry.
 - 1. Review of syllabi is done yearly as well as prior to the beginning of each semester; objectives are tied to the syllabus, which in turn are tied to the Nursing Philosophy and the College Mission Statement.
- f. The Business Technology department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 - 1. Done

4b6. Learning outcomes demonstrate effective preparation for continued learning.

Actions

- a. The Fine Arts department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.

1. Completed
- b. The Culinary Arts Department will continue to examine course syllabi for each class to ensure that outcome objectives reflect the current Foodservice industry standards.
 1. Done yearly and standardized against Skills USA and National ServSafe Certification
- c. The English department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 1. English Portfolio Assessment Meeting
- d. The Developmental Education department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 1. Done; Arkansas course transfer not applicable
- e. The learning outcomes of the Allied Health Division will continue to demonstrate effective preparation for continued learning of its students to keep up with the ongoing changes in the healthcare field.
 1. Yearly review is completed through the systematic evaluation plan approved by the ASBN.
- f. The Business Technology department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 1. Done
- g. The biology instructor will change course agenda to include more general biology issues as opposed to as much human anatomy and physiology (Science – BD).
 1. Continues
- h. The physical science instructor will review and change outcomes/objectives in all course syllabi as deemed from various assessment tools (Science – MM).
 1. Done, see previous

Priority

Initiative 4c. The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.

Strategies

4c1. Regular academic program reviews include attention to currency and relevance of courses and programs.

Actions

- a. The Arts and Humanities Division will continue to be included in the General Education Program review that is done every 5 years. The next review is in 2007-08.
 1. Completed
- b. The culinary Arts Department continually will review program accuracy to be in line with the foodservice Industry standards. There is also a Program review every 5 years. The next review is in 2006-07.
 1. Completed five-year review in May 08
- c. For the Allied Health Division--the Nursing Program Reviews will continue to be done in accordance with the Arkansas State Board of Nursing that is every 5 years. The LPN review will be in 2008. The RN review is in 2007 for full approval. The Arkansas Department of Health will also do their site visit 2007 for the EMT program
 1. LPN review is schedule June 20, 2008. The EMT review was completed on June 12, 2007 and will be reviewed in 2010.
- d. The Business Technology Division will continue to be included in the General Education Program review that is done every 5 years. The next review is in 2007-08.
 1. This review was done for years 2002-2007 and submitted
- e. A science instructor will adjust course curricula to include environmental, cultural, issues and utilize technology whenever possible (Science – BD).
 1. Continuing in 08
- f. A science instructor will assist in the peer evaluation program (Science – BD).
 1. Peer evaluation program has been replaced
- g. The science lead instructor will assist in coordinating classes taught by other instructors to enhance student academic achievement (Science – BD).
 1. Done
- h. A science instructor will review with the nursing instructors' areas that may need improvement for entry-level nursing students (Science – TM).
 1. Done - worked with nursing instructors Katy and Becky to assess reproduction. LPN practice test showed 0% efficient in reproduction so now cover in lab.

- i. Ozarka College will assess the usefulness of its curriculum to students who live and work in a global, diverse, and technological society.
 - 1. Accomplished and ongoing.

4c2. In keeping with its mission, learning goals and outcomes include skills and professional competence essential to a diverse workforce.

Actions

- a. The Fine Arts department will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence within the guidelines of the Foodservice Industry.
 - 1. Done yearly and standardized against Skills USA and National ServSafe Certification
- c. The English department will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
 - 1. Done and continues
- d. The Developmental Education department will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
 - 1. Done through diversity readings in writing, reading and class discussion
- e. The Allied Health Division programs have competencies and skill checks that students must master in order to graduate as well as progress through the programs.
 - 1. Skill checks are done at the beginning of each semester for returning students and all performed adequately. Skills check off were initiated for freshmen students and completed for graduates.
- f. The Business Technology department will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
 - 1. Done
- g. A science instructor will provide opportunity for guest lecturers (Science – BD).
 - 1. Not Done

4c3. Learning outcomes document that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.

Actions

- a. The Fine Arts department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
 1. Completed – ongoing process
- b. The Culinary Arts Department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national and global societies.
 1. Done for local and national in all courses; students can select advanced studies in global food preparation
- c. The English department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
 1. In progress
- d. The Developmental Education department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
 1. Done through diversity readings in writing, reading and class discussion
- e. The Allied Health Division will continue to provide specific learning outcomes to assist graduates in achieving employment opportunities in their chosen field.
 1. Learning outcomes are necessary for competence as well as professional growth. All graduates have met their learning outcomes.
- f. The Business Technology department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
 1. Done

4c4. Curricular evaluation involves alumni, employers, and other external constituents who understand the relationships among the course of study, the currency of the curriculum, and the utility of the knowledge and skills gained.

Actions

- a. The Allied Health Division will continue to have an Advisory Board that is made up of alumni, employers, and other external constituents who meet and provide input for current knowledge, needs and expectations.

1. The Advisory board met in February of 2007 and the survey completed with input from the Advisory Board regarding our program strengths, weaknesses, as well as those of our students.
- b. The BT Division will provide current AAS-BT and Certificates of Proficiency handouts and brochures.
 1. New brochures created
 2. Mailings done sending out information on AAS degree and CPs.
 3. Handouts available in Hall Building display
- c. The Business Technology Division will meet with Business Advisory Committee annually to update expectations of industry
 1. Done
- d. The AST instructor will meet with AST Advisory Committee at least once per year.
 1. Done
- e. The Fitness Center will continue to develop referral network within the 4-county service area to include physicians, local public health, senior centers, mental health centers, and civic organizations. This network will serve as an advisory panel and variety of focus groups to more adequately serve the target populations.
 1. Worked with Senior Centers, DHS and HRA mental health clinic as well as local physicians and court advocates to increase awareness of resources and offerings
 2. Submitted marketing information to Human Kinetics and Active Living Partners online newsletters and announcements re: 60+ course offerings and success stories
 3. Worked with Marketing Department to include news releases and documentation of 60+ programs and course offerings
 4. Provided mailers to all area physicians and senior centers regarding 60+ classes and resources
 5. Fitness Center Director providing continuing education presentations for White River Area Agency on Aging, regional and state conferences

4c5. The organization supports creation and use of scholarship by students in keeping with its mission.

Actions

4c6. Faculty expects students to master the knowledge and skills necessary for independent learning in programs of applied practice.

Actions

- a. The Allied Health Division will test for mastery or competencies in subject matter as well as performance in the clinical setting.

1. ERI benchmark exams were given for mastery and remediation performed by students who did not meet the national average.
- b. The BT Division will assure that specific expectations of knowledge and skill levels are well defined in course syllabi.
 1. Done
- c. The microbiology instructor will include more case studies in microbiology to promote the mastery of the subject (Science – TM).
 1. Done
- d. The Fitness Center instructor’s goal will be to have 60% of participants achieve increase in self reported stage of change level post-program.
 1. 72% of participants who completed a fitness center or concepts of physical activity post-program survey reported an increase in activity level and vertical movement on the stages of change survey

4c7. The organization provides curricular and co-curricular opportunities that promote social responsibility.

Actions

- a. The Allied Health Division participates in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools.
 1. In 2007-2008, all students and faculty participated in the Tornado relief efforts, as well as wellness checks and immunizations at Century Flooring.
- b. The business department club will continue to sponsor high school competitions, blood drives and charity fundraisers.
 1. BT does not have a club but sponsored high school competition and Blood Drives
- c. The TRIO program will continue to utilize peer tutors.
 1. Ongoing
- d. Ozarka College will continue to sponsor a student government organization.
 1. Revision is in progress
- e. DOJ grant personnel will speak before QUEST classes encouraging males to take an active role against violence against women.
 1. All College Success classes were visited during the fall and spring semesters and promoted bystander intervention.

Priority

Initiative 4d. The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.

Strategies

4d1. The organization's academic and student support programs contribute to the development of student skills and attitudes fundamental to responsible use of knowledge.

Actions

- a. OC-MV staff will advise students of TRIO and its support and tutoring services that are available.
 1. Completed - add advising students of Pathways (new program)
- b. The Math Division Chair will work with TRIO and other support and tutoring services to provide a flow to the activities in class and the tutoring sessions.
 1. Done
- c. Ethical issues will continue to be addressed in various courses.
 1. Ethical issues addressed in English, nursing, teaching, etc.
- d. OC-AF staff will advise students of TRIO and its support and tutoring services that are available.
 1. Completed - Ongoing
- e. OC-AF staff will advise students of Career Pathways and its support and tutoring services that are available.
 1. Completed - Ongoing

4d2. The organization follows explicit policies and procedures to ensure ethical conduct in its research and instructional activities.

Actions

- a. A science instructor will implement syllabi contract that states the students understand the policies and procedures (Science – TM).
 1. Done (TM)
- b. The Library will train its staff and work-study students in the ethical use of electronic and traditional information resources.
 1. Done

4d3. The organization encourages curricular and co-curricular activities that relate responsible use of knowledge to practicing social responsibility.

Actions

- a. The Allied Health Division participates in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools.
 - 1. Done
- b. The business department club will continue to sponsor high school competitions, blood drives and charity fundraisers.
 - 1. BT does not have a club but sponsored high school competitions and blood drives

4d4. The organization provides effective oversight and support services to ensure the integrity of research and practice conducted by its faculty and students.

Actions

4d5. The organization creates, disseminates, and enforces clear policies on practices involving intellectual property rights.

Actions

- a. The BT Department will include specific descriptions of plagiarism in its syllabi.
 - 1. Done
- b. The Library staff will adhere to copyright laws and stay informed as to changes in copyright policies.
 - 1. Done

Primary Goal 5. Engagement and Service

Priority

Initiative 5a. The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.

Strategies

5a1. The organization's commitments are shaped by its mission and its capacity to support those commitments.

Actions

a.

5a2. The organization practices periodic environmental scanning to understand the changing needs of its constituencies and their communities.

Actions

- a. Ozarka College will survey all constituencies, initiate focus group meetings, and community forums to analyze its capacity to serve the needs and the expectations of the citizens of north central Arkansas.
 - 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.

5a3. The organization demonstrates attention to the diversity of the constituencies it serves.

Actions

- a. The Library will provide informative displays highlighting various cultures, ethnic groups, etc.
 - 1. Done such as Black History Month, Indian display, achievements of women display, History of Izard County display, and nursing profession display, etc.
- b. The Fitness Center will utilize creative marketing and outreach programs to ensure diverse enrollment and disparate inclusion.
 - 1. Worked with Senior Centers, DHS and HRA mental health clinic as well as local physicians and court advocates to increase awareness of resources and offerings
 - 2. Submitted marketing information to Human Kinetics and Active Living Partners online newsletters and announcements re: 60+ course offerings and success stories
 - 3. Worked with Marketing Department to include news releases and documentation of 60+ programs and course offerings
 - 4. Provided mailers to all area physicians and senior centers regarding 60+ classes and resources
 - 5. Fitness Center Director providing continuing education presentations for White River Area Agency on Aging, regional and state conferences
- c. The Math instructor (RW) will promote Trigonometry, an elective course offered each spring, so that the course will more than meet the required enrollment in spring of 2008, thereby serving students who need the course.
 - 1. Trigonometry was offered in the spring semester
- d. Ozarka College will demonstrate its responsiveness to its constituencies though:
 - 1. Providing program and course offerings that meet the educational and training needs of the service area.
 - i. Accomplished and ongoing. Documentation is available of several new courses and programs initiated by Ozarka during 2007-2008, including several grant initiatives.
 - 2. Providing support services to all participant in Ozarka College programs

- i. Accomplished and ongoing.
- 3. Providing transition assistance for students.
 - i. Accomplished and ongoing.
- 4. Providing opportunities and support for community development and partnerships.
 - i. Accomplished and ongoing. Documentation is available of opportunities initiated by Ozarka during 2007-2008, including several grant initiatives.
- 5. Providing support and initiatives for partnerships with business and industry.
 - i. Accomplished and ongoing. Documentation is available of opportunities initiated by Ozarka during 2007-2008, including several grant initiatives.

5a4. The organization's outreach programs respond to identified community needs.

Actions

- a. The Fine Arts Department will respond to the community needs concerning art and culture opportunities for the community members.
 - 1. Completed – ongoing process
- b. The Culinary Arts Department will respond to the community needs in regards to foodservice dining experiences that are provided to the community through Gourmet Café Night, Restaurant Night, on campus catering functions and off-campus catering functions.
 - 1. Done - four in fall and three in spring (Gourmet and Restaurant); many additional catering functions completed during the year
- c. The Business Technology Department will respond to community needs through regular Red Cross Blood Drives, fundraisers to benefit St. Jude's Hospital.
 - 1. BT does not have a club but sponsored high school competitions and blood drives
- d. The Ash Flat site will offer an expanded schedule of GED classes and non-credit classes for area senior citizens.
 - 1. Done - Monday and Thursday nights for GED; CE included Instant Piano and real estate licensure
- e. The Ash Flat site coordinator will make the lecture hall available for area high schools to use for standardized testing.
 - 1. Highland used the facility six to eight times per year
- f. Working with the Continuing Education Department, OC-MV will increase the number of continuing education classes offered.
 - 1. Done
- g. OC-MV will sponsor a blood drive each semester for the American Red Cross.

1. Done
- h. The Fitness Center will increase fitness program to ensure disparate inclusion (arthritis class, walking group, meal planning, health education opportunities, learning library, etc.) and increase collaboration between community resource networks. (continuing this goal)
 1. Worked with Senior Centers, DHS and HRA mental health clinic as well as local physicians and court advocates to increase awareness of resources and offerings
 2. Submitted marketing information to Human Kinetics and Active Living Partners online newsletters and announcements re: 60+ course offerings and success stories
 3. Worked with Marketing Department to include news releases and documentation of 60+ programs and course offerings
 4. Provided mailers to all area physicians and senior centers regarding 60+ classes and resources
 5. Fitness Center Director providing continuing education presentations for White River Area Agency on Aging, regional and state conferences
 6. Added and/or continued to offer Healthy Eating Every Day, Active Living Every Day, Arthritis Class, Swiss Ball Core Strengthening, Personal Health and Wellness, Concepts of Physical Activity, Fitness Center I, II and Lifetime Fitness
- i. The Math Division Chair will promote Ozarka College at least one community event during the year.
 1. The division chair did not formally promote Ozarka at a community event but did informally at various events
- j. The Ash Flat site will offer an expanded schedule of GED classes and non-credit classes for area senior citizens.
 1. Added an afternoon session for GED classes.
- k. The Ash Flat site coordinator will make the lecture hall available for area high schools to use for standardized testing.
 1. Ongoing: Highland High School uses the lecture hall several times a year.
- l. Working with the Continuing Education Department, OC-AF will increase the number of continuing education classes offered.
 1. Ongoing: Added Instant Piano Course and are exploring the feasibility of a sign language course.
- m. OC-AF in conjunction with the PBL student organization will sponsor a blood drive each year for the American Red Cross.
 1. Completed - Ongoing

5a5. In responding to external constituencies, the organization is well-served by programs such as continuing education, outreach, customized training, and extension services.

Actions

- a. The Allied Health Division will be expanding its LPN program fall 2007 to the Mt. View and Ash Flat campus as a result of a response to external constituencies in the Health care arena.
 - 1. Classes on the Mt. View and Ash Flat Campus have shown about a 15% attrition rate. Well below many colleges in the state. Students are learning and showing responsibility and professionalism for the art of nursing.
- b. The ECD instructor will offer at least five Child Care Orientation Training classes for area child care providers.
 - 1. Done
- c. The Ash Flat site coordinator will continue to work closely with area clubs, organizations, schools and businesses to provide space for meetings and other events.
 - 1. Done
- d. OC-MV Campus Coordinator will encourage area clubs, organizations, schools and businesses to use the classrooms for training, conferences and meetings.
 - 1. Completed as noted on the campus calendar of meeting dates and in President's Report
- e. Customized training courses will continue to be scheduled as needed for area business/industry.
 - 1. Real estate, electrician, radiology technologist, etc. were offered.
- f. Continuing education offerings will continue to be scheduled for each of the three Ozarka campuses.
 - 1. Continuing education courses were available throughout the year as well as online via Ed2Go.
- g. Summer enrichment programs will continue to be available for area youth.
 - 1. Kids To College (K2C) was offered in June 2008 for students grades 1-4 and the Melbourne campus hosted Camp Fit and Fun in partnership with the Izard County extension service.
- h. The Partners in Care grant will provide high school students with opportunities for health care education.
 - 1. Health Skills I, Health Skills II and Medical Terminology I were offered to 6 area high schools.
- i. The DOJ grant will sponsor a conference offering CEUs for education, nursing, pharmacy and law.
 - 1. This conference was sponsored in June of 2007 with approximately 100 attendees from all of the above areas.
- j. The Ash Flat campus coordinator will continue to work closely with area clubs, organizations, schools and businesses to provide space for meetings and other events.
 - 1. Campus coordinator has begun to attend community functions, meetings and events to publicize current events, programs, etc. for the College in general, as well as to raise awareness of the space it has available for community groups to utilize.

Priority

Initiative 5b. The organization has the capacity and the commitment to engage with its identified constituencies and communities.

Strategies

5b1. The organization's structures and processes enable effective connections with its communications.

Actions

- a. The DOJ grant will continue to provide monthly to quarterly meetings to update interested parties of the Coordinated Campus Response Team.
 1. The CCaRT meetings were held once in December and once in June.
- b. DOJ grant personnel will continue to meet weekly via interactive video.
 1. These meetings occurred via telephone conference calls.
- c. The Faculty Council will continue to meet several times per semester.
 1. Done
- d. A bimonthly newsletter will continue to be published.
 1. Continues and the listserv has been expanded to include presidents/chancellors in Arkansas as well as some new alumni.
- e. Personnel supervised by the Director of Advancement will continue to meet weekly.
 1. The advancement division meets regularly to discuss activities, events and progress to support a team approach to accomplishing departmental goals.
- f. The Ozarka web page will continue to be updated daily via the Ozarka Calendar.
 1. Done
- g. The President will continue to make monthly updates available to the Board and staff and give College Updates twice each semester.
 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.
- h. The President will appoint Task Force Committees as needed.
 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.
- i. The Administrative Council will continue to meet weekly.
 1. Accomplished and ongoing. Documentation is available on the college effectiveness website.
- j. The Instructional Council will continue to meet bimonthly.
 1. Done
- k. Technical instructors will continue to meet with advisory boards.

1. Done

5b2. The organization's co-curricular activities engage students, staff, administrators, and faculty with external communities.

Actions

- a. OC-MV staff, students, and faculty will continue involvement in various community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest & Championship Outhouse Races, Say No to Drugs-Red Ribbon Car Show, Stone County Fair, Stone County Youth Leadership Program, and the MV Area Chamber of Commerce.
 - 1. Done
- b. The Partners in Care grant will deliver health courses to high school students, providing additional CNAs and PHCAs for the community.
 - 1. Thirty-seven students completed the three courses and the grant paid for 34 students to take the CNA licensure exam.

5b3. The organization's educational programs connect students with external communities.

Actions

- a. The Fine Arts Department will continue to offer live theater productions for the students and the community; they have art exhibits and musical performances. Faculty members also go into the public schools to do workshops in communication and theater.
 - 1. Completed
- b. The Culinary Arts Department foodservice functions the students connect with external communities.
 - 1. Done - 7 restaurant and gourmet nights, 3 open houses/coffees, FNBC, etc.
- c. The Allied Health Division expects and encourages its students to participate in designated hours of community service as well as the clinical practicum for each program which includes community health.
 - 1. All students have met their semester hours for community service/health.
- d. The business department provides students with opportunities to do community service.
 - 1. Blood drives and clean up after weather disaster
- e. The DOJ will continue to work with the Sheriff Departments and advocacy agencies for Sharp, Stone and Izard Counties.
 - 1. The Sharp, Stone and Izard County Sheriff Departments maintained a presence on the Ozarka Campus through July 18, 2008 and an advocacy agency from Sharp County maintained a presence on the Ash Flat campus.

- f. The Partners in Care grant will utilize external clinical settings for its health care students.
 - 1. Done

5b4. The organization's resources – physical, financial, and human-support effective programs of engagement and service.

Actions

- a. The Culinary Arts Department/Classroom kitchen & College Cafeteria kitchen and dining room will continue to be resources that offer the opportunity to serve the community.
 - 1. Done - 7 restaurant and gourmet nights, 3 open houses/coffees, FNBC, etc.
- b. OC-MV Campus Coordinator will attend community functions, meetings and events to publicize current events, programs, etc. for the College
 - 1. Done
- c. Area high schools will receive support for special projects from the marketing department.
 - 1. \$500 sponsorships were offered to all area high schools. Projects sponsored included tshirts for perfect attendance, awards banquets, honor roll recognition trips, etc.
- d. The foundation board will continue to fund scholarships for area students.
 - 1. The Foundation is beginning to absorb the Ozarka Regional Scholarships generally covered by institutional funds.
- e. The DPSP will serve on the Arkansas Urban Forestry Council.
 - 1. DPSP served the AUFC as treasurer.
- f. The Artmobile will service Ozarka and the community.
 - 1. The Artmobile visited Ozarka in April of 2007.
- g. OC-AF campus coordinator will attend community functions, meetings and events to publicize current events, programs, etc. for the College.
 - 1. Campus coordinator has begun to attend community functions, meetings and events to publicize current events, programs, etc. for the College in general, as well as to raise awareness of the space it has available for community groups to utilize.

5b5. Planning processes project ongoing engagement and service.

Actions

- a. The Ozarka Drama Club will continue to bring in four shows a year for the area schools. The Art department will have an art exhibit on all three campuses every year.
 - 1. Completed – We only had 3 shows instead of 4 this year. We did have art exhibits on all 3 campuses.
- b. The Culinary Arts Department will continue to schedule dinners/functions on regular basis.
 - 1. Done - schedules made prior to schedule start
- c. The Artmobile will service Ozarka and the community.
 - 1. The Artmobile visited Ozarka in April of 2007.
- d. The Partners in Care grant will provide service to the high schools for a three-year period and its efforts will be institutionalized for as long as needed.
 - 1. The Partners grant is in its second year of service.
- e. Ozarka will continue to assist in various community projects.
 - 1. Accomplished and ongoing.

Priority

Initiative 5c. The organization demonstrates its responsiveness to those constituencies that depend on it for service.

Strategies

5c1. Collaborative ventures exist with other higher learning organizations and education sectors (e.g., K-12 partnerships, articulation arrangements, 2+2 programs).

Actions

- a. Tech Prep articulation agreements with area schools allow students to receive concurrent credit.
 - 1. Even though the Tech Prep program has dissolved, the articulation agreements still are intact with the area schools who offer technical courses.
- b. Ozarka College will continue to create effective learning environments by initiating partnership programs like the LPN to RN through ARNEC, the Early Childhood Education degree with Arkansas Tech University, and programs with the Arkansas Department of Corrections.
 - 1. Accomplished and ongoing.

- c. Ozarka College will continue to create effective learning environments by partnerships with service area high schools to provide concurrent enrolment for academic and technical education.
 - 1. Accomplished and ongoing.
 - d. The Partners for Care grant will connect with seven high school programs.
 - 1. The Partners grant served Cave City, Highland, Williford, Calico Rock, Salem, Melbourne and Viola High Schools by providing three concurrent health care courses (Health Skills I and II and Medical Terminology I).
- 5c2. The organization's transfer policies and practices create an environment supportive of the mobility of learners.

Actions

- a. The Registrar will effectively input transfer work on Ozarka College transcripts.
 - 1. Ongoing
- b. Trio will continue to offer transfer trips to appropriate four-year institutions within a day-trip distance.
 - 1. Ongoing
- c. The Partners for Care grant offers stop-in and stop-out curriculum for the transition from high school CNAs to associate degree RNs and Medical Transcriptionists, as well as transitions to other programs at UACCB and ASUMH.
 - 1. Thirty-seven high school students completed the health courses and 17 LPNs are currently enrolled in the Ash Flat program.

- 5c3. Community leaders testify to the usefulness of the organization's programs of engagement.

Actions

- a. Foundation Board members work in all four counties within the service area to promote the college.
 - 1. Foundation members represent the college service area of Sharp, Izard, Fulton and Stone counties.
- b. Seven high school superintendents will participate in the Partners for Care grant.
 - 1. Done (Calico Rock, Melbourne, Viola, Salem, Williford, Highland, Cave City)
- c. Three sheriffs will continue to participate in the DOJ grant.
 - 1. Done (Izard, Sharp, Stone).
- d. Other examples
 - 1. Mayor Cone publically thanked Ozarka for its efforts in the Tree City USA program.
 - 2. Ozarka was awarded the Spirit Stick Award for its efforts in Walking for the Cure.

3. The IZARD County Sheriff remarked that the Ozarka drug education efforts should be copied to the high schools.
4. Ozarka was awarded “Outstanding Organization” by the Arkansas Urban Forestry Council.
5. NCAID director directly approached the Ozarka president to thank him for Ozarka’s providing meeting resources and for Ozarka’s participation.
6. IZARD County Extension Service approached Ozarka to assist with summer projects.
7. Ozarka was approached to assist with setting up the Mountain View Craft School.

5c4. The organization’s programs of engagement give evidence of building effective bridges among diverse communities.

Actions

- a. The college foundation board includes representation from all four area counties.
 1. Foundation members represent the college service area of Sharp, IZARD, FULTON and Stone counties.
- b. The DOJ grant will continue to build bridges for women who are victims of violence.
 1. The grant assisted at least 5 victims during the spring semester.
- c. The Partners for Care grant will continue to build bridges between the high schools, the local health care systems and the College.
 1. Thirty-seven high school students were involved in clinicals at local health care systems.

5c5. The organization participates in partnerships focused on shared educational, economic, and social goals.

Actions

- a. Ozarka College partners with neighboring institutions to host economic development forums.
 1. The North Central Arkansas Regional Economic Development board meets regularly at Ozarka College. Development staff members generally attend the monthly meetings and participate actively in work groups and other economic development planning events.
- b. The DOJ grant will host a conference promoting a coordinated community response to address violence against women.
 1. This conference was hosted in June of 2007.
- c. The Partners for Care grant will unite efforts from high schools, the medical community and the College to promote Health Care Careers.
 1. Seven high schools were involved with the grant to promote medical careers.
- d. The Perkins grant will focus on job placement over the next three years.
 1. A job placement website is in the design phase.

5c6. The organization's partnerships and contractual arrangements uphold the organization's integrity.

Actions

- a. The nursing program will continue to hold its students to the high standards of the industry during clinicals.
 1. Done
- b. Ozarka College will be the fiscal agent for the Perkins Consortium with RMCC.
 1. Completed.

Priority Initiative 5d. Internal and external constituencies value the services the organization provides.

Strategies

5d1. The organization's evaluation of services involves the constituencies served.

Actions

- a. The Culinary Arts Department will continue to evaluate the constituencies served to maintain student learning and effectiveness within the Foodservice Industry.
 1. Gourmet night lesson-learned sheet
- b. The Allied Health Division will continue to evaluate the constituencies served to maintain student learning and effectiveness.
 1. Surveying of employers as well as clinical facilities helps to ensure student learning and effectiveness-ongoing.

5d2. Service programs and student, faculty, and staff volunteer activities are well-received by the communities served.

Actions

- a. The Culinary Arts Department Gourmet Café and Restaurant Nights fine dining meals are a service to our communities that will continue to be well received.
 1. Yes, always full house
- b. The Allied Health Division activities, such as blood pressure booths, health fairs, etc. will continue to be well received by the communities served and encouraged.
 1. The AH students activities in the community are very appreciated and help to serve our community.

- c. OC-MV staff, students, and faculty will continue involvement in various community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest & Championship Outhouse Races, Say No to Drugs-Red Ribbon Car Show, Stone County Fair, Stone County Youth Leadership Program, and the MV Area Chamber of Commerce.
 - 1. Done
- d. OC-MV Campus Coordinator will continue to serve on the MV Area Chamber of Commerce Board, the Stone County Youth Leadership Board, the Stone County Drug Abuse Prevention Committee, and Stone County Economic Development Committee.
 - 1. Done
- e. Culinary dinner functions are open to the public and will continue to show maximum bookings.
 - 1. Done - always full house

5d3. The organization's economic and workforce development activities are sought after and valued by civic and business leaders.

Actions

- a. Students in the Culinary Arts Department will be sought after by restaurant owners and managers.
 - 1. May graduates: 2 working; 2 private catering, 1 unknown. During the past year one past student opened his own restaurant.
- b. The Allied Health graduates usually will continue to obtain employment. Many hospitals and nursing homes come to campus to actively recruit potential employees, the week before graduation and this show of value will continue.
 - 1. Recruiting by clinical sites has occurred on all three campus' trying to hire new graduates into the workforce.
- c. Business Technology students will continue to be sought after and valued by civic and business leaders. Students will be referred to local businesses for employment.
 - 1. Students placed in local jobs
- d. **Staff members will continue to participate in local chambers of commerce, economic development groups and civic clubs.**
 - 1. **In 2007-08, the development staff added two chambers of commerce to the list of community groups with which we partner. The college staff attends monthly meetings and volunteers actively to assist with civic events.**

5d4. External constituents participate in the organization's activities and co-curricular programs open to the public.

Actions

- a. Culinary Arts dinners open to the communities will continue to have excellent public participation.

- 1. Done, full house
- b. The Culinary Arts Program will continue to be contacted by private citizens for catering events; special group dinners, Christmas parties, wedding receptions, etc.
 - 1. Done
- c. The Allied Health Division will continue to serve up to over 100 constituents during blood pressure booths and health fairs.
 - 1. This number was well exceeded due to the Tornado victims in Stone, IZard and Sharp counties.
- d. The Ozarka Kids Academy will continue to serve students, area parents, and area children through its operation.
 - 1. Done
- e. The Academy director will complete the re-application process and review processes to maintain the approval certification from the state of Arkansas for providing a higher quality child development program.
 - 1. Completed
- f. The Academy will continue to participate in the state Child Care Assistance program which allows low income families and those parents receiving services from DHS to be eligible for assistance in paying child care expenses.
 - 1. Done
- g. The Academy will continue to offer part time enrollment in the Academy to accommodate students' class schedules.
 - 1. Done but plan to discontinue due to large waiting list
- h. The Academy staff will attend the Annual Arkansas Early Childhood Education Conference in October of each year and all staff members will attend a minimum of 15 hours in early childhood education per year.
 - 1. Completed
- i. The Academy Director will continue to conduct quarterly staff meetings with all employees.
 - 1. Completed
- j. The Academy Parent Advisory Board will continue to meet on a monthly basis to increase parent involvement, support Academy programs, provide parental input, and promote community outreach.
 - 1. Meeting quarterly
- k. The Academy staff will maintain certifications in First Aid and Infant, Child, Adult CPR to ensure children's safety.
 - 1. Completed
- l. Academy will continue to conduct monthly emergency drills including fire, severe weather, earthquake, and violence prevention in order to increase emergency preparedness.
 - 1. Completed
- m. The Academy Director will research programs which will allow parents or guardians to access the classroom video cameras through a secure website in order to increase parent awareness and security measures.

1. Ongoing process with Information Systems Department
- n. In May, the Academy Director will apply for an enhancement grant from the Division of Child Care and Early Childhood Education in order to obtain additional curriculum materials and teacher resources for the staff to use in the classrooms.
 1. Grant eligibility requirements were changed, so we were not eligible this year.
- o. The Academy Director will continue to work with the IFS department in maintaining an Academy link on the Ozarka College website to better inform students as well as the community regarding the preschool services provided.
 1. Ongoing process with Information Systems Department
- p. The Academy Director will review employee policies and procedures as well as the policies and procedures identified in the Parent Handbook on an annual basis and update as needed.
 1. Updated as of January 2008
- q. The Academy will continue to collaborate with AAA Therapy and the North Central Arkansas Education Service Center to provide developmental screenings for all children in attendance. Free support services will be provided to children who show developmental delays in order to enhance each child's optimal growth and development.
 1. Done
- r. The Academy will continue to increase parent/guardian involvement and educational opportunities to support and enhance the family and child through family-centered events (Easter Egg Hunt, Mother's Day Tea, Father's Day Breakfast, Fall Festival, and Christmas Party).
 1. Academy added a community wide Breakfast with Santa event this year.
- s. To enhance community involvement, the Academy will continue to participate in the St. Jude Children's Research Center Trike-A-Thon and the Cystic Fibrosis Foundation Mini March. The Academy will host a county wide book fair to promote literacy in early childhood.
 1. Done
- t. The Academy staff will continue to participate in raising awareness of the importance of early childhood education during Arkansas Children's Week in April. Community leaders, community helpers, parents, and children will all participate in celebrating the week of the young child and provide activities to enhance early childhood development.
 1. Done
- u. The Academy Director will continue to work with the city of Melbourne in obtaining a grant to help in providing for expansion of the current facility to meet the increasing child care needs of the community and surrounding areas.
 1. Done in May 07 but not funded response in 07

- v. The Academy Parent Advisory Board will continue to provide parents with a monthly newsletter to help educate and inform the parents in regard to upcoming events, policies, early childhood education, and activities to extend into the home, and current curriculum goals.
 - 1. Done
- w. The Academy will continue to research and obtain additional program funding through federal, state, and local grant opportunities.
 - 1. Attended grant training in Batesville
- x. The Academy Director will maintain the input of all information in the new Child Care Manager software and maintain information to better assist the Business Office with audit information and yearly tax statements for parents.
 - 1. Completed
- y. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students.
 - 1. Completed
- z. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric observation setting for students to fulfill program requirements.
 - 1. Completed
- aa. Increase fitness program will continue to ensure disparate inclusion (arthritis class, walking group, meal planning, health education opportunities, learning library, etc.) and increase collaboration between community resource networks
 - 1. Worked with Senior Centers, DHS and HRA mental health clinic as well as local physicians and court advocates to increase awareness of resources and offerings
 - 2. Submitted marketing information to Human Kinetics and Active Living Partners online newsletters and announcements re: 60+ course offerings and success stories
 - 3. Worked with Marketing Department to include news releases and documentation of 60+ programs and course offerings
 - 4. Provided mailers to all area physicians and senior centers regarding 60+ classes and resources
 - 5. Fitness Center Director providing continuing education presentations for White River Area Agency on Aging, regional and state conferences
 - 6. Added and/or continued to offer Healthy Eating Every Day, Active Living Every Day, Arthritis Class, Swiss Ball Core Strengthening, Personal Health and Wellness, Concepts of Physical Activity, Fitness Center I, II and Lifetime Fitness
- bb. The fitness center will continue to utilize creative marketing and outreach programs to ensure diverse enrollment and disparate inclusion.

1. Worked with Senior Centers, DHS and HRA mental health clinic as well as local physicians and court advocates to increase awareness of resources and offerings
2. Submitted marketing information to Human Kinetics and Active Living Partners online newsletters and announcements re: 60+ course offerings and success stories
3. Worked with Marketing Department to include news releases and documentation of 60+ programs and course offerings
4. Provided mailers to all area physicians and senior centers regarding 60+ classes and resources
5. Fitness Center Director providing continuing education presentations for White River Area Agency on Aging, regional and state conferences
6. Added and/or continued to offer Healthy Eating Every Day, Active Living Every Day, Arthritis Class, Swiss Ball Core Strengthening, Personal Health and Wellness, Concepts of Physical Activity, Fitness Center I, II and Lifetime Fitness

5d5. The organization's facilities are available to and use by the community.

Actions

- a. A facilities usage committee established guidelines for use of campus space due to high demand for facilities rental so that it can continue to effectively meet community needs.
 1. Facilities usage guidelines were approved by the college board of trustees.
- b. OC-MV Campus Coordinator will encourage area clubs, organizations, schools and businesses to use the class rooms for training, conferences and meetings.
 1. Done as noted in campus calendar and President's Report
- c. OC-MV will continue to host regular meeting of the MV Area Chamber of Commerce, the Folk Festival and BeanFest Committees, and the Stone County Youth Leadership Committee.
 1. Done as noted in campus calendar and President's Report
- d. OC-MV will host and moderate the Stone County Leadership Program at least twice during the school year.
 1. Done as noted in campus calendar and President's Report
- e. OC-MV will sponsor a blood drive each semester for the American Red Cross.
 1. Done as noted in campus calendar and President's Report
- f. OC-AF campus coordinator will encourage area clubs, organizations, schools and businesses to use the class rooms for training, conferences and meetings.

1. Campus coordinator has begun to attend community functions, meetings and events to publicize current events, programs, etc. for the College in general, as well as to raise awareness of the space it has available for community groups to utilize.
 - g. OC-AF in conjunction with the PBL student organization will sponsor a blood drive each year for the American Red Cross.
 1. Completed – Ongoing
- 5d6. The organization provides programs to meet the continuing education needs of licensed professionals in its community.

Actions

- a. The Culinary Arts instructor provides the community Family Consumer Science Teachers with a 2 or 3 day hands-on learning seminar to full-fill part of their CEUs for the year.
 1. Done June 08
- b. Realtors, Radiologic Technicians, School Board Members and other professionals will continue to complete continuing education programs available.
 1. These programs were offered as well as an electrician CE course.
- c. The DOJ conference will provide CEUs for pharmacists, nurses, teachers and lawyers as well as Ozarka CEUs for other professionals attending the conference.
 1. CEUs were provided in June 2007.