



**Ozarka College
Planning
Manual**

2006-2007



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2006 2007

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Ozarka College Vision Statement for 2009

- Ozarka College will provide high quality instruction and equal services to enrolled students regardless of attendance location.
- By continuing to capitalize on the delivery options available through technology, the college will deliver education and services to students throughout the service area. As student numbers increase at distance sites, there will be a greater reliance on the classroom instructor for high enrollment areas and technology used to enhance variety for lower enrollment areas.
- Increased enrollment will result from Ozarka further aligning itself with community service, including that to service area high schools and in the areas of adult education, continuing education, and the development of educational options on all campuses. Ozarka will continue to attract and retain high quality personnel and strive for high retention of its students.
- Ozarka will expand educational opportunities including exploring additional four-year options for the service area, attain the third level of implementation in the Higher Learning Commission's *Assessment of Student Academic Achievement*, and continue to develop itself as a learning college. Ozarka, having just completed a rapid growth phase, will begin to focus itself on reaching exemplary status as a community college.
- Ozarka will align itself with community needs and "best practices" extolled by the Higher Learning Commission and others, promoting high quality, lifelong learning.

Ozarka College Planning 2006-2007 History

The Ozarka College planning process for the 2006-2007 academic year had its beginnings at the Annual Meeting of the Higher Learning Commission in April of 2006. There the President of the College and the Director of Planning and Special Projects attended sessions related to planning, including the session entitled “The HLC Five Criteria: A Template for Institutional Strategic Planning” by Kriewall, Anderson, and Kolander of Wisconsin Lutheran College. Utilizing the ideas presented and further aligning Ozarka planning with the five Criteria for Accreditation, a planning model was proposed and modified at two meetings of the Administrative Council. An afternoon planning meeting of the Council was held on April 10, 2006 and a day-long retreat was held on the Ash Flat site on July 20, 2006. The process was also introduced to the Board of Trustees in a May 1, 2006 President’s Report and at the May 25, 2006 Board meeting. It was introduced to the institution at large at the May 5, 2006 President’s College Update.

In adopting the Criteria for Accreditation as the basis for the Ozarka Planning Manual, certain assumptions were drawn:

1. The current Criteria have evolved over the 111-year history of the Higher Learning Commission of the North Central Association and represent an understanding of the qualities that should be inherent in an institution of higher learning;
2. The current Criteria have been recently updated in a highly participatory process and inherent in the Criteria, Core Components and Examples of Evidence are carefully contemplated contributions from highly successful institutions, the HLC staff, experienced peer reviewers and other knowledgeable professionals; and
3. By aligning Ozarka Planning with the Criteria for Accreditation, Ozarka will yield planning, not only proposed by the best insight of its own personnel and community members, but, in addition, that will produce a manual including the foresight of all who contributed to the HLC Criteria for Accreditation.

The following definitions and structure are used in the model:

Primary Goal - There will be five Primary Goals that are identical with the five Criteria of Accreditation of the Higher Learning Commission.

Priority Initiative – broad statements of intent tied to the Higher Learning Commission’s Criterion and Core Components that lead to specific long range results.

Strategies – action plans for accomplishment of Priority Initiatives..

Actions – specific steps taken to accomplish the results intended in the Strategies.

Evidence – Documents, reports, minutes, etc. that clearly indicate actions taken to ensure the success of the Strategies.

1. All areas of the College generate action plans according to assessment of their departments. These plans are then listed under the appropriate Strategy.
2. As individuals and departments align their planned actions with the Strategies listed in the model, they also review the Goals, Initiatives, and Strategies of the planning model to examine if their areas lack planning that should be in place.

Once the model was completed in its early form, members of the Administrative Council began to test the process by generating planning for the 2006-2007 year through the model. With initial success at this level, the call for planning was extended to Division Chairs, Faculty, and all areas of the College. The Division Chairs met with Planning on the afternoon of August 11, 2006 for training in the new planning process, after which, they led their divisions. Planning participants were requested to fit their planning into the model and Actions received with out prior infusion were placed in appropriate categories by the Planning Office. To date, all Actions have been placed within the NCA/HLC framework of Components used as Strategies with some being better “fits” than others. New Strategies may be developed over time as needed.

The planning cycle was considered complete on September 29, 2006.

Ozarka Strategic Planning 2006-2007

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:

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 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.
- b. The College will periodically (every five years) reaffirm the mission documents through formal action of the Board of Trustees.
- c. The College will clearly publish the mission documents in the college catalog and on the website.

- 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.
- b. The College's Strategic Plan and Priority Initiatives will be developed to ensure that all constituencies are served.
- c. Periodic environmental scans (every three years) will indicate that Ozarka College serves its internal and external constituencies with a scan done in early spring 2007.

- 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.
- b. Ozarka College will continue to develop and enhance course and program offerings at the campuses in Melbourne, Ash Flat, and Mountain View.
- c. Ozarka College will provide support programs and services to support teaching and learning to perpetuate the mission of the College.

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.

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

Actions

- a. The College will annually review mission documents with the Board of Trustees, administrative team, faculty, and staff and make revisions when appropriate
- b. Ozarka College will maintain processes that promote review and refinement of mission, organizational structure, policies, procedures, practices, and processes.

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

Actions

- a. 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.
- b. 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.
- c. Advancement will announce mission goals when possible in public forums, civic meetings and during on campus events such as orientation and graduation.
- d. Advancement will display the mission statement on signage at visible locations on each Ozarka College site.
- e. Advancement will increase Foundation Board awareness via review of their mission and its coordination with the institutional mission on an annual basis.
- f. The Library will house the mission documents and make them available upon request.

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. 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 through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
- b. The College will annually examine the demographics of the service area to provide knowledge of and definition to the constituencies the college serves.
- c. The College will realize increased enrollment by providing opportunities for the 55+ student.
- d. The Library will make resources available which will allow the College to stay aware of current nationwide educational trends such as the Chronicle of Higher Education, Community College Journal, databases, etc.

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 through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.

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.
- b. The College will prominently include the mission statement during orientation for new employees.

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 it's requires 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.
- 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.

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 organizations 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.
- 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.
- c. The College will encourage diversity when filling position openings on campus and monitor the proportion of both staff and student diversity on campus compared to the service area.
- d. The College will evaluate marketing and recruiting materials to ensure a diversity of students, faculty, and staff is represented in proportion with the actual student, faculty and staff diversity ratio.

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 College will annually survey board members, faculty, staff, and students to determine their understanding and support of the organizations mission.
- b. 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.
- c. Advancement will print occasional commentaries regarding the mission in the campus newspaper.
- d. The College will provide the opportunity for all Ozarka employees to realize that he/she is an important contributing factor in the success of our students.
- e. 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.

1c2. The organization's strategic decisions are mission-driven.

Actions

- a. The Strategic Plan actions will be mission driven.
- b. The Strategic Plan actions will be focused on meeting the expectations of the HLC/NCA Criterion for Accreditation.
- c. Annual review of the Strategic Plan by the administrative council will indicate that the strategic plan is congruent with the mission.

1c3. The organization's planning and budgeted priorities flow from and support the mission.

Actions

- a. The planning and budgeted process will indicate that the priorities flow from and support the mission of the college.
- b. The budget will be reviewed annually to ensure that resources are adequately dedicated to supporting the mission of the college.
- c. 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.

1c4. The goals of the administrative and academic subunits of the organization are congruent with the organization's mission.

Actions

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

Actions

- a.

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 organizations mission.

Actions

- a.

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

Actions

a. Student Services will demonstrate effective leadership characteristics that will enhance a 'student friendly' educational environment.

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

Actions

a. The College will review employee position descriptions and see that they are clearly written and discussed with individual staff persons.

b. The College will utilize the 'task force' concept with defined assignments to evaluate and improve all aspects of the college.

c. Student Services will focus on improvement through 'team meetings' to clarify process and procedures and to implement necessary changes.

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

Actions

a. The Curriculum Committee will meet three to four times per semester.

b. The Faculty Council will meet three to four times per semester and approve/disapprove Curriculum Committee recommendations.

c. The Institutional Assessment Committee will meet each semester and review the assessment process.

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

Actions

a.

1d6. Effective communication facilitates governance processes and activities.

Actions

- a. Yearly and strategic planning will include input from all areas of the college.
- b. All grants written will include the appropriate communication network.
- c. The College will utilize the campus listserv mechanism to provide efficient and effective communication.
- d. Advancement will schedule regular presentations from the President to maintain communication.
- e. Finance Department will conduct staff meetings on a regular basis to effectively communicate departmentally.

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

Actions

- a. The Director of Planning/Special Projects will attend DOJ management training in November.
- b. The Finance Department staff will attend SACUBO meeting in October.
- c. The President will assign review committees to review structures and processes at Ozarka College.

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 of mission.

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

Actions

- a. The Finance Department will follow policies and procedures outlined by the Business Task Force committee and adopted by the Board of Trustees on 9/26/06.
- b. The College will promote professional integrity and ethics as related to mission, organizational structure, policies, procedures, practices, and processes.
- c. The Board of Trustees meets four times per year to provide leadership, guidance, analysis and decisions for the College.
- d. The President communicates College business regularly to the Board via the Monthly President's Report.

- 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 Ozarka Foundation Board will order an annual audit of their records and file appropriate tax reports.
- b. The organization's internal constituency becomes familiar with the FOIA.
- c. An annual audit will be conducted by the Legislative Auditors.
- d. The Finance staff will attend Procurement 101 class offered by DF&A in August and October.
- e. The Finance staff will attend AR Procurement Officers meetings in August.
- f. The Library will provide resources that outline current laws and regulations on educational law, etc.
- g. The Director of Planning will attend DOJ training to increase knowledge of federal regulations in grant management.

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

Actions

- a. The Finance Department will follow policies and procedures outlined by the Business Task Force committee and adopted by the Board of Trustees on 9/26/06.

b. A task force will review the faculty salary schedule and make recommendations for standardization.

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

Actions

- a. Information systems will explore options regarding online Credit Card payment, Bookstore online sales, student financial aid online award posting, and Financial Aid and HR online job postings.
- b. Club, bookstore and daycare funds are handled by the Finance Office and are subject to the same regulations and audit of the Finance Office.

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

Actions

- a. A Business Task Force will review Finance policies and procedures for "student friendliness" and make recommendations for changes.
- b. Purchases in excess of \$5000 will be competitively bid.
- c. A task force will review College usage by external constituencies.

1e7. The organization presents itself accurately and honestly to the public.

Actions

- a. Public Service Announcements by Advancement will be distributed with accurate information and in a timely fashion.
- b. All publication designs by Advancement will reflect accurate information about the institution.
- c. Publication updates will be conducted annually (during the spring term) by Advancement to include changes and new data about the college.
- d. Monthly financial reports will be prepared for the Board and posted on the web.
- e. The Library will provide house copies of past and current informational publications, articles, etc.
- f. Information Systems will research a better method for inventory control.
- g. Information Systems will research ways to increase efficiency in reporting for TRIO software.

h. Information Systems will assist in returning old equipment to M&R.

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

Actions

- a. The Library will maintain a Challenged Materials Policy.
- b. All areas of the College will follow the Board Policy Manual in responding to complaints and grievances.

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. Yearly evaluation of planning by the College will indicate a high level of attainability.
- b. Division Chairs will assist the VPAA with scheduling of classes to serve the optimum number of student while helping to maintain the financial integrity of the College.
- c. Departmental budgets and expenditures will be available for daily review by department heads, supervisors and administration in the Finance Office.
- d. The organizational budget will be presented at the annual staff meeting by the VPF.
- e. Information Systems will research alternative plans for connectivity (I T1 and local DSL coverage).
- f. Ozarka College will ensure that appropriate strategic planning processes provide data and information to assist in resource allocation decisions.

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

Actions

- a. An environmental scan will be conducted every three years. Evaluation of the planning documents by the Administrative Council will indicate that emerging factors are considered.
- b. Advancement will annually review the Entering Student Survey to evaluate emerging trends in media changes to direct budget decisions.
- c. Technology purchases will be reflected in the organizational budget.
- d. The Library will make available information concerning national trends.
- e. Admissions will increase the non-traditional population (+55) and enrollment from local high schools with poor participation through visiting churches, businesses, and increasing visits to area high schools.

- 2a3. The organization's planning documents show careful attention to the organization's function in a multicultural society.

Actions

- a. A yearly review of the planning documents will indicate that it provides for student function in a multicultural society.

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

Actions

- a. An environmental scan will be conducted every three years or as often as needed.
- b. Community members will be encouraged to share comments and ideas about their perception of the institution directly to the administration or via a Board of Trustee member.
- c. Campus advisory committees will serve dually as a resource for institutional awareness of external needs.
- d. AST instructor will meet with the AST Advisory Committee at least once per year.
- e. The PE department will develop a referral network of physicians, local public health, senior centers, mental health centers and civic organizations to serve as an advisory panel and focus group to more adequately serve the target populations.

- f. Advancement will annually review the Entering Student Survey to evaluate emerging trends in media changes to direct budget decisions.
- g. The Library staff will meet with the Library Advisory Committee at least twice a year.
- h. Ozarka College will continuously scan the local, regional, and state environment to realistically prepare for a future shaped by multiple societal and economic trends.

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

Actions

- a. Student and employee surveys will indicate that the college is progressive and supports innovation and change.
- b. Surveys will indicate a comfort level toward presenting ideas for change to the administration.
- c. Business policies and procedures will be reviewed yearly for efficiency and student friendliness.
- d. The College will be able to list examples of innovation and change at the end of each academic year.

2a6. The organization incorporates in its planning those aspects of its history and heritage that it wishes to preserve and continue.

Actions

- a. Organization's history and heritage will be updated biannually and documented in "History of College" on website and catalog by Advancement.
- b. To preserve the history of the College, the Library will preserve newspaper clippings and copies of the Ozarka newsletter.

2a7. The organization clearly identifies authority for decision making about organizational goals.

Actions

- a. The college organizational chart will be available as public record.
- b. The Library will house the College Organizational Chart in the employee handbook and on file to make it available to internal and external constituencies.

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 Foundation Board will work to raise funds in compliment to the identified needs of the institution.
- b. Student services will implement a plan to increase quality student activities at Melbourne, Ash Flat and Mountain View.
- c. Departments will submit annual budget requests reflective of their needs.
- d. 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.

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

Actions

- a. Grants written during the current year will contribute to the education (formally and/or informally) of the students, employees and other constituents.
- b. PE department will increase wellness program funding through federal, state and local grant opportunities.
- c. The math department will remain within the departmental budget.

2b3. The organization uses its human resources effectively.

Actions

- a. The Finance staff will begin to cross-train to assure optimum performance of the department when various staff members are absent due to illness or vacation.
- b. Information Systems will research utilization of a single domain to increase efficiency.
- c. Information Systems will apply FundRaising software enhancement to increase the efficiency of database utilization by an administrative secretary staff person.
- d. An English instructor will increase student enrollment by teaching more courses in sequence (JF)
- e. An English instructor will streamline recordkeeping of activities/occurrences in the classroom (JN).
- f. The Academy will continue to employ 5 full time and 1 part time employee as well as 6 federal work study students to ensure proper staffing, offer hours which accommodate student schedules, and provide a quality program for children and families.
- g. The College will effectively use work study assistance to assist full time employees.

2b4. The organization intentionally develops its human resources to meet future changes.

Actions

- a. Specific grants will include allocations for professional development of employees.
- b. Student Services will incorporate financial aid with the admissions process.
- c. The Finance staff will participate in development opportunities such as Procurement Class and SACUBO workshops.
- d. The Library staff will attend professional meetings and conferences to keep abreast of changes in the Information field.
- e. The yearly budgeting process will provide for professional development of employees.
- f. Various grants provide for professional development of employees.

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. Student Services will enhance the sound system in the John E. Miller auditorium.
- b. The College will continue to plan for a new technology center.

- c. The College will begin to operate the newly renovated Fitness Center.
- d. The Library will continue to expand and improve its holdings and resources.
- e. The Institutional Improvement Committee will continuously scan the College for needed improvements.
- f. Information Systems will place computer battery backup power for key offices and research scalability for MyOzarka and the Bookstore.
- g. The VPAA will research options for continuing classes during a flue epidemic via distance education resources and contingency assignments.
- h. The Culinary Arts Department will maintain equipment in an organized manner and work closely with maintenance for any needed equipment repairs and in modeling this procedure to its students will teach them proper upkeep of equipment.

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

Actions

- a. The Director of Planning and Special Projects will continue to develop grant writing skills during the coming year to enhance the College's ability to respond to new ideas through grant utilization.
- b. Yearly planning will be adjusted to meet the college's needs.
- c. Contingency will be built into the yearly budget.
- d. The College will demonstrate flexibility when needed.

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

Actions

- a. A review of the yearly planning will indicate a high level of attainment.
- b. The yearly planning review will show modifications or justifications for goals not met.
- c. The Annual Budget Report will be submitted at the end of each year with variance analysis.

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 Institutional Assessment Committee will yearly review academic and institutional assessment.
- b. 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.

- 2c2. The organization maintains effective systems for collecting, analyzing, and using organizational information.

Actions

- a. The Institutional Assessment Committee meets quarterly throughout the year to assure institutional effectiveness.
- b. The Institutional Assessment Committee will make a check-list of the documents it will review.
- c. Marketing and Information Systems will coordinate to develop and implement entering and exiting surveys online.
- d. The annual ADHE reports and biennium reports will be made available on the “I” drive.

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

Actions

- a. Part of the check list of the Institutional Assessment Committee will include documented evidences from all areas of the college of the existence of feedback loop advancement.
- b. The Library will use focus groups of seven students to evaluate all of the online data bases.
- c. A Library survey will continue to be done each spring to determine Library strengths and weaknesses.
- d. All faculty members will be asked to participate in Collection Evaluation following written procedures.

- e. Ozarka College will continuously scan the local, regional, and state environment to realistically prepare for a future shaped by multiple societal and economic trends.

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

Actions

- a. The AST instructor will assess annually to ensure that NATEF requirements and re-certification requirements are met.
- b. Departmental reviews by departments and the VPAA will be prepared for ADHE on a rotational basis and these reviews used to outline improvement for programs.

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

Actions

- a. The Institutional Assessment Committee will meet quarterly to evaluate assessment in the college.
- b. The VPAA will schedule time for gathering information about and assessment of student learning by faculty.

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 for 2006-2007 will experiment with tying Ozarka planning to the NCA/HLC criteria. All areas of the NCA/HLC criteria are compatible with Ozarka's current mission documents.

2d2. Planning processes link with budgeting processes.

Actions

- a. A strategic planning process will include a flexible funding program to connect resource allocation with the goals outlined in the strategic plan.
- b. The planning to be submitted will either be allotted for in the 2006-2007 budget or the budget will be adjusted as needed.

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

Actions

- a. Capital purchases for instructional equipment will be purchased prior to December each fiscal year.
- b. Review of planning for 2006-2007 will indicate a high level of attainment.

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

Actions

- a. Thorough environmental scanning will be completed every three years prior to strategic planning with its results made known for use in strategic planning.
- b. The strategic plan will be reassessed yearly with appropriate changes made.

2d5. Planning document gives 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 planning document will be assessed for multiple evidences of relationships among educational quality, student learning, and the diverse, complex, global, and technological world in which the organization and its students exist.

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

Actions

- a. Through environmental scanning will be done every three years with other scanning done as needed involving the proper internal and external constituents.
- b. The planning process will involve all areas of Ozarka College.
- c. Internal scanning will be done to direct planning.

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 undergraduate, graduate, and post-baccalaureate programs by identifying the expected learning outcomes for each.

Actions

- a. The PE department will work to ensure that 60% of the participants achieve increase in self-reported stage of change level post-program.
- b. Learning goals will be included in syllabi by all instructors and reviewed by the office of the VPAA.
- c. Business Technology will ensure measurability of objectives.
- d. Business Technology will research the feasibility of and develop a new degree plan and certificate of proficiency.
- e. Business Technology will change Records Management to include Windows, Outlook, and Access in addition to manual records (KT).
- f. Business Technology instructor will utilize MyOzarka in class curriculum (JM).
- g. Business Technology instructor will increase the proficiency of students registering in MyOzarka (JM).

- h. The Library will continue to work with faculty to assure educational resources are available.
 - i. The Culinary Arts Department will organize an effective briefing to include more detailed instructions on Lab/Function guidelines, classroom expectations (Dos and Don'ts), and what the students can expect from the instructors and the instructors from the students.
 - j. The Culinary Arts Department will teach classes so that all students learn and participate in class discussions and labs.
 - k. The Culinary Arts Department will utilize color coding during cooperative learning exercises.
- 3a2. Assessment of student learning provides evidence at multiple levels: course, program, and institutional.

Actions

- a. The Science department will provide pre-post tests for all classes to effectively demonstrate that learning has taken place.
 - b. A Foundations instructor will develop and use a pre and post test for Quest (BE).
 - c. 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.
 - d. Ozarka College will continue to emphasize student learning outcomes and consistently initiate effective assessment processes to demonstrate that it is fulfilling its mission.
 - e. All Faculty members will use CATS during the semester for formative assessment.
 - f. Programs will be evaluated on a rotational basis.
 - g. Programs with industry certifications will successfully complete the process as scheduled.
 - h. The Institutional Assessment Committee will meet as scheduled.
 - i. The Culinary Arts Department will develop feedback forms for the student lab functions.
- 3a3. Assessment of student learning includes multiple direct and indirect measures of student learning.

Actions

- a. All fulltime instructors will utilize CATS in their classrooms and hand in at least one example of how they have used CATS during the semester to improve students learning.

- b. Business technology instructor will use more frequent testing to give student more frequent feedback (KT).
- c. A Communication Instructor will re-vamp and update assignments and exams in Communication and Fine Arts Theatre classes (JC).
- d. A Communication Instructor will research new assignments for in-class classes to include student self assessments and small group exercises in Communication class (JC).
- e. A Communication Instructor will use a new pre and post test in Communication class called the Hind Sight Bias Test (JC).
- f. A Foundations instructor will include at least 3 CATS on a regular basis in her classroom (BE).
- g. A Foundations instructor will develop a way to track Developmental students and their progress at Ozarka will help from Information Systems (BE).
- h. An English instructor will use CATS such as “Directed Paraphrasing,” “Paper or Project Prospectus,” and “Course-Related Self –Confidence Surveys” (ST).
- i. English instructors will incorporate some new classroom assessment techniques (JF, JN).
- j. Ozarka College will continuously initiate multiple measures of student learning develop appropriate assessment data for course and programmatic decision-making.

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

Actions

- a. Assessments results (LPN pass rates, CAAP test results, retention/graduation, etc.) will be published each academic year in readable format to the general service area by Advancement.
- b. NATEF results are to be shared with students and appropriate institutional personnel.
- c. Math department will grade papers fairly and return them promptly.
- d. Math department will refer students having difficulty to an appropriate tutoring service.
- e. A Science instructor will keep students’ test scores and averages posted in MyOzarka (BD).
- f. Business Technology instructors will use MyOzarka to provide readily accessible feedback to student (KT, SB).
- g. The Library will house College assessment statistics.
- h. MyOzarka and the Ozarka Website will house College assessment statistics.

- 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. Graduation rates for the AST program are calculated annually and trends noted to drive improvement if
- b. indicated.
- c. The Library will house College assessment statistics.
- d. MyOzarka and the Ozarka Website will house College assessment statistics.

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

Actions

- a. Noncredit course evaluations will be conducted at end-of-course and monitored by the continuing education staff.

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

Actions

- a. Syllabi for the Math and the AST program are updated annually.
- b. The Science department will review and change outcomes/objectives in all course syllabi as deemed from various assessment tools.
- c. The Science Department will review course syllabi outcomes each semester to determine if student learning is being achieved.
- d. Business Technology instructor will increase student-teacher interaction via MyOzarka as a strategy to assess student learning achievement (JM).
- e. A Foundations instructor will increase higher level thinking skills questions on tests (BE).

- f. An English instructor will increase the diversity experience and improve the learning experience for her students by creating some slide shows for Lit classes with pictures taken during her past trips to Europe (ST).
- g. An English instructor will create new quizzes and exams for the new World Literature books (ST).
- h. A Quest instructor wants to modify the Portfolio project and will request suggestions from another Quest instructor (ST).

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

Actions

- a. The AST instructor will ensure that NATEF and re-certification requirements are met yearly.

Priority

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

Strategies

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

Actions

- a. PE Faculty will review and select an appropriate text for Concepts of Physical Activity as well as consistent instructional techniques to include emphasis on lifetime fitness, increased fitness testing, and behavior modification techniques.
- b. The science department will write and implement new microbiology and biology lab materials.
- c. The science department introduce to microbiology students quality control procedures that may be used in the health care industry.
- d. A Science instructor will write and implement chemistry lab manual (MM).
- e. A Science instructor will introduce more demonstrations into physical and chemistry classes (MM).

- f. Update and finish PowerPoint lectures for all courses.
- g. A Science instructor will coordinate the composition and achievement of an in house general biology lab (BD).
- h. A Science instructor will change course agenda to include more general biology issues as opposed to emphasis on human anatomy and physiology (BD).
- i. The Curriculum Committee will continue to review proposed curricular changes and monitor the success of those changes.
- j. Business Technology instructor will modify courses by adding “real world” business activities such as GIS in business application and GIS in current events and will review and generate new classroom learning activities (JM).
- k. An experienced Culinary instructor will assist the new instructor during her first year of teaching.
- l. The Library resources will stay current and relevant to courses taught.
- m. A Communication instructor will update the choice of play productions watched in the Fine Arts course (JC).
- n. A Communication instructor will revamp the research paper assignments for the Fine Arts Theatre class (JC).
- o. A Foundations instructor will incorporate more active learning into her classes (BE).
- p. A Foundations instructor will research changing Beginning Writing and Practical Writing texts (BE).
- q. An English instructor will increase the diversity experience and improve the learning experience for her students by creating some slide shows for literature classes with pictures taken during her past trips to Europe (ST).
- r. An English instructor will research writing an Ozarka Composition II book (JF).
- s. An English instructor will increase quiz frequency in Beginning Writing, Practical Writing and Composition I (JF).
- t. An English instructor will make a clearer distinction between assignments in Beginning and Practical Writing (JF).
- u. An English instructor will review syllabi and texts for the upcoming year (JF).
- v. An English instructor will get a list of a hundred cross-curricular essay questions, hand out the list to students, and discuss what type of essay would be appropriate for each question (JF).
- w. An English instructor will change the policy in syllabi for late assignments, makeup for exercises, and procedures for paper assignments (JN).

- 3b2. The organization supports professional development designed to facilitate teaching suited to varied learning environments.

Actions

- a. Dr. Gerry Amada will speak before faculty on the disruptive student.
- b. Fitness center staff will receive the appropriate training required to provide programs to diverse populations (example: Arthritis Foundation Exercise Program, Group Fitness Leader Certification, CPR and First Aid Certification, etc.) as well as participating in AAPHERD and American Council on Exercise associated activities, meetings and trainings.
- c. The science faculty will attend the NSTA national conference Spring 2007.
- d. Various members of the science faculty will attend at least 2 UAMS summer seminars 2007.
- e. Various members of Ozarka faculty will attend AATYC as Ozarka has funds available.
- f. Various members of the Business Technology faculty will attend training, seminars, and meetings.
- g. Library staff will attend the ALA Conferences in the spring and fall.
- h. Various members of the Business Technology faculty will attend training and seminars including the ASU Beebe and UCA conferences for business technology.
- i. A Foundations instructor will attend ArkADE in fall of 2006 (BE).

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

Actions

- a. AST will use student, self, peer, and administrative evaluations to improve teaching.
- b. Ozarka instructors will assist in the peer evaluation procedure.
- c. The Humanities Division will continue to work as a team, rotate QUEST instructors and share best practices.
- d. Ozarka faculty will select an “Outstanding Faculty Member of the Year”.
- e. Ozarka faculty will be evaluated yearly.
- f. An experienced Ozarka faculty member will author a “Faculty Toolkit” to give to new instructors under the Perkins Grant.

- g. Faculty members assess their semester courses to give feedback for continual improvement of student learning.

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

Actions

- a. Various faculty members will attend various conferences.
- b. A Social Studies instructor will collect additional audio visual material for the Arkansas history course (WP).
- c. A Social Studies instructor will read and include additional Arkansas history in courses (WP).
- d. Dr. Gerry Amada will speak before faculty on the disruptive student

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

Actions

- a. This year there will be improvements made to the AST work environment.
- b. Business Technology student will continue to receive experience via applied life experiences such as development of the campus security plan on all three sites and a tree inventory (JM).
- c. The Library will provide resources to support innovation.
- d. Business Technology will develop additional online training tutorials.
- e. A Communications instructor will utilize cooperative learning methods in class (CMM).
- f. An English instructor will use more cooperative learning such as group projects that require students to research and report on a particular author and having students debate each other (ST).
- g. An English instructor will increase the diversity experience and improve the learning experience for her students by creating some slide shows for literature classes with pictures taken during her past trips to Europe (ST).
- h. An English instructor will find guest speakers for Beginning and Practical Writing (JF).
- i. TRiO will increase student contact, follow-up and advising.
- j. A TRiO staff member will increase the visibility of each learning center (TC).
- k. A TRiO staff member will increase the participation from off campus students (TC).

- l. The Perkins grant will continue to fund a tutor for technical student to compliment the TRiO program.
 - m. All faculty members will experiment with CATS from the book on this subject they received in May of 2006.
- 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. Automotive instructor will attend at least two professional meetings per year.
- b. The microbiology instructor will visit hospital microbiology laboratories to keep current on day to day operations.
- c. A Science instructor will attend all Ozarka sponsored seminar/workshops pertaining to teaching, learning and technologies (BD).
- d. Annual budget requests will include amounts for travel reimbursements for faculty professional development.
- e. The Library will provide periodicals and current publications pertaining to higher education trends.
- f. A Social Studies instructor will develop an online version of World History II and American History I & II (MO).
- g. A Social Studies instructor will improve online general psychology and developmental psychology classes (MO).
- h. A Social Studies instructor will improve his knowledge and delivery of interactive video courses (WP).
- i. A Social Studies instructor will become more familiar with MyOzarka and utilize it and email to improve communication in telecourses
- j. A Communication instructor will pursue further postgraduate study (CMM).
- k. TRIO will increase the use of the website as a means of distribution of information and increase technology education for SSS participants.
- l. A Student Services staff member will see to the installation of COMPASS on 10 computers on both Mountain View and Ash Flat sites and install CLEP on two computers in the small learning lab (JS).
- m. Seven faculty members will attend Title III Technology College in 2006.

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

Actions

- a. Automotive instructor and math instructor will attend at least two professional meetings per year
- b. Fitness center staff will receive the appropriate training required to provide programs to diverse populations (example: Arthritis Foundation Exercise Program, Group Fitness Leader Certification, CPR and First Aid Certification, etc.) as well as participating in AAPHERD and American Council on Exercise associated activities, meetings and trainings.
- c. Three science instructors will attend the NSTA conference in spring 2007.
- d. A Science instructor will maintain memberships in National Science Teachers Association and Biology Teachers Association.
- e. A Math instructor will be a member of National Council of Teachers of Mathematics.
- f. Business Technology instructor will promote PBL membership for students (JM).
- g. Business Technology instructor will attend ACTEB and PBL conference this year (SB).
- h. The Library staff will attend ALA meetings and professional growth seminars.
- i. A Social Studies instructor will become a member of AACHT and the Arkansas Historical Association (MO).
- j. A Social Studies instructor will remain a member in the SSSA, AHA, and APSA and attend a national or regional professional meeting (WP).
- k. A Communication instructor will join a related professional organization (JC).
- l. English instructors will attend a national English conference.
- m. The ECD instructor will present workshops at local and state early childhood education conferences in September and October.
- n. 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.
- o. The ECD instructor will attend local early childhood organization meetings, which are held on a quarterly basis.

Priority

Initiative 3c. The organization creates effective learning environments.

Strategies

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

Actions

- a. AST will use student, self, peer, and administrative evaluations to improve teaching.
- b. A Science instructor will utilize technology from library resources, laboratory (Vernier) equipment, affiliated web sites, and publisher web sites, etc., to enhance student learning (BD).
- c. The Library will provide current, relevant and useful resources.
- d. Assessment results indicate the need for Business Technology to develop additional simulations, practice sets, handbook and help sheets and to make archived video of course sessions available online. The BT department will do so.
- e. A Social Studies instructor will review pre and post test results to improve instructional methods (MO).
- f. The Social Studies Division Chair will assist the VPAA in scheduling and staffing of courses.
- g. A Social Studies instructor will assist the Division Chair in producing an optimum schedule.
- h. An English instructor will have Comp II student write two small research papers instead of one longer paper. Instructor anecdotal assessment of the learning experience indicates that her students learn more from writing the smaller papers (ST).
- i. An English instructor will review previous pre and post tests to suggest areas to emphasize because poor attainment and to include areas that seem to encourage learning because of the enjoyment motivation factor (ST).
- j. An English instructor will reduce the frequency of cooperative learning exercises that do not seem to be working and introduce new exercises (JN).
- k. In order to clarify paper requirements in students' minds, an English instructor will add a smaller paper at the beginning of the semester, spend more time on use of sources in papers during the semester and reduce the number of papers and reexamine group projects in World Literature (JN).
- l. 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.

3c2. The organization provides an environment that supports all learners and respects the diversity they bring.

Actions

- a. Advancement will publicize unique stories on individuals with diverse backgrounds/experiences.
- b. The Library will remove physical barriers for physically challenged persons.
- c. As discussed during Dr. Amada's talk, an English instructor will utilize longer response intervals after questions to give other students more time to answer questions (JN).
- d. The DOJ grant will continue to support students who are victims of domestic violence, stalking and sexual assault.

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

Actions

- a. Placement scores will be used for scheduling incoming students to set them up for success.
- b. Faculty will post office hours and be available to students.
- c. The ATT advisor will advise students in transfer work to ATU.
- d. Assist in advising students as to course work necessary to achieve their degree program and transfer hours to 4 year schools.
- e. I will advise scheduling and give advisees an AA worksheet.
- f. I will post office hours for tutoring and advising purposes.
- g. A Communications instructor will improve advising by maintaining closer contact with advisees and improve record keeping.
- h. A Student Services staff member will set up a schedule for administering COMPASS during the summer months and a timeframe for retaking placement tests (JS).
- i. The President will appoint a task force to review the Ozarka advising process.

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

Actions

- a. The ATT advisor will be available to students on all three sites.
- b. A Science instructor will coordinate my classes between Ash Flat and Melbourne so as to be consistent in effectiveness for the benefit of all students enrolled in my classes (BD).
- c. The VPSS will enhance the curricular offerings and counseling opportunities at the North Central Unit in Calico Rock.
- d. Business Technology Instructor will co-sponsor PBL student for trip to spring competition (KT).
- e. The Library will maintain a research skills environment.
- f. The Humanities Division Chair will work closely with other members of the division on scheduling classes so that the students on all three campuses will have access to all needed classes during the year.
- g. The Ash Flat site will have increased student service personnel during the coming year.
- h. Admissions will explore recruiting by having schools tour local sites in Ash Flat and Mountain View.
- i. TRIO will increase services at the Ash Flat and Mountain View sites.
- j. The DOJ grant will provide support on the main campus and at both sites for Ozarka students and employees.
- k. The Perkins grant will provide tutoring on the main campus and at both sites.

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

Actions

- a. The science department will implement the GIS forestry mapping into the biology lab student's learning (BD).
- b. A Science instructor will provide PowerPoint lecture notes, websites, and other content for students utilizing the Content Module of MyOzarka (MM).
- c. The Library will provide current, up-to-date research products.
- d. The Library will provide one-on-one instruction in the use of new technologies in the delivery of instruction such as video streaming in the AETN telecourse.
- e. Information Systems will ensure security, backup and reliable data storage via VPN and SAN additions.
- f. Information Systems will research disaster preparedness options by instituting redundancy at Ash Flat or Mountain View.

- g. Information systems will research the use of remote power management for IV rooms at Ash Flat and Mountain View to increase effectiveness of delivery of IV courses.
- h. Information Systems will research the effectiveness of changing user storage drive migration to a single server on SAN.
- i. Information Systems will develop a Backup Policy
- j. Information Systems will improve the Fitness Center tracking software by tying it to MyOzarka.
- k. Information Systems will furnish all classrooms with multimedia equipment over the next three years.
- l. Information Systems will research the role of portable video storage devices (IPODS) for student learning options.
- m. Information Systems will research wireless network improvements including utilizing a separate wireless network, placing HotSpot signs with Ozarka logo, and wireless authentication use.
- n. Information Systems will reinforce security and perform network upgrades including antivirus, spam firewall, web content filter, and OS upgrades.
- o. Information Systems will keep knowledgeable about and/or test alternative operating systems such as Linux, Apple and Vista.
- p. 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.

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 Science instructor will provide pre-post testing for all science department classes and review outcomes from syllabi assuring effectiveness
- b. Student Services personnel will exhibit an excellent attitude in working with students, faculty, staff, and administration.
- c. The Library will conduct a survey in the spring of 2007.
- d. The Library will use focus groups to evaluate online databases.
- e. Ozarka faculty members will serve on committees charged with reviewing process and procedures.

- f. Information Systems will develop policy for website governance including POC being consistent with local policies on Logo usage, POC for every Ozarka hosted site and responsibility for the lead tech.
- g. Information Systems will develop an account creation form for end users.
- h. 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.

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. This year there will be improvements made to the AST work environment.
- b. The AAT instructor will provide students will field sites to observe the educational process.
- c. The Library will continue to provide current, relevant resources of all types to students on the main campus and its two distant sites.
- d. In order to continue to provide Business Technology students with state of the art business technology computer laboratory courses, the department will update textbooks and software programs.
- e. The Fine Arts Department will purchase a podium, Art and Theatre posters, art supplies, and new DVD's of play productions.

- f. The Ash Flat site coordinator will get propane hooked up in the science laboratory and order other equipment for the science lab to accommodate chemistry and microbiology and explore the possibility of offering expanded LPN classes.
- g. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students.
- h. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric setting for students to fulfill program requirements.
- i. The ECD instructor will work in conjunction with the Library to increase the early childhood book selection.

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

Actions

- a. A Science instructor will utilize library resources, laboratory (Vernier) equipment, affiliated web sites, publisher web sites, etc., to enhance student learning (BD).
- b. The library will continue to research and modify its effectiveness through student survey analysis and the feedback improvement process.
- c. A Communication Instructor will seek materials and texts to improve the learning experience for students and self (CMM).
- d. A member of the TRiO staff will spend more time getting to know students and becoming informed of what students need from the TRiO program.

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

Actions

- a. A Science instructor will effectively align syllabi outcomes with results of pre-post testing to assure learning and teaching are compatible (BD).
- b. A Communication instructor will improve awareness and value of art via developing that course study further for students and by creating a gallery for students, visitors and personnel.

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

Actions

- a. The science department will introduce more scientific instrumentation to microbiology and A&P (autoclave).
- b. Seven faculty members will attend Title III sponsored Technology College.
- c. The Library staff will receive MyOzarka training.
- d. Information systems will develop user manuals to assist others in the event of absence of the IS Director including MyOarka user and technical manuals, bookstore manual, and a phone system manual over the next three years.
- e. Information Systems will continue to adjust staffing hours to meet the needs of faculty and students.
- f. A Communication instructor will organize her H drive and filing cabinet (JC).
- g. A Communication instructor will gain expertise in technological areas of education (CMM).
- h. A Foundations instructor will improve the organization of her H drive (BE).
- i. English instructors will reorganize folders in H-Drive and effectively use her planner and Outlook calendar (ST, JF, JN).
- j. Admissions will work closely with IS to use Sonis to the fullest capability such as researching the ability to run data reports that can track students as they move through the enrollment funnel.
- k. A Student Services staff member will increase knowledge about Sonis (JB).
- l. A Financial Aid staff member will master Sonis and become familiar with other changes instituted by IS (JG).

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

Actions

- a. The fitness center will employ four part time and one full time employee to ensure proper staffing and extended hours for students.

- b. The Culinary Arts Department will enhance its effectiveness through practical scheduling of functions and events, optimum use of office hours, and through personal fitness improvement in the fitness center.
 - c. The Library will continue to be staffed adequately with two fulltime and two part time employees.
 - d. A Communication instructor will recruit QUEST instructors (CMM).
 - e. The Ash Flat site will host more in-house courses.
 - f. Ozarka College will continue to create effective learning environments by employing qualified faculty dedicated to teaching and learning.
- 3d6. The organization's systems and structures enable partnerships and innovations that enhance student learning and strengthen teaching effectiveness.

Actions

- a. The fitness center will develop a referral network within the four county service area to include physicians, local public health, senior centers, mental health providers and civic organizations. The network will serve as an advisory panel and variety of focus groups to more adequately serve the target populations.
- b. The Library will continue to utilize an advisory committee consisting of library staff, students, and faculty members, community members and public and high school librarians.
- c. The Library will continue to partner with two and four year college libraries and public libraries through OCLC to give students access to additional resources via the Interlibrary Loan program.
- d. A Communication instructor will increase the frequency using cooperative teaching (CMM).
- e. The Nursing Department will continue to cooperate with area facilities for the clinical experience for students.
- f. The AAT program will partner with area schools to provide hands-on experience for future teachers.
- g. The Geology instructor will partner with area landowners to provide field trips.
- h. The Culinary Arts Department will develop fair testing to evaluate the ProStart students that enter the program.

- i. The Culinary Arts Department will teach and develop teamwork in BOH and FOH functions with the students through Gourmet/Restaurant Night meals.

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

Actions

- a. A budget will be developed yearly for AST to include up-to-date equipment and tools and the department will remain within the bounds of the budget.
- b. Fitness center director will increase fitness and wellness program funding through applying for federal, state, and local grants.
- c. Division chairs will assist instructors with budgeting.
- d. The college budgets annually for professional development of its faculty.
- e. The Library will continue to give priority for collection development to new program areas.

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 continue to teach research skills that enhance the student's ability to be a life-long learner.
- 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. Continuing education course costs are kept to a minimum through utilization of adjunct instructors or full-time staff members who wish to teach noncredit courses.
- b. Professional development opportunities are budgeted on an annual basis by departments.
- c. Professional development opportunities are budgeted on an annual basis by departments.
- d. Tuition reimbursement guidelines have been established for employees to obtain degrees at other institutions.
- e. The College will provide free tuition for persons 60 years and older.
- f. Various members of the Business Technology faculty will attend training and seminars.
- g. 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.
- h. The institution plans for an optimum learning environment and sets the example of excellence as a life-lesson for its students, faculty, and staff by facility and grounds up-keep and planning.
 1. Grounds will plant Bradford trees on the north side of the Miller building to add structure and to help give shade for energy savings.
 2. Grounds will plant crape myrtles along College Drive and crepe myrtles and pines on the west side to add color in the summer and greenery in the winter.
 3. Grounds will place raised shrub beds in front of the Miller building to add structure to what was a very desolate and vacated appearing area.
 4. Grounds will place large rocks and bordered them with evergreens to increase the esthetics of the campus.
 5. Grounds will plant pines on the Ash Flat campus.
 6. Grounds will plan and execute the plan for drainage, sprinklers, and landscaping of the front of the Hall Building.
 7. Grounds will add one or two tree islands to the Miller parking lot to provide shade that increases the life of the parking lot surface, reduce energy necessary for cooling vehicles, and prevent the heat sink effect of city parking lots, serving as examples of global environmental responsibility.
 8. Maintenance will see to the completion of the new Maintenance Building.
 9. Maintenance will install ceiling fans in the Fitness Center.

10. Maintenance will research signage for Ozarka Mountain View and Ash Flat.

11. Maintenance will research converting part of the old nursing building into adjunct offices.

- i. Admissions will further organize the non-federal scholarship program.
- j. A Financial Aid staff member will complete her AA degree at Ozarka College.
- k. TRiO staff member will attend trainings and workshops in order to keep up-to-date on reporting, budgeting and regulations related to TRiO.
- l. Ozarka College will implement actions which demonstrate that it values a life of learning through:
 - 1. Providing community access to computer labs.
 - 2. Increasing marketing and recruitment of traditional and non-traditional students.
 - 3. Initiating programs specific for senior citizens in the service area.
 - 4. Providing wellness and fitness activities for students of all ages.
 - 5. Partnering with community groups and agencies to promote life-long learning.
 - 6. Providing a wide variety of personal enrichment course offerings.

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

Actions

- a. Continuing education course discounts are available for employees who enroll in fitness courses or other non-credit courses related to their work at the college.
- b. Various members of the finance department will attend SACUBO and procurement training.
- c. Various members of the faculty will attend the AATYC conference.
- d. The Perkins grant will provide for professional development for instructors of technical students.
- e. Tuition waivers are available for employees to take courses at Ozarka.
- f. The Library will request that funds be budgeted for ALA meetings.
- g. Ozarka will provide support to ensure that faculty, students, and staff acquire, discover, and apply knowledge.
- h. The DOJ grant will provide for Administrators to receive training in areas concerning reducing violence against women.

- i. The Director of Planning will receive training on financial grant management and in Title III proposal writing.
 - j. The DOJ grant will provide in-house training at monthly CCaRT meetings.
 - k. The Title III grant will provide development training for five employees.
- 4a4. The organization publicly acknowledges the achievements of students and faculty in acquiring, discovering, and applying knowledge.

Actions

- a. Any recognition reported to the marketing department will be considered for publication both internally and throughout the service area, in the state and otherwise as appropriate.
 - b. Student of the semester, student of the year, and students who excel on the NATEF will be recognized annually.
 - c. News releases will be issued at the end of each semester to acknowledge the success of participants who are making strides to improve their life through fitness and wellness activities.
 - d. The Library will continue to maintain scrapbooks of all related news articles about the College and its students and employees.
 - e. All areas of the College select students of the semester/year and Stafford faculty members of the year.
- 4a5. The faculty and students, in keeping with the organization's mission, produce scholarship and create knowledge through basic and applied research.

Actions

- a. Provide evidence of student learning and teaching effectiveness through review of pre-post test results aligned with syllabi outcomes
 - b. A Social Studies instructor will research new information to improve the teaching of history and psychology courses (MO).
- 4a6. The organization and its units use scholarship and research to stimulate organizational and educational improvements.

Actions

- a. The Library provides resources for basic and applied research.
- b. Environmental scans will be done every three years or as needed.
- c. Assessment results will be used for program and institutional improvement.
- d. Survey results will be used for program and institutional improvement.

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. Business Technology instructor will incorporate additional general education requirements (writing assignments and oral presentations) to some of the business and computer courses taught (SB).
- b. The Library will continue to teach research skills.
- c. All Technical Certificates include general education requirements.

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

Actions

- a.

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

Actions

- a.

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

Actions

- a. Planning and Special Projects will offer at least two “Diversity Series Lectures” during the coming year.
- b. The Library will use monthly displays for educational purposes as well as special educational speakers and events.

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

Actions

- a.

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

Actions

- a. Fitness center participants will be surveyed pre- and post- seminar to verify adequate understanding and adaptation to lifetime wellness techniques, practices, and knowledge.
- b. The science department will implement more lab practices that resemble a 4-year institution science lab, thus making the student more competent and comfortable upon transfer.
- c. A Science instructor will change the course agenda to include more general biology issues as opposed to as much human anatomy and physiology.
- d. The Library will continue to teach research skills which can be used at any other institution and analyze its effectiveness through pre and post tests.
- e. Culinary Arts students will be taught to maintain a once a month freezer and storeroom inventory.

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. A Science instructor will adjust course curricula to include environmental, cultural, issues and utilize technology whenever possible (BD).
- b. A Science instructor will assist in the peer evaluation program (BD).
- c. A Science instructor will assist in coordinating classes taught by other instructors so as to enhance student academic achievement (BD).
- d. Business Technology department will assess the future of GIS courses and program.
- e. The Library will continue to embrace new technologies and keep library resources current.
- f. An English instructor will increase the diversity experience and improve the learning experience for her students by creating some slide shows for literature classes with pictures taken during her past trips to Europe (ST).
- g. The Culinary Arts department will evaluate the Culinary Curriculum and Advanced Culinary Program and submit changes to the curriculum committee during Fall 2006.
- h. Ozarka College will assess the usefulness of its curriculum to students who live and work in a global, diverse, and technological society.

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

Actions

- a. A Science instructor will provide opportunity for guest lecturers (BD).

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.

- 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 AST Advisory Committee will meet annually.
- b. The PE department will develop a referral network of physicians, local public health, senior centers, mental health centers and civic organizations to serve as an advisory panel and variety of focus groups to more adequately serve the target populations.
- c. The Library will continue to use area librarians and professional community members to serve on the advisory committee.

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

Actions

a.

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

Actions

- a. Fitness center staff will ensure that 60% of participants achieve an increase in self reported stage of change level post program.
- b. With anecdotal feedback from students of having their learning reinforced by archived videos, the Business Technology department will archive additional classes for student use.

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

Actions

- a. The Business Technology Department will continue to reinforce responsible use of knowledge through its human relations course and in teaching computer ethics and security.
- b. Admissions will seek ways to strengthen the ambassador program and increase their participation on campus.
- c. The Business, Nursing and other departments will promote social responsibility through their student activities and organizations.

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. AST instructor will advise incoming and returning students to ensure graduation requirements are met
- b. Math will work with TRIO and other support and tutoring services to provide a flow to the activities in call and tutoring sessions.
- c. The Business Technology department will continue to reinforce responsible use of knowledge through its in-house training of seniors.
- d. An English instructor will add a section to her syllabus that includes an "Honor Code" (ST).
- e. The Culinary Arts department will focus on teaching good work ethics to its students and instill in them personal pride in a job well done.

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

Actions

- a. Policy and procedures will be adopted for proctoring tests at the off campus sites for online and interactive testing.

- b. The Library will continue to provide effective training of all staff and work study students to strengthen its implementation of information technologies and ethical conduct in its use.
- c. An English instructor will add a section to her syllabus that includes an “Honor Code” (ST).
- d. The Culinary Arts Department will develop a more definite way of grading and assessing student skills, both written and practical.

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

Actions

- a. The Business, Nursing and other departments will promote social responsibility through their student activities and organizations.

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

Actions

- a.

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

Actions

- a. Fitness center rules and regulation agreement form will be reviewed and signed by each participant. These will also be posted in various locations throughout the facility. Staff and faculty will receive these guidelines via email.
- b. The Library will continue to adhere to copyright laws and keeps policies on hand.

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. The Library will continue to evaluate advice from student surveys and its advisory committee and update all print and electronic information to ensure it continually meets the needs of its users.

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

Actions

a. Ozarka faculty will continue to utilize advisory boards as a means of community environmental scanning due to community members being part of those boards.

b. The Library will continue to provide resources dealing with current nationwide and global student trends.

c. The Business Technology department will continue periodic environmental scanning via holding advisory committee meetings annually.

d. A Communications instructor will become more visible in the community and become more knowledgeable of local community concerns.

e. 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.

f. Internal and external environmental scans will be performed on a scheduled basis.

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

Actions

- a. The college foundation board includes representation from each of the four counties in the service area.
- b. The PE department will utilize creative marketing and outreach programs to ensure diverse enrollment and disparate inclusion.
- c. The Library will continue to provide informative displays highlighting various cultures, ethnic groups, etc.
- d. A Communications instructor will become more visible in the community and become more knowledgeable of local community concerns
- e. Admissions will work closely with Advancement to develop new print materials for recruiting.
- f. Admissions will seek through recruiting to increase enrollment at each satellite campus.
- g. Ozarka College will demonstrate its responsiveness to its constituencies through:
 - 1. Providing program and course offerings that meet the educational and training needs of the service area.
 - 2. Providing support services to all participant in Ozarka College programs.
 - 3. Providing transition assistance for students.
 - 4. Providing opportunities and support for community development and partnerships.
 - 5. Providing support and initiatives for partnerships with business and industry.

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

Actions

- a. Advancement will explore requests for community education courses to determine interest level.
- b. The PE department will increase fitness programs to ensure disparate inclusion (arthritis class, walking group, meal planning, health education opportunities, learning library, etc.) and increase collaboration between community resource networks
- c. The Ash Flat site will offer an expanded schedule of GED classes and non-credit classes for area senior citizens.
- d. The Ash Flat site coordinator will make the lecture hall available for area high schools to use for standardized testing.
- e. The Academy will continue to provide excellent day care options for our students and the community.

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. Continuing education and customized business/industry training programs will be scheduled year-round.
- a. Ozarka's business outreach program will develop partnerships with other area colleges to partner and share resources to meet industry training demands.
- b. Ozarka officials will participate in regional economic development meetings on a regular basis.
- c. The Ash Flat site coordinator will encourage area clubs, organizations, schools and businesses to use the lecture hall, conference room and class rooms for training, conferences and meetings.
- d. Ozarka College Ash Flat will host the Sharp County Arts Fair with support from the site coordinator.
- e. The ECD instructor will offer at least five Child Care Orientation Training classes for area child care providers.

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.

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

Actions

- a. The Nursing students and faculty will be involved in volunteer activities such as assisting in flu shot clinics, taking blood pressures at local and regional fairs, cancer drives, adopt-a-mile trash pickups, and determining BMI's for area public schools.
- b. PTK will continue to do Coats-for-Kids and Christmas toy drives for the community and Easter egg hunts

for the Academy.

- c. The Communications Department will provide plays and the Art mobile for area schools and the general public, do communication/theatre workshops at Viola School, and judge the talent contest at the local fair.
- e. The College Ambassadors will be involved in College Planning Day when area financial institutions, representatives from colleges across the state and representatives of the armed forces set up booths for area high school students to learn of post-high school options. The Ambassadors will also be involved in Ozarka registration, orientation, Fall Festival, Foundation Board events and graduation.

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

Actions

- a. The Advancement Department will allow opportunities for students to volunteer in college or foundation events.
- b. The Advancement Department will schedule lunches or other casual meetings for scholarship recipients and donors to meet.
- c. A Communications instructor will become more visible in the community and become more knowledgeable of local community concerns.
- d. The AAT program will schedule Ozarka students for observations in area K-12 schools.
- e. Nursing program will schedule Ozarka students for clinicals in area facilities.
- f. The Culinary Arts program will continue to do catering and restaurant nights.

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

Actions

- a. Math instructor will promote Ozarka college at least one community function or event.
- b. The Advancement Department will utilize promotional resources to support local school districts' educational and extra-curricular activities within the service area.
- c. The Advancement staff will attend community functions, meetings and events to publicize current events, programs, etc. for the College.
- d. The Library staff will promote Ozarka College at least one community function or event.

5b5. Planning processes project ongoing engagement and service.

Actions

- a. A review of the planning manual will indicate that planning for engagement and service are College priorities.

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. The Library will continue its reciprocal agreements with area school libraries and state and national libraries via its interlibrary loan program.
- 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.
- 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.
- d. Ozarka will co-author a grant with ASUMH and UACCB to include offering technical concurrent classes at service area high schools.

5c2. The organization's transfer policies and practices create an environment supportive of the mobility of learners.

Actions

- a. The Registrar's office will effectively input transfer transcript course on Ozarka transcripts.
- b. TRIO students will be offered transfer trips to all appropriate four-year institutions within a day-trip distance.
- c. The Tech-Prep program will continue to operate on the Ozarka campus.

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

Actions

- a. The City of Melbourne will elect to co-sponsor an AUFC grant with Ozarka College
- b. High schools, nursing homes and hospitals will support the UACCB/ASUMH/Ozarka Dept. of Labor grant proposal.
- c. All area nursing homes, high schools and libraries will partner with Ozarka to submit the "Big Read Grant."

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

Actions

- a. A proposal will be written for "The Big Read," a reading program that will touch a cross-section of our entire service area.
- b. All grant projects and other special programs will be supported by Advancement through promotion by public service announcements and news releases.
- c. The City of Melbourne will elect to co-sponsor an AUFC grant with Ozarka College
- d. High schools, nursing homes and hospitals will support the UACCB/ASUMH/Ozarka Dept. of Labor grant proposal.

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

Actions

- a. The business outreach coordinator chairs the local industrial development corporation.
- b. The Library will participate in outside library planning projects.
- c. All area nursing homes, high schools and libraries will partner with Ozarka to submit the "Big Read Grant."
- d. The AAT program will schedule Ozarka students for observations in area K-12 schools.

- e. Nursing program will schedule Ozarka students for clinicals in area facilities.
- f. The City of Melbourne will elect to co-sponsor an AUFC grant with Ozarka College
- g. High schools, nursing homes and hospitals will support the UACCB/ASUMH/Ozarka Dept. of Labor grant proposal.

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

Actions

- a.

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 AST Advisory Committee meets yearly.
- b. AST instructor will promote the AST program within the service area to enroll future graduates to serve the area.
- c. The PE department will develop a referral network of physicians, local public health, senior centers, mental health centers and civic organizations to serve as an advisory panel and focus group to more adequately serve the target populations.
- d. The Library will utilize a student survey and an advisory committee.

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

Actions

- a. Ozarka Nurses have adopted a section of Highway 9 for litter control.
- b. Ozarka College is represented in local parades with a float.
- c. Annually the College participates in all county fairs and the district fair within its service area by providing information on educational opportunities.
- d. In Mountain View, three staff/faculty members will present programs for the Stone county Youth Leadership program and one staff member will serve on the Leadership Board.
- e. Mountain View staff/faculty will volunteer for the Stone County Fair, Folk Festival, Bean Fest, and 4th of July activities.
- f. A Mountain View staff member serves on the Chamber of commerce Board.
- g. The talents and expertise of Ozarka employees are made available on the local, regional, and state level through volunteer service.

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

Actions

- a. The business outreach coordinator chairs the local industrial development corporation.

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

Actions

- a. The community participates in the Foundation activities such as the Gala, golf tournament and concerts.
- b. The Library will sponsor events open to the public such as book signings.
- c. The Ozarka Kids Academy serves students, area parents, and area children through its operation.
 - 1. The Academy director will complete the application process and review processes to receive the approval certification from the state of Arkansas for providing a higher quality child development program.
 - 2. 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.
3. The Academy will continue to offer part time enrollment in the Academy to accommodate students' class schedules.
 4. 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.
 5. The Academy Director will continue to conduct quarterly staff meetings with all employees.
 6. 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.
 7. The Academy staff will maintain certifications in First Aid and Infant, Child, Adult CPR to ensure children's safety.
 8. Academy will continue to conduct monthly emergency drills including fire, severe weather, earthquake, and violence prevention in order to increase emergency preparedness.
 9. 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.
 10. 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 new curriculum materials for the staff to use in the classrooms.
 11. The Academy Director will continue to work with the IFS department in establishing an Academy link on the Ozarka College website to better inform students as well as the community regarding the preschool services provided.
 12. 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.
 13. 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.
 14. 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).

15. 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 Minim March. The Academy will host a county wide book fair in November to promote literacy in early childhood.
16. 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.
17. 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.
18. The Academy Parent Advisory Board will continue to provide parents with a monthly newsletter to help education and inform the parents in regard to upcoming events, policies, early childhood education, and activities to extend into the home, and current curriculum goals.
19. The Academy will continue to research and obtain additional program funding through federal, state, and local grant opportunities.
20. The Academy Director will input 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.
21. The Academy collaborates with the Ozarka College LPN program to provide a pediatric rotation setting for students.
22. The Academy collaborates with the Ozarka College AAT program to provide a pediatric observation setting for students to fulfill program requirements.

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

Actions

- a. Policy, procedures and staffing recommendations will be developed for facility usage by the community during evenings and weekends.
- b. The Mountain View site will host Reserve Deputy training program involving Stone, Independence, and Van Buren counties for 120 hours of training in fall 2006.
- c. The Mountain View site will regularly host monthly meetings of the MV Chamber of Commerce.

- d. The Mountain View site will host various community committee meetings including those for the Folk
 - e. Festival, Bean Fest, Stone county Youth Leadership, and other meetings as requested.
 - f. The Mountain View site will host the Stone County Youth Leadership program twice.
 - g. A copy of the Ozarka Calendar will indicate that the community extensively uses the Ozarka campus and sites.
- 5d6. The organization provides programs to meet the continuing education needs of licensed professionals in its community.

Actions

- a. Annual real estate continuing education courses are offered for realtors.
- b. The History department offers Arkansas History for area teachers.

S.W.O.T.

Strengths:	Weaknesses:	Opportunities:	Threats:
<ol style="list-style-type: none"> 1. student-friendly 2. cost effective (affordable) 3. quality facilities 4. staff & faculty 5. © technology 6. youth programs – kids college look to future 7. area school support 8. community support 9. help students succeed 10. advertising/recruitment 11. concurrent 12. accessibility (campuses, online, scheduling) 13. TRIO & Perkins Tutor, Title III support 14. Grounds – esthetics 15. Adult Ed 16. Financially solvent 17. Work environment – climate 18. good transfer relations/articulation 19. accredited 	<ol style="list-style-type: none"> 1. growing pains 2. rural area 3. funding 4. salaries of personnel 5. cultural bias against education 6. economic issues 7. place-bound students 8. need for instructors 9. unsaturated programs 10. lack of student engagement 11. available space such as for culinary 12. place bound graduates 13. OPM 14. Resistance to change 15. Off campus coverage 16. off campus connection 17. Friday attendance 18. Off campus underdevelopment 19. Lower expectations 20. Lack of job opportunities 21. Job placement 	<ol style="list-style-type: none"> 1. off campus site growth 2. community need 3. career counseling-awareness 4. “change lives” via college enrollment 5. improve community 6. jobs at Ozarka boosts community 7. cultural enrichment 8. attract business and industry 9. improve retention rates 10. follow-up of graduate success 11. Review organizational structure 12. 60+ program 13. Beef up dev. Ed 14. Teach responsibility/ethics 15. Increase expectations while providing tools for success 16. time of + change immersion education 17. PE 	<ol style="list-style-type: none"> 1. competition from other community colleges in Fulton/Stone/Sharp Counties 2. legislation 3. perception 4. consistency of state, federal, and private funds 5. small-town talk 6. student retention 7. technology and other time-consumers 8. faculty salaries 9. Building loss – students, finances, myOzarka

OZARKA COLLEGE
Strategic Planning
Annual Cycle

January

- Internal Scans
- External Scans
- SWOT analysis
- College Data Day to provide information in regard to pertinent data helpful to planning to all administration, faculty, and staff
- College mission, vision, values, philosophy & scope reviewed and revised if necessary—formal action taken at March Board of Trustees meeting

February

- Programmatic missions reviewed and revised with direction from administrative team members
- Professional reviews conducted including review of present cycle individual goals, strategies, actions, Goals, strategies, and actions for upcoming cycle discussed
- Administration, faculty, and staff finalize action plans for upcoming strategic plan cycle (July 1-June 30)

March

- Actions, strategies, priority initiatives, and primary goals for upcoming strategic plan cycle reviewed by the Planning and Effectiveness committee, administrative council, and approved by the President
- Departmental budgets completed based upon actions identified in the upcoming strategic plan cycle.

April

- Administration, faculty, and staff begin to document completed actions for present cycle to begin development of final report for the present cycle strategic plan
- Finance department completes draft of college budget for upcoming fiscal year

May

- Follow-up of current cycle action plans with accomplishments and appropriate data completed

- Final draft of budget for upcoming fiscal year completed
- Budget for upcoming fiscal year approved by the Board of Trustees

June

- Program/division annual reports on assessment activities finalized and submitted to supervisors
- Committee annual reports on accomplishments finalized and submitted
- College Planning and Effectiveness committee reviews present cycle activities/data and review activities for upcoming cycle

July

- Administrative retreat to review the end of cycle strategic plan final report and the completed upcoming cycle strategic plan to ensure appropriate planning for future actions

August

- Review of end of cycle strategic plan final report and the completed upcoming cycle strategic plan with all administration, faculty, and staff to ensure appropriate planning for future actions
- Committee members for upcoming cycle finalized

September

- Review of end of cycle strategic plan final report and the completed upcoming cycle strategic plan with all Board of Trustees to ensure appropriate planning for future actions
- Monitoring of allocated budget to purchase supplies, equipment, and instructional materials to ensure actions are completed to accomplish strategies and priority initiatives for present strategic planning cycle

October

- Administration, faculty, and staff through individual, department, division, and area meetings continue to review and implement action plans. This function continues through the entire present strategic plan cycle

November

- Capital outlay, equipment, and instructional materials purchases completed for present cycle to assist action plans which accomplish strategies in a timely manner for the present cycle

December

- Technical program advisory committees meet to provide input to upcoming strategic planning cycle
- Mid-year program/division reports on strategic planning and committee accomplishments submitted