



Ozarka College
Planning Results Manual
2009-2010

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Ozarka Planning
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Color Coding of Departments:

President

Vice President of Academic Affairs

Vice President of Student Services

Vice President of Finance

Director of Advancement

Director of Information Systems

Vice President of Planning and Special Projects

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

Priority

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

Strategies

1a1. The Board of Trustees has adopted statements of mission, vision, values, goals and organizational priorities that together clearly and broadly define the Ozarka College mission.

Actions

- a. The marketing plan will be updated to include a mission complimentary to the college mission statement.
 1. The marketing plan aligns with the college mission statement. A review of this information is included in planning each year.
- b. The Ozarka College Foundation will review mission and vision documents this year.
 1. The Foundation Board approved an updated mission statement at their December 2009 meeting.
- c. The College will review the mission documents every three years with the Board of Trustees, administrative team, faculty, and staff to ensure that the organization's commitments are clearly defined.
 1. Mission documents were reviewed in 2010 by the Administrative Council, Planning and Assessment Council, and President's Advisory Council and then forwarded to the Board of Trustees for review and approval at the March 2010 Board of Trustees meeting.
- d. The College will periodically (every three years) reaffirm the mission documents through formal action of the Board of Trustees.
 1. The Ozarka College Board of Trustees reviewed and approved the revised mission documents at the March 2010 Board of Trustees meeting.
- e. The College will clearly publish the mission documents in the college catalog and on the website.
 1. Mission documents were updated on the College web site following the March 2010 Board of Trustees meeting and have been revised in the 2010-2011 College Catalogue.

- f. The Student Success Center will write a mission this year.
 - 1. The mission adopted by the Student Success Center is: "Our goal is to help you achieve your goal."
- 1a2. The mission, vision, values and goal documents define the varied internal and external constituencies Ozarka College intends to serve.

Actions

- a. The College will periodically review (every three years) the mission documents with internal and external constituencies to ensure that constituencies are defined and served.
 - 1. Mission documents were reviewed and revised in 2010.
 - b. The College Strategic Plan and Priority Initiatives will be developed to ensure that all constituencies are served.
 - 1. The College developed seven new strategic priorities and supporting strategies which were reviewed and approved by the Board of Trustees at the May 2010 Board of Trustees meeting and Planning Retreat.
- 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 three years) review the mission documents with the faculty council to ensure a strong commitment to academic standards that sustain and advance excellence in higher learning.
 - 1. Mission documents were reviewed and revised by faculty and administration in 2010.
- b. Ozarka College will continue to develop and enhance course and program offerings at the campuses in Melbourne, Ash Flat, and Mountain View.
 - 1. Additional programs and courses were developed in 2010 and will be offered during the 2010-2011 academic year at all sites, to include the new location at Mammoth Spring, Arkansas.

- c. Ozarka College will provide support programs and services to support teaching and learning to perpetuate the mission of the College.
 - 1. Support programs and services are provided at all Ozarka College locations.

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

Actions

- a. The College will periodically review (every three years) the mission documents with the administrative team and faculty to ensure that the documents state goals for learning to be achieved by the students.
 - 1. Mission documents were reviewed in 2010 to ensure learning goals are clearly stated.
- b. Master syllabi with consistent outcomes are designated for every course as per the ACTS course outcomes. The IT department implemented a master syllabi designation to be utilized by division chairs.
 - 1. Math, Science and Education Division will develop and post master syllabi for every course, consistent usage will be ensured for each course section and instructor.

1a5. Ozarka College regularly evaluates and, when appropriate, revises the mission documents.

Actions

- a. The Foundation will review its mission and vision biannually during strategic planning.
 - 1. The Foundation reviewed its mission statement during the September retreat and approved a revised mission in December 2009.
- b. The marketing department will review its mission every other year.
 - 1. The marketing department mission is aligned with the institutional mission that is unchanged.
- c. The College will review the mission documents every three years with the Board of Trustees, administrative team, faculty, and staff and make revisions when appropriate.
 - 1. Mission documents were reviewed and revised by the College community and then reviewed and approved by the College Board of Trustees in March 2010.
- d. Ozarka College will maintain processes that promote review and refinement of mission, organizational structure, policies, procedures, practices, and processes.

1. Review was enhanced by establishing a Planning and Assessment Council and President's Consultation Council in 2010.

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

Actions

- a. Advancement will design a one-page mission paper for distribution.
 1. A mission statement paper is available to identify the college mission, vision and values.
- b. The Library will keep printed forms of the mission documents and will make them available upon request.
 1. Completed
- c. The MV and AF campuses will have placards displayed articulating the mission.
 1. Completed
- d. Master syllabi with consistent outcomes are designated for every course as per the ACTS course outcomes.
 1. The IT department implemented a master syllabi designation to be utilized by division chairs.
 2. Math, Science and Education Division will develop and post to MyOzarka a master syllabi for every course, consistent usage will be ensured for each course section and instructor.
- e. The College will ensure that the mission documents are articulated publicly through the college catalog, employee handbooks, student handbooks, printed information, placards, course syllabi, and web site, particularly to prospective and enrolled students.
 1. Revised mission documents were updated in all printed and electronic form following review and approval by the Board of Trustees in March 2010.
- f. The College will regularly (every three years) survey internal constituencies and external constituencies to ensure people are aware of the mission documents and have an understanding of the documents.
 1. Internal and external constituencies were surveyed to ensure awareness.
- g. The mission of the Student Success Center will be found in its publications, as well as the college mission.
 1. The mission is published on many SSC newsletters, brochures, and website.

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

Strategies

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

Actions

- a. Student Services will recruit from all components of our service area. This includes public schools, churches, business, industry, and from the retirement population.
 - 1. Recruitment took place at all area high schools (15), college fairs, and many community events. Publications were taken to many area churches and businesses.
 - 2. We have expanded recruitment activities in Fulton County.
- b. Student Services will continue to educate the communities of the opportunities that exist at Ozarka College for students of all ages.
 - 1. Increased emphasis in the promotion of Ozarka College by the media and at speaking opportunities. For example, Student Services worked with marketing to make sure registration dates were well publicized on the website, in area newspapers and by radio. Also, Student Services personnel volunteered to speak at various meetings and presentations. Flyers were distributed in Mammoth Spring.
- c. The Library will continue to subscribe to printed and online resources which allow the college to stay informed of current and changing trends.
 - 1. This was done and is ongoing.
- d. Fitness Center/Physical Education department will increase enrollment by providing additional course and activity opportunities for the 60+ population.
 - 1. Through a grant from the National Council on Aging, the fitness center offered the Active Living Every Day, Healthy Eating Every Day, Arthritis Exercise, and Senior Activity Lending Closet program. Numbers served increased from 8 in 2005-2006 to 36 in 2009-2010

- e. Fitness Center/Physical Education department will continue to work with the marketing/PR department to increase community awareness of health/fitness options, courses, and additions to the current wellness program at Ozarka College.
 - 1. The fitness center, in cooperation with the marketing department prepared and disseminated 120 program brochures and 6 media releases during the year.
 - f. The College will regularly evaluate (every three 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.
 - 1. All mission documents were reviewed and revised in 2010.
 - g. The College will annually examine the demographics of the service area to provide knowledge of and definition to the constituencies the college serves.
 - 1. Regional demographics were reviewed and considered in annual and long range planning in 2010.
- 1b2. The mission documents present the Ozarka College function in a multicultural society.
- Actions
- a. The College will regularly evaluate (every three 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.
 - 1. Surveys were conducted and reviewed by the administration in 2010 and documents were reviewed to ensure that they present the organization's function in a multicultural society.
- 1b3. The mission documents affirm the Ozarka College commitment to honor the dignity and worth of individuals.
- Action
- a. College will insure that all students receive equal opportunity for placement testing whether GED, high school, or home-schooled certified.

1. All students have the opportunity to test and re-test on the COMPASS and other test regardless of their education background. There is no fee for COMPASS testing.
 - b. The College will regularly evaluate (every three years) the mission documents to ensure they affirm the organization's commitment to honor dignity and worth of individuals through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 1. Mission documents were reviewed in 2010.
- 1b4. The Ozarka College required codes of belief or expected behavior are congruent with its mission.

Actions

- a. The College will regularly evaluate (every three years) the mission documents to ensure that it's required codes of belief or expected behavior are congruent with its mission through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 1. Mission documents were reviewed in 2010.
 - b. The College will regularly evaluate the Employee Code of Conduct and the Student Code of Conduct to define expected codes of belief or expected behavior.
 1. Codes of conduct were reviewed in 2010 by Human Resources and the Administrative Council.
- 1b5. The mission documents provide a basis for Ozarka College basic strategies to address diversity.

Actions

- a. Marketing efforts will ensure diversity equal to campus diversity in advertisements and recruiting materials.
 1. The public relations specialist meets regularly with the Admissions staff to assess publications, including the accuracy of representative students and relevant information. New photos are inserted regularly in program brochures and on the college website.
- b. Academic Affairs will highlight days that focus on diversity and plan events accordingly.

1. Martin Luther King was highlighted by posting the "I have a dream" speech. In Administrative Council it was decided to celebrate Martin Luther King Day by making it a holiday on the Ozarka College Calendar.
- c. The College will regularly evaluate (every three years) the mission documents to ensure they provide a basis for the organizations basic strategies to address diversity though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 1. Mission documents were reviewed in 2010.
- d. The College will provide adequate evidence that diversity of students is encouraged through enrollment statistics, curriculum, scheduling, and brochure information to ensure congruence with the mission statement.
 1. Evidence exists to document that Ozarka encourages and actively pursues diversity and diversity learning even though natural diversity is very minimal in the service region. Examples include the activity of the Diversity Committee as evidenced on the website and classroom activities such as in COLL 1001 and nursing.

Priority Initiative 1c. Understanding of and support of the mission pervade Ozarka College.

Strategies

1c1. The Board of Trustees, administration, faculty, staff, and students understand and support the Ozarka College mission.

Actions

- a. Grants written and managed for the college will support the Ozarka mission, values and goals.
 1. This was completed and is ongoing. TRiO, Pathways, Perkins, and the Partners for Care grants were written in support of the mission.
- b. The mission will be included in campus newsletters on the website and on campus stationery.
 1. The mission statement is displayed on official college letterhead, the webpage and catalog.
- c. All Academic divisions will ensure that the course syllabi reflect the mission and values of the college.

1. Applied Science and Technology syllabi were reviewed and a master syllabus was created for each course.
2. The Allied Health Division presents the mission of the LPN program to the Advisory Committee yearly for review and revisions to reflect the College Mission.
3. This is confirmed by the Division Chairs, VPAA, and the Curriculum Committee every year.
- d. The Developmental Department will ensure that syllabi fit the College's mission statement.
 1. This is done the first week prior to the beginning of every semester by the lead instructor.
- e. The Developmental Department will develop class assignments and projects, which promote the Ozarka College mission statement.
 1. The developmental education coordinator has reviewed all testing procedures and course outcomes to ensure parallelism with the mission. A full course outcome review will be conducted in Fall 2010.
- f. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 1. Instructors are continuing this process. Fulltime English instructors completed this in spring 2010.
- g. The College will annually survey board members, faculty, staff, and students to determine their understanding and support of the organization's mission.
 1. Surveys were conducted that demonstrate there is clear understanding of the College mission such as in the Employee Satisfaction Survey.
- h. The College will encourage board members, faculty, staff, and students to articulate their support and understanding of the organization's mission through publications, communications, syllabi, and verbal presentations.
 1. Publications clearly demonstrate advocacy and support for the College mission.
- i. Ozarka College will consistently and continuously focus on its mission to provide quality comprehensive higher education to the students and citizens of the north central Arkansas.
 1. The mission is clearly defined and there is great support in north central Arkansas such as in the support of the Mayor, high school, and general public in opening the Mammoth Spring course location site.

1c2. The Ozarka College strategic decisions are mission-driven.

Actions

- a. A review of the planning document will indicate that planning flows from the mission and mission documents.
 1. A review by the VPPIR indicates that all planning is congruent with the Five Criteria and the Five Criteria support the Mission of the college.
- b. All Academic divisions will make decisions based on the Strategic Plan and prescribed mission.
 1. All academic divisions are intricately involved in the Strategic Planning process. Budgets are developed based on assessments developed through the Plan in coordination with division faculty.
- c. The Education Department will ensure continued promotion of the Ozarka College mission statement when developing and implementing new curriculum for the department.
 1. All curriculum, marketing materials, program additions, and assessment measures are aligned with the OC mission statement. One additional course is currently being developed for submission to the curriculum committee (see C below). This course will provide a map to the general education outcomes and the OC mission statement when complete.
- d. The education department is developing a course to satisfy the early childhood development requirement for the 2+2 program with ASU-MH. The curriculum submission will be discussed in the August 2010 curriculum committee meeting. Course call numbers are currently being realigned to build consistency and relevance.
 1. Course is currently being developed for submission at the September 2010 curriculum committee meeting.
- e. The Fitness Center/Physical Education Department will ensure continued promotion of the Ozarka College mission statement when developing and implementing new curriculum, continuing education opportunities, and activity courses for the department.
 1. Credit courses are: ALED, HEED, Fitness Center I and II, and Lifetime Fitness. Continuing Education Courses are: Arthritis Exercise, Core Strengthening, Intro to Education, and Employee

Wellness. This is ensured by the Division Chairs and Curriculum Committee for credit courses and the Division Chairs, VPAA and Administrative Council for non-credit.

- f. The Education Department will ensure continued course assessment for each course at the end of each semester.
 - 1. Course assessments were received and uploaded to individual course assessment buckets, as well as sent to the VPAA's office.
 - g. The Fitness Center/ Physical Education Department will ensure continued efforts to serve the communities in our service area with appropriate health, fitness and wellness offerings determined by environmental scanning activities.
 - 1. Fitness center courses are currently offered in Ash Flat and Melbourne to both students and community members. Continuing education courses are offered as instructors are available. The Active Living Every Day program was offered in Sharp, Izard, and Stone Counties through an AOA aging activity grant.
 - h. **The Strategic Plan actions will be mission driven.**
 - 1. **The Strategic Planning process is grounded in the College mission in every aspect.**
 - i. **The Strategic Plan actions will be focused on meeting the expectations of the HLC/NCA Criterion for Accreditation and the mission of the College.**
 - 1. **This is evident in that HLC criteria are the basis of the current annual planning process.**
- 1c3. The Ozarka College planning and budgeted priorities flow from and support the mission.

Actions

- a. **A review of the planning document will indicate that planning originates with the mission.**
 - 1. **A review by the VPPIR indicates that all planning is congruent with the Five Criteria and the Five Criteria support the Mission of the college.**
- b. All Academic Affairs budgets are derived from needs based on the mission and Strategic Plan.
 - 1. See 1c2b.

- c. The Math, Science and Education Division Chair will assist the VPAA with the scheduling of classes within the division to serve the optimum number of students while helping to maintain the financial integrity of the college.
 - 1. Semester course schedules were submitted in a timely fashion with a decreasing number of cancelled courses in the 2009-2010 academic year.
- d. The Math, Science and Education Division Chair will assist the VPAA with ensuring that all budgeted items are linked to divisional and institutional planning and assessment.
 - 1. All budget expenditures were completed and documented as per the approved departmental budgets.
- e. The Developmental Education Department Budget will be formulated in conjunction with the planning process.
 - 1. All budget expenditures were completed and documented as per the approved departmental budget.
- f. The Developmental Education Department will prioritize budget items in terms of support of the Ozarka College mission statement.
 - 1. All budget expenditures were completed and documented as per the approved departmental budget.
- g. Each department with Arts and Humanities will budget in conjunction with the planning process.
 - 1. Each department within the division was able to provide money back to the school because of fiscally sound budgeting.
- h. The planning and budgeted process will indicate that the priorities flow from and support the mission of the college.
 - 1. The College mission drives all planning and budgeting.
- i. The budget will be reviewed annually to ensure that resources are adequately dedicated to supporting the mission of the college.
 - 1. Annual, and now mid-year, reviews are conducted to ensure mission priorities are achieved.
- j. The budgeting process will include input from all departments of the college as they try to establish actions to help meet the overall mission of the college.

1. All departments develop their budget priorities and requests prior to review by administrative council and approval by the Vice President for Finance and the College President.

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

Actions

- a. The Foundation Board's mission includes building community support and funding for scholarships.
 1. The Foundation remains active in promoting the college mission in Sharp, Fulton, IZard and Stone counties.
- b. The mission and vision are reviewed annually and academic goals set accordingly in all academic units.
 1. All academic units were involved in the planning process through participation in planning meetings or Instructional Council.
- c. The Math, Science and Education Division will develop and post to MyOzarka a master syllabi for every course, consistent usage will be ensured for each course section and instructor.
 1. Master syllabi with consistent outcomes are designated for every course as per the ACTS course outcomes. The IT department implemented a master syllabi designation to be utilized by division chairs.
- d. The Math, Science and Education Division will remain active in HLC/NCA Criterion Subcommittees.
 1. All division faculty members participated in criterion subcommittees.
- e. The Math, Science and Education Division Chair will remain active in the HLC/NCA Self-Study steering committee and act as a criterion subcommittee chair.
 1. Holly Ayers co-chaired the Criterion 3 subcommittee.
- f. The Developmental Education Department will ensure all goals and objectives support and are compatible with the mission statement.
 1. Syllabi are reviewed yearly by the lead developmental instructor prior to each semester.
- g. The Arts and Humanities Division will ensure that all class syllabi are consistent in their description, rationale, and outcomes.
 1. This was completed. The division chair and faculty checked all syllabi to ensure consistency.

- h. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 - 1. Instructors are continuing this process. One course outcome was modified for Composition I.
 - i. The goals, strategies, and actions formulated by administrative and academic subunits to be included in the strategic plan will be congruent with the mission of the College.
 - 1. All goals, strategies, and actions are reviewed to ensure they are aligned with the College mission.
 - j. The goals, strategies, and actions formulated by employees during the annual professional review will be congruent with the mission of the College.
 - 1. Employee goals, strategies, and actions are reviewed annually with their supervisors to ensure they are congruent with the mission of the College.
- 1c5. The Ozarka College internal constituencies articulate the mission in a consistent manner.

Actions

- a. The Instructional Council ensures that the mission is articulated in all distributed materials. Periodic in-services throughout the review will ensure that the mission is understood.
 - 1. All academic materials list the mission. The mission has been articulated in different venues such as fall and spring in-services.
- b. The Math, Science and Education Division will articulate the mission consistently through student-lead service learning activities.
 - 1. Service learning was added as one of 13 themes included in the COLL1001 College Success Orientation course in 2009.
- c. The Developmental Education Department will ensure that all syllabi fit the College mission statement. This is done prior to the beginning of each semester.
- d. The Arts, Humanities, and Social Sciences Division will ensure that all class syllabi are consistent in their description, rationale, and outcomes.
 - 1. This was completed. The division chair and faculty checked all syllabi to ensure consistency at the end of spring 2009.

- e. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 - 1. Instructors are continuing the process.
- f. The College administration, faculty, and staff will articulate the mission in a consistent manner through daily work with students, publications, syllabi, and contact with external constituencies.
 - 1. This is ensured by weekly meetings and consideration by the Administrative Council.

Priority

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

1d1. Board of Trustees policies and practices document the Board's focus on the Ozarka College mission.

Actions

- a. Board of Trustee policies are reviewed annually and will indicate the Board of Trustees' focus on the mission of the college.
 - 1. Board of Trustees policies were reviewed and revised in 2009-2010 by the President and Administrative Council.
- b. Board of Trustee meeting minutes will indicate the Board's focus on the mission of the college.
 - 1. Minutes are recorded and posted for the public and college community to review.

1d2. The Board of Trustees enables the Ozarka College chief administrative personnel to exercise effective leadership.

Actions

- a. Board of Trustee policy vests the President the authority to govern in order to ensure that the college meets its mission and is an effective and efficient organization.
 - 1. The Board of Trustees properly delegated full executive authority for administration of the College to the President.

- b. Board of Trustee policy will indicate an effective organizational chart, which places the responsibility of decision-making with appropriate administrative personnel.
 - 1. The administrative chart was revised in 2010 to reflect changes in the executive structure and it is posted in policy, the web site and official documents.
 - c. The “Governance through Committee” structure with committee assignments and appropriate committee meeting minutes will indicate that the Board of Trustees enables the organization’s personnel to provide leadership and be involved in decision-making.
 - 1. The College and Board of Trustees supports shared governance through various committees and councils that provide review and input on the most important College matters.
 - d. Internal and external surveys and scans will indicate that the Board of Trustees enables the administrative personnel to exercise effective leadership.
 - 1. Board of Trustees support for administrative authority is well-documented.
- 1d3. The distribution of responsibilities as defined in governance structures, processes, and activities is understood and is implemented through delegated authority.

Actions

- a. Student Services will meet to clarify process and procedures.
 - 1. With a new Financial Aid Director in place and with the reinstatement of the registrar position a study is being made to create a balance in duties and responsibilities. A complete review of student services is being conducted to insure efficiency in operations.
- b. The College will continue to analyze the need for addition student services staff at the Ash Flat and Mountain View locations.
 - 1. The Vice President for Student Services and the Financial Aid Director will schedule and promote dates to assist student at the Ash Flat and Mountain View locations. In addition, schedule date to assist student in Fulton County is currently being maintained.
- c. The “task force” concept will be utilized to implement a new student government organization.
 - 1. The SGA Task Force will meet in July for a review. Additional recommendations for improvement will be discussed for the fall 2010 semester.

- d. The professional development committee will continue to function as a subcommittee of Faculty Council.
 - 1. This was completed and is ongoing. There were three meetings and discussed various professional development opportunities such as Steve Piscitelli and online professional development.
- e. The current Faculty Council structure will be reviewed and enhanced to ensure shared governance.
 - 1. The Faculty Council charter was reviewed this year
- f. Fitness Center/Physical Education Department will expand services and quality at off-site campuses and fitness centers affiliated with the College.
 - 1. The fitness center continues its long-standing partnership with the Family Fitness Center in Ash Flat and is pursuing an agreement to partner with a privately owned facility in Mt. View to increase access to fitness education for all areas within the service region.
- g. The Fitness Center Director will obtain at least one AED machine to place in the fitness center and train all staff to safely utilize the equipment.
 - 1. This was not accomplished. The fitness center coordinator will continue to explore funding opportunities to purchase an AED machine.
- h. The Fitness Center Director will update CPR and First Aid Certification for all employees of the fitness center.
 - 1. All employees have current CPR and First Aid Certification.
- i. The Math, Science and Education Division Chair will continue to focus on improved processes and services through monthly division and department meetings to clarify process and procedures and to evaluate for future services and additions.
 - 1. A blackbox meeting site was created for each academic division. Meeting agendas, minutes, and supporting documents are uploaded following individual meetings. The minutes and agendas are located on the black box site.
- j. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 - 1. This was completed. The English department will continue the portfolio assessment for composition I. However, the faculty decided to implement a capstone assignment for composition II in the fall after discussion with other faculty members and adjuncts.

- k. The departments within the Arts and Humanities division will meet on a monthly basis, with the entire division meeting once a month.
 - 1. The division was not able to meet on a monthly basis but meetings were held with each faculty member monthly.
 - l. The flow of responsibility is and will continue to be clearly outlined in the organizational chart in Board of Trustee policy and in the Employee Handbook.
 - 1. Responsibilities and authority is clearly documented.
 - m. The College will utilize the “Shared Governance” structure that indicates the structures, processes, and activities which distributes responsibilities throughout the institution.
 - 1. Shared Governance is evident by the committee and council structure of the College.
 - n. Agendas and minutes of meetings of the Administrative Council, the President's Consultation Council, the Faculty Council the Instructional Council and other task forces and committees will reflect the distribution of responsibility and shared governance.
 - 1. Agendas and meeting minutes are posted and clearly document effective shared governance.
- 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 college foundation board will review and update their mission statement to align with the institutional mission.
 - 1. An updated mission statement was adopted by the Foundation in 2009-2010.
- b. The Math, Science and Education Division Chair will ensure instructor (adjunct and fulltime) qualifications through the yearly professional review and observation process. Documentation will be provided to the VPAA's office and updated yearly.
 - 1. Professional reviews were completed and submitted to the VPAA in a timely fashion.
- c. b. The Math, Science and Education Division Chair will ensure adjunct instructor competence by providing training, orientation, assessment and support throughout the academic year.

1. Individual adjunct instructor orientation was provided as well as a comprehensive training prior to the beginning of the fall 2009 semester.
 - d. Agendas and meeting minutes of all councils, taskforces, and committees will reflect the commitment to the mission of the college.
 1. Agendas and meeting minutes of all councils, taskforces, and committees are recorded and posted, clearly documenting commitment to the mission and College.
 - e. The College Planning and Effectiveness committee will meet each semester and review the assessment processes and monitor the assessment calendar.
 1. The College Planning and Effectiveness Committee was discontinued and the President and Administrative Council established the Planning and Assessment Council.
- 1d5. Faculty and other academic leaders share responsibility for the coherence of the curriculum and the integrity of academic processes.

Actions

- a. The Arts and Humanities Division instructors will communicate with each other and the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote the Ozarka College mission statement.
 1. Division faculty and chair meet monthly to distribute information and communicate.
- b. The Arts, Humanities, and Social Sciences Division will ensure that all class syllabi are consistent in their description, rationale, and outcomes.
 1. This was completed. The division chair and faculty checked all syllabi to ensure consistency in spring 2009.
- c. The Arts, Humanities, and Social Sciences Division chair will ensure integrity of the academic processes by periodic evaluation of classes
 1. This was completed. Not all faculty members were evaluated but most were. All courses completed a student evaluation form.
- d. The Arts and Humanities division will include adjuncts more in the planning and assessment activities.

1. This was completed. Adjunct faculty in psychology and English were involved in planning and assessment projects this year.
- e. The Applied Science Technology Division instructors will communicate with each other and the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote the Ozarka College mission statement. The Applied Science Technology Division instructors will meet monthly.
 1. Division faculty and chair met monthly to distribute information and communicate.
- f. The Applied Science Technology Division instructors will perform a continuous review of syllabi standardization.
 1. The Division Chair reviewed the syllabi. A master syllabus was prepared for each course.
- g. All Arts and Humanities faculty, fulltime and adjunct, will administer assessment measures during the course of the academic year. Results will be turned into the division chair at the end of each semester.
 1. This was done and is ongoing.
- h. The Allied Health instructors make every effort to meet monthly and as needed to communicate with each other and with the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote the Ozarka College mission statement.
 1. Division faculty and chair meet monthly to distribute information and communicate.
- i. The Math, Science and Education Division Chair will continue to focus on improved processes and services through monthly division and department meetings to clarify process and procedures and to evaluate for future services and additions.
 1. Minutes are located in the blackbox site for our division.
- j. The Math, Science and Education Division will remain active in HLC/NCA Criterion Subcommittees.
 1. All division faculty members participated in criterion subcommittees.
- k. The Math, Science and Education Division Chair will remain active in the HLC/NCA Self-Study steering committee and act as a criterion subcommittee chair.
 1. Holly Ayers co-chaired the Criterion 3 subcommittee.
- l. Developmental Department Coordinator will communicate with the other developmental instructors and the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote the Ozarka College mission statement.

1. Continue to communicate through email, personal communication, and printed materials as per program updates, requirements, and questions.
 - m. The VPAA will ensure integrity of the academic processes by periodic evaluation of classes, open faculty forums, and an open door policy. The VPAA, Faculty Council and the Curriculum Committee will continue to monitor the curriculum for coherence.
 1. The VPAA has delegated classroom observations to the Division Chairs. He has also had several open forum opportunities throughout the academic year, i.e. Fall and Spring In-service, and Faculty Development Day at the end of the semester. The VPAA, Faculty Council, and Curriculum Committee continue to monitor curriculum and approve changes.
 - n. **Agendas, meeting minutes, and implemented committee recommendations will indicate that faculty and other academic leaders share responsibility for the coherence of the curriculum and the integrity of the academic process. These include the instructional council, the curriculum committee, the faculty council, and other appropriate task forces and committees.**
 1. **Agendas and meeting minutes clearly document shared responsibility for the coherence of the curriculum and the integrity of the academic process.**
- 1d6. Effective communication facilitates governance processes and activities.

Actions

- a. The Professional Development committee will investigate the proper method of communicating meeting minutes and committee decisions by May 2009.
 1. All meeting agendas and minutes are posted on the Ozarka website for viewing.
- b. The Arts and Humanities Division instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote the Ozarka College stated mission statement.
 1. Division faculty and chair met on an individual basis to distribute information and communicate.
- c. The Arts, Humanities, and Social Sciences Division will meet monthly and the departments within the division will meet monthly to ensure effective communication.

1. The division was not able to meet on a monthly basis but meetings were held with each faculty member monthly.
- d. Campus committees complete mid-year and annual reports to the President.
 1. This was done and is ongoing.
- e. The Business Technology Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote the Ozarka College mission statement.
 1. Division faculty and chair meet monthly to distribute information and communicate.
- f. The VPAA will continue to emphasize the importance of face to face division meetings to enhance the communication process.
 1. This was done and is ongoing.
- g. The VPAA will ensure that the Instructional Council will meet the 1st and 3rd Friday of each month to facilitate the communication flow.
 1. This was done and is ongoing. The Council met twelve times between August and May. Minutes are posted. The IC now meets on the first Friday of every month and the Division Chairs meet every other Friday.
- h. The Allied Health Division instructors make every effort to meet monthly and as needed to communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals/objectives of the department in order to promote the Ozarka College mission statement.
 1. Division faculty members and chair meet monthly to distribute information and communicate.
- i. The Fitness Center Director will continue to communicate effectively with the VPAA, and continuing education coordinator to ensure the availability of appropriate 60+ course offerings in the service area.
 1. Courses and programs are reviewed and added as requested and available. Programming with revised outcomes included Active Living Every Day, Yoga I, and Yoga II.
- j. The Fitness Center Director will continue to communicate effectively with instructors, administration and the students to ensure continued commitment to goal development, implementation and assessment in order to promote the Ozarka College mission statement.

1. Planning and assessment forms are uploaded to course management sites and the VPAA's office as scheduled. The division frequently reviews assessment measures and planning items to relevance.
- k. The Developmental Education Department instructors will communicate with each other, the administrators, and the students to ensure that they continue to work towards meeting the goal of effective communication.
 1. Continue to communicate through email, personal communication, and printed materials as per program updates, requirements, and questions.
- l. The Finance Department will conduct staff meetings on a regular basis to effectively communicate departmentally.
 1. The finance department held staff meetings in June 2009 and March 2010.
- m. The Maintenance Staff will have staff meetings to effectively communicate departmentally.
 1. The entire department meets at least once per year and the Director of Physical Plant Services and Physical Plant/Security Supervisor meet at least two times per year.
- n. A representative from the Finance Department will speak to students at New Student Orientation Sessions to explain payment options.
 1. Michelle Gray and Tina Wheelis spoke at New Student Orientation Sessions in August 2009.
- o. Member of the Finance staff will use email to effectively communicate with others information regarding student concerns.
 1. Emails were used by the finance department to communication student concerns and information.
- p. Finance meetings will be effectively documented for personnel use for all parties.
 1. Notes of Finance staff meetings were kept by Karen Owens and distributed via email.
- q. The president and the administrative team will continue to produce a monthly "President's Report to the Board" which is place on the college website to facilitate effective communication concerning governance processes and activities.
 1. Monthly President's Reports are provided to the Board of Trustees and posted on the College web site.

- r. The college personnel will continue to effectively utilize emails and website postings to facilitate effective communication.
 - 1. Communications are facilitated by using the website and email.
 - s. Planning personnel will meet regularly.
 - 1. Planning personnel met twice monthly on average.
 - t. Advancement personnel will meet regularly.
 - 1. The advancement team met weekly with few exceptions throughout the year to discuss plans for departmental goals and specific activities and to share knowledge of campus governance.
- 1d7. Ozarka College evaluates its structures and processes regularly and strengthens them as needed.

Actions

- a. Feedback will be solicited from the Criterion Subcommittees on the Planning Results Manual in order to improve the planning cycle as an additional means of documentation.
 - 1. A significant amount of information appears in the Self-Study from the Planning Results Manuals though some subcommittee members did not think that it was very helpful. Due to the changing form of future Ozarka Planning Manuals, extensive feedback was not gathered for improving this method.
- b. The Professional Development committee will re-evaluate its function after Faculty Council has finished rewriting its committee charge.
 - 1. This was not completed. The VPAA, Faculty Council, and committee still need to review the function of the committee.
- c. The Arts and Humanities Division meets each May to evaluate the annual assessment plan and write a new set of goals for the upcoming year.
 - 1. This was not completed. It is being continued into next year.
- d. The English faculty will implement a course wide writing rubric and evaluate bi-annually.
 - 1. This was completed. English faculty revised the writing rubric beginning in the fall 2010 semester.

- e. The Applied Science Technology Division will evaluate the annual assessment plan each May and write new goals for the upcoming year.
 - 1. Complete.
- f. The Allied Health Division communicates or meets monthly and as needed; AH evaluates the curriculum and policies annually and adjusts as needed.
 - 1. This was completed. The Division uses a systematic evaluation plan.
- g. The VPAA will review all academic processes and policies annually with the Instructional Council.
 - 1. Complete. The IC has reviewed policies and processes throughout the academic year. The VPAA reviewed all processes and policies through the catalog process.
- h. The Math, Science and Education Division will continue to meet monthly to evaluate the current assessment plan, budgeting and planning process for the current fiscal year.
 - 1. Discussed the possibility or realignment of budgets for individuals within the division and the division as a whole. Access was granted this year to all faculty for viewing through myOzarka
- i. The Developmental Education Department meets each year to evaluate all assessments in order to improve student learning.
 - 1. Developmental faculty meet at each adjunct faculty training and throughout the year as needed for updates, assessment and to develop planning priorities. This occurred twice at the beginning of each semester and at adjunct orientation. Individual meetings were held as needed.
- j. The Finance Department will review the policies and procedures outlined by the Business Task Force committee annually.
 - 1. The Business Task Force committee reviewed policies and procedures in June 2009 and will be reviewed in summer 2010.
- k. To enable that the Finance Department to keep current with industry norms, money will be budgeted for members of the Finance staff to attend the SACUBO meeting in the fall and other related trainings as they arise.
 - 1. Tina Wheelis attended the annual AACUBO meeting in October 2009. The SACUBO annual meeting was not attended due to budget cuts regarding out-of-state travel.

- l. The Strategic Plan Annual Cycle indicates specific review and evaluation of structures, processes, employee performance, programmatic missions, programs, and strategies. Appropriate review agendas and meeting minutes will indicate evaluation and review.
 - 1. Minutes from the Administrative Council, Planning and Assessment Council and the President's Advisory Council are recorded and posted on the website.
- m. Institutional processes are reviewed by specific task forces for improvement. Task force reports and recommendations will indicate evaluation and review.
 - 1. Administrative Council and Planning and Assessment Council review existing processes and procedures. In addition, Data Task Force, Book Store Task Force, and Kids College Task Force were assigned. The Advising Task Force (AIT) remained active and the Board Policy Manual was reviewed.
- n. The President will assign review committees to review structures and processes at Ozarka College.
 - 1. Review committees and task force assignments are made as deemed appropriate.

Priority

Initiative 1e. Ozarka College upholds and protects its integrity.

Strategies

1e1. The activities of Ozarka College are congruent with its mission.

Actions

- a. A review of planning, grant writing and grant management will indicate that they evolve from the mission and mission documents.
 - 1. As reviewed by the VPPIR, two grants submitted during this past year (TRiO and NATYC Health Care Grant) supported the mission of changing lives. Also, grant management of TRiO, Perkins, Partners for Care, and Career Pathways supported the mission.

- b. After each professional development session, the professional development committee will evaluate whether the professional development activities provided were congruent with the committee charge and the mission statement.
 - 1. This was done and is ongoing.
- c. Marketing will incorporate the college mission into the marketing plan.
 - 1. The first component of the college marketing plan is the college mission statement.
- d. The Foundation Board sponsors activities designed to support the educational efforts of Ozarka students with awareness of the current economic situation.
 - 1. The foundation fundraising events in 2009-10 were very successful. Some examples include that the Foundation scholarship program growing to 24 endowment awards for each academic year and the golf tournament net profit increasing fifteen percent.
- e. Information Systems will assist with the returning of old equipment to M & R.
 - 1. Collected old equipment during fiscal year 2009-10 and will return the equipment early summer 2010-11.
- f. The VPAA will ensure that new curriculum meets the goals of the college mission by reviewing all new curriculum requests.
 - 1. This was done and is captured in the Curriculum Committee minutes and documents. Seven were reviewed this year.
- g. Documentation of assessment of student learning will indicate that activities are congruent with the mission of the college.
 - 1. The Planning and Assessment Council ensures activities are congruent with the mission of the College.
- h. Documentation of assessment of institutional effectiveness will indicate that activities are congruent with the mission of the college.
 - 1. The Planning and Assessment Council ensures activities are congruent with the mission of the College.
- i. Documentation of strategic planning will indicate that activities are congruent with the mission of the college.

1. The Planning and Assessment Council ensures activities are congruent with the mission of the College.
 - j. Documentation of the budget process will indicate that activities are congruent with the mission of the college.
 1. Budget processes are reviewed to ensure they are congruent with the mission of the College.
 - k. Course schedules, continuing education schedules, workshop offerings, college calendar activities, and marketing activities will indicate that activities are congruent with the mission of the college.
 1. Course schedules, continuing education schedules, workshop offerings, college calendar activities, and marketing activities reviewed to ensure they are congruent with the mission of the College.
- 1e2. The Board of Trustees exercises its responsibility to the public to ensure that Ozarka College operates legally, responsibility, and with fiscal honesty.

Actions

- a. Notices of Board of Trustees meetings are posted and announced to area media according to the Arkansas Freedom of Information Act regulations.
 1. The Director for Advancement submits email announcements to local media and individuals who make FOIA requests. Specific inquiries are referred to the office of the president.
- b. The College will promote professional integrity and ethics as related to mission, organizational structure, policies, procedures, practices, and processes.
 1. Board of Trustees policy requires professional ethics and practice.
- c. The Board of Trustees will continue to meet four times per year to provide leadership, guidance, analysis and decisions for the College.
 1. The Board of Trustees meets, at a minimum, four times each year to include their annual planning meeting.
- d. The President will continue to communicate College business regularly to the Board of Trustees via the Monthly President's Report.
 1. Monthly reports are provided to the Board of Trustees and published on the public website.

- 1e3. Ozarka College 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. Grant management will continue to follow federal, state and college guidelines.
 - 1. All Ozarka grants are in good standing with federal, state, and college oversight as reviewed in June 2010.
- b. The Foundation Board processes statements of contribution in compliance with IRS tax code.
 - 1. All IRS-required documentation was processed prior to the January 31 deadline.
- c. OC-MV and AF Campus Coordinators will continue to provide Family Educational Rights and Privacy Act of 1974 (FERPA) information for all fulltime and part-time office personnel.
 - 1. This was done and is ongoing. A power point presentation on FERPA is routinely reviewed by the fulltime and part-time office staff. Documentation is provided by an initial and read form. Additionally, full time staff members on the Mountain View site have attended FERPA in-service provided by the ArkACRAO as documented by professional development forms.
- d. To ensure that the College abides by local, state and federal laws and regulations, money has been budgeted for members of the Finance staff to attend meetings sponsored by DFA and OPM.
 - 1. Michelle Gray and Tina Wheelis attended Davis Bacon training sessions in January 2009 sponsored by ADHE and DFA.
- e. The annual audit will be conducted by the Legislative Auditors appointed by the AR Division of Legislative Audit.
 - 1. The 2009 annual audit was started in June 2010.
- f. State Procurement Regulations will be followed by the Finance Department when obtaining goods and services for the College.
 - 1. Procurement laws and regulations were followed by the finance department when obtaining goods and services during 2009-2010.
- g. Ozarka College Foundation will have an annual audit conducted each year.
 - 1. The annual audit for the Ozarka College Foundation was conducted in September 2009.

- h. Ozarka College Foundation will file an annual tax return.
 - 1. The Ozarka College Foundation annual tax return was filed in November 2009.
- 1e4. Ozarka College consistently implements clear and fair policies regarding the rights and responsibilities of each of its internal constituencies.

Actions

- a. If any money is available for individual professional development, the money will be allocated fairly following a clear and fair policy.
 - 1. The committee meets to discuss individual requests as needed. Funds are distributed based on amount, need, and alignment with position.
- b. The Finance Department will follow policies and procedures outlined by the Business Task Force Committee.
 - 1. The Finance Department followed the policies and procedures outlined by the Business Task Force Committee in FY 2010.
- c. The Bookstore, Cafeteria, and Student Organizations will follow established policies and procedures.
 - 1. Established policies and procedures were followed by the Bookstore, Cafeteria, and Student Organizations. In the spring of 2010 a Bookstore Task Force Committee was formed to improve efficiencies in the Bookstore operations and service.
- d. The AH Division has established handbooks for all nursing students as well as nursing instructors; these are updated and revised at least yearly.
 - 1. This review was completed by Division members during 2009-2010.
- e. The English faculty will continue the portfolio assessment to ensure writing related general education outcomes.
 - 1. This was completed. The faculty will continue the process in comp I and change to a capstone assignment for comp II.
- f. The VPAA will continually update the Adjunct Faculty Handbook and will develop a Faculty Handbook for the fulltime faculty.

1. The VPAA has been waiting for the completion of the Ozarka Employee Handbook so that policies that have been updated are incorporated correctly in the Adjunct and Faculty Handbook. The VPAA will develop these handbooks summer 2010.
 - g. The Board of Trustee Policy Manual, Employee Handbook, and College Catalog will be reviewed annually.
 1. Annual review was conducted during the 2009-2010 academic year.
 - h. The President will continue to communicate College business regularly to the Board of Trustees via the Monthly President's Report.
 1. Monthly reports are provided to the Board of Trustees and published on the public website.
- 1e5. Ozarka College structures and processes allow it to ensure the integrity of its co curricular and auxiliary activities.

Actions

- a. The Foundation Board meets quarterly to review and manage the foundation activities and funds.
 1. The Foundation Board met in March, June, September and December with financial reports given at each meeting.
- b. Agency and auxiliary funds are handled by the Finance Department and are subject to the same regulations and audit procedures as other College funds.
 1. This was done and is ongoing.
- c. TRiO SSS will continue fully document each activity by maintaining records of justification, advertisement, individual participants and evaluations.
 1. This was done and is continuing.
- d. The Board of Trustee Policy Manual, the Employee Handbook, and the College Catalog will be reviewed annually.
 1. Annual reviews were conducted during the 2009-2010 academic year.
- e. The Student Success Center will continue to monitor its participants for Perkins accountability.
 1. Perkins reporting has been submitted to ADHE as required. Analysis reports have been returned to the Registrar and are on file in that office.

1e6. Ozarka College deals fairly with its external constituents.

Actions

- a. All purchases of goods and services in excess of \$5,000 will be competitively bid and reports for Delegation Order, Competitive Bid, Recycled Paper and Executive Order 98-04 will be filed as required by the State.
 1. This was done and is ongoing.
- b. The Business Task Force will review the Finance policies and procedures for “student friendliness” and make recommendations for changes.
 1. This was reviewed in June 2009.
- c. The College will continue to follow specific employee search process guidelines.
 1. Employee search guidelines were reviewed in 2010 and are followed in each new employee search conducted by the College.
- d. The College will continue to follow specific academic and student grievance processes.
 1. Academic and student grievance procedures are followed consistently.
- e. The College will continue to do external environmental surveys every other year with the next survey due in fall 2010 to monitor how the public views the college in this respect.
 1. Plans for completing this survey are under way and on schedule.
- f. The Fitness Center Director will continue to communicate effectively with community organizations, the VPAA, and continuing education coordinator to ensure the availability of appropriate health and wellness course offerings in the service area.
 1. Credit courses are: ALED, HEED, Fitness Center I and II, and Lifetime Fitness. Continuing Education Courses are: Arthritis Exercise, Core Strengthening, Intro to Education, and Employee Wellness.

1e7. Ozarka College presents itself accurately and honestly to the public.

Actions

- a. College publications will be updated annually to reflect new programs or updated information.

1. Publication review and revision was conducted in spring 2010 and new materials ordered for print in May 2010.
- b. Frequent contact with media will ensure quick and accurate communication to the public.
 1. The Public Relations Specialist maintains weekly contact with local media representatives.
- c. Advancement members are involved in community events/meetings to keep groups informed regarding the College activities and will focus on improving Fulton County presence this year.
 1. Advancement staff members have participated in Spring Carnival, Pioneer Day, NCARED, and local chamber of commerce meetings consistently throughout the year.
- d. An annual audit will be conducted by the Legislative Auditors appointed by the AR Division of Legislative Audit.
 1. Annual audit for 2009 started in June 2010.
- e. Monthly financial statements will be prepared for the Board of Trustees and posted on the College website.
 1. This was completed and posted.
- f. The semester course schedules will continue to be published online and in-print.
 1. Fewer course schedules are being published to reduce cost.
- g. News releases advertising testing dates, classes, and special events in the four county area are sent on an as needed basis. (AE)
 1. This was done and is ongoing.
 2. Business Technology advertised CIS 0103 for the fall and spring semesters.
- h. Testing and class information is available on the college website. (AE)
 1. This was done and is ongoing.
- i. The College Board of Trustees minutes and annual budget are public record and will be placed in the College library.
 1. Board of Trustee meeting minutes and the College budget are posted in the library.
- j. The College will continue to do external environmental surveys every other year with the next survey due in fall 2010 to monitor how the public views the college in this respect.
 1. Plans for completing this survey are under way and on schedule.

1e8. Ozarka College documents timely response to complaints and grievances, particularly those of students.

Actions

- a. If any complaints or grievances are received, the committee will maintain documentation of the process by which the issue is addressed.
 1. A log is maintained that denotes what step of the process the grievance is in.
- b. All academic divisions will maintain records (personal, email, etc.) of responses to student grievances.
 1. This was done and is ongoing.
- c. All academic divisions will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
 1. This was done and is ongoing. There were three formal complaints processed this year.
- d. Ozarka College-Ash Flat and MV will work with the VPAA and the VPSS to ensure that any grievances are acted upon in a timely manner and to the satisfaction of all parties involved.
 1. This was done and is ongoing. There was one formal complaint processed from MV.
- e. The VPAA office will continue to act immediately on student grievances and expedite closure.
 1. The VPAA ensures the process is followed according to Ozarka policy.
- f. The Math, Science and Education Division Chair will maintain records of responses to student grievances.
 1. Student complaints are maintained by the division chair. In the event that such complaints are not resolved they are directed to the VPAA's office for further exploration.
- g. The Math, Science and Education Division will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties is reached.
 1. Chair will maintain records of responses to student grievances. Student complaints are maintained by the division chair. In the event that such complaints are not resolved they are directed to the VPAA's office for further exploration. None were reported this year.
- h. The Developmental Education Department will make every reasonable effort to address fairly student complaints and grievances at the lowest level practicable.
 1. Chair will maintain records of responses to student grievances. Student complaints are maintained by the division chair. In the event that such complaints are not resolved they are directed to the VPAA's office for further exploration. None were reported this year.

- i. The Developmental Education Department will work with the VPAA to ensure that any grievances are acted upon until an agreement with all parties involved is reached.
 - 1. Chair will maintain records of responses to student grievances. Student complaints are maintained by the division chair. In the event that such complaints are not resolved they are directed to the VPAA's office for further exploration. None were reported this year.
- j. The Arts and Humanities department will maintain records of student grievances and their responses.
 - 1. Two grievances were listened to this year and a record was kept.
- k. The College will continue to follow specific employee search process guidelines.
 - 1. Employee search guidelines were reviewed in 2010 and are followed in each new employee search conducted by the College.
- l. The College will continue to follow specific academic and student grievance processes.
 - 1. Academic and student grievance procedures are followed consistently.
- m. All areas of the College will follow the Board of Trustees Policy Manual in responding to complaints and grievances.
 - 1. Complaints and grievances are handled consistent with Board of Trustees policy.

Primary Goal 2: Preparing for the Future: Ozarka College 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. Ozarka College realistically prepares for a future shaped by multiple societal and economic trends.

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

Actions

- a. Based on last year's planning assessment of greater than 90% accomplishment, planning results will continue to show the same high level of attainment, thus indicating sound understanding by the organization.

1. Planning results entries of 97.1% showed accomplishment or ongoing accomplishment. Many items were marked as done or done and ongoing without data included to substantiate the claims but were considered accomplished. Future Planning Results Manuals could be substantially improved by requiring validating data.
- b. The Student Services department will continue to evaluate the need for additional services at the Ash Flat and Mountain View locations.
 1. This was done and is ongoing.
- c. Departmental budgets and expenditures will be available for daily review by department heads, supervisors, and administration.
 1. This is available and is ongoing.
- d. Financial reports will be presented to the Board of Trustees for approval at the quarterly meetings.
 1. This was done.
- e. The organizational budget will be presented at the annual staff meeting by the Vice President for Finance.
 1. This was done.
- f. The VPAA office will continue to coordinate annual advisor meetings so that the various academic programs will have the latest updates on industry and the community.
 1. An advisory meeting was held in the fall.
- g. The OC-MV and AF Campus Coordinators will assist the Divisions Chairs and the VPAA in scheduling classes to serve the optimum number of students and maximum utilization of classroom space while helping to maintain the financial integrity of the College.
 1. Both coordinators are in active part of the development process. They meet regularly with the VPAA and division chairs during the fall and spring scheduling process.
- h. The Fitness Center Director will communicate with VPAA, Division Chairs, maintenance and campus coordinators to maximize the space available for continuing education and fitness center sponsored classes, events, etc.
 1. C107 in the miller building and the lecture hall, auditorium lobby and auditorium stage, Ash Flat lecture hall, and Mt View classrooms, as well as multiple outdoor venues were utilized for physical education activity courses and continuing education offerings.

- i. The Education Division Chair will assist the VPAA and campus coordinators in scheduling of classes to serve the optimum number of students and maximize classroom space at each campus.
 - 1. This was done each semester.
 - j. Ozarka College will ensure that appropriate strategic planning processes provide data and information to assist in resource allocation decisions.
 - 1. The College planning process was restructured in 2009-2010 to include a deliberate and more extensive long range component. The director of Planning and Special Projects was promoted to Vice President of Planning and Institutional Research to ensure planning and supporting IR needs were accomplished.
- 2a2. The Ozarka College planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization.

Actions

- a. A review of this year's planning results by the Director of Planning will indicate attention being paid to these emerging factors.
 - 1. Many examples are listed below. Additional evidence is included in the many entries of the Diversity Committee and Information System.
- b. All academic divisions' textbook selections are based on changes in subject matter, technology, and demographics.
 - 1. Textbooks were changed for Computer Ethics and Security.
 - 2. Changes for Allied Health are documented in the systematic evaluation plan and also reported in the End of Year Report.
 - 3. Biology texts were reviewed with no new adoptions. For Fundamentals of Arithmetic, a new "Ozarka" edition was published for classes that are less expensive for the students.
- c. The Arts and Humanities Division will bring in guest speakers to enhance student learning.
 - 1. This was completed. Three guest speakers were brought in this year. Feedback from the students was positive on all three.
- d. The Arts and Humanities division will include adjuncts in the review and selection of textbooks.

1. This was completed. The anthropology, government and English textbooks are changing for the fall semester with input from the adjuncts.
- e. The Fitness Center will increase the offerings for the 60+ population through increased program offering, and visibility/marketing efforts in cooperation with the marketing department. These offerings will be provided in multiple counties to ensure coverage of the stated service area.
 1. Fitness center courses are currently offered in Ash Flat and Melbourne to both students and community members at a reduced cost to participants age 60 and over. Continuing education courses are offered as instructors are available. The Active Living Every Day program was offered in Sharp, IZard, and Stone Counties through an AOA aging activity grant to participants of age 60 years and older at no charge.
- f. In addition to the quality of the texts, developmental education selects texts based on criteria such as new advances in types of communication, and treatment of global issues as are appropriate for each course. Updated textbooks were selected this year to ensure relevance.
 1. Instructors are reviewing textbooks and considering personalized options to decrease the cost to students.
- g. Ozarka College Mountain View and Ash Flat Site Coordinators will continue to work with the Admissions Office in increasing non-traditional populations (55+) and enrollment from local high schools through visiting businesses, participation in local area community activities, and increasing visits to area high schools and by offering campus tours.
 1. This was done and is ongoing. Both coordinators routinely visit Chambers of Commerce and area high schools. The site coordinators participate in 3 to 5 business/organization meetings (example chamber of commerce meetings) a month as documented in the Presidents Report to the Ozarka College Board of Trustees. Campus visits and campus tours by high school students are documented in the Ash Flat and Mountain View calendars.
- h. The VPAA will ensure all information gleaned from advisory sessions is incorporated in program planning.
 1. This was done and is ongoing. During the Fall Advisory meeting, one of the HIM advisors told the Division Chair of Allied Health the field was changing by becoming more technology oriented. Because of this, the division chair is revamping the HIM program.

- i. Advancement will continue to seek information regarding new trends for media and advertising to drive sound budgeting decisions.
 - 1. Ozarka has expanded its web presence via Facebook, Twitter and cooperative work with the information systems staff to further develop the college webpage.
 - j. The Foundation Board scholarship program evolves to meet the changing needs of students.
 - 1. The foundation scholarship program now includes 25 available scholarships
 - k. Marketing will work with Information Systems and Student Success Center/Career Pathways to increase online presence for Ozarka.
 - 1. Career Pathways now has a Facebook page and a blog. The college also has a popular Facebook site and uses Twitter to disseminate information to students and staff.
 - l. Than annual operating budget will include amounts designated for technology related purchases.
 - 1. This was done.
- 2a3. The Ozarka College planning documents show careful attention to the organization’s function in a multicultural society.

Actions

- a. A review of this year’s planning results by the Director of Planning will indicate attention being paid to the organization’s function in a multicultural society.
 - 1. Some examples are below but additional evidence can be found in the Diversity Committee entries and that of Information Systems.
- b. The VPAA office will ensure that diversity is celebrated and communicated.
 - 1. The VPPA strongly encourages faculty to incorporate diversity within their curriculum. Rodney Williams, Social Science instructor, has brought in several guest speakers to his classes that discussed backgrounds, difficulties, etc. to expose his students to different lifestyle and thoughts.
 - 2. Diversity was adopted as one of the thirteen themes in fall 2009 for COLL 1001.
 - 3. Art students submitted their works for International Day related to the theme country of Greece.
 - 4. Anthropology linked to a Siberian university through a SKYPE connection.
 - 5. Allied Health uses diversity training in its curriculum.

6. Various speakers visited the college including Fayth Hill speaking about the Hoxie 21.
 - c. The academic division textbook selection is also based partly on sensitivity to global issues of gender, race, history, and current events in the areas of communication, art, music, and theater.
 1. This was done and is ongoing.
 - d. The Arts and Humanities Division will plan their budget around adding some class activities to expose the students to activities that represent different cultures in art and theatre productions.
 1. Rodney Williams, Social Science instructor, has brought in several guest speakers to his classes that discussed backgrounds, difficulties, etc. to expose his students to different lifestyle and thoughts.
 - e. The Allied Health Division textbook selection will continue to be based on accurate data for the sensitivity to global issues of culture, gender, race, history, and current events in the areas of healthcare, communication, medications, treatments and prevention.
 1. This was done and is ongoing as evidenced in the Systematic Evaluation Plan and End of Year Report.
 - f. The Developmental Education Department textbook selection is based partly on sensitivity to issues of gender, ethnicity, with special attention to stories of real people who have overcome the types of obstacles that face our students.
 1. Textbook adoption is reviewed by multiple faculty members within multiple disciplines to ensure inclusionary practice, affordability, and diversity education through anecdotal narratives and examples.
- 2a4. The Ozarka College planning processes include effective environmental scanning.

Actions

- a. The college will continue to do external environmental surveys every other year with the next survey due in fall 2010 to monitor how the public views the college and glean insight from our constituents.
 1. This survey is on schedule for this fall.
- b. Ozarka College will continuously scan the local, regional, and state environment to realistically prepare for a future shaped by multiple societal and economic trends.

1. Local, regional, state and national data are continuously monitored and reviewed to ensure the College is appropriately responsive to changing needs of our service region.
 2. Examples of scanning in 2009-2010 include the Employee Survey, CCSSE, professional organizations activities of employees, AATYC conference and other conference attendance, state meeting attendance by various members of the Administrative Council, consortium meeting attendance, and advisory meetings held by academics.
- c. Academic Affairs will determine class needs across the four county service areas via student numbers and attendance at various locations and budget for these services.
1. Academic Affairs and the Division Chairs constantly monitor these needs through classroom assessments (SIR II and CAP) and student complaints.
 2. Microbiology was added to the AF and MV sites.
 3. Online offerings were increased to accommodate student needs.
- d. The Fitness center will continuously scan the local, regional and state environment to realistically prepare for the health, stress related and fitness needs of our service area.
1. The fitness center coordinator will participate in all Hometown Health Coalition events in the upcoming year. Current statistics are accessed and utilized throughout the year to ensure relevant programming and access.
 2. The Hometown Health Coalition representative spoke at the Melbourne COLL 1001 classes about drug and alcohol abuse. Obesity rates were utilized to add ALED and HEED classes and tobacco rates were used in Concepts of Physical Activity and Personal Health.
- e. The College Student Success instructors will utilize outcome based coursework to effectively provide students with “rest of life” education and experiences.
1. Outcomes were developed, reviewed and assessed to ensure transferability and relevance. All instructors must participate in a one day training, systematic and systemic assessment, and course revision efforts.
- f. Physical Education instructors will utilize outcome based coursework to effectively provide students with “rest of life” education and experiences.
1. Outcomes were developed reviewed and assessed to ensure transferability and relevance.

2a5. The Ozarka College environment is supportive of innovation and change.

Actions

- a. Based on feedback from faculty and students, the DPSP team will work with a Division Chair to implement restructuring ideas for the College Orientation Success course and evaluate these changes.
 - 1. This course has been restructured by the Student Success Specialist (now Registrar) and the Division Chair. Both student and instructor feedback has been used in the continual improvement of the course.
- b. Student survey data, both incoming and exit-graduate, will help drive changes in local marketing efforts.
 - 1. Based on 2009 data, the marketing department redirected radio advertising monies to different stations more aligned with students' listening preferences.
- c. Business Office policies and procedures will be reviewed yearly for efficiency and student friendliness.
 - 1. They were reviewed June 2009.
- d. New technologies, possible curriculum changes, etc. will continue to be discussed in the Instructional Council.
 - 1. ATI testing was used in the Allied Health Department.
 - 2. Simulation was incorporated in the nursing labs.
 - 3. Moved the IV classroom to a larger room to accommodate the increase in ARNEC students.
 - 4. Merges science lecture and lab into a four hour course.
 - 5. Proposed changing prefixes for developmental courses.
- e. The AH Division will send faculty members to the Nurse Educators Conference in Memphis in March of 2009 to learn new innovative ways to teach nursing students of today.
 - 1. Budget cutbacks have curtailed attending many conferences and seminars. Local events (state) have been attended. Each nursing instructor has a valid license. Continuing education for the nursing instructors includes 24 credit hours, 80.9 CEU's, and 2 conference attendances, and attendance of professional meetings.
- f. The VPAA will continue to support professional development activities through the budgeting process.
 - 1. This was done and is ongoing. The VPAA office support several faculty members this year by funding professional development opportunities.

2. The Division Chair for the Humanities and Arts Division attended the Leadership Academy. The Division Chair for Math, Science, and Education attended "Bud to Boss" seminar in Nashville.
- g. The Fitness Center/Physical Education Department will continue to alternate health related fitness programs to provide adequate interventions to the communities we serve.
 1. The Employee Wellness program is now provided free of charge to all full and part-time employees.
- h. The Physical Education Department will continue to utilize "hybrid" courses to effectively serve the students that we enroll.
 1. The PE department utilized a hybrid personal health and wellness course to accommodate students completing the AAT degree during summer 2007. The course has since been developed as an online offering to accommodate students needing the course and is offered during one summer term and each fall and spring.
- i. The Math, Science and Education Division Chair will continue to work with the IT department to provide innovative approaches to tracking, student records and goal assessment.
 1. Various tracking mechanisms were added this year to assist instructors and students in ensuring rigorous academic work and appropriate assessment.
 2. Course assessment document, tracking logging on to myOzarka, assignment assessment ratings by students, and online class IT tools are some of the new options added by IT in 2009-2010.
- j. The Math, Science and Education Division Chair will promote and budget to ensure professional development opportunities that emphasize innovation in community college settings for faculty, staff, and administration.
 1. All budgets within the division were appropriately documented. Expenditures to enhance student learning were documented and a new budget was submitted for the upcoming year.
- k. All the Arts and Humanities faculty will attend a professional development conference.
 1. This was completed. Because of budgetary constraints, three faculty members attended a conference.
- l. OC-MV Campus Coordinator, as part of a team representing OC, will work with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative

economy. The ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit.

1. This was done and is ongoing. The OC-MV Coordinator served as the chair of the program committee and as a member of the ACS Board in 2009-2010. Three Ozarka College personnel serve on the ACS Board of Directors: Mike DeLong , Vice President, Cherri McKee McSwain, chair of the Personnel Committee and Gin Brown, chair of the Program/Curriculum Committee. The minutes of the Board are available at the Mountain View location. In 2008 the Board developed a Strategic Plan for 2009-2011 as part of the Arkansas Arts Council Expansion Arts Program grant. A catalog of courses was developed in 2008 and 2009. The 2010 expanded course offerings are available on the website www.arkansascraftschool.org. A public school teacher in-service was offered for a week during the 2010 summer. Community evening classes are beginning in the fall of 2010. Continuing education credit is offered through Ozarka College. Course evaluations are completed by the students and shared with the ACS Program Committee and the CEU Department at Ozarka College. The evaluations are reviewed and used to develop and enhance future course offerings. An example of change based on the evaluations is that more individual work time will be included in the in-service for teachers in the summer of 2011. Additionally, based on evaluations and request from students the following courses are projected for 2011: Marketing for Art, Bookkeeping for Artist, and Design for Survival with Thomas Man. During the 2010 fall semester ACS2102 Craft and Entrepreneurship is offered in Mountain View. Additional support classes of ART1213 Studio Art, ART 1213 Sculpting and ART 1003 Fine Arts Visual are being offered.
- m. Ozarka College-Ash Flat will continue to work with the business technology department to alternate interactive video and in-class courses at Ash Flat so that students will be able to take the majority of courses required for an AAS Degree in Business on the Ash Flat Campus.
 1. This was done and is ongoing.
- n. **The College will be able to list accomplishments of innovation and change at the end of each academic semester.**

1. Innovations and changes are documented on the Board of Trustees monthly reports, reviewed in the newly established President's Consultation Council and presented every semester at the all employee in-service meetings by the President.

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

Actions

- a. The Arts and Humanities Division will continue to promote art, music, and theater that are shown to be a part of our area's heritage and culture and will budget accordingly.
 1. This was completed. By bringing in guest speakers and provided art exhibits on the campus, the division has accomplished this mission. Speakers included Sanders on Cherokee heritage, Porterfield on Australian music, Beard on the start of the women's movement, Fletcher on Black history in Arkansas, and Hill on local Black history.
- b. The academic divisions will continue to promote the heritage and culture of our area, as we continue to provide a service to the community.
 1. The Hometown Health Coalition was used for physical fitness courses.
 2. Local music was played during the SKYPE sessions with Russia.
 3. The Craft School teaches local crafts.
 4. A Fine Arts instructor took her art students to local artisans' studios.
- c. Ozarka College Mountain View will maintain a "History of the Campus" scrapbook through newspaper clippings and pictures of students, faculty, and staff involvement in activities on and off campus.
 1. This was done and is ongoing.
- d. At least one hall bulletin board at Ozarka College Mountain View will feature "Students in the News" and other campus activities.
 1. This was done and is ongoing.
- e. Ozarka College Mountain View Site Coordinator, as part of a team representing OC, will work with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas

Craft School (ACS). ACS is an educational institution that promotes the historical, traditional, and contemporary artistic and cultural values of American Craft.

1. This was done and is ongoing.
 - f. The Library will continue to keep a scrapbook of newspaper articles from area and state papers documenting information and achievement of Ozarka College.
 1. This was done and is ongoing.
 - g. The Developmental Department will continue to include every appropriate aspect of the local history that is appropriate for each course.
 - 1.
- 2a7. The organization clearly identifies authority for decision making about organizational goals.

Actions

- a. The VPAA will continue to clearly define the line of authority for decision making and policy development.
 1. The VPAA reemphasized Division Chair responsibilities and lines of authority in the fall 2009 in-service.
 2. The VPAA, working with the President, continues to better define Division Chair and VPAA responsibilities.
- b. The Math, Science and Education Division Chair will serve on the Curriculum Committee and Instructional Council to ensure effective communication and shared governance in instructional, curriculum, and scheduling processes.
 1. Division chair participated in all scheduled meetings and activities

Priority

- Initiative 2b. The Ozarka College resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.

Strategies

2b1. Ozarka College resources are adequate for achievement of the educational quality it claims to provide.

Actions

- a. Based on a review of Student Success Center statistics including over 400 tutee sessions in 2008-09, the Student Success Center will budget for tutors for 2009-10.
 - 1. Tutors were hired and 1320 tutee sessions were held.
- b. Student Services will continue to budget for activities at all three Ozarka College locations.
 - 1. Tutors were provided on all three locations, as well as Kuder testing and mini-workshops.
- c. The VPAA will continue to ensure that textbooks are updated and other sources of information to keep up with changes in the field are available.
 - 1. This was done and is ongoing. Division Chairs and faculty have been working together to ensure all materials are up to date.
- d. The VPAA will continue to ensure that only qualified faculty members are utilized in instruction and that the best materials and supplies are available.
 - 1. The VPAA and HR personnel have just completed a review of the resumes and credentials of all faculty members to ensure they were qualified to teach in their assigned areas.
- e. The Library will continue to update its holdings and experiment with new possibilities such as electronic books that will allow Ozarka College Mountain View and Ozarka College Ash Flat access to materials they may not have available to them on their sites.
 - 1. Net Library was added with a data base of over 500 e-reference books.
- f. The Department will complete budget proposal for state funding and federal grants. (AE)
 - 1. This was completed.
- g. The Math, Science, and Education Division Chair will continue to evaluate and support updates to textbooks, reference sources and modes of information gathering to remain competitive in each field represented.
 - 1. Updated textbooks were reviewed and chosen based on relevance and learning outcomes.
 - 2. The Allied Health Department documented examples in the End of Year Report.

- h. Each Department in the Education Division will submit annual budget requests reflective of their needs and goals. Each budgeted item will be cross-referenced with planning goals submitted by the departments.
 - 1. All budgets within the division were appropriately documented. Expenditures to enhance student learning were documented and a new budget was submitted for the upcoming year.
 - 2. The Science budget and ARRA funds provided for expanding science laboratories to offer microbiology.
 - i. The Developmental Department will continue to update textbooks and other sources of information to keep up with changes in the field.
 - 1. Textbook adoption is reviewed by multiple faculty members within multiple disciplines to ensure inclusionary practice, affordability, and diversity education through anecdotal narratives and examples.
 - 2. The ARKADE listserv and NADE publications were used as a source of instructional techniques.
 - j. Faculty in the Arts and Humanities will budget in conjunction with the planning process.
 - 1. The English Department has not been requesting significant budget monies with the understanding that during 2010, when the College Conference on Composition and Communication will be held within driving distance (St. Louis, March 21-24), the lead instructor will make every effort to assist the department in securing funding to attend.
 - 2. The English Department budgeted for a portfolio meeting and Social Science budgeted for a conference.
 - k. Departments will submit annual budget requests reflective of their needs.
 - 1. Budget requests were submitted in February 2010.
 - l. **Ozarka College will continuously assess its resource allocation decisions and cost effectiveness in comparison with similar two-year colleges in the state and in the region.**
 - 1. **A mid-year review was established to ensure effective use of resources.**
- 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. Based on a review of Student Success Center statistics including over 400 tutee sessions in 2008-09, the Student Success Center will budget for tutors for 2009-10.
 1. Tutors were hired and 1320 tutee sessions were held.
- b. The Foundation Board in conjunction with the scholarship committee and the development office offer scholarships and occasional loans to qualified students.
 1. The number of scholarship applications for fall 2010 increased to over 100. This increased the quality also of the students who were selected to receive scholarships for 2010-11.
- c. The AH division will continue to confer with the library regarding needed resource avenues as well as in the weeding process. New DVD, CD and other audio/visuals are ordered and are ongoing to keep abreast of new technology and changes.
 1. This was done and is ongoing.
- d. All academic divisions will continue to work with the Library to ensure all needed materials are in place.
 1. This was done and is ongoing.
- e. The budgeting process will continue to ensure that resources are available.
 1. The VPAA and Division Chairs work together to budget for needed items through the assessment process.
- f. The Fitness Center Director will increase wellness programming through federal, state and local grants.
 1. The AOA grant funding cycle was completed. The new fitness center coordinator will continue to explore funding options.
- g. The Math, Science and Education Division Chair will meet with each division to assist with planning and budget preparation to support effective teaching and student learning.
 1. Division chair and instructional council meetings are documented in the blackbox system.
- h. The Fitness Center Director will include equipment replacement and service costs in the annual budget process to ensure safety and effective operation of the fitness center.
 1. Three new treadmills and one multi-unit strength training machine were purchased.
- i. Each department with Arts and Humanities will budget in conjunction with the planning process.
 1. The English Department has not been requesting significant budget monies with the understanding that during 2010, when the College Conference on Composition and

Communication will be held within driving distance (St. Louis, March 21-24), the lead instructor will make every effort to assist the department in securing funding to attend.

2. See 2b1j.
 - j. TRiO SSS will continue to provide quality peer and professional tutoring services to Ozarka College TRiO SSS participants.
 1. This was done and is ongoing.
 - k. TRiO SSS will continue to expand supplemental instruction services to Ozarka College TRiO SSS participants.
 1. This was done and is ongoing.
 - l. The annual budget will include amounts for human resources, facilities, technology and professional development.
 1. This was done.
- 2b3. Ozarka College uses its human resources effectively.

Actions

- a. The Arts and Humanities Division will continue to use people in the community such as speakers, artists, musicians, and theater personnel to enhance the educational experience for the students. Our budget will be based on this.
 1. Rodney Williams, Social Science instructor, has brought in several guest speakers to his classes that discussed backgrounds, difficulties, etc. to expose his students to different lifestyles and thoughts.
 2. Speakers included Sanders on Cherokee heritage, Porterfield on Australian music, Beard on the start of the women's movement, Fletcher on Black history in Arkansas, and Hill on local Black history.
- b. The Art and Humanities division will investigate the possibility for the hiring of fulltime faculty on each of the campuses and an additional English instructor on the Melbourne campus.
 1. This was done and is ongoing.

- c. To continue to give optimum service to students, OC-MV Campus Coordinator will update and refine the Procedure Manual for the fulltime and part-time office staff to be in line with the policies and procedures of the Admissions, Financial Aid, Finance, Registrar Offices, Bookstore and Adult Education.
 - 1. This was done and is ongoing.
- d. Ozarka College Mountain View will continue to cross-train employees to assure optimum performance of the campus when staff members are absent due to illness or vacation.
 - 1. This was done and is ongoing.
- e. Applied Science Technology Division will alternate instructors so that different instructors will teach on each campus so that students will have interaction with more than one instructor from this department.
 - 1. Brad Hollaway attended financial classes in the spring to prepare to teach those classes in upcoming semesters.
- f. The Allied Health Division will continue to use people in the community such as guest speakers, clinical preceptors, and medical staff personnel to enhance the educational experience for the students.
 - 1. The Allied Health Department utilized the Advisory Committee meeting and survey to enhance the educational experience.
- g. Tours of new facilities will be obtained as needed for Allied Health.
 - 1. There are 34 agreements currently on file.
- h. Academic Affairs will continue to ensure that only qualified faculty members are utilized to teach classes.
 - 1. The VPAA and Division Chairs review each resume to ensure only qualified instructors are utilized.
- i. Adult Education will determine class locations and instructional needs for the four county service area.
 - 1. This was completed.
- j. The Fitness Center/Physical Education Department will continue to use community resources to enhance the educational opportunities provided through courses, lunch and learn, focus groups, and additional offerings.
 - 1. Environmental scans continue to determine course/program additions and deletions.
 - 2. Courses were offered in Horseshoe Bend for the first time to serve the retirement community.
 - 3. Concepts of Physical Activity were offered at all three locations every semester.
 - 4. Personal Health and Wellness was offered online.

- k. The Developmental Department will continue to use people in the community, such as speakers and artisans, to enhance the educational experience of students.
 - 1. This was not done.
- l. Student tutors from Career Pathways will support the Student Success Center.
 - 1. This procedure is ongoing and results are being reviewed.
- m. Advancement will utilize volunteers at public forums, fairs or other events to promote the college.
 - 1. Volunteerism was less than anticipated for public events. The Advancement staff continues to seek ways to involve volunteers and will continue to review this concept.
- n. One member from Information Systems will attend SQL/Advanced SQL Training.
 - 1. This was not accomplished due to budget constraints. It continues as a goal for 2010-11 if funding is available.
- o. A representative from IS will make weekly trips to off-campus sites.
 - 1. Trips were made as needed. Some trips happened 2 or 3 times per week. We purchased and installed power management devices on key components allowing the IT department the ability of remotely restarting equipment lessening the need for weekly visits. Providing high-quality and timely support continues as a goal.
- p. Human Resources will review and update forms for new hires.
 - 1. When a new employee is hired at Ozarka College Human Resources conducts an orientation. The new paperwork is completed in the HR Office for all new employees, fulltime, part-time, and work study. Benefits are explained and materials regarding the benefits are given to the new fulltime employees.
- q. Human resources will organize vendor and employee meetings.
 - 1. HR is responsible for notifying all vendors and employees of the Open Enrollment Benefits Fair. This is an annual event held in November so that employees have the opportunity to meet with the individual vendors and make changes to their benefits without a qualifying event. Periodically throughout the year appointments are scheduled for vendors to meet with the employees. HR correlates the dates and times with the vendor and the employee.
- r. Human Resources will maintain employee records.

1. All employee records are complete and up to date. Any employee that is required to hold a degree must submit Official Transcripts. The Official Transcripts are kept in a separate file in the employee's personnel folder. All fulltime employees have an additional file with their benefit information. Due to HIPPA Laws this file is in a locked filling cabinet.
 - s. Finance staff members will cross-train and prepare instruction manuals relating to specific job duties to ensure optimum performance of the department when various staff members are absent due to illness or vacation.
 1. This was done. Examples include that the payroll officer and accounting tech were trained for bookstore sales and the administrative assistant was trained to do bank receipts and assist with the bookstore procurement.
- 2b4. Ozarka College intentionally develops its human resources to meet future changes.

Actions

- a. The Perkins grant will budget for continued professional development to promote student success.
 1. Professional development provided by Perkins in 2009-2010 includes:
 - i. College Success Instructor Retreat and Training. 14 attended the training and 11 attended the retreat.
 - ii. Mrs. Charlotte Strickland presented 2 sessions on Diversity and motivation to the faculty, staff and administration. Sessions were attended by 81.87 percent of faculty, 85.7 percent of administration, and 42.6 percent of staff.
 - iii. Dr. Bethanie Tucker presented 3 sessions on engaging and understanding under-resourced college students to faculty, staff and administration. Sessions were attended by 43 percent of Admin, 73 percent of faculty and 61 percent of staff.
 - iv. Perkins sent the Student Success Specialist, Vice President for Planning and IR, and the Student Success Coordinator to the Consortium for Student Retention Data Exchange.
 - v. Perkins paid for the Student Success Specialist to become a Career Development Facilitator (CDF).
 - vi. Perkins sent the Student Success Specialist and the Student Success Coordinator to AATYC.

- vii. Perkins sent the Student Success Specialist, Vice President for Planning and IR, Vice President for Student Services, a Division Chair, and three faculty members Student Success Symposium.
- b. The Vice President for Planning and Institutional Research (VPIR) will continue to seek professional development in areas of women's advocacy, accreditation, grant management, student success, planning and college administration and will budget accordingly.
 - 1. Women's Advocacy - many websites and articles were reviewed when publishing to the blog.
 - 2. Accreditation - the HLC Conference was attended in April 2010. Also, various reports on the HLC website were reviewed.
 - 3. Grant Management - the VPIR met with the Partners for Care grant federal officer and UACCB grant manager during the year.
 - 4. Student Success - the VPIR attended the CSRDE conference in September 2009 and the instructor training in August 2009.
 - 5. Planning - the VPIR joined SCUP, read many SCUP planning articles, and researched many websites related to strategic planning.
 - 6. College Administration - the VPIR subscribes to and reads *Innovative Higher Education*.
- c. Career Pathways Director attends monthly meetings and other activities designed for improvement of the CPI program.
 - 1. The Career Pathways Director maintains a healthy relationship with counterparts at other institutions by attending meetings and participating in webinars and teleconference meetings.
- d. The Arts and Humanities Division instructors plan to attend at least one conference related to their field during 2008-09.
 - 1. Two English instructors attended TYCA-SW and learned alternative methods of direct assessment (such as using visualization quizzes instead of traditional quiz questions).
 - 2. A social studies instructor attended a student success conference.
- e. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 - 1. This was done and is ongoing. See 2b1j.

- f. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC annual Conference in 2008-2009.
 - 1. These activities are on hold due to budget cutbacks.
 - 2. Two fulltime instructors and one part-time instructor attended AATYC.
- g. For continued licensure all faculty members will obtain CEU's as well as attend conferences or teaching seminars to enhance student learning and will budget accordingly.
 - 1. Budget cutbacks have curtailed attending many conferences and seminars. Local events (state) have been attended. Each nursing instructor has a valid license. Continuing education for the nursing instructors includes 24 credit hours, 80.9 CEU's, 2 conference attendances, and attendance of professional meetings.
- h. New contacts will continue to be sought to provide a growing clinical base for experiences for the health care students.
 - 1. New contacts in 2009-2010 include Baptist Health Medical Center in Heber Springs, Sener Springs Health and Rehab in Heber Springs, Dr. George Jackson of Cherokee Village, Dr. Burns of Cherokee Village, Dr. Andip Family Practice of Mountain View, Woodlawn Nursing and Rehab of Batesville, and From the Beginnings in Ash Flat and Cave City.
- i. The VPAA will continue to ensure that faculty and staff are sent to professional development opportunities that will enhance the organization.
 - 1. Recent budget cutbacks caused a redistribution of funds. Travel was cut to augment other programs and needs. Academics did attend many of the state events such as the Student Retention seminar at UCA this spring.
- j. The Math, Science and Education Division Chair will attend at least two conferences related to her field during 2009-2010.
 - 1. She attended AATYC, ARKADE, Student Success Symposium, Process Education Workshop, and HLC/NCA Annual conference.
- k. The Math, Science and Education Division Chair will present at a minimum of one professional conference related to College program offerings during 2009-2010.
 - 1. She presented at AATYC in 2009 and ASU Convocation of Scholars in spring 2010.

- l. The Math, Science and Education Department will be represented at all faculty development and professional development opportunities offered by the institution.
 - 1. This was done; see committee meeting minutes in blackbox.
- m. The Math, Science and Education Department will develop a long range plan for faculty needs based on student count, course retention and course completion to ensure the provision of effective teaching and student learning.
 - 1. The Division Chair is working with division faculty, division chairs, VPAA and VP of IR/Planning to develop new strategic priorities and action items.
- n. The Developmental Education Department plans to attend the ArkADE conference in 2009/10.
 - 1. Division chair and developmental education faculty attended.
- o. Personnel will attend the state conference yearly and national conference for Adult Education when budget permits. Individuals will attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teacher certificate. (AE)
 - 1. Personnel attended the state conference and various workshops.
- p. Human Resources will attend at least two professional meetings for OPM.
 - 1. No OPM meeting warranted attending.
- q. Human Resources will attend J. P. Farley workshops in Memphis.
 - 1. In January HR attended a JP Farley Board Meeting, in March a JP Farley workshop, in June a JP Farley Board Meeting, and in August a JP Farley planning meeting.
- r. Human Resources will educate employees in new employee orientation.
 - 1. When a new employee is hired at Ozarka College Human Resources conducts an orientation. The new paperwork is completed in the HR Office for all new employees, fulltime, part-time, and work study. Benefits are explained and materials regarding the benefits are given to the new fulltime employees.
- s. Finance staff members will participate in development opportunities such as SACUBO workshops and other professional development.
 - 1. The Vice President for Finance attended AACUBO annual meeting and appointed to the AACUBO Board or Directors
- t. The annual operating budget for the College will provide for professional development of employees.

1. The Travel budget was \$72,361 and the employee tuition was \$25,000. The travel expenditures was \$62,932 and employee tuition reimbursements was \$15,600.
- 2b5. The Ozarka College 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. The Professional Development Committee will address the financial resources and investments that relate to quality educational opportunities for the faculty and staff.
 1. The Professional Development Committee has a budget of \$3850 to send faculty to PD or bring in experts. The committee still needs to review their charter and define direction.
- b. A better educated faculty relays a better educated student, therefore development opportunities for faculty in the AH division will be encouraged. Constituent support of the AH Division will continue to be positive.
 1. Each instructor has a valid license. Continuing education for the nursing instructors includes 24 credit hours, 80.9 CEU's, and 2 conference attendances, and attendance of professional meetings.
- c. Information Systems will continue to develop a secondary datacenter in Ash Flat.
 1. Equipment was added to support this goal. In an emergency state, critical operations could continue from Ash Flat although completely reproducing Melbourne in the Ash Flat location remains cost prohibitive.
- d. The College will budget for major repairs and renovations during the annual budget process.
 1. This was included in the budget (Building and Grounds Materials was \$81,135).
- e. The College will budget for technology purchases during the annual budget process.
 1. This was included in the budget (Technology purchases was \$54,500).
- f. The College will budget for professional development opportunities during the annual budget process.
 1. This was included in the budget (see 2b4t).

- g. The VPAA will continue to ensure that professional development opportunities will be budgeted for all academic divisions.
 - 1. All divisions have budget codes for professional development.
 - h. The TRiO SSS will attend and document appropriate professional development activities and share applicable information with other college staff and faculty.
 - 1. Professional development for TRiO in 2009-2010 includes: Council for Opportunity in Education – 28th Annual Conference Sept 9-12, 2009 in San Antonio, TX; Arkansas Association of Student Assistance Programs (AASAP) 2009 Annual Conference October 10-13, 2009 in Little Rock, AR; Southwest Association of Student Assistance Programs (SWASAP) 38th Annual Conference November 8-11, 2009 in Corpus Christi, TX; UNLV TRiO Training Institute (Record Keeping, Performance Reporting & Evaluation) Feb 3 – 6, 2010 in Las Vegas, NV; Arkansas Student Success Symposium March 31-April 1, 2010 in Conway, AR; AASAP Spring Leadership March 9, 2010 in Magnolia, AR; ARTA (Arkansas Tutoring Association) Feb 2010; and ArkADE Conference Sept 23-25, 2009.
 - i. The Perkins grant will continue to promote faculty and staff development for student success and budget accordingly.
 - 1. The Perkins budget provided for all of the activities listed in 2b4a and the 2010-2011 Perkins budget includes professional development activities for an advising retreat, advising conference, and an advising consultant.
- 2b6. The Ozarka College planning processes are flexible enough to respond to unanticipated needs for program reallocation, downsizing, or growth.

Actions

- a. Contingency amounts will be built into the annual operating budget.
 - 1. This was included in the budget.
- b. The Director of Planning and Special Projects will continue to amend grants where the need exists.
 - 1. Ozarka participated in the Partners for Care no-cost extension from January through June 2010.
- c. Each department with Arts and Humanities will budget in conjunction with the planning process.

1. On January 18, the English department cut \$584 (almost 20 percent) from its budget to anticipate a possible budget shortfall. There was already an unexpected travel expense from October, but the budget still was not overdrawn at the end of the year.

2b7. Ozarka College has a history of achieving its planning goals.

Actions

- a. Based on last year's planning assessment of greater than 90% accomplishment, a review of planning results will continue to show the same high level of attainment.
 - 1.
- b. The Annual Budget Report will be submitted at the end of each fiscal year with variance analysis.
 1. This was completed in July 2009 and ongoing for 2010.
- c. The AH Division goal of having LPN programs being delivered at the two off-campus sites is in its first year of realization. This growth will continually be monitored and ideas for future growth will be explored, i.e., Respiratory, Radiology, and a night and weekend LPN program.
 1. A night and weekend LPN program was developed to begin fall 2010. Plans are being made to expand the RN program from 20 students per year to 40.
- d. The departments within the Arts and Humanities division will meet on a monthly basis with the entire division meeting once a month.
 1. The entire division was not able to meet monthly but the Division Chair met individually with instructors.
- e. TRiO SSS will review the internal CAS assessment document produced in 06-07.
 1. The CAS assessment was reviewed in December 2009. Since the only weak section identified in the assessment was diversity, we have implemented diversity segments into the newsletter, cultural trips, workshops and transfer trips.

Priority

Initiative 2c. The Ozarka College ongoing evaluation and assessment processes provide reliable evidence of institutional

effectiveness that clearly informs strategies for continuous improvement.

Strategies

- 2c1. Ozarka College demonstrates that its evaluation processes provide evidence that its performance meets its stated expectations for institutional effectiveness.

Actions

- a. The Student Success Center will continue to evaluate itself against its goals and report to the College Planning and Effectiveness Committee.
 1. The SSC surpassed most of its goals for the 2009-2010 year in numbers of tutoring appointments, workshop attendees, and Kuder test administered:
 - i. Goal of 50 Kuder tests with 73 administered;
 - ii. Goal of five Next Step Workshops with four provided. Workshops were expanded to include lunch, packet with pad, pen and notebook; and two job hunting resource books. Human Resource managers from area hospitals provided mock-interviews for participants;
 - iii. Goal of 20 students for the Success Closet but only two students took advantage of it;
 - iv. Goal of 450 tutoring sessions with 1320 sessions held;
 - v. Twenty cards were made available to clip to tests with low grades when returned to students. These were handed out to each faculty member;
 - vi. Goal of producing three newsletters each semester was accomplished;
 - vii. Early-Alert accomplishments - During the fall semester each early alert received only an email with 127 sent. During the spring semester each of the 383 alerts received at least one email and one phone call. In addition, the SSC worked with IT to develop and automated email going to the student, the instructor, the student's advisor and support services including TRiO and Career Pathways for additional follow-up.
- b. The Diversity Committee will continue to evaluate itself against its goals and report to the College Planning and Effectiveness Committee.
 1. The Diversity Committee submitted mid-year and final reports.

- c. The College Planning and Effectiveness Committee will continue to monitor college effectiveness.
 - 1. As of January 2010, the College Planning and Effectiveness Committee was replaced by the Planning and Assessment Council which met regularly during the spring semester.
- d. Evaluation processes will be administered at each of the CE activities offered by the Professional Development Committee. This will ensure stated expectations have been met.
 - 1. Evaluations are used and reviewed.
- e. All academic divisions will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes and continue to use classroom assessment techniques to document meeting these goals.
 - 1. This was done and is ongoing. Classroom/Student evaluations are completed each semester on all faculty members. Classroom Assessment Techniques are reviewed each in-service. Course Assessment Plans are completed on most classes at the end of each semester.
 - i. Business Technology changed textbooks and increased live instruction over interactive video sections in 2009-2010.
- f. The evaluation process of students, facilities, faculty, employers and the Advisory Board will continue to show evidence that the Allied Health programs meet their stated expectations and institutional effectiveness.
 - 1. This is documented in the Advisory minutes, survey results, and End of Year Reporting.
- g. The VPAA will continue to emphasize the use of classroom assessment techniques, the SIRII student evaluation instrument, performance reviews, and other evaluation tools to ensure expectations are met.
 - 1. This was done and is ongoing. Assessment is reviewed each semester in the in-service.
- h. Adult Education will determine if student numbers and educational gains are sufficient to maintain or increase funding.
 - 1. This was done and is ongoing.
- i. Adult Education will determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.
 - 1. In Arkansas in 2009, 8,657 examinees attempted the test, 7,272 passed yielding a rate of 84 percent. Ozarka numbers are 201 attempts; 154 pass with a 77 percent pass rate. The department met to discuss the pass rate and identified strategies for improvement.

- j. The Math, Science and Education Division Chair will continue to support each department in student evaluation efforts to document achievement or opportunities to improvement for each course.
 - 1. Student evaluations were completed, reviewed by the VPAA and division chairs and faculty.
 - 2. This is documented in professional reviews and course assessments.
- k. The Fitness Center Director will continue pre and post student evaluations to document achievement or opportunities for improvement at each campus.
 - 1. Pre and post compass testing is now mandatory for every student in every remedial course.
 - 2. Results are currently being compiled from fall 2009 and spring 2010.
- l. The Math, Science and Education Division will employ various course assessment techniques in each course offered and document in myOzarka.
 - 1. CATS are being used in several courses as per assessment and student evaluation needs.
- m. The Developmental Education Department will continue to use student evaluations, benchmark tests, nationally normed tests, and CCSSE benchmarks to meet the goals set forth in the course objectives and student outcomes.
 - 1. COMPASS pre and post exam scores are required for each student enrolled in all developmental courses. Data is currently being analyzed to determine course sequence issues, student improvement on the exam, and areas of weakness and strength in the developmental curriculum. Course outcomes are continually monitored to ensure academic skill development and student retention and success. CCSSEE data will be used to guide the developmental coordinator in professional development, curriculum revision/development, and assessment of student learning outcomes.
 - 2. CCSSE results were used in developing COLL 1001 and initiated a study in Biology based on the lack of outside contact with teachers, research papers, and presentations. This is documented on the curriculum proposal.
- n. The Arts and Humanities Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
 - 1. This was completed. Course evaluations are complete and faculty will be able to review them before the start of the fall semester to make any necessary changes.

- o. The Arts and Humanities Division will continue to use classroom assessment techniques to document meeting these goals.
 - 1. The English department continues to use the Portfolio Assessment system to provide evidence that the College is meeting General Education writing objectives for freshmen (through a random sampling from two freshman-level courses), to ensure a degree of consistency among many different instructors within the department and across the College in grading (through double-scoring by both English instructors and non-English instructors), and to ensure that the English department is addressing the writing needs in other disciplines across the College (through inviting representatives from all departments on campus).
 - 2. History used various writing assignments for assessment.
 - p. Annual performance evaluations are conducted for each member of the Finance staff, Physical Plant staff, Grounds staff, Kids Academy staff, and Cafeteria staff.
 - 1. This was completed in February 2010.
 - q. The Finance Department has quarterly meetings to stay abreast of current policies to ensure that needs of students and other constituents are met.
 - 1. Formal finance staff meeting was conducted in March 2010.
 - r. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
 - 1. Assessment reports were completed and turned in to the institutional effectiveness committee.
- 2c2. Ozarka College maintains effective systems for collecting, analyzing, and using organizational information.

Actions

- a. The Student Success Specialist will work with IS to report to the college retention and completion data.
 - 1. Retention data is reported in issues of the retention newsletter, *S.T.E.P.S to Retention*, which is published each semester.
- b. The VPAA will continue to ensure that Classroom Assessment Technique forms, Early Alert forms, and other academic data gathering vehicles are utilized.

1. CATs are reviewed in the Divisions and by the VPAA when posted. The Early Alert program is reviewed at the end of each semester to determine success (number of letters, etc. compared to student persistence).
 - c. Administrative Council meetings will be held weekly when possible.
 1. Weekly Administrative Council meetings are conducted and the President's Consultation Council meets as needed and prior to each regular Board of Trustees meeting at a minimum.
 - d. Planning manuals and planning result manuals will be distributed college wide each year.
 1. Manuals are distributed via website posting and reviewed as planned.
- 2c3. Appropriate data and feedback loops are available and used throughout Ozarka College to support continuous improvement.

Actions

- a. Grant reporting will be utilized to guide and improve grant management and achievement.
 1. Grant reporting was done for TRiO, Perkins, Partners for Care, and Career Pathways. Also, additional feedback was given by regularly scheduled visits of state personnel for Perkins and Career Pathways. A federal visit to UACCB for the Partners for Care grant provided positive feedback for Ozarka with minor suggestions for improvement. TRiO utilized CAS standards for improvement.
- b. All academic divisions will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes and will continue to keep assessment documentation in each of the classes.
 1. Allied Health documents the use of the Clinical Evaluation results and Instructional Evaluation results in the End of Year report.
 2. Assessment documentation is kept by the Division Chairs and the VPAA and is available on myOzarka.
- c. All Academic Divisions will continue to use the Early Alert forms to notify the VPAA of students who exhibit poor performance or lack of attendance.

1. The Applied Science and Technology Division used Early Alerts in all courses. There were approximately 270 Early Alerts in 2009-2010.
- d. Academic divisions will make changes in teaching techniques based on the information obtained in the assessment documents.
 1. The Applied Science Technology Division required all instructors to use overhead instruction for Microcomputer Applications classes.
 2. Allied Health uses the Systematic Evaluation and End of Year Report.
 3. A math instructor made a word problem study guide for the Student Success Center.
 4. A COLL 1001 instructor included text anxiety assessment and more advising /program of study information.
 5. Two math instructors offered tutoring outside of class.
 6. A science instructor used mastery learning goals that included more health science in A&P I and A&P II.
 7. Independent study was added (Biology I, II, and III) for student research.
 8. The AAT program offered K-12 Technology and Math Concepts at all sites. Introduction to Education was offered live and not through interactive video at all sites.
- e. The academic divisions will also utilize the information obtained from the various assessment tools to make budget decisions such as new equipment, teaching aides, etc.
 1. Completion of the Course Assessment Plan documents assessment/planning/budgeting.
 2. Budgeting has caused English to move materials online to save the cost of photocopying.
- f. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 1. See 2c1o.
- g. The Arts and Humanities Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
 1. This was completed. See above.
- h. The Arts and Humanities Division will continue to use professional evaluations to meet the goals set forth in the course objectives and student outcomes.
 1. This was completed. See above.

- i. The Arts and Humanities Division will continue to keep our assessment documentation in each of our classes.
 - 1. This was completed. Faculty members, both fulltime and adjunct, have turned in assessment documentation to the chair.
 - 2. Changes based on assessment can be found in individual assessment plans. For instance, one instructor theorized that a Composition I class in the computer lab would increase student success. Retention rates and grades were similar to slightly worse than other semesters, so the course was moved back to the regular classroom and Composition II was scheduled for the computer lab to see if that class would benefit more.
- j. The Arts and Humanities Division will make changes in our teaching techniques based on the information we get in our assessment documents.
 - 1. This was done and is ongoing.
- k. The English department will implement a course-wide writing rubric and evaluate bi-annually.
 - 1. This was completed. See above.
- l. The departments within the Arts and Humanities division will meet on a monthly basis, with the entire division meeting once a month.
 - 1. The English department only documents minutes of Portfolio Assessment committee meetings. Other department meetings are held informally at the Melbourne campus or via email.
- m. The Math, Science and Education Division Chair will continue to support each department in student evaluation efforts to document achievement or opportunities to improvement for each course.
 - 1. Student evaluations, CATS, and course assessments were completed, reviewed by the VPAA, division chairs and faculty. This is documented in professional reviews and course assessments.
- n. The Developmental Education Department uses student evaluations, benchmark tests, nationally normed tests, and the CCSSE information available to help assess student learning issues.
 - 1. COMPASS pre and post exam scores are required for each student enrolled in all developmental courses. Data is currently being analyzed to determine course sequence issues, student improvement on the exam, and areas of weakness and strength in the developmental curriculum. Course outcomes are continually monitored to ensure academic skill development and student retention and success. CCSSE data will be used to guide the developmental

coordinator in professional development, curriculum revision/development, and assessment of student learning outcomes. Based on CCSSE data, presentations and more group projects and study groups were added to developmental courses, as well as to COLL 1001.

- o. The VPAA will continue to communicate the importance of utilizing assessment tools to gather information to make informed changes in teaching, classroom management, and budgeting.
 - 1. The VPAA reviews the importance of assessment at each in-service.
- p. The Institutional Effectiveness Committee monitors campus-wide assessment activities throughout the year.
 - 1. The institutional effectiveness committee was reorganized in 2009-2010.
- q. Marketing staff will utilize survey data to make marketing decisions regarding advertising dollars spent.
 - 1. Survey results are collected on a regular basis from incoming freshmen and from graduating students. Examples of change resulting from this year's survey include additional advertising on one radio station due to a nine percent increase in listening by students and utilizing Facebook due to an increase in usage from eighteen percent to forty-five percent by students.

2c4. Periodic reviews of academic and administrative subunits contribute to improvement of Ozarka College.

Actions

- a. The Student Success Specialist will work with Information Systems to report to the college retention and completion data.
 - 1. Retention data is reported in issues of the retention newsletter, *S.T.E.P.S to Retention*, which is published each semester.
- b. Evaluations of employees and evaluations of departmental goals under Planning and Special Projects will be used to guide improvement of personnel and departmental performance.
 - 1. Yearly evaluations took place in February with goal setting and opportunities for improvement.
- c. The Professional Development Committee will continue to perform periodic reviews of academic and administrative personnel via email to support continuous improvement of faculty and staff. (This will be performed and documented at least once each semester.)

1. This was not done.
 - d. Course evaluations are conducted each semester.
 1. This was done and is ongoing. Evaluations are conducted, sent off to ETS for scoring, and reviewed by the VPAA and Division Chairs. The faculty members also receive a copy.
 - e. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
 1. Assessment reports were completed and turned in to the institutional effectiveness committee.
 - f. TRiO SSS will review the internal CAS assessment document produced in 06-07.
 1. The CAS assessment was reviewed in December, 2009. The staff continues to address the only weak portion of the assessment – diversity.
- 2c5. Ozarka College provides adequate support for its evaluation and assessment processes.

Actions

- a. Planning and Special Projects will continue to provide support for the production of the Planning and Planning Results Manuals.
 1. A SWOT analysis was done in November, a transition Strategic Planning document was produced in December, and a new format was developed for Planning 2010-2011.
 2. Strategic Planning 2010-2015 was initiated in April with Strategic Priorities adopted by the Board of Trustees of Trustees May 20, 2010.
- b. All academic divisions will make any information or materials available to the instructor to ensure they have what they need to improve in any areas that were shown to be lacking in the assessment process.
 1. Allied Health used a mentoring system for new personnel this year and the previous two years.
 2. The Math, Science, and Education division had three peer mentor agreements made with new instructors; changed to using COMPASS as pre/post testing in developmental courses to assure correct placement; and changed the schedule to allow more interaction between discipline specific faculty members.

3. Instructors were provided copies of their student evaluations at the end of the semester. For example, an instructor was told he/she occasionally drifted off subject. The VPAA met with the instructor to discuss this and the next semester evaluations were much better.
- c. The Education Division Chair will make any information or materials available to additional sites and instructors to ensure they have the essential items needed to improve in areas that lack quality as determined by the assessment process.
 1. All materials are disseminated within the full service area and on each campus/site. Checked and ordered ancillary items, provided online access for all new instructors and adjuncts, and utilized the schedule to increase division chair visibility and resources on all sites.
- d. The Developmental Education Department Coordinator will make information and materials, such as the *Developmental Education Handbook* and *The Teacher Toolbox*, available to all instructors in order to enable the instructors to improve in areas of perceived need.
 1. *The Teacher Toolbox* was disseminated on the Elephant Bites newsletters and committee/student success site on myOzarka.
- e. The Fitness Center will make any information or materials available to additional sites and physical education instructors to ensure they have the essential items needed to improve in areas that lack quality as determined by the assessment process.
 1. All materials are disseminated within the full service area and on each campus/site. PE equipment was ordered for Mountain View and Ash Flat to be stored there rather than shared.
- f. **The Institutional Effectiveness Committee as appointed by the president will continue to respond to its charge.**
 1. **The institutional effectiveness committee was restructured in 2009-10.**
- g. TRiO SSS will provide documentation of all assessment activities to the Ozarka College Institutional Effectiveness Committee.
 1. Assessment reports were completed and turned in to the Institutional Effectiveness Committee.
- h. TRiO SSS will review the internal CAS assessment document produced in 06-07.
 1. The CAS assessment was reviewed in December, 2009. The staff continues to address the only weak portion of the assessment – diversity.

Priority

Initiative 2d. All levels of planning align with the Ozarka College 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 Ozarka College.

Actions

- a. As evidenced by this document, planning will flow from the five Primary Goals that are consistent with our mission, vision, values and goals.
 - 1. All planning can be placed under the Five Criteria, which are consistent with the College mission of changing lives through education.

2d2. Planning processes link with budgeting processes.

Actions

- a. Planning will continue to precede the budgeting process.
 - 1. Planning for 2010-2011 was initiated in January 2010 with budgeting beginning in February 2010.
- b. The Arts and Humanities Division will budget money for student activities to involve our students in cultural activities that will open their world.
 - 1. Budget constraints have not allowed us to spend money in this area. However, the division has brought in guest speakers through the generosity of the speaker coming for free. There were three speakers in 2009-2010.
- c. The Arts and Humanities Division will also budget money for professional development activities.
 - 1. Budget was increased to allow faculty members to attend conferences both in and out of state. For example, social science was increased by 2000 dollars to accommodate for professional development that might occur out of state.
 - 2. English budgets for professional development (see 2b1 and 2b6).

- d. All Academic Affairs budgets will continue to be aligned with the college Strategic Plan. This includes professional development, equipment, instruction, and other expenses associated with the educational process.
 - 1. See End of Year Report "new form" for Allied Health.
 - 2. English budgets align with planning (see 2b1).
 - 3. For example, the VPAA budgets T-shirts for student who complete the student success class. This addresses retention as well as marketing.
 - e. The Fitness Center will plan a budget in conjunction with the planning process.
 - 1. Budgeted items and expenditures were aligned directly with planning items, growth trends, and program demand. Examples include additional science models (arm and leg) ordered, microbiology laboratories set up at Ash Flat and Mountain View, and offering less compressed video classes replaced by more adjunct and overload classes.
 - f. The Math, Science and Education Division and each department within will plan a budget in conjunction with the planning process.
 - 1. Budgeted items and expenditures were aligned directly with planning items, growth trends, and program demand. Departmental budgets were made available to all departmental faculty members and the division chair for transparency in the budgeting process and all expenditures. Examples include increasing Fitness Center enrollment in Ash Flat, added more live classes resulting in increased travel and adjunct costs, costs for muscle models, cost for microbiology laboratories, and cost for professional development (Learning Summit, NSTA, NAPE, ARKADE, and National P4 Conference).
 - g. The annual budget process will begin with a "planning phase" to incorporate wants and needs into the annual budget submissions.
 - 1. This was done and is continuing.
- 2d3. Implementation of Ozarka College planning is evident in its operations.

Actions

- a. **The planning process will continue to involve all areas of the college.**

1. All areas were involved in Planning 2010-2011. All areas were represented in developing Strategic Priorities of 2010-2015 with review and opportunity to make changes solicited by the College by email.
 - b. Capital purchases for instructional equipment will be purchased prior to December each year.
 1. Due to ARRA funding some instructional equipment was purchased after December.
 - c. Purchases of instructional technology and the addition of new programs continue to be an end product of the planning process.
 1. This was done and is ongoing. The Math, Science, and Education Division additions in 2009-2010 include new probes for Labquest and laptops for instructors to use during travel.
 2. To increase access, a night and weekend LPN program was developed.
- 2d4. Long-range strategic planning processes allow for reprioritization of goals when necessary because of changing environments.

Actions

- a. Ozarka continues to modify planning formally on a yearly basis and to adjust the planning throughout the year as needed.
 1. Modifications to planning may occur at any time during the year as needed and can be documented in the Planning Results Manual.
 - b. The marketing plan will link to the overall institutional strategic plan.
 1. As the strategic plan continues to evolve, the Director for Advancement represents the marketing initiative and maintains consistency between the two plans.
- 2d5. Planning document gives evidence of Ozarka College 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 Director of Planning and Special Projects will review the manual for the presence of this awareness.

1. Many items can be found in sections 1b1, 1b2, 1b5, 2a2, 2a3, 3c2, 4b1, 4c2, 4c3, 5a3, and 5a4.

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

Actions

- a. All college personnel will be involved in the planning process and will utilize internal assessment and external environmental scans where appropriate when planning.
 1. The External Scan is available on the website and the College was made aware of it by mass email. The technical programs and the library use their Advisory Groups' recommendations for planning improvements as can be seen on the Effectiveness webpage under committee minutes.
- b. In planning for any growth in the Nursing and AH areas, external constituents must have input. Positive relationships with these external constituents will continue to be maintained.
 1. See Advisory minutes for Allied Health.
- c. The English department will implement a course wide writing rubric and evaluate bi-annually.
 1. This was completed. See above.
- d. The Academic Advisory Groups and all faculty/staff will continue to be an integral part of the planning process. Reports from the advisory groups and feedback sessions with faculty/staff will continue to be utilized in planning development.
 1. The last Advisory Committee meeting was in the fall. All information gleaned from the meeting was folded into the divisional planning sessions. For example, WRMC said they could support RN growth since they are seeking magnet status. This is documented in the Advisory minutes.
 2. The Applied Science and Technology Division added certificates of proficiency in banking and finance and in medical office administration.

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

Priority

Initiative 3a. Ozarka College goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible.

Strategies

3a1. Ozarka College clearly differentiates its learning goals for undergraduate, graduate, and post-baccalaureate programs by identifying the expected learning outcomes for each.

Actions

- a. The Fitness Center will continue to monitor the availability and quality of education, health and wellness resources for instructors, community members, students, and administration.
 1. Facility usage and enrollment data are collected within myOzarka and the fitness center tracking database to ensure stability, track trends, and respond to the changes associated with growth at all OC sites. The Melbourne facilities are now free for use by faculty, both fulltime and part-time (May 2010).
- b. Master course syllabi will remain consistent for each course section within the Math, Science and Education Division. Course syllabi will reflect ACTS requirements for all transferrable courses.
 1. Course outcomes are reviewed by faculty members and departments each year to ensure ACTS compatibility for all transferrable courses. This was confirmed in August.
- c. The Developmental Department will check syllabi to ensure that each class has clearly stated goals and student outcome objectives.
 1. Course outcomes (August and May), retention rates (December and May), and site schedules (October and March) are reviewed by faculty members and the developmental department each year to ensure academic consistency.
- d. Science instructors will continue to review and change as necessary the learning goals/outcomes in each course syllabi.

1. Course outcomes are reviewed by faculty members and the science department each year to ensure ACTS compatibility for all transferrable courses. Biology, A&P I, and A&P II were revised in 2009.
 - e. The Arts and Humanities Division will ensure that all class syllabi are consistent in their description, rationale, and outcomes
 1. Composition I, Composition II, and World Literature syllabi were evaluated by the ACTS system for transferability in 2007. Composition I and Composition II are evaluated annually by the Portfolio Assessment Committee.
 2. The Division Chair reviewed syllabi in spring 2010.
 - f. Academic Affairs will continue to ensure all course specific learning goals and objectives are stated in course syllabi.
 1. The Math, Science, and Education Division Chair reviewed all courses to ensure ACTS alignment.
 2. All divisions reviewed the syllabi this year with no resulting changes in 2009-2010.
 - g. Academic Affairs will continue to ensure general student learning goals are listed in the college catalog.
 1. This was completed. The newest catalog has the General Education Learning Outcomes listed.
 - h. GED students will take TABE assessment upon entry to establish learning goals. (AE)
 1. This was done and is ongoing.
- 3a2. Assessment of student learning provides evidence at multiple levels: course, program, and institutional.

Actions

- a. Planning will conduct an annual alumni survey and release it to the college.
 1. This survey was conducted in May 2010 with reporting of results expected in late June or early July.
- b. The VPAA will continue to develop the assessment program throughout the instructional spectrum.
 1. There was continued emphasis on using the assessment plans as well as plans to join the Academy to further enhance assessment at Ozarka.
- c. The VPAA will continue to provide learning opportunities for faculty/staff.

1. Some opportunities include the AATYC Conference, Arkansas Student Success Conference, Arkansas Early Childhood Association Conference and AACADA.
 - d. The VPAA will continue to develop assessment tools for courses and programs.
 1. This was done and is ongoing.
 - e. The science department will continue into 2009-2010 with alterations, i.e. shortened pretests that will utilize learning objectives.
 1. Not accomplished, will review the need for course revisions/evaluation methods during the 2010 2011 academic year.
 - f. GED students will retake TABE assessment to determine educational gains and the GED pre-test to qualify for taking Official GED Test. (AE)
 1. This was done and is ongoing.
 - g. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 1. This was completed. See above.
 - h. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 1. This was completed. See above.
 - i. Ozarka College will continue to emphasize student learning outcomes and consistently initiate effective assessment processes to demonstrate that it is fulfilling its mission.
 1. Ozarka College conducted an in-depth review of College assessment during the 2009-2010 academic year and refined assessment processes. The Planning and Assessment Council was established and the College submitted an application to participate in the HLC Assessment Academy.
- 3a3. Assessment of student learning includes multiple direct and indirect measures of student learning.

Actions

- a. The Student Success Specialist will continue to monitor retention and completion.

1. The specialist did monitor data and report it back in the retention newsletter. Data was monitored using ADHE's annual retention report and also the internal non-returning student report.
- b. All academic divisions will continue to use traditional methods of assessment and to try new nontraditional methods.
 1. Examples from Math, Science, and Education include CIQ for Personal Health and Wellness; Blue Sheets for Math; Focus Groups for COLL 1001; online student evaluations for online classes; student presentations in biology; and mastery learning assessment in biology, microbiology, and A&P.
 2. Business Technology uses simulations in accounting classes.
 3. Two English instructors attended TYCA-SW and learned alternative methods of direct assessment (such as using visualization quizzes instead of traditional quiz questions).
- c. In the communication classes, public speeches and the outcomes of small group projects will be used as a measure of communication skills.
 1. One instructor measures two capstone experiences including a fully developed presentation using audio-video materials and group resolution and presentation projects. Small classroom group processes are used to teach communication skill sets and to measure how well students understand and apply the skill sets.
 2. Public speaking assignments throughout the semester were measured by another instructor to see how much the students have improved their skills during the semester. A rubric was used to measure each speech.
 3. Small group projects were used to test the students' critical thinking skills by working out scenarios together. Some of them used deductive reasoning. Some of them used evaluative skills to come to a consensus.
- d. In the art, music, and theater classes, different forms of creative works will be used as a measure of skills.
 1. We used assignment and exams scores to assessment the level of learning throughout the semester. The students also worked together in small groups to do a major project. They chose a play and "produced" it on paper.

- e. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
 - 1. "Real world" type projects and simulations were used in Introduction to Accounting and Accounting 1.
 - 2. Textbooks for Microcomputer Applications were updated to Windows 7 operating system.
 - 3. Keyboarding Pro Software was updated to the deluxe edition for the Keyboarding Essentials Courses.
- f. The social science faculty, fulltime and adjunct, will conduct assessment of learning objectives and turn in results to division chair by May 2009.
 - 1. Four faculty members turned in their assessment results for the year. While this is not everyone, it does provide a good representative sample from the division.
- g. The Physical Education Department will continue to use traditional methods of assessment as well as nontraditional delivery and assessment methods. End of semester adjunct faculty will serve as a focus group for assessment of this goal.
 - 1. CATS, course evaluations, qualitative narrative evaluation, retention rates, and withdraw rates were used to assess the viability of all fitness courses. CE courses will be evaluated as available.
- h. The Developmental Education Department will continue to use Traditional methods of assessment such as chapter tests, midterms, and comprehensive final tests.
 - 1. These were used during the academic year.
- i. The Developmental Department will continue to assess student academic growth with benchmark pre and post tests.
 - 1. COMPASS pre and post exam scores are required for each student enrolled in all developmental courses. Data is currently being analyzed to determine course sequence issues, student improvement on the exam, and areas of weakness and strength in the developmental curriculum. Course outcomes are continually monitored to ensure academic skill development and student retention and success. CCSSEE data will be used to guide the developmental coordinator in professional development, curriculum revision/development, and assessment of student learning outcomes.

- j. The Developmental Department will continue to increase their repertoire of informal classroom assessment techniques.
 - 1. CAT techniques were reviewed during the college success training, fulltime and adjunct faculty trainings, and departmental and division meetings.
- k. The Developmental Department will continue to assess student academic growth with the COMPASS, a standardized, nationally-normed test as a pre and post test.
 - 1. COMPASS pre and post exam scores are required for each student enrolled in all developmental courses. Data is currently being analyzed to determine course sequence issues, student improvement on the exam, and areas of weakness and strength in the developmental curriculum. Course outcomes are continually monitored to ensure academic skill development and student retention and success. CCSSEE data will be used to guide the developmental coordinator in professional development, curriculum revision/development, and assessment of student learning outcomes.
- l. Science Department will continue to use and find new in-class activities to stimulate thinking and promote learning in Physical Science classes.
 - 1. The physical science instructor developed additional active learning activities for a master's thesis and used these activities in the classroom.
- m. The Science Department will increase the use of the assessment bucket.
 - 1. Instructors were reminded via division and department meetings and email to utilize the assessment link to upload course assessment documents at the end of each semester. One instructor used the upload feature, one instructor emailed the information, and one instructor has not completed the activity.
- n. All academic divisions will continue use of assessment bucket, especially utilizing "muddiest point and conceptions/misconceptions."
 - 1. An Assessment button was included into myOzarka to facilitate faculty uploading CATs.
 - 2. The Applied Science and Technology Division instructors uploaded pre/post tests results and assessment plans and results for courses.
- o. TRiO SSS will provide the institutional effectiveness committee with a summary of evaluations from the tutoring and supplemental instruction programs.

1. A survey of student satisfaction was performed at the end of the 2009-2010 academic year. The results reflected that students were very satisfied with the programming and services received..
 - p. Ozarka College will continuously initiate multiple measures of student learning and develop appropriate assessment data for course and programmatic decision-making.
 1. The College uses multiple measures to assess student learning.
- 3a4. Results obtained through assessment of student learning are available to appropriate constituencies, including students themselves.

Actions

- a. The Student Success Specialist will publish two newsletters per semester, one for faculty and staff and one for students revealing retention and completion data and implications of that data and will budget for these publications.
 1. STEPS newsletter was completed and 100 copies delivered to employees; the Wiser Advisor was completed and 75 copies delivered to employees; and the student STEPS was completed with 500 copies delivered to students in Ash Flat, Melbourne, and Mountain View.
- b. All academic divisions will ensure that the students will have access to the reports of their progress and success in class.
 1. Students have access to their grades and progress through myOzarka. They also can access their mid-term grades online.
- c. All academic divisions will return graded quizzes and exams and homework promptly to students to enable students to learn from the evaluations.
 1. CCSSE results showed "below mean" in this area and VPAA will develop an improvement plan with faculty members and the Division Chairs.
- d. The Arts and Humanities Division will work to ensure that students will have access to the reports of their progress and success in class.
 1. This was completed. Most fulltime and adjunct faculty use myOzarka to record student grades.

- e. Science instructors will show students their pre-tests in order for them to see more than just a numerical score. Also, they will be told they have the option to review their post test and see comparisons with the class, i.e. class average, range of scores, top ten questions missed, chapter/topic most improved/least improved. (BD)
 - 1. This was not done.
- f. The Math, Science and Education Division faculty will use placement scores in advising and scheduling classes for students to promote student success at Ozarka.
 - 1. Placement guidelines are continually utilized in advising as well as in course placement and COMPASS sequence tracking. Instructors review semester course rosters and individual placement scores via myOzarka to ensure appropriate course placement.
- g. Science and math instructors will continue to grade papers fairly and promptly and will keep the student's grades updated in MyOzarka.
 - 1. This was done and is ongoing.
- h. Science and math instructor will continue to provide the class mean and grade distribution to students for each exam so they can compare their placement with the rest of the class.
 - 1. Done in the physical sciences.
- i. Science and math instructors will review and analyze CAAP test results more diligently.
 - 1. The VPAA reviewed the CAAP results and no improvement was needed at the time of the report. All areas were above or at the national mean except math and we are working on strengthening that area.
- j. The VPAA will continue to ensure all faculty members have access to their classroom evaluations.
 - 1. This was done and is ongoing.
- k. The VPAA will continue to ensure all Classroom Assessment Techniques forms are available to all who have access to myOzarka course listings.
 - 1. This was done and is ongoing.
- l. The VPAA will continue to utilize the CAAP tests to assess student learning. All results will continue to be shared with the appropriate division faculty and students.
 - 1. This was done and is ongoing.

- m. Students will be given copies of all TABE and GED pretest results. Official GED scores will be sent to student. (AE)
 - 1. This was done and is ongoing.
 - n. The Institutional Effectiveness Committee receives updates from the VPAA and departments regarding assessment and student learning.
 - 1. The VPAA is now co-directing the reorganized committee charged with reviewing assessment and the use of the data to make improvements in student learning.
 - o. Continuing Education course evaluations are collected and reviewed for areas to improve.
 - 1. A standard continuing education course evaluation form is used for all CE courses.
 - p. Pass rates and assessment results from academic programs made available to the Advancement Division will be announced by the public relations specialist.
 - 1. Division chairs submit this information via the "News Information Form" to the public relations office. In particular in 2010, the Nursing Department submitted outstanding numbers highlighting the pass rates for graduates. Automotive technology and culinary students competed and received awards in subject competitions.
- 3a5. Ozarka College 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, and transfer rates).

Actions

- a. CAAP test scores are reported.
 - 1. After review by VPAA, the results are copied and sent to the Division Chairs for their review. Results are discussed in Division meetings.
- b. Pass rates and assessment results from academic programs made available to the Advancement Division will be announced by the public relations specialist.
 - 1. Articles are developed from information received by the division chairs and published in the local newspapers, online and in the Campus Connection newsletter. For example, NATEF and ARNEC pass rates were reported.

- c. All academic divisions will report course assessment results.
 - 1. Divisions report course assessment results through the annual division report due following the spring semester.
- d. All academic divisions will monitor graduation rates and job placement rates.
 - 1. All Division Chairs and the VPAA monitor program graduation rates. Division Chairs monitor job placement rates as best they can. Some students get lost due to phone number or address changes.
- e. Grades and comments will be made available throughout the semester in myOzarka.
 - 1. In fall 2009 there were over 75,000 Gradebook grade entries.
- f. The English faculty will continue the portfolio assessment to ensure writing related general education outcomes.
 - 1. See 2c1o and 3c6 for English Portfolio information.
- g. The departments within the Arts and Humanities division will meet on a monthly basis, with the entire division meeting once a month.
 - 1. This was completed. See above.
 - 2. For English, see 2c3l.
- h. The Allied Health Division utilizes the NCLEX PN and RN for the Nursing Students as well as EMT Registry upon completion. We look at pass rates as well as entrance exams such as the Nurse Entrance Exam (TEAS) for the PN students and the LPN Gap for the RN students.
 - 1. This is documented in the End of Year Report.
- i. The Fitness Center Director will continue to work with IT Department to make student logging procedures and student information access more reliable and user friendly.
 - 1. Logging procedures are in place.
- j. The Math Department will use placement scores in advising and scheduling classes for students to promote student success at Ozarka.
 - 1. This was done and is ongoing.
- k. TRiO SSS will document the annual report statistics to the institutional effectiveness committee.

1. Assessment reports (2008-2009 reported with 2009-2010 due in November 2010) were provided to the institutional effectiveness committee including academic standing (88 percent), persistence (75 percent), and graduation/transfer (28 percent).

- 3a6. Ozarka College assessment of student learning extends to all educational offerings, including credit and noncredit certificate programs.

Actions

- a. Continuing education courses are evaluated for student satisfaction and student learning. Results are reviewed to determine areas for improvement or updates.
 1. The VPAA receives any results from continuing education course surveys to review for improvements or changes.
- b. All credit classes will continue to be assessed utilizing the SIR II evaluation instrument.
 1. This was done and is ongoing. Results were returned to faculty in January 2010 (for fall 2009) and May 2010 (for spring 2010).
- c. All credit course instructors will continue to be encouraged to utilize various CATs such as the blue sheet and the “muddiest point”.
 1. This was done and is ongoing. Faculty are reminded every in-service to utilize CATs and keep these for formative assessment.

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

Actions

- a. All academic divisions will check the minimum course descriptions on the Arkansas Course Transfer System Website to ensure expected student learning outcomes meet or exceed outcomes across the state.
 1. Done by Math, Science, and Education Division in August 2010.
 2. All Division Chairs do this in the fall as well as ADHE.

- b. All academic divisions will continue to evaluate student learning through traditional and nontraditional assessment methods.
 - 1. Examples from Math, Science, and Education include CIQ for Personal Health and Wellness; Blue Sheets for Math; Focus Groups for COLL 1001; online student evaluations for online classes; student presentations in biology; and mastery learning assessment in biology, microbiology, and A&P.
- c. Documentation of assessment activities for each class will be placed in the “assessment buckets” in myOzarka.
 - 1. This was done and is ongoing.
- d. The Course Assessment Plans will be completed at the beginning and end of each semester by each faculty member.
 - 1. This was done and is ongoing. There was 75 percent compliance as we work to 100 percent compliance.
- e. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
 - 1. "Real world" type projects and simulations were used in Introduction to Accounting and Accounting 1.
 - 2. Textbooks for Microcomputer Applications were updated to Windows 7 operating system.
 - 3. Keyboarding Pro Software was updated to the deluxe edition for the Keyboarding Essentials Courses.
- f. Student grade results in courses will be evaluated.
 - 1. Retentions summaries are available via myOzarka for each course offered.
 - 2. The CCSSE was used to compare Ozarka students who self-reported to the cohort.
- g. The Arts and Humanities Division will check the minimum course descriptions on the Arkansas Course Transfer System Website to ensure expected student learning outcomes meet or exceed outcomes across the state.
 - 1. This was completed. All course descriptions and student learning outcomes are consistent with ACTS.
 - 2. The Humanities and Arts Division Chair completed this in spring 2009.

- h. The Arts and Humanities Division will continue to evaluate student learning through traditional and nontraditional assessment methods.
 - 1. This was completed. See above.
- i. The English faculty will continue the portfolio assessment to ensure writing related general education outcomes.
 - 1. This was completed. See above.
- j. The English faculty will implement a course-wide writing rubric and evaluate bi-annually.
 - 1. This was completed. See above.
- k. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 - 1. This was completed. See above.
- l. Faculty members determine and make necessary changes to course objectives each semester.
 - 1. This was done and is ongoing.
- m. The Allied Health Division Faculty will continue to be involved in curriculum and policy changes by email communication or meetings, pre-semester syllabi checks and end of year accomplishments, as well as through the Advisory Board.
 - 1. This was done and is ongoing.
- n. The Physical Education instructors will utilize outcome based coursework to effectively provide students with “rest of life” education and experiences.
 - 1. Concepts of Physical Activity and Personal Health and Wellness were converted to outcomes based format and are continuously reviewed for relevancy.
- o. Math Instructors will review master course syllabi each semester and revise if necessary.
 - 1. Syllabi were reviewed each semester and revised as necessary.
 - 2. Biology and COLL 1001 outcomes were revised.
- p. The Developmental Education Department will continue to evaluate student learning through various methods.
 - 1. CAT techniques, retention rates, and COMPASS exam scores were reviewed during the college departmental and division meetings.

- q. The Developmental Education Department will check course descriptions on the Arkansas Course Transfer System to ensure student outcomes meet or exceed State levels.
 - 1. Course outcomes are reviewed by faculty members each year to ensure ACTS sequence compatibility for all remedial courses. This was done in August and January.
 - r. Science instructor will continue to review syllabi outcomes/objectives each semester and change as necessary in response to assessment.
 - 1. Course outcomes are reviewed by faculty members and the science department each year in August to ensure ACTS compatibility for all transferrable courses. Changes were made on the biology , biology lab, microbiology, microbiology lab, and college success syllabi.
 - s. The Science Faculty continues to review and change outcomes/objectives in all course syllabi as identified by assessment tools.
 - 1. Course outcomes are reviewed by faculty members and the science department each year in August and May to ensure ACTS compatibility for all transferrable courses.
 - t. The Science Faculty will review course syllabi outcomes each semester to determine if student learning is being achieved and refine where necessary.
 - 1. Course outcomes, retention rates, and assessment documents are reviewed by faculty members and the science department each year to ensure ACTS compatibility for all transferrable courses. Changes included broadening biology outcomes to address consistency and transfer.
- 3a8. Faculty and administrators routinely review the effectiveness and uses of Ozarka College programs to assess student learning.

Actions

- a. All faculty members will continue to review the completed Course Assessment Plans and Program Assessment Plans (at the end of the spring semester).
 - 1. The Allied Health Division was uploaded and verified by the Division Chair.
 - 2. For Math, Science, and Education, the I-drive uploads are done by Dr. DeLong of the plans received. The assessment bucket query revealed less than 100% of the uploads present.
 - 3. Review takes place in division meetings at the end of each semester.

- b. The Arts and Humanities Division instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
 - 1. This was done and is ongoing.
 - 2. Division meetings were held monthly and Instructional Council meetings were held twice monthly.
- c. The Math department will communicate with each other, the administration and students to ensure continued progress toward assessing student learning.
 - 1. Course outcomes, retention rates, and assessment documents are reviewed by faculty members and the math department each year to ensure ACTS compatibility for all transferrable courses. This is done two times yearly during faculty and adjunct meetings. Developmental Education Subcommittee with the VPAA, Division Chair, and the developmental lead instructor met regularly to address course redesign.
- d. The Developmental Department instructors will communicate with each other, the administrators, and the students to ensure that they continue to work towards assessing student learning.
 - 1. Course outcomes, retention rates, and assessment documents are reviewed by faculty members and the division each year to ensure ACTS compatibility for all transferrable courses.
- e. All academic divisions will communicate with each other, the administrators, and the students to ensure that they continue to work towards assessing student learning.
 - 1. This was done and is ongoing. It is documented in professional reviews during during January and February.
- f. The VPAA, Division Chairs, and faculty will continue to review completed SIR II evaluation report along with student comments.
 - 1. This was done and is ongoing. See 2c5b.
- g. Adult Education will determine if student numbers and educational gains are sufficient to maintain or increase funding.
 - 1. This was done and is ongoing.
- h. Adult Education will determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.
 - 1. This was done and is ongoing.

Priority

Initiative 3b. Ozarka College values and supports effective teaching.

Strategies

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

Actions

- a. All academic division faculty members will share instructional materials and resources with one another.
 - 1. Faculty members continue to utilize the campus email system and in-services to share relevant information with their peers. Examples from the Math, Science, and Education division include science-PE, Nutrition-PE-Health and Wellness, College Success-Adult Education, and Developmental Education-Adult Education.
- b. All academic divisions will continue to research information on curricular content and the best strategies for teaching the courses.
 - 1. Allied Health documents this in the Systematic Review Plan and End of Year Report.
 - 2. The teaching Toolkit was distributed to Ozarka section by section in weekly emails entitled "Elephant Bites."
 - 3. The Division of Math, Science, and Education produced a COLL 1001 Training Manual and Blackbox uploads for instructors.
- c. All academic divisions will continuously review courses to assure they maintain pace with the business/technology environment.
 - 1. All Business Technology courses use myOzarka and the most recent version of Microsoft Office, Windows 2007.
- d. All academic divisions will maintain qualified and experienced faculty who monitor curricular content and determine strategies for instruction.
 - 1. All Business Technology instructors have the appropriate degrees and experience for teaching courses.

- e. The Arts and Humanities Division will share instructional materials and resources with one another.
 - 1. This is ongoing. An example for 2009-2010 was the sharing of a test bank and course material by the Division Chair with history faculty.
- f. The Arts and Humanities Division will continue to research information on curricular content and the best strategies for teaching the courses in the department.
 - 1. This is ongoing. A history instructor attended a history teacher conference and English instructors attended a teaching conference.
- g. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 - 1. This was completed. See above.
- h. The Arts and Humanities division will include adjuncts more in the planning and assessment activities.
 - 1. This was completed. Psychology adjuncts were used in identifying course objectives.
- i. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 - 1. The AH Division Chair took a class on assessment and shared information with the division.
- j. The Fitness Center will continue to update, disseminate and share instructional materials and resources with other disciplines and adjunct instructors.
 - 1. Annual trainings and monthly division meetings are utilized as forum for sharing as well as course share option and email. An example is the Math-Science connection between instructors Mitchell and Burkhammer; physical science and developmental algebra shared instructors.
- k. The Math department will share instructional materials and resources and teaching strategies with one another.
 - 1. Annual trainings and monthly division meetings are utilized as forum for sharing as well as course share option and email.
- l. The Physical Education instructors will continue to ensure quality outcomes based educational opportunities within each section of each course offered.
 - 1. This is ongoing.
- m. The Developmental Education Department will share instructional materials and resources with one another.

1. ARKADE and NADE materials and research are reviewed continually for best practices and inclusion in curriculum and practice. Annual trainings and monthly division meetings are utilized as forum for sharing.
- n. The Developmental Department will continue to research information on curricular content and the best strategies for teaching the courses in the department.
 1. ARKADE and NADE materials and research are reviewed continually for best practices and inclusion in curriculum and practice.
- o. Science instructor will add a research paper to her physical science curriculum to promote writing across the curriculum while increasing cultural diversity experiences.
 1. Mastery learning paper was required and evaluated by Tracie Morris during the 2009 academic year.
- p. Math instructor will spend more time in the classroom having students work a problem at their desk and walk around the room checking on each.
 1. The instructor developed multiple worksheets and tutoring guides for students enrolled in math courses, utilized in all student success centers.
- q. Members of the Science Faculty continue the composition of new lab materials for General Biology, and Microbiology by refining and reformatting as we use the lab procedures and will implement the sale of these in the fall of 2010.
 1. The composition of the Chemistry manual was discontinued.
 2. Continual evaluation is utilized in course preparation, technology, and ancillary usage.
 3. Examples of improvement for fall include additional lab sections were added at AF and MV and lab manuals were uploaded in myOzarka.
- r. Staff and faculty will meet each August to implement changes in content for instruction. (AE)
 1. This was done.
- s. The Curriculum Committee and Faculty Council will continue to evaluate curricular change proposals.
 1. The Curriculum Committee reviewed and passed these proposals on to Faculty Council:
 - i. 4-23 CP-ACSDeLong 2010
 - ii. 2-19 CP in Banking and Finance Langston 2010
 - iii. 4-23 AA-ACS Degree DeLong 2010

- iv. 4-23 ACS 2807 Portfolio DeLong 2010
- v. 4-23 ACS 2102 Craft and Entre. DeLong 2009
- vi. 11-12 MATH 2003 Statistical Methods Ayers A. DeLong 2009
- vii. 11-20 CP Medical Office Administration DeLong

- 3b2. Ozarka College supports professional development designed to facilitate teaching suited to varied learning environments.

Actions

- a. The Student Success Specialist will provide training for all College Orientation course instructors and this training will include examples of active learning activities.
 - 1. In August 2009, all College Orientation instructors participated in a day-long training that modeled active learning and were encouraged to use these types of exercises in instruction.
- b. All academic division instructors will plan to attend at least one professional conference during 2009-10.
 - 1. All travel budgets were reduced due to cut backs in the state budget.
 - i. Division personnel did attend the AATYC conference and some local conferences, but out of state conferences and professional development were limited. AATYC was attended by four members of the MSE Division; ArkADE was attended by the DC, TRiO Director, Registrar, and the developmental instructor; and NSTA was attended by three science instructors.
 - 2. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC annual Conference in 2009-2010.
 - i. Two of the Business Technology Department instructors and one Business Technology Adjunct Instructor attended AATYC and attended relevant sessions.
 - 3. The Business Technology Department instructors will attend AATYC and participate in sessions related to BT and teaching effectiveness.
 - i. Two of the Business Technology Department instructors and one Business Technology Adjunct Instructor attended AATYC and attended relevant sessions.

4. The fulltime social science faculty will attend at least one state conference and one national conference. The social science budget will reflect this will request an increase in the budget.
 - i. Two instructors attended two state conferences.
5. The Allied Health Division instructors plan to attend at least one conference related to their field during 2009-10 in addition to AATYC, as well as complete current CEU's for renewed licensure and will budget accordingly.
 - i. Each instructor has a valid license. Continuing education for the nursing instructors includes 24 credit hours, 80.9 CEU's, and 2 conference attendances, and attendance of professional meetings.
6. The fulltime Science Faculty will attend National Science Teachers Association national conference in spring 2010.
 - i. Three biology instructors attended the NSTA meeting.
- c. The VPAA will continue to require all online faculty members to be trained in online instruction.
 1. Training has been handled at the divisional level, but starting in the fall, there will be formal on-line training coordinated through the VPAA office.
- d. The VPAA will continue to facilitate professional development opportunities in teaching and learning.
 1. This was done and is ongoing. The VPAA has maintained the professional development budget amount to facilitate sending faculty to local seminars or bringing presenters to Ozarka. Some examples include Charlotte Strickland on sexual harassment and on care and diversity and the ARKAAN Conference
- e. The Arts and Humanities Division will ensure that all class syllabi are consistent in their description, rationale, and outcomes.
 1. This was completed.
- f. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 1. Elephant Bites provided new measures of assessment to division members.
 2. Two instructors began requiring online essays in order to give increased student feedback.
- g. The Math, Science and Education Division Chair will attend at least two professional conferences during 2009-2010.

1. AATYC, ARKADE, NACADA Summer Institute, Arkansas Assessment, and the College Success Symposium were attended by math and science division chair.
 - h. The Fitness Center Director will present at a minimum of one professional conference related to College program offerings during 2008-2009.
 1. AATYC and the WRAAA Annual Symposium were attended by the instructor.
 - i. The Developmental Education Department will attend the 2009 ArkADE Conference and to obtain new ideas pertaining to best practices in the area of Developmental Education.
 1. One fulltime, one part-time instructor, one student support services staff, and the college success director attended.
 - j. Personnel will attend the state conference yearly and the national conference for Adult Education when budget permits. Individuals will attend workshops, etc. that pertain to their specific area acquiring hours need to maintain current teaching certificate. (AE)
 1. Personnel attended the state conference and various workshops.
 - k. Library Staff will include in the budget monies to attend professional conferences for growth and professional development.
 1. The librarian and assistant librarian attended three webinars.
- 3b3. Ozarka College evaluates teaching and recognizes effective teaching.

Actions

- a. The VPAA and division chairs will continue to evaluate teaching strategies in the classroom and in course planning. These evaluation documents will be kept in each class.
 1. Division Chairs perform classroom observations on all fulltime faculty members and a random sampling of adjuncts. The documents are kept in the division chair offices.
- b. The VPAA will continue to require all classes to be evaluated utilizing the SIR II.
 1. This was done and is ongoing. The SIR IIs are reviewed by the VPAA and responsible Division Chair to determine trends or immediate problems or achievements.
- c. The Fitness Center/Physical Education Department will continue to evaluate teaching strategies in the classroom and in course planning.

1. Full and part-time faculty are evaluated based on retention, grade distribution, student evaluations, CCSSEE survey results, and targeted observation by the division chair when indicated.
 2. Three members of the MSE Division made revisions to planning following a presentation by the VPPIR.
 - d. The Arts and Humanities Division will continue to evaluate teaching strategies in the classroom and in course planning. These evaluation documents will be kept in each class.
 1. This was done and is ongoing.
 - e. The Math Department will continue to evaluate teaching strategies in the classroom and in course planning.
 1. Full and part-time faculty are evaluated based on retention, grade distribution, student evaluations, CCSSEE survey results, and targeted observation by the division chair when indicated.
 - f. The Developmental Education Department will continue to evaluate teaching strategies in the classroom and in course planning.
 1. This year the instructors used more small group and hands-on learning.
 2. The math department is now typing tests because of students indicating that they did not like written tests. The MathType program is being evaluated by math faculty.
- 3b4. Ozarka College provides services to support improved pedagogies.

Actions

- a. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC annual Conference in 2009-2010.
 1. Two fulltime and one adjunct attended relevant sessions at AATYC.
- b. The Allied Health Division instructors plan to attend at least one conference related to their field during 2009-10 as well as keeping up to date through CEU's and recertifications as required to maintain licensure.

1. Each instructor has a valid license. Continuing education for the nursing instructors includes 24 credit hours, 80.9 CEU's, and 2 conference attendances and attendance of professional meetings.
- c. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 1. This was done and is ongoing.
- d. The Fitness Center Director will attend at least two conferences related to her field during 2008-2009.
 1. AATYC, ARKADE, NACADA Summer Institute, Arkansas Assessment, College Success Symposium, ALED master trainers update, NADETA semi-annual conference, Process Education Seminar, and the HLC annual meeting were attended by the director.
- e. The Fitness Center Director will present at a minimum of one professional conference related to College program offerings during 2008-2009.
 1. The director presented at AATYC.
- f. The Math instructors will attend all professional meetings on campus and at least one off-campus professional meeting.
 1. Both math instructors attended AATYC and ARK-Assess.
- g. The Education Division Chair will ensure that each department is aware of and participating in yearly continuing education opportunities.
 1. Professional development opportunities are communicated via email and division meetings as available. Professional development and CE are utilized as budgets permit. There was 100 percent attendance at 2010 spring in-service by the MSE Division.
- h. The Developmental Education Department will attend the ArkADE conference to obtain new ideas regarding improving pedagogies.
 1. Cognitive pretesting (Waterbottle) was done based on the new literature about cognitive development or a lack there of in adult learners.
- i. The VPAA will continue to provide conference and seminar opportunities for faculty.
 1. See above entries in this section.
- j. The curriculum committee will continue to provide oversight of all curriculum and pedagogical changes.
 1. The curriculum committee is an integral part of the approval process and all activity of the committee can be viewed online on the Effectiveness Page under committees.

3b5. Ozarka College demonstrates openness to innovative practices that enhance learning.

Actions

- a. The Self-Study Steering Committee will continue to embrace active learning.
 1. The Self-Study Steering Committee and Sub-Committees used active learning in delivering information about the Five Criteria in spring of 2009.
- b. The Student Success Specialist will promote active learning for College Orientation courses.
 1. In August 2009, all College Orientation instructors participated in a day-long training that modeled active learning and were encouraged to use these types of exercises in instruction.
- c. The Student Success Center will publish *Elephant Bites*, weekly sections of the Teacher Tool Kit distributed via email.
 1. *Elephant Bites* was published weekly during the fall and spring semesters and delivered to the College by email. The publications are retained on the Student Success website.
- d. Student services personnel will participate in activities at the Student Success Center.
 1. This was done and is ongoing. Some examples include monthly mini-workshops, tutoring, and newsletters.
- e. The Vice President for Student Services will utilize survey results from the CCSSE to improve student opportunities.
 1. The CCSSE results will be carefully review and productive changes will be made. An example of a change resulting from the CCSSE is holding regular meetings to coordinate all of the Student Service's components.
- f. Student Services will participate in the Student Government organization.
 1. The VPSS, Registrar, and the Director of Admission will be the primary sponsors for the Ozarka College SGA.
- g. All academic divisions continue to update teaching strategies using new technology and teaching practices.
 1. Faculty members continuously review new techniques and strategies through listservs, periodicals, and in-services. Teaching Tips from Stanford is distributed through a division listserv and email. One example is "Using Active Learning in the Adult Learner Classroom."

- h. The Culinary Arts Department will offer special catering events and gourmet dining nights to further enhance hands-on student learning.
 - 1. The following activities were catered by Culinary Arts: two TRiO dinners, Legend Tournament at Horseshoe Bend, Scholarship Reception, College Day, Brown Reunion, fundraising for the Batesville safe house, Bill Davis Cattle Event, Ozarka Gala, Mountain View Art Exhibit, President's Christmas party, Silica Christmas Party, two nursing Capping and Pinning ceremonies, and ten Gourmet Nights.
- i. The Arts and Humanities Division continues to update teaching strategies using new technology and teaching practices.
 - 1. A Smartboard has been purchased for C106 to allow faculty to better utilize the internet during class.
- j. The Arts and Humanities division will take students on field trips, focusing on learning objectives on creativity, diversity awareness, and social responsibility.
 - 1. Budget constraints did not allow for this to occur.
- k. The Fitness Center will continue to update technological resources and assessment practices/feedback methods to ensure continuous quality improvement at both the Ash Flat and Melbourne campuses.
 - 1. Swipe card feature and computer log in and tracking are available and utilized at both sites.
- l. The Physical Education department will continue to update technological resources and assessment practices/feedback methods to ensure continuous quality improvement on each campus.
 - 1. Swipe card feature and computer log in and tracking are available and utilized at both sites. Comment cards will be utilized in all sites during the 2010-2011 academic year. Discussion boards are monitored and utilized to address student concerns, questions, and issues that arise.
- m. The Math department will continue to update technological resources and assessment practices/feedback methods to ensure continuous quality improvement on each campus.
 - 1. This was not done.
- n. The Physical Education department will continue to increase the use of outcomes based teaching practices while emphasizing “rest of life” learning opportunities.
 - 1. Concepts of Physical Activity and Personal Health and Wellness were converted to outcomes based format and are continuously reviewed for relevancy.

- 2. Various service learning projects prepare students for "rest of life" learning and service.
 - o. The Developmental Education Department continues to update teaching strategies using new technologies and teaching practices.
 - 1. The Division Chair and Developmental area instructor utilizes conferences, seminars, and email to keep abreast of trends and new thoughts.
 - p. Fall and spring faculty in-services have a presentation on teaching and learning innovation.
 - 1. The Faculty of the Year instructor presented on using independent study in biology.
 - 2. Fall in-service included information in the Classroom Response System, Care and Diversity by Charlotte Strickland, and myOzarka updates.
 - 3. Spring in-service included myOzarka updates.
 - q. Based on two years of successful Saturday seminars to enhance student success, TRiO will conduct additional Saturday seminars in the coming year.
 - 1. Since the college changed to a four day class schedule, the Saturday seminars were changed to Friday. A seminar was conducted each semester.
- 3b6. Ozarka College 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. Information Systems (IS) will update employees on the continuous improvements of myOzarka.
 - 1. IS held campus-wide sessions open to all personnel at the beginning of each semester. The Director announced any system changes via email and individual training sessions.
- b. The VPSS will assist the administration in the utilization of the CCSSE survey results at all Ozarka College locations.
 - 1. This was completed.
- c. The Fitness Center will continue to update technological resources and assessment practices/feedback methods to ensure continuous quality improvement at both the Ash Flat and Melbourne campuses.

1. Swipe card feature and computer log in and tracking are available and utilized at both sites. Comment cards will be utilized in all sites during the 2010-2011 academic year. Discussion boards are monitored and utilized to address student concerns, questions, and issues that arise.
- d. The Physical Education department will continue to update technological resources and assessment practices/feedback methods to ensure continuous quality improvement on each campus.
 1. Fitness center tracking and logging database is regularly updated and monitored for trends in enrollment, completion, and facility usage at both the AF and Melbourne educational sites.
- e. The Math department will continue to update technological resources and assessment practices/feedback methods to ensure continuous quality improvement on each campus.
 1. This was not done.
- f. The Physical Education department will continue to increase the use of outcomes based teaching practices while emphasizing “rest of life” learning opportunities.
 1. Concepts of Physical Activity and Personal Health and Wellness were converted to outcomes based format and are continuously reviewed for relevancy.
 2. Service learning projects completed include picking walnuts for the Manna House; working to restore classrooms at Cave City Elementary during the summer; and collecting and donating supplies to tornado victims and Safe Passage.
- g. The Education Division chair will use placement scores in advising and scheduling classes for students to promote success at Ozarka College.
 1. Placement guidelines are continually utilized in advising, course placement, and COMPASS sequence tracking. Instructors review semester course rosters and individual placement scores via myOzarka to ensure appropriate course placement. Course sequencing data and enrollment trends are utilized to prepare academic course schedules each semester.
- h. The Physical Education Department will continue to develop flexible teaching/learning opportunities for all courses offered.
 1. Courses are offered online, via one hour activity format, via two hour lecture/lab format, and via fitness center schedule availability six days per week for student usage and course completion.
- i. All fulltime Developmental Education Faculty are members of the ArkADE and NADE and receive professional journal subscriptions.

1. Yes, currently all fulltime developmental education instructors are members of ARKADE and NADE.
- j. The Developmental Education fulltime faculty will attend the ArkADE Conference to obtain new ideas regarding teaching, learning, and utilizing technological advances in the area of Developmental Education.
 1. This meeting was attended by the TRiO director, student success specialist, division chair, and the developmental instructor. Some of the outcomes from the meeting include reassessing COLL 1001, exploring modulized developmental education courses, and fast tracking courses such as the sixteen week Beginning and Practical Writing pilot at AF.
- k. The Developmental Education Department continues to update teaching strategies using new technologies and teaching practices.
 1. The Division Chair and Developmental area instructor utilizes conferences, seminars, and email to keep abreast of trends and new thoughts.
- l. The Arts and Humanities Division continues to update teaching strategies using new technology and teaching practices.
 1. See 3b5i.
- m. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 1. The Division Chair took a course on assessment and will share results.
- n. The Arts and Humanities division will continue to work with the office of the VPAA to define what Ozarka values as effective teaching and to consider an effective system of recognizing effective teachers.
 1. This is ongoing.
- o. All academic divisions will continue to update teaching strategies using new technology and teaching practices.
 1. Training on the Sim Man has been completed from 2009-2010 for four instructors in Allied Health.
- p. Academic divisions will continue to utilize publications provided such as, “Critical Thinking”, “The Professor in the Classroom,” and professional periodicals to keep abreast of latest strategies.
 1. This is ongoing. Examples of utilization in the classroom include scaffolding format in developmental writing and mastery learning in A&P I.

- q. The VPAA will continue to provide information on effective teaching and learning.
 - 1. This is ongoing. An example is the sending of listserv emails to faculty members about effective teaching and learning.
- r. Personnel will continue to attend the state conference yearly and national conferences for Adult Education when budget permits. Individuals will continue to attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)
 - 1. Personnel attended the state conference and various workshops.
- s. Annual budget requests will include amounts for travel related to professional development.
 - 1. Instate travel was requested in individual budgets and out of state travel was a separate budget item in the President's budget. In-state travel was \$62,465 and out-state travel was \$21,600 in initial requests.
- t. The Perkins grant will continue to provide professional development opportunities for faculty and staff to cause an increase in student success.
 - 1. College Success Instructor Retreat and Training: 14 attended the training and 11 attended the retreat.
 - 2. Mrs. Charlotte Strickland presented 2 sessions on Diversity and motivation to the faculty, staff and administration. It was attended by 81.87 percent of faculty, 85.7 percent of Admin and 42.6 percent of staff.
 - 3. Dr. Bethanie Tucker presented 3 sessions on engaging and understanding under-resourced college students to faculty, staff and administration. It was attended by 43 percent of Administration, 73 percent of faculty and 61 percent of staff.
 - 4. Perkins sent the Student Success Coordinator, Student Success Specialist, and the Vice President for Planning and Institutional Research to the Consortium for Student Retention Data Exchange.
 - 5. Perkins paid for the Student Success Specialist to become a Career Development Facilitator (CDF).
 - 6. Perkins sent the Student Success Coordinator and Student Success Specialist to AATYC.
 - 7. Perkins sent the Student Success Specialist, the Vice President for Planning and Institutional Research, Vice President for Student Services, a Division Chair, and three instructors to the Student Success Symposium.

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

Actions

- a. The VPAA and division chairs will continue to encourage all faculty members to join a professional organization in their area of instruction.
 1. Allied Health instructors and students attend ALPNA competitions annually and results are documented in the campus news of April/May 2010.
 2. Refer to the Self-Study appendix.
- b. Personnel will continue to attend the state conference yearly and national conference for Adult Education when the budget permits. Individuals will continue to attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)
 1. Personnel attended the state conference and various workshops.
- c. Instructors teaching the college orientation course will receive training.
 1. This occurred in August 2009 as an all day event with 14 of the 15 scheduled attending.
- d. Each member of the Arts and Humanities faculty will join a professional organization in their area of instruction.
 1. A history instructor belongs to AACHT and three English instructors belong to NCTE.
- e. Each member of the Math, Science and Education Division will be encouraged to join one professional organization in their area of instruction.
 1. All faculty members are current members of at least one professional organization as documented by the self-study report.
- f. The Math, Science and Education Division Chair will present at a minimum of one professional conference related to College program offerings during 2009-2010.
 1. The division chair presented at AATYC and the WRAAA Annual Symposium.
- g. All fulltime Developmental Education Faculty are members of ArkADE and NADE and receive professional journal subscriptions.
 1. All faculty obtained membership and were added to the listserv for ARKADE and NADE.
- h. Member of the Developmental faculty will join a professional organization in his/her area of instruction.
 1. The fulltime developmental instructor is a member of ARKADE and NADE.

Priority

Initiative 3c. Ozarka College creates effective learning environments.

Strategies

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

Actions

- a. Based on the classroom experiences of faculty, student success personnel, and administrators and professional development for student success courses, the Student Success Specialist will lead a retreat of faculty, staff and administrators to enhance the College Orientation course funded by an amended Perkins grant.
 - 1. In August 2009, all College Orientation instructors participated in a day-long training that modeled active learning and were encouraged to use these types of exercises in instruction.
- b. The Arts and Humanities Division will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
 - 1. The online Spanish book was discontinued due to student feedback.
- c. The Arts and Humanities Division will review assessment results and implement changes in courses based on these assessments. This information will be review yearly.
 - 1. This was completed. Most fulltime and adjunct faculty have turned their in assessment forms.
- d. The English department will implement a course wide writing rubric and evaluate bi-annually.
 - 1. The department assessed the writing rubric after the January 2010 meeting and discovered that the rubric was not descriptive enough to ensure grading consistency within the Portfolio Assessment Team. The Ozarka College Writing Rubric was made more descriptive in April 2010 but was not submitted to the Faculty Council for approval. A second revision was done in May 2010. This was a redesign of the Portfolio Assessment Rubric. The assessment committee judged that this revision was more effective for scoring portfolios.

- e. The Arts and Humanities division will include adjuncts in the review and selection of textbooks.
 - 1. The American Government book was changed with adjunct help.
- f. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 - 1. This was done and is ongoing.
- g. The Math, Science and Education faculty will refer at-risk students to the various tutoring program offered at Ozarka College.
 - 1. Referrals are documented in tutoring logs within student success/Perkins program.
- h. The Math, Science and Education Division will adjust curriculum and pedagogy based on both formal and informal assessment.
 - 1. This was not done.
- i. The Math, Science and Education Division Chair will assist faculty in identifying effective assessment tools and evaluating teaching/learning objectives.
 - 1. Assessment tools (CATS, course assessment tool, program assessment tool) were presented in application format at multiple training venues and communicated through follow-up emails and division and department meetings throughout the academic year.
- j. The Math, science and Education Division Chair will assist the VPAA in course schedule development and adjunct/fulltime faculty staffing.
 - 1. The schedule is complete by the target date each semester and revised as needed.
- k. The Fitness Center Director will work to increase/maintain enrollment and develop more efficient procedures for the Ash Flat Fitness Center courses.
 - 1. Swipe cards and OC computers are installed and maintained at the AF family fitness center.
- l. The Developmental Education Department will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
 - 1. Referrals are provided to all student services assistance. Budgets are complete and tied to planning. An example of a change based on assessment includes changes following the ARKADE conference. An example of a purchase made based on assessment and planning include WEAVE online software.

- m. Science and math instructor will review pre/post test results, CAAP test results, and student evaluations to improve instructional methods.
 - 1. No, this was not done. MM
 - 2. Instructors reviewed pre/post tests.
 - 3. The DC reviewed SIRSII and student evaluation ratings on myOzarka.
 - n. Science instructors will modify lecture to include activities that promote and encourage multiple learning styles of students.
 - 1. Learning styles assessment was provided to all science instructors so as to understand the different types of instruction necessary to serve a wide array of students on multiple sites.
 - o. Based on the 2008 Spring Library Survey, Paul Weaver Library will make effort to provide quieter study areas close to the circulation desk as well as throughout the library.
 - 1. This was done by adding plants and rearranging furniture and is ongoing.
- 3c2. Ozarka College provides an environment that supports all learners and respects the diversity they bring.

Actions

- a. Based on need during 2008-2009, the Director of Planning will continue to provide a women's advocacy program and budget accordingly.
 - 1. The Advocacy blog was maintained through January 2010 but temporarily suspended during the compiling of the Self-Study for the scheduled re-writes. The *Empty Plate at the Table* display was placed in the foyer on the Mountain View site for Domestic Violence Awareness Month in October 2009.
- b. Career Pathways advisors will continue to identify and assist students with social and financial barriers.
 - 1. Career Pathways advisors have adjusted their work schedules to provide evening counseling services to students on all three college locations. The advisors meet with students from 7 am until 6 pm on specific days to be available to as many students as possible.
- c. The VPAA will continue to ensure an open classroom environment that facilitates an equal sharing of ideas.
 - 1. This is ongoing. Student evaluations and classroom observations are used as indicators.

- d. The Arts and Humanities division will include adjuncts in the review and selection of textbooks.
 - 1. Adjuncts were involved in the selection of the government and anthropology books.
 - e. The Fitness Center will utilize creative marketing and outreach programs to ensure diverse enrollment and disparate inclusion.
 - 1. The Fitness Center continues to offer special programming associated with healthy living and improving mobility for persons with arthritis and diabetes.
 - f. The Fitness Center will actively seek funding opportunities to ensure diverse enrollment and disparate inclusion.
 - 1. The AOA grant was funded and completed. The new fitness center coordinator was hired and will resume the search as soon as possible.
 - g. Make available to students the opportunity to explore their motivation for teaching through observation in three settings: elementary, middle school, and secondary levels.
 - 1. This is done on a yearly basis.
 - h. The GED program will continue to work with students who do not excel in the traditional public school system and offer accommodations to qualified examinees. (AE)
 - 1. This was done and is ongoing.
 - i. TRiO SSS will continue to select its students without discriminating according to race, gender, etc.
 - 1. This was done and is ongoing. TRiO SSS accepts applications from all Ozarka College students. Evaluation of the application is based on whether or not the student meets program eligibility requirements. The program does not discriminate according to race or gender.
- 3c3. Advising systems focus on student learning, including the mastery of skills required for academic success.

Actions

- a. The Student Success Specialist will provide career planning opportunities for students and will promote this at student orientations and through other venues.
 - 1. The Student Success Specialist participated in student orientations for the fall and spring semesters and, through the Student Success Center, provided for 73 Kuder tests.

- b. All instructors will check rosters to ensure that students are in the correct courses. The Advising Improvement Team(AIT) will continue to focus on methods to increase the effectiveness of the advising process.
 - 1. The AIT has met a couple of times this academic year to discuss changes that have been made and determine success. The AIT also discussed potential improvements that still need to be addressed such as getting students to see advisors and creating an good evaluation process.
 - 2. Instructors have been advised each semester to take roll.
 - i. All Applies Science and Technology instructors take roll for classes.
- c. Advisors will assure that each student has a current Degree Plan handout and is advised and trained to schedule and register through myOzarka. Advisors will maintain notes in myOzarka of the advising process.
 - 1. Advisors have been given an Advisor's Handbook that describes the function of advisor and how to advise. Various types of advisor training have been conducted throughout the academic year.
 - 2. Advisors have been encouraged at every opportunity to utilize the advisor notes.
- d. Arts and Humanities Instructors will check rosters to ensure that students appear to be in the correct course. The Advising Taskforce focused on methods to increase the effectiveness of the advising process. Some of these methods will be implemented and then their effectiveness needs to be assessed.
 - 1. This was not always accomplished. A few students were found to have been placed incorrectly and these students were reported as such by teachers checking rosters the first day of class.
- e. The VPAA will continue to enhance the advising process to include providing educational opportunities for advisors.
 - 1. This is ongoing. The VPAA has send Division Chairs and faculty members to NACADA Trainings and Student Success Conferences.
- f. With the installation of COMPASS on computers on Ozarka College Ash Flat, the Director of Operations or Student Service Staff will administer placement testing on an as needed basis.
 - 1. This was done and is ongoing. Having given the test on an as need basis increased efficiency during regular registration.

- g. The Ash Flat Site Coordinator will only serve as an academic advisor if other faculty advisors are not available.
 - 1. This was done and is ongoing. The Ash Flat Director of Operations serves only assigned advisees during the period of August – May each year; all other students must see their officially assigned academic advisors. During the June – July period the Ash Flat Director of Operations advises many students that are assigned to other advisors due to the absence of many faculty members during this time frame.
 - h. The Math, Science and Education Division faculty will assist in advising students to efficiently complete the course work necessary to achieve a degree and transfer to four year school.
 - 1. Advising load, notes, and activity are documented in myOzarka and the advanced advising program in myOzarka.
 - i. Developmental Education instructors will check rosters to ensure that students appear to be in the correct course.
 - 1. Attendance is taken and attendance and early alerts reports are completed as requested.
 - j. Science and math instructors will improve on techniques used to advise students, will continue to post office hours, and will help students to plan a schedule that fits their degree program both at Ozarka and appropriate transfer college.
 - 1. Advising procedures are continually revised to meet individual student needs. Advisors are available for regular posted office hours weekly throughout the academic year.
 - k. Based on assessment of our activities, TRiO SSS will continue to be involved with the first year experience classes, provide student success workshops, organize a student seminar each semester and provide quality advising which is focused on individual student achievement and will budget for these activities.
 - 1. TRiO has continued involvement with the student success class and has provided mini workshop on request of the instructor. Additionally, TRiO has hosted a student seminar each semester of 2009-2010 academic year.
- 3c4. Student development programs support learning throughout the student’s experience regardless of the location of the student.

Actions

- a. Student Assessment Coordinator will continue to offer assessment supervision at Ash Flat, Mountain View, and Melbourne locations.
 1. The Coordinator provided testing at all three locations and assisted the Site Coordinators with additional testing. Test administered in 2009-2010 include 17 CLEP, 153 Wonderlic, 39 CAAP, 153 TEAS, 623 COMPASS (AF, MV, and Melbourne), 5 NATEF, 47 GAP, 9 NOCTI, 6 WorkKeys, 7 Math for Nurses, 257 Developmental Post Tests, 93 TEAS Pilot, and 82 COMPASS at Melbourne High School. Testing at AF was done in August 2009 and MV in August 2009 and January, May, and June 2010.
- b. Student Services will evaluate adding NET testing for LPN students on the Ash Flat and Mountain View sites.
 1. The TEAS test is currently being used but is only available on the Melbourne campus.
- c. The Student Success Center will operate on the main campus and both off-campus sites.
 1. The Student Success Center had Centers available at the Melbourne and Ash Flat locations staffed by fulltime employees and part-time tutors. The Student Success Specialist traveled to the Mountain View site once a week and part-time tutors were available on that site. The plans for the new building on the Mountain View site include a Student Success Center.
- d. All academic programs will continue to utilize the school internet platform myOzarka, to ensure that all students regardless of location have access to the material they need for their educational experience.
 1. All Allied Health courses offered use myOzarka.
 2. All MSE Division instructors use myOzarka.
 3. All courses use myOzarka.
- e. Courses will be offered on all three locations either through Interactive Video, in-class schedules, or Web Classes.
 1. All Business Technology lecture courses are offered at each campus/site and online.
- f. The VPAA will continue to explore new learning venues.

1. The VPAA subscribes to a variety of educational magazines and listservs which keeps him abreast of new learning concepts. These ideas are shared with the Division Chairs during Instructional Council such as Academic Leader, The Chair Academy, ASCAP, Community College Week, and University Business.
- g. The Arts and Humanities Division utilizes the school internet platform myOzarka, to ensure that all students regardless of location have access to the material they need for their educational experience.
 1. This was done and is ongoing.
- h. The Fitness Center Director will increase coordinated communication with adjunct physical education faculty on all campuses.
 1. Adjunct faculty communication is continual through email, mailings, trainings, and focus groups. Additional one-on-one meetings were scheduled three times per semester to review outcomes.
- i. The Math, Science and Education Division Chair and fulltime faculty will increase coordinated communication with adjunct faculty on all campuses.
 1. This was accomplished via email, adjunct faculty training, developmental education faculty training and updates, and college success updates.
- j. The Developmental Department offers all courses at all three campuses during both day and evening hours.
 1. The schedule was arranged as to offer multiple opportunities at all educational sites.
- k. Science and math instructor will be consistent with class content for students both on the Ash Flat and Melbourne campuses.
 1. All instructors utilize the same syllabus with the same learning outcomes for each course.
- l. The GED program will continue to serve at multiple sites and different times across the four counties and budget for these services. (AE)
 1. Adult Education classes are provided at most schools in Fulton, Izard, Sharp, and Stone counties. Evening classes were provided at the schools in Viola, Salem, Cave City, Mount Pleasant, and Timbo. Adult Education classes are provided at Ozarka College at Melbourne, Ash Flat, and Mountain View. Classes are also provided at the Stone County Jail, Izard County Jail, and

Simmons First National Bank at Mammoth Spring. Classes at any location are closed if sufficient numbers of students fail to enroll.

- m. Based on assessment of our activities, TRiO SSS will continue to be involved with the FYE classes, provide student success workshops, organize a student seminar each semester and provide quality advising which is focused on individual student achievement and will budget for these activities.
 - 1. TRiO has continued involvement with the student success class and has provided mini workshop on request of the instructor. Additionally, TRiO has hosted a student seminar each semester of 2009-2010 academic year. The fall seminar focused on student success topics such as study skills, financial aid, and stress management. The spring seminar focused on technology with topics such as Google tools, internet research, and general technology questions.
 - n. Based on campus usage, TRiO SSS staff members will continue to budget time to allow us to be located on the Melbourne campus five days a week, and on the Ash Flat and Mountain View sites at least two days per week.
 - 1. TRiO SSS staffs the Melbourne office five days a week, the Ash Flat office three days a week and the Mountain View office three days a week during the 2009-2010 academic year.
 - o. TRiO SSS provides advising services, tutoring services, workshops and student services on all three campuses.
 - 1. TRiO SSS provided these services to participants in Melbourne, Ash Flat and Mountain View.
- 3c5. Ozarka College employs, when appropriate, new technologies that enhance effective learning environments for students.

Actions

- a. Based on regular visits to the DOJ blog, the Director of Planning and Special Projects will maintain a women's advocacy blog during the post DOJ grant period.
 - 1. The Advocacy blog was maintained through January 2010 but temporarily suspended during the compiling of the Self-Study for the scheduled re-writes. The *Empty Plate at the Table* display was placed in the foyer on the Mountain View site for Domestic Violence Awareness Month in October 2009.

- b. All academic divisions will continue to use new technologies in many areas of teaching.
 - 1. Faculty members have been asked to introduce new ideas and technology through their divisions.
 - 2. The Applies Science and Technology Division use the latest technology and myOzarka.
 - 3. Allied Health use simulation and ATI testing.
 - 4. The MSE Division examples include using of YouTube, pedometers, heart rate monitors and body fat testers, and additional Vernier probes.
- c. College Orientation faculty training will emphasize using active learning in the classroom.
 - 1. This was done during the August training and is ongoing each August training.
- d. Software will be updated to keep pace with current technology.
 - 1. This was done and is ongoing. Office, Windows, and accounting software were updated.
- e. Divisions will provide current associate and certificate program handouts and brochures to create awareness of opportunities available to students.
 - 1. The Applied Science and Technology Division has AAS and CP flyers for handout and on bulletin boards on the Ash Flat, Melbourne, and Mountain View locations. Also, a new brochure was developed for the racks.
- f. To explore ways to advance clinical skills of students prior to the clinical experience, the Allied Health Division will test the use of the SIMS man on the Ash Flat campus.
 - 1. The SIM man was moved to the Ash Flat campus and used for breath sounds, critical thinking for diagnosis, code Blue experiences, cardiac dysrrhythmias, and patient complaints.
- g. Clinical excursion software will be used to enhance clinical experience as needed.
 - 1. This is used to enhance clinical days missed where students are given scenarios to complete.
- h. The Fitness Center will continue to update technological resources and assessment practices/feedback methods to ensure continuous quality improvement at both the Ash Flat and Melbourne campuses.
 - 1. Swipe card feature and computer log in and tracking are available and utilized at both sites.
- i. The Math, Science and Education Division will continue to update technological resources and assessment practices/feedback methods to ensure continuous quality improvement on each campus.
 - 1. This was not done.
- j. The Physical Education department will continue to increase the use of outcomes based teaching practices while emphasizing “rest of life” learning opportunities.

1. Concepts of Physical Activity and Personal Health and Wellness were converted to outcomes based format and are continuously reviewed for relevancy.
- k. The Math, Science and Education Division chair will use placement scores in advising and scheduling classes for students to promote success at Ozarka College.
 1. Placement guidelines are continually utilized in advising as well as course placement, and COMPASS sequence tracking. Instructors review semester course rosters and individual placement scores via my.Ozarka to ensure appropriate course placement. Course sequencing data and enrollment trends are utilized to prepare academic course schedules each semester. COMPASS pre and post exam scores are required for each student enrolled in all developmental courses. Data is currently being analyzed to determine course sequence issues, student improvement on the exam, and areas of weakness and strength in the developmental curriculum. Course outcomes are continually monitored to ensure academic skill development and student retention and success. CCSSEE data will be used to guide the developmental coordinator in professional development, curriculum revision/development, and assessment of student learning outcomes. Placement guidelines are continually utilized in advising as well as course placement, and COMPASS sequence tracking. Instructors review semester course rosters and individual placement scores via myOzarka to ensure appropriate course placement.
- l. The Developmental Education Department utilizes various new technologies in many areas of teaching.
 1. Reading instructors pilot tested two reading improvement computer assisted software programs in the reading courses at Ash Flat and Mountain View (WEAVEonline and Comfit). MyOzarka is utilized throughout the courses to encourage and build technology usage techniques.
- m. Science instructors will continue to demonstrate and refer to ancillary materials provided to the students in an effort to promote student learning.
 1. Students were referred to ancillaries such as study guides, visual identification, and resource utilization for the labs.
- n. The Arts and Humanities Division continues to use new technologies in many areas of teaching.
 1. This was done and is ongoing. Examples include the use of the Smartboard and YouTube for relevant videos.
- o. The Arts and Humanities division will include adjuncts in the review and selection of textbooks.

1. This was completed. Two adjuncts assisted with the choice of the government book and one for the anthropology book.
- p. The VPAA will send faculty to conferences to learn about new technologies and learning pedagogies.
 1. This was done such as AATYC and the Student Success Symposium.
- q. Information Systems will monitor network security, backups and data storage.
 1. On a daily basis, logs were reviewed looking for any anomalies. Real-time monitoring helps IS track the performance of critical components. Intrusion detection software and firewalls provide IS with a view into the traffic flowing on the network. Logs of the back activities are reviewed daily and each backup job sends a status email to the department detailing the job status.
- r. Information Systems will research using Virtual Servers to increase reliability.
 1. This continues to be something that we review. The main factor limiting our deployment is cost. Instead of purchasing smaller and cheaper servers, we would need to purchase several large and substantially more expensive servers to centralize the virtualized servers. We have moved several things over to virtualized servers such as the servers for the library, accounting/payroll, some myOzarka, and digital signage.
- s. Information Systems will continue to develop myOzarka with feedback from faculty and students.
 1. Specific examples include the ability to select a student from the dropdown in the grade book entry screens, adding the ability of the instructor to send an announcement to class via email/text, and adding early alerts directly to the rosters.
- t. Based on usage assessment, TRiO SSS will continue to provide various technology equipment for check-out by TRiO SSS participants and will budget accordingly.
 1. TRiO SSS checks out digital recorders, calculators, and laptops to students one week at a time. Approximately 42 students utilized this service during the 2009-2010 academic year.
- u. Based on the success of previous seminars and student evaluations, TRiO SSS will continue to provide workshops and individual tutoring on technology to TRiO SSS participants and will budget personnel time accordingly.
 1. TRiO continues to provide technology workshops and individual technology tutoring. TRiO worked with student services to conduct a spring student conference with a technology focus.

- v. Ozarka College will continue to create effective learning environments by incorporating technology in the classroom and in support of interactive compressed video classes and on-line classes to continue to expand educational opportunities.
 - 1. Ozarka College routinely scans for new technology that may enhance student learning and maintains IT as an investment priority.
 - w. The Partners for Care grant will utilize interactive video and video archiving to increase versatility in reaching high school concurrent students.
 - 1. The Grant used interactive video to reach seven high schools during the fall and spring semesters.
- 3c6. The Ozarka College systems of quality assurance include regular review of whether its educational strategies, processes, and technologies enhance student learning.

Actions

- a. Based on the success for the Partners for Care grant to graduate CNA students who pass licensure at a high rate, that component of the grant will continue to operate as it has been.
 - 1. The Partners for Care grant completed its third year teaching CNA classes to the high schools this spring and 29 high school student were scheduled for CNA testing.
- b. Student Services will provide a Campus Coordinator and a Survey Administrator for CCSSE surveys to involve student engagement in Ozarka mission.
 - 1. This was done in spring 2010.
- c. Student Services personnel will exhibit an excellent attitude in working with student, faculty, staff, and administration.
 - 1. This was done as evidenced in high marks on the CCSSE survey for student service-related items and is ongoing.
- d. Admissions will continue to seek ways to work with the Student Success class and with the Student Success Center.
 - 1. This was done including changes to orientation, directing undeclared students to Kuder testing, and informing students about the Student Success Center during high school visits and campus tours.

- e. The VPAA will utilize the SIR II reports and student comments to ascertain student satisfaction with technologies, materials, and teaching quality.
 - 1. This was done and is ongoing. Students are satisfied overall with these. There are isolated low markings for some instructors and they are being addressed.
- f. Faculty in the Education Division will continue to provide continuous quality improvement in student learning, referral, advising and successful course completion.
 - 1. Course and program assessment, as well as CATS, are used to continually monitor and revise course outcomes, placement, development, activities, and assessment in each course, discipline, and program of study. Assessment documents are available via instructor, course management site, and the VPAA's office. MSE Division examples include science revising Biology, A&PI, A&PII and COLL 1001 outcomes. The arthritis exercise program was taken to a retirement community, Horseshoe Bend.
- g. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 - 1. The department met four times for Portfolio Assessment-related discussion and decision-making. The writing-related General Education outcomes were a topic of discussion at two of these meetings.
- h. The Fitness Center Director will increase the number of fitness components and educational offerings available to meet the needs of the growing participant base.
 - 1. Fitness center courses are currently offered in Ash Flat and Melbourne to both students and community members. Continuing education courses are offered as instructors are available. The Active Living Every Day program was offered in Sharp, Izard, and Stone Counties through an AOA aging activity grant.
 - 2. Fitness center courses are currently offered in Ash Flat and Melbourne to both students and community members at a reduced cost to participants age 60 and over. Continuing education courses are offered as instructors are available. The Active Living Every Day program was offered in Sharp, Izard, and Stone Counties through an AOA aging activity grant to participants of age 60 years and older at no charge.

- i. Because several students have expressed concern over lack of adequate computer resources and study room facilities at the MV campus, the instructor during office hours will make the Laboratory room and computers available for student use.
 - 1. This was done and is ongoing.
- j. Adult Education will determine if student numbers and educational gains are sufficient to maintain or increase funding.
 - 1. Results are pending.
- k. Adult Education will determine if the pass rate of Adult Education students meets or exceeds the requirements set by state and federal indicators. (AE)
 - 1. GED graduates pass rate at Ozarka College is stated in the Annual GED Statistical Report.
- l. TRiO will continue to evaluate the components of its programming by annually reviewing the CAS assessment and use these evaluations to improve student learning.
 - 1. CAS was reviewed in December 2009. Planning addressed continual improvements in the area of diversity.

Priority

Initiative 3d. Ozarka College learning resources support student learning and effective teaching.

Strategies

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

Actions

- a. Based on increased participation during 2008-09, the Student Success Center will continue its operation utilizing paid tutors, faculty and staff. The College and Perkins Grant will budget accordingly.
 - 1. During 2009-2010, the Centers held 1320 tutoring sessions.

- b. Based on a review of other programs, the Student Success Center will offer career counseling, job placement and Suits for Success; participate in the Student Success Seminars; and provide drug and alcohol education for students and budget accordingly through the College, Perkins and other grants.
 - 1. The Center provided 1320 tutee sessions, distribution of 675 newsletters, weekly distribution of *Elephant Bites*, two Success Closet distributions, 73 Kuder tests, 412 early alert calls, 127 early alert emails, and several resume workshops during 2009-2010. In addition, the Center sponsored the Fall Festival and Spring Carnival, two highly attended activities that included drug and alcohol education.
- c. Computer labs will continue to be available to students when classes are not being conducted in the classrooms.
 - 1. H101 was open when classes are not in session until 4:30 on Monday through Thursday. It was open Friday from 8:00 until 4:30.
- d. The Allied Health Division will maintain current affiliation agreements with clinical sites and explore avenues of new contracts to ensure the optimal exposure to the student for success.
 - 1. New contacts in 2009-2010 include Baptist Health Medical Center in Heber Springs, Sener Springs Health and Rehab in Heber Springs, Dr. George Jackson of Cherokee Village, Dr. Burns of Cherokee Village, Dr. Andip Family Practice of Mountain View, Woodlawn Nursing and Rehab of Batesville, and From the Beginnings in Ash Flat and Cave City.
- e. The Library will continue to support the faculty with resources both online and in-house.
 - 1. This was done and is ongoing.
- f. The Library will continue to solicit input from faculty on its book holdings and online resources.
 - 1. This was done and is ongoing. A Library holding assessment form is included in a faculty packet every year.
- g. Based on student feedback, the instructor will make the Laboratory room and computers available for student use during office hours.
 - 1. This was done and is ongoing.
- h. The Ozarka College-Ash Flat Director of Operations will continue to work with the science department in purchasing the needed equipment for the science laboratory in Ash Flat to accommodate a wider variety of courses as Ozarka College budgets allow and student enrollment growth makes necessary.

1. An autoclave and an incubator were purchased to be used in the Ash Flat and Mountain View science labs. This has allowed Ozarka College to offer Microbiology Lab at both Ash Flat and Mountain View (even year summer term-Ash Flat and odd year summer term - Mountain View).
 - i. The GED program will continue to give students access to computer, computer programs and books as needed and budget for these supplies. (AE)
 1. This was done and is ongoing.
 - j. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students.
 1. This was done and is continuing.
 - k. The Academy will collaborate with the Ozarka College.
 1. This was done and is continuing.
 - l. TRiO SSS will continue to provide a lab which is used for computer usage, tutoring, advising and supplemental instruction to TRiO SSS participants and will budget accordingly.
 1. There is a TRiO SSS lab available in Melbourne. Tutors and students use the college facilities in Ash Flat and Mountain View.
- 3d2. Ozarka College evaluates the use of its learning resources to enhance student learning and effective teaching.

Actions

- a. The Student Success Center (SSC) will be evaluated at the end of the spring 2009 semester to make adjustments for fall 2010.
 1. After careful consideration, it was determined that the SSC would move towards and advising function in the college. A total of three staff members are employed to take on an advising load and also maintain many of the success initiatives started in prior years. Due to the number of tutoring appointments, the college increased the tutoring budget from approximately \$13,000 to approximately \$21,000.
- b. The student services team will utilize the CCSSE survey results to improve instruction and to enhance student learning.

1. CCSSE results were distributed at in-service and during Self-Study educational meetings. A second CCSSE was done this spring.
 - c. All academic divisions will continue to update textbooks and strive to ensure good experiences as other sources of information to keep up with changes in the field.
 1. The Applied Science and Technology Division regularly contacts publishers to get the newest editions of textbooks available.
 2. Allied Health documents this in the Systematic Evaluation Plan and End of Year Report.
 - d. The Library will utilize surveys to gather data from faculty, staff, and students on its effectiveness and use student focus groups to evaluate online resources used in the library.
 1. This was done and is ongoing. A focus group of students was used resulting in the dropping of data bases that were not helpful.
 - e. The Fitness Center Director will observe staff interaction with students and implement strategies to increase fitness related skill building to increase student assistance and fitness development.
 1. Army recruiter did fitness tests for students as requested.
 - f. Based on an educational functioning level, students will be offered individualized educational plans. (AE)
 1. This was done and is ongoing.
- 3d3. Ozarka College regularly assesses the effectiveness of its learning resources to support learning and teaching.

Actions

- a. All academic divisions will continue to update textbooks and strive to ensure good experiences as other sources of information to keep up with changes in the field.
 1. Three books were updated in MSE Division: Fundamentals of Arithmetic, Personal Health and Wellness, and College Success.
- b. The Arts and Humanities division will include adjuncts in the review and selection of textbooks.
 1. See 3c5o..
- c. The Fitness Center Director will continue to evaluate specific needs that coincide with planning and requested learning resources to utilize during the budget cycle.

1. Planning and budget cycle and procedures are interrelated and developed according to trends, enrollment, and student need. An example is the need for more updated equipment for lower body as per student feedback and the purchase of a three-piece leg machine.
 - d. The Math, Science and Education Division Chair will continue to evaluate specific needs that coincide with planning and requested learning resources to utilize during the budget cycle.
 1. Planning and budget cycle and procedures are interrelated and developed according to trends, enrollment, and student need.
 - e. Because there are specific needs for various types of laboratory equipment and teaching models at the Mountain View Campus, the instructor will keep a record of needed laboratory equipment and purchase such equipment as funds become available.
 1. An example is the purchase of Vernier probes and handheld systems for MV. Also, additional general equipment was purchased such as test tubes, racks, beakers, tongs, etc.
 - f. TRiO SSS will conduct an annual evaluation by individual participants and will use these evaluations to improve student learning.
 1. The annual evaluation was conducted during summer 2009.
 - g. TRiO SSS participants who utilized tutoring or supplemental instruction services will complete an evaluation assessing those services and will use these evaluations to improve student learning.
 1. TRiO SSS participants who used tutoring services are evaluated each semester. TRiO sponsored 537 hours of tutoring with 58 participants.
- 3d4. Ozarka College supports students, staff, and faculty in using technology effectively.

Actions

- a. The Student Success Center will provide another means of assistance for students needing help in technology.
 1. The Student Success Specialist was available to student who worked in the computer lab on the Melbourne campus and the Student Success Coordinator was available to students working on the Ash Flat site. The Student Success Specialist visited the Mountain View site once a week and was available then.

- b. Consideration will be given to the expansion of student services personnel at Ozarka College – Ash Flat to increase student accessibility and enhance student opportunities.
 - 1. The student schedule of rotation for student services staff will be reviewed after fall enrollment is complete.
- c. Information Systems will maintain the Helpdesk and respond to all work orders in a timely manner.
 - 1. This was accomplished. Reviews done weekly of work orders ensured timely completion.
- d. Information Systems (IS) will monitor equipment specifications to ensure equipment standards.
 - 1. This was accomplished. IS increased all computers to a minimum of 2G ram and replaced slower machines.
- e. Information Systems will hold faculty and staff in-service meetings.
 - 1. Meetings were held in conjunction with the welcome back meeting held in August. Breakout sessions for myOzarka were held for faculty members in the learning lab with more than twenty six persons in attendance. A compressed video session was held in August in C116 with three faculty members in attendance.
- f. The VPAA will ensure faculty members are trained in the effective use of current and available classroom technology.
 - 1. The VPAA continues to work with Information Systems to ensure faculty members are trained in new software and myOzarka updates. Training is usually part of the semester in-service.
- g. The Math, Science and Education Division will continue to work closely with IT department to utilize the most efficient and effective technology to develop tracing systems that evaluate student learning, development, and feedback.
 - 1. There is continual communication and development guide changes and additions are made in myOzarka, Sonis, and report-generating software. Examples include tracking and logging features and a fitness center database that now queries active logs for individual students and by site. Thirty-two faculty members were trained in 2009-2010.
- h. Science instructor will utilize newly purchased Vernier LabQuests in physical science laboratory at Ash Flat.
 - 1. This purchase was made and the Vernier LabQuests were used in all physical science sections.
- i. Because of the need for students to have access to more computer facilities, the Mountain View Science instructor will make computer resources in lab available to students during office hours.

1. This was available from 8:30 to 4:00 daily Monday through Thursday and periodically on Fridays. This was made available by placing locks on storage areas so the lab could be kept open.
 - j. Student online and myOzarka orientations are conducted each semester to provide students with the knowledge and skill necessary to be successful.
 1. This is held the first week of each semester on all sites.
 - k. The Ozarka College Ash Flat and Mountain View Site Coordinators will continue to analyze and improve the bookstore organization and process for predicting how many books are needed.
 1. Greater inventory management functions have been added to the bookstore software program to lessen the chance of system-wide stock-outs. The College courier system has been improved to facilitate faster flow of inventory between all sites to decrease the chances of location specific stock-outs.
 - l. Based on the success of previous seminars and student evaluations, TRiO SSS will continue to provide workshops and individual tutoring on technology to TRiO SSS participants and will budget personnel time accordingly.
 1. TRiO worked with Student Services to conduct a spring student conference with a technology focus. TRiO SSS continues to provide technology workshops and individual technology tutoring.
- 3d5. Ozarka College provides effective staffing and support for its learning resources.

Actions

- a. The Student Success Center will employ paid tutors to enhance the faculty and staff volunteer efforts.
 1. Paid peer tutors were used on all three locations to assist with the 1320 tutee sessions.
- b. All Student Services staff will increase knowledge about the use of SonisWeb.
 1. The IT staff will assist new student services staff in the use of SonisWeb. The appropriate supervisor will also introduce new staff to the operations of SonisWeb.
- c. Information Systems (IS) will monitor classroom schedules and adjust office hours to ensure coverage.
 1. This was accomplished although no changes were required. IS will continue to monitor.
- d. The Allied Health Division will maintain adequate staff for theory and utilize an adjunct pool to meet the ASBN requirement of Nurse to student ratio of 1:10 in the clinical setting.

1. This was done and is ongoing.
- e. The Fitness Center Director will work cooperatively with the Continuing Education Department to increase the number of health related CE courses offered.
 1. Fitness center continuing education courses are currently offered in Ash Flat and Melbourne to both students and community members. Continuing education courses are offered as instructors and facilities are available at each site. The Active Living Every Day program was offered via continuing education in Sharp, IZard, and Stone Counties through an AOA aging activity grant. Two new classes were offered but they did not make for CE. Yoga I and II and Aerobics were offered for credit in 2009-2010 for the first time since 2004-2005. ALED and Arthritis class was held in Horseshoe Bend for the first time.
- f. The Fitness Center/Physical Education Department will continue to offer service learning opportunities for students through community partnerships throughout the service area.
 1. Five service learning opportunities were implemented through the college success and physical education courses.
- g. The VPAA will continue to ensure adequate staffing in applicable academic areas such as the Library.
 1. The VPAA continues to work with the area directors to ensure adequate staffing.
- h. The GED program will continue to budget for instructors and program materials to help students acquire their GED. (AE)
 1. This was done and is ongoing.
- i. Based on annual performance assessment, TRiO SSS will continue to budget for staff members to deliver its successful programming to TRiO SSS participants.
 1. Programming was delivered and is a continuing process.
- j. Ozarka College will continue to create effective learning environments by employing qualified faculty dedicated to teaching and learning.
 1. Several well qualified new faculty members were hired during the 2009-2010 academic year to include an additional developmental education instructor with a masters degree who plans to pursue his Ph.D. and a physical science instructor with a Ph.D.

- 3d6. Ozarka College systems and structures enable partnerships and innovations that enhance student learning and strengthen teaching effectiveness.

Actions

- a. Staff, faculty and grant personnel will partner to provide three Student Success Center services on the main campus and on the off-campus sites.
 1. All students were able to receive tutoring on each site and a variety of other services resulting from the combined efforts of TRiO, Career Pathways, and the Student Success Center, with each program covering their participants and the partially Ozarka-funded Student Success Center available for the non-participant students.
- b. The Allied Health Division will maintain current affiliation agreements with clinical sites to ensure the optimal exposure to the student for success and budget for clinical instructors.
 1. This was done and is ongoing. Currently there are thirty-four agreements.
- c. The Allied Health Division will continue to have relationships with clinical sites who offer tuition payment for potential and actual employees, as well as some scholarships that come from individuals within the four county area that want to support students who are in the healthcare field.
 1. The Allied Health Division has renewed all affiliations agreements in the summers of 2009 and 2010. WRMC offers to LPN students accepted into the program the opportunity to have their education paid through scholarship, with the agreement that they will be employed when they graduate. Letters to the Scholarship committee have been submitted for both the LPN and RN tracts. The CNA program often receives sponsorship through the local nursing homes, for those wishing to obtain their CNA and work for the facility. Eaglecrest sponsored 16 such students in spring of 2010. The Arkansas Department of Health awarded a grant to Ozarka College for use in the EMT program. Through Scholarship with the grant Monies, 10 students were assisted in completing the EMT-Basic Program.
- d. The English department will approach the local high schools in our service area to discuss a yearly meeting
 1. This was completed. Local high school English instructors were invited to attend meetings involving the English faculty. Two attended.

- e. The Academic Divisions will continue to brainstorm new partnerships and technologies to enhance the learning process through division meetings and Instructional Council.
 - 1. Contact was made with the University of Arkansas-Fort Smith, University of Central Arkansas, and Arkansas State University-Jonesboro for AAS transfer degrees.
 - 2. Allied Health partnered with Eaglecrest nursing home for CNA sponsorship for CE.
 - 3. MSE Division connected with the White River Area Agency on Aging in 2009-2010.
- f. The Fitness Center/Physical Education Department will continue to offer service learning opportunities for students through community partnerships throughout the service area.
 - 1. Five service learning opportunities were implemented through the college success and physical education courses.
- g. The Fitness Center Director will work cooperatively with the Continuing Education Department to increase the number of health related CE courses offered.
 - 1. Fitness center continuing education courses are currently offered in Ash Flat and Melbourne to both students and community members. Continuing education courses are offered as instructors and facilities are available at each site. The Active Living Every Day program was offered via continuing education in Sharp, Izard, and Stone Counties through an AOA aging activity grant.
 - 2. Tried two additional CE courses but they did not make. Credit courses were increased by three offerings.
- h. The Mountain View Site Coordinator will work with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit. The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy.
 - 1. This was done and is ongoing.
- i. Based on successful attendance and good reviews by students, TRiO SSS will continue to partner with Career Pathways, Perkins and Student Services to offer the Saturday seminars and will budget accordingly.
 - 1. TRiO partnered to provide a student seminar during the fall and spring semesters. The seminar was changed to Friday since the school moved to a four-day class schedule.

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

Actions

- a. Perkins will budget professional development activities to promote student success.
 1. See 3b6t for a list of the professional development activities provided by Perkins.
- b. Data from the various academic assessment tools will be utilized to determine needs and to budget accordingly.
 1. Allied Health used the new form which reflected budgetary needs.
- c. The Arts, Humanities, and Social Sciences Division budget will reflect an increase to accommodate for professional development.
 1. This was completed. Additional money (\$2000) is budgeted for next year.
- d. Each department with Arts and Humanities will budget in conjunction with the planning process.
 1. The English department budgets with planning; see 2b1 and 2b6.
- e. The departments within the Arts and Humanities division will meet on a monthly basis, with the entire division meeting once a month.
 1. For the English department, see 2c31 and 3c6.
 2. The social studies department met 12 times and the division met 5 times.
- f. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 1. For the English department, see 2c1o.
- g. The Art and Humanities division will investigate the possibility for the hiring of fulltime faculty on each of the campuses and an additional English instructor on the Melbourne campus.
 1. This was considered in Instructional Council and Administrative Council and a Developmental Instructor and Registrar were prioritized.
- h. The budget will reflect an increase to accommodate for professional development and guest speakers.
 1. This is on hold for now due to budget constraints.
- i. The Science Department is increasing opportunities at Ash Flat and Mountain View with proposals in budget for 2009-10 to purchase equipment and materials to offer microbiology classes at Ash Flat in summer of 2009 and at Mountain View the summer of 2010.
 1. This was done and is ongoing.

- j. The overall Academic Affairs budget will reflect opportunities for professional development and necessary equipment and other resources for increased classroom teaching and learning.
 - 1. Each division is budgeted for professional development opportunities and equipment. The professional development committee also has a budget to supplement conferences or seminars if needed.
 - 2. MSE Division budgeted for Vernier Lab Pro equipment, muscle models, and skeletons.
- k. Ozarka College will answer a Request for Proposals in order to obtain a TRiO budget for coming years to continue the very successful TRiO programming on its campus.
 - 1. Ozarka College submitted a funding proposal during the 2009 competition.

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

Priority

Initiative 4a. Ozarka College demonstrates, through the actions of its Board of Trustees, administrators, students, faculty, and staff, that it values a life of learning.

Strategies

- 4a1. The Board of Trustees 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. **These statements will continue to be published in the Board of Trustees Manual.**
 - 1. **Statements are included in the Board of Trustee manual, the College catalogue, and on the website.**
- 4a2. The Ozarka College planning and pattern of financial allocation demonstrate that it values and promotes a life of learning for its students, faculty, and staff.

Actions

- a. Professional development opportunities are budgeted on an annual basis by the departments and incorporated in the annual operating budget.
 1. This was done and is continuing. See 2b4t for details.
- b. The annual operating budget will include \$25,000 for employee tuition reimbursements to complete professional development or personal enrichment opportunities at educational institutions of their choice.
 1. This was done and is continuing. In 2009-2010, \$15,600 was used.
- c. Members of the Finance staff are encouraged to attend professional development workshops and amounts are included in the annual departmental budget request to ensure that funding for the training opportunities is available.
 1. This was done and is continuing. The travel budget was \$4,250 and \$2,747 was used.
- d. 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. This was done and is continuing.
- e. Grounds will continue to try to be a good model of continued development by providing an example of evolving perfection for students, staff and visitors to experience.
 1. Due to safety concerns two sections of sidewalks will be replace on the northeast entrance of Miller Building.
 - i. This was done.
 2. Due to student complaints about a lack of study space, grounds will pour a new concrete pad for table and benches at Mt. View. Budget accordingly.
 - i. This was not done; in planning stages.
 3. Due to malfunctioning during the ice storm of the natural gas line, a 250 gallon propane tank will be installed to supply the backup generator for Information systems.
 - i. This was done.
 4. Based on survey results, Grounds will budget to replace old wooden outdoor tables with metal ones.
 - i. This was done.

5. Grounds will budget to add some new metal benches in Melbourne, Mountain View and Ash flat.
 - i. This was done.
 6. Grounds will budget chain link fencing to go around Trash Dumpster Mountain View.
 - i. This was not done; pending construction.
 7. Due to safety concerns speed bumps will be placed at the Mountain View entrance driveway.
 - i. This was not done but in the planning phase.
 8. Grounds will budget outdoor metal trash containers to replace old wooden ones. Grounds will budget landscape block to replace metal bordering entrance to main building and north side Miller Building.
 - i. This was done.
 9. Grounds will budget for a new sidewalk to be poured by back entrance of Information System.
 - i. This was done.
 10. Grounds will move the gazebo to the wooded area by the daycare center.
 - i. This was done.
 11. Grounds will remove damaged pine trees due to ice storm.
 - i. This was done.
 12. Grounds will run fiber optic cables underground to Grounds Building and Daycare to prevent continued lighting strikes.
 - i. This was done.
- f. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
1. For English direct and indirect measures of assessment, see 2c1o.
- g. **Ozarka College will implement actions which demonstrate that it values a life of learning through:**
1. **Providing community access to computer labs.**
 - i. **Community members are provided access to computer labs in the student center and in the library.**
 2. **Increasing marketing and recruitment of traditional and non-traditional students.**
 - i. **The marketing budget was increased twenty-four percent to facilitate this objective.**

3. Initiating programs specific for senior citizens in the service area.
 - i. Several health and wellness programs are offered including a variety of continuing education courses that appeal to seniors. Regular credit classes are offered at no tuition cost to seniors.
 4. Providing wellness and fitness activities for students of all ages.
 - i. Wellness and fitness classes continue to be offered including specially grant-funded classes for the older population. The College also changed policy to allow full and part-time employees full use of the fitness center at no cost.
 5. Partnering with community groups and agencies to promote life-long learning.
 - i. The College continues an aggressive practice of engaging with the community. Partnering with the city of Melbourne to build an addition to the Kids Academy child care facility.
 6. Providing a wide variety of personal enrichment course offerings.
 - i. Personal enrichment offerings continue to serve many people in the community.
 - o. The Fitness Center Director will work cooperatively with the Continuing Education Department to increase the number of health related CE courses offered.
 1. Fitness center continuing education courses are currently offered in Ash Flat and Melbourne to both students and community members. Continuing education courses are offered as instructors and facilities are available at each site. The Active Living Every Day program was offered via continuing education in Sharp, Izard, and Stone Counties through an AOA aging activity grant. The increase in courses included ALED and Arthritis in Horseshoe Bend.
 - p. The Fitness Center/Physical Education Department will continue to offer service learning opportunities for students through community partnerships throughout the service area.
 1. Five service learning opportunities were implemented through the college success and physical education courses.
- 4a3. Ozarka College supports professional development opportunities and makes them available to all of its administrators, faculty, and staff.

Actions Student

- a. Assessment Coordinator will continue to participate in workshops and conference calls related to testing procedures.
 - 1. Workshops/conference calls attended in 2009-2010 include:
 - a. CLEP Webinar on June 2, 2010, for CLEP Administrators;
 - b. CLEP Software Updates are received from College Board about monthly;
 - c. AIT testing instruction for TEAS and STEP provided via phone entitled " Hot to Proctor an Online Assessment;"
 - d. COMPASS testing involves frequent Internet System Messages from ACT such as the December 14, 2009 covering the "New COMPASS System Status Page."
- b. The Student Success Specialist and the Director of Planning and Special Projects will visit a model school for retention and attend a retention conference and will budget for these activities though Perkins.
 - 1. CSRDE was attended in September 2009.
- c. The Director of Planning and Special Projects will attend the Student Success Retention Conference, the NCA/HLC conference and AATYC and will budget accordingly.
 - 1. All three conferences were attended in 2009-2010.
- d. The Perkins grant will provide professional development related to student success for faculty, staff and administration.
 - 1. See 3b6t for a list of professional development activities provided by Perkins.
- e. Admissions and Financial Aid will continue to participate in the Ozarka College scholarship program.
- f. The Vice President of Student Services and other staff members will attend a Noel-Levitz Conference with the focus being on student retention.
 - 1. Student services staff attend workshops when appropriate.
- g. Advancement staff members will be encouraged to budget for and attend the annual AATYC conference.
 - 1. Seven of eight staff members attended AATYC in October 2009. Two staff members are currently serving as board members for the organization.
- h. Advancement staff members will be encouraged to complete professional development courses/training.
 - 1. Three advancement members attended a training retreat in April 2010.

- i. All instructors have the opportunity to attend the AATYC conference in October and are encouraged to attend other pertinent, in-state conferences. Out of state conferences are approved by the president due to budget constraints.
 - 1. In 2009, 35 faculty and staff members attended AATYC and 4 persons presented.
- j. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 - 1. For English, see 2c10.
- k. The Allied Health Division instructors will plan to attend at least one conference related to their field during 2008-09 as well as keeping up to date through CEUs and re-certifications as required in the ever-changing healthcare field and budget accordingly.
 - 1. Each instructor has a valid license. Continuing education for the nursing instructors includes 24 credit hours, 80.9 CEU's, and 2 conference attendances, and attendance of professional meetings.
- l. All Education/Science/Math instructors will be offered the opportunity to attend the AATYC conference in October.
 - 1. Four division faculty members attended.
- m. The Math, Science and Education Division will request budgeted funds for professional meetings, certifications and continuing education.
 - 1. Three science instructors attended NSTA.
- n. The Developmental Education Department's fulltime faculty will attend the ArkADE and NADE conference.
 - 1. ARKADE was attended but NADE was not attended due to budget constrictions.
- o. The VPAA will support professional development opportunities in-state and out.
 - 1. This was done and is ongoing as budget allows.
- p. Personnel will attend the state conference yearly and national conference for Adult Education when the budget permits. Individuals will attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)
 - 1. Personnel attended the state conference and various workshops.
- q. Annual instructor in-service will be held to implement changes in content for instruction. (AE)
 - 1. Instructors attended in-service in August.

- r. To obtain professional development and network with representatives from other educational institutions, registration fees and other travel related expenses were budgeted for Finance staff members to attend the annual SACUBO fall meeting and other professional development meetings.
 - 1. Due to reductions ins out of state travel budget, this conference was not attended
- s. The annual operating budget reflects an expenditure line item to allow tuition waivers for employees to take courses at Ozarka College.
 - 1. This was done and is continuing.
- t. The annual operating budget will include \$25,000 for employee tuition reimbursements to complete professional development or personal enrichment opportunities at educational institutions of their choice.
 - 1. This was done and is continuing.
- u. Members of the Finance staff are encouraged to attend and participate in various meeting and workshops on campus and to keep current in campus activities such as AAWTYC.
 - 1. This was done and is ongoing. Examples include the VPF attending AATYC, AACUBO, HR seminar by Fred Pryor, and ARCUPA. The HR director attended ARCUPA.
- v. **TRiO SSS staff members will attend all relevant Ozarka College professional development opportunities.**
 - 1. **All TRiO SSS staff members attended relevant Ozarka College professional development opportunities.**
- w. **TRiO SSS staff members will attend and document all appropriate professional development activities which are within budget constraints.**
 - 1. **All TRiO SSS staff members attended a variety of professional development activities which are documented in the budget and staff training files. Professional development activities covered topics such as program leadership, budget management, and TRiO legislation and regulation.**
- x. Human Resources will attend at least two professional meetings for OPM.
 - 1. No OPM meeting warranted attending.
- u. Human Resources will attend J. P. Farley workshops in Memphis.
 - 1. In January HR attended a JP Farley Board Meeting, in March a JP Farley workshop, in June a JP Farley Board Meeting, and in August a JP Farley planning meeting.
- y. **Ozarka will provide support to ensure that faculty, students, and staff acquire, discover, and apply knowledge.**

1. Professional development continues as a high priority for the College and is part of the new strategic plan.

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

Actions

- a. Press releases are distributed to area media to recognize student, alumni and faculty achievements.
 1. Press Releases are distributed weekly to approximately one dozen media outlets across the four county service area.
- b. TRiO SSS will continue to highlight students in its monthly newsletter.
 1. This was done and is continuing.
 2. TRiO also highlighted several students at the annual gourmet night and awards banquet.
- c. TRiO SSS will continue to nominate a TRiO Hall of Fame student and a TRiO Achiever to its state and regional associations.
 1. A TRiO Achiever and TRiO Hall of Fame Student were nominated for the 2009-2010 year.
- d. Ozarka College Mountain View will continue to maintain a “History of the Campus Scrapbook” containing newspaper clippings and pictures of students, faculty and staff involvement in activities on the campus and in the community.
 1. This was done and is ongoing.
- e. Ozarka College Mountain View will continue to maintain at least one hall bulletin board that will feature “Students in the News” and site and community activities.
 1. This was done in 2009-2010 and is continuing.
- f. The Fitness Center/Physical Education Department will continue to require students to demonstrate knowledge building, scholarship related outcomes in each course.
 1. Course assessment and completion data are maintained in the department.
- g. Ozarka College will continue to hold a public graduation, including the display of faculty and staff regalia and student honor regalia.

1. Graduation was conducted in the John E. Miller auditorium in May to celebrate student achievement.
 2. A mace is being crafted for the 2010-2011 graduation.
 - h. Ozarka College will continue to select staff and faculty members and students of the year.
 1. Staff, faculty, students and alumni of the year were selected for the 2009-2010 academic year and they will be recognized at the Annual AATYC convention.
 - i. The President will continue to have a “kudos” section in monthly reports to the Board of Trustees.
 1. This is used monthly to highlight accomplishments of faculty and staff.
- 4a5. The faculty and students, in keeping with the Ozarka College mission, produce scholarship and create knowledge through basic and applied research.

Actions

- a. Academic divisions will increase of the use of research papers in classes requiring library and online research.
 1. The Math, Science, and Education Division increased the use of research papers in various courses including Introduction to Education, Concepts of Physical Activity, Personal Health and Wellness, and a science course.
- b. In the Developmental Department, a student's attempts to strive for scholarship and knowledge are evaluated through essays that require research, oral reports, small group, and individual projects.
 1. This was done and is ongoing.
- c. Science and math instructors will compare learning outcomes with pre/post test results, CAAP test results, and student evaluations to assure students have achieved breadth of knowledge and skills.
 1. This entry is unidentified.
- d. The VPAA will work with the Academic Divisions to create an Honor’s program.
 1. An Honors program was designed by Rodney Williams and is on hold until after the HLC visit.
- e. In the Arts and Humanities Division, a student’s ability to strive for scholarship and knowledge is evaluated through public speaking, small group projects, and art, music, and theater projects.

1. This was done and is ongoing. Many courses within the division involved one or more of these projects.

4a6. Ozarka College and its units use scholarship and research to stimulate organizational and educational improvements.

Actions

- a. The Student Success Specialist will continue to research statistics related to retention and completion at Ozarka College and distribute this information for assessment and planning purposes.
 1. The specialist did monitor data and report it back in the retention newsletter. Data was monitored using ADHE's annual retention report and also the internal non-returning student report.
- b. TRiO will continue to utilize its various evaluations of programming to improve student learning.
 1. TRiO uses a variety of evaluations to conduct planning and programming. Evaluations are conducted at the end of each activity and the results are used to plan for following activities. These actions are documented in the event planning files.
- c. Assessment results will be used for program and institutional improvement.
 1. Assessment results are reviewed by departments and each academic division prior to an intensive review by the Planning and Assessment Council of the College.
- d. Survey results will be used for program an institutional improvement.
 1. Survey results were reviewed and used to refine processes and procedures.
- e. Data for the Ozarka College Mountain View Site Satisfaction Survey and observation by the Site Coordinator and office staff indicate there is an increasing lack of parking space available on the campus. The Campus Coordinator will work with the Maintenance, Grounds Departments, and the Institutional Improvement Committee to study the possibility of additional parking spaces being added and at what cost to the budget.
 1. Additional temporary parking has been made available at the facility pending the completion of the new parking lot.

- f. Data from the Ozarka College Mountain View Site Satisfaction Survey and observation by the Site Coordinator and office staff indicate additional need of outdoor lighting to improve safety. The Site Coordinator will work with the Maintenance, Grounds Departments, and the Institutional Improvement Committee to study the possibility of additional outdoor lighting and at what cost to the budget.
 - 1. This has not been done and is pending based on the new building project.
- g. The Developmental Education Department uses ideas from NADE publications such as the *Journal of Developmental Education* to stimulate improvements to the teaching and learning process.
 - 1. Faculty members receive updated information and professional organization membership and stay abreast of relevant research. Examples of improvements include cognitive pre-testing, scaffolding, and more group and hands-on work.
- h. In the Developmental Department, a student's ability to stimulate organizational and educational improvements is evaluated through individual and small group projects.
 - 1. Multiple opportunities for different learning abilities and preferences are provided and utilized such as vocabulary bingo.
- i. In the Arts and Humanities Division, a student's ability to stimulate organizational and educational improvements is evaluated through public speaking, small group projects, and art, music, and theater projects.
 - 1. This was done and is ongoing. Many courses within the division involved one or more of these projects. There were presentations in general psychology, art projects in fine arts visual courses, and presentations in history courses.
- j. The Arts and Humanities division will continue to learn direct and indirect measures of assessment.
 - 1. For English, see 2c1o.

Priority

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

- 4b1. Ozarka College 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. All technical certificate and associate degree programs will continue to have required general education coursework.
 1. The Arts and Humanities Division offers elective courses such as Interpersonal Communication, Global Communication, Studio Art, Painting for Non-majors, and Drawing.
 2. The BT AAS degree plan includes courses in general education, including: English, Mathematics, and Oral Communication.
 3. A review of the Catalog indicated that all certificate and associate programs have general education coursework.
- b. The Physical Education department will continue to increase the use of outcomes based teaching practices while emphasizing “rest of life” learning opportunities.
 1. Some "rest of life" learning opportunities included developing of a fitness plan, learning healthy meal planning, body fat calculation, learning healthy behaviors and modification techniques, practicing online nutritional analysis, participating in army recruitment fitness testing, and hearing a speaker presentation by a dietician.
- c. The Fitness Center will continue to provide open access educational information, speakers and events to promote health and fitness through the lifespan.
 1. This was done and is ongoing.
- d. The Student Orientation course will stress both life-learning skills (research, time management, stress management, money management, note-taking, listening skills, reading skills, and computer skills) and diversity skills.
 1. This was done and is ongoing.
- e. The Arts and Humanities Division offers elective courses such as Interpersonal Communication, Global Communication, Studio Art, Painting for Non-majors, and Drawing.
 1. This was done and is ongoing.

- f. The VPAA and Faculty Council routinely evaluate all general education outcomes.
 - 1. General Education outcomes were assessed in spring 2009.
 - g. TRiO SSS will continue to support Ozarka general education endeavors through its tutoring program and its special programming and will budget accordingly.
 - 1. TRiO SSS provides tutoring services to SSS participants at Melbourne, Ash Flat and Mountain View. Participants received one-on-one and group tutoring from peer or professional tutors in topics such as math, English, accounting, economics, history, psychology and other areas as needed.
 - h. Based on requests for tutoring, the SSC will continue to employ tutors specializing in math and English in 2009 and budget accordingly.
 - 1. This was done in 2009-2010, resulting in 1320 tutee sessions.
- 4b2. Ozarka College regularly reviews the relationship between its mission and values and the effectiveness of its general education.

Actions

- a. Program reviews will continue to be conducted every five years.
 - 1. A new timeline has been developed and submitted to ADHE. First program review is 2011.
- b. The VPAA and Faculty Council will routinely evaluate all general education outcomes.
 - 1. General Education outcomes were evaluated in the spring 2009 semester.
- c. Advisory committee meetings will be held annually. (AE)
 - 1. Business Technology and Automotive Service Technology meetings were held in November 2009.
- d. The mission, vision, values and general education guidelines will be reviewed periodically.
 - 1. Mission, Vision, Values were reviewed by the Administrative Council, Planning and Assessment Council, President's Advisory Council and then approved by the Board of Trustees on March 11, 2010, after all employees and student representatives had opportunities to review and provide input.

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

Actions

- a. The Allied Health Division will continue to assess the effectiveness of student knowledge base by employee surveys and alumni surveys.
 1. This was done and is ongoing.
- b. The College Planning and Effectiveness Committee will continue to monitor assessment of student learning.
 1. The Planning and Assessment Committee was superseded by the Planning and Assessment Council (PAC) which reviews and refines assessment at the course, program and institutional levels of the College. The PAC met five times from January 1 to June 30, 2010.

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

Actions

- a. The Arts and Humanities Division will offer live theater productions for the students and the community; they have art exhibits and musical performances.
 1. This was done and is ongoing.
- b. The Social Science department, in conjunction with the office of the VPAA will investigate the feasibility of an honors program at Ozarka College. The program, if approved, will be in place by August 2009.
 1. Discussion has been discontinued.
- c. The Arts and Humanities division will take students on field trips, focusing on learning objectives on creativity, diversity awareness, and social responsibility.
 1. Lack of funds prevented this from happening.
- d. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics, and BMI measurements with the public schools as needed.

1. This was done and is ongoing. In addition, AH participated in Fall Festival, Spring Carnival, raising money for breast cancer research, and other projects. A total of 265 students (duplicated) participated across 16 community and school projects from October 2009 through June 2010. Activities included flu clinics, fall festival, commodities distribution, hand washing and prevention, blood pressure clinics, family health care fairs, ALPNA competitions, parades, disaster drills, and Relay for Life.
- e. The Culinary Arts Department will offer Gourmet Café Night where the students establish, and execute menu for the general public in a fine-dining restaurant setting. They also will do privately catered functions to continue the student’s learning objectives, both on campus and off-campus. When there is a need for community service meals, they use these opportunities to show the students the importance of giving back to their communities.
 1. The following activities were catered by Culinary Arts: two TRiO dinners, Legend Tournament at Horseshoe Bend, Scholarship Reception, College Day, Brown Reunion, fundraising for the Batesville safe house, Bill Davis Cattle Event, Ozarka Gala, Mountain View Art Exhibit, President's Christmas party, Silica Christmas Party, two nursing Capping and Pinning ceremonies, and ten Gourmet Nights.
- f. The Fitness Center will strive to continue offering continuing education courses that serve the needs of the service population as well as assistance in individual fitness program development.
 1. Fitness center continuing education courses are currently offered in Ash Flat and Melbourne to both students and community members. Continuing education courses are offered as instructors and facilities are available at each site. The Active Living Every Day program was offered via continuing education in Sharp, Izard, and Stone Counties through an AOA aging activity grant. CE and regular courses in spring included ALED, HEED, Arthritis Exercise, Core Strengthening, and Intro to Fitness.
- g. Based on the success of having over 500 attendees for Fall Festival and 750 for Spring Carnival, The Student Success Center in conjunction with Career Pathways will continue to offer Fall Festival and Spring Carnival where the College and students have the opportunity to serve the public by offering healthy, fun alternatives to drinking, using drugs and smoking. Grants will be written for funding.

1. This was done in 2009-2010 with over 500 attendees for Fall Festival and over 700 attendees for Spring Carnival.

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

Actions

- a. All academic divisions will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 1. The ACTS review took place prior to the fall semester to ensure compatibility.
- b. Course Assessment Plans will be completed at the end of each semester and the Program Assessment Plans will be completed at the end of the spring semester.
 1. Math, Science, and Teaching Division completed and submitted the plans to the VPAA via email, and uploaded to individual course assessment links.
 2. Business Technology, Culinary Arts, and Automotive Technology send plans to the VPAA and uploaded them to the drop box.
- c. The Arts and Humanities Division will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 1. This was completed.
 2. This has not been done by the Division Chair in spring 2009, but no significant changes have been made since then. Also, see 3a1e.
- d. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 1. See 2c1o, 3c6, and 3c1d.
- e. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 1. Composition I and II syllabi were evaluated in January and May.

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

Actions

- a. All academic divisions will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 1. The ACTS review took place prior to the fall semester to ensure compatibility.
- b. The Arts and Humanities Division will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
 1. This was completed by the Division Chair in spring 2009.
- c. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 1. This was completed. See above.
- d. TRiO SSS will continue to offer student transfer trips to TRiO SSS participants in order to facilitate the students' confidence in acquiring continued formal education and will budget for these trips.
 1. TRiO SSS completed eight transfer trips during the 2009-2010 academic year with twenty participants.

Priority

Initiative 4c. Ozarka College 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. Programs will be reviewed every five years according to ADHE policy.
 - 1. This is continued. Due to the upcoming HLC visit, the first program review under the new ADHE protocol will be in 2011.
- b. For the Allied Health Division--the Nursing Program Reviews are done in accordance with the Arkansas State Board of Nursing which is every five years. The LPN review will be in 2013. The RN review was done year 2007 for full approval and will be done again in 2012. The Arkansas Department of Health also did their site visit 2008 for the EMT program. This will be done again in 2009. Even though the HIM program is not accredited as yet, review of the AHIMA accreditation curricula is completed each spring to ensure that students are receiving the knowledge and skills set by this professional organization.
 - 1. This was done and is ongoing.
- c. The Office of Long Term Care (OLTC) approved the application for a Certified Nursing Assistant Program in the summer of 2007. A site visit was done by the OLTC and will be done every two years.
 - 1. The Office of Long Term Care (OLTC) approved the application for a Certified Nursing Assistant Program in the summer of 2007. A site visit was done by the OLTC and will be done every two years.
- d. The Developmental Department is included in the General Education Program review that is done every five years
 - 1. This was done and is ongoing.
- e. Adult Education will determine if student numbers are sufficient to maintain or increase funding.
 - 1. Results are pending.
- f. Adult Education will determine if students have demonstrated a significant increase in the educational levels to maintain or increase funding.
 - 1. Results are pending.
- g. Adult Education will determine if the pass rate of Adult Education students meets or exceeds the requirements set by state and federal indicators.
 - 1. The GED graduates pass rate at Ozarka College is stated in the Annual GED Statistical Report.

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

Actions

- a. All academic divisions will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
 1. This was done and is ongoing.
- b. The Allied Health Division programs will continue to have competencies and skill checks that students must master in order to graduate as well as progress through the programs.
 1. This was done by the Division Chair in spring 2009.
- c. The Arts and Humanities Division will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
 1. This was done and is ongoing.
- d. The English faculty will continue the portfolio assessment to ensure writing related general education outcomes.
 1. Faculty from every department are invited, with a particular focus on inviting participants from technology, nursing, and automotive to ensure that writing skills taught in Freshman English courses are the same skills that will be needed in the workforce. In 2009-2010, an automotive instructor, a biology instructor, a history adjunct instructor, and a business adjunct faculty instructor attended, in addition to several English adjuncts, the fulltime English faculty, and two members of the administrative team. As a result of input from the biology instructor, all fulltime English faculty members teach APA in addition to MLA. As a result of input from the automotive instructor, English faculty members are incorporating more résumé writing and cover letter skills into developmental writing courses.
- e. The Math, Science and Education Division Chair will continue to examine course syllabi for each class to ensure that outcomes are based on “rest of life” experiences.
 1. This was re-examined each semester and evaluated for necessary changes, additions or deletions that parallel the ACTS course system, transfer, and career readiness by the MSE Division Chair.

- f. The Development area will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge, skills, and professional competence essential to a diverse workforce skills and the capacity appropriate to this level.
 - 1. This was done and is ongoing by the lead developmental instructor in August and January.
 - g. Due to the low natural diversity in the service area, the Diversity Committee will continue to adopt learning goals to assist Ozarka students in gaining abilities to adapt to a more diverse workforce.
 - 1. The Diversity Committee continued to meet during 2009-2010 and offer activities. Greece International Day, Hoxie 21, SKYPE connections to Siberia, Ukraine Culture and Music, and other activities were sponsored by the Committee or by various instructors to increase global and diversity awareness and skills.
- 4c3. Learning outcomes document that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.

Actions

- a. The Student Success Specialist will yearly review the Student Success Center mission and learning outcomes for the components of the Student Success Center: academic coaching, career counseling and job placement to enhance their skills for functioning in a diverse local, national and global society.
 - 1. The specialist and vice president reviewed the Student Success Center activities and determined that they promoted student growth in functioning in society.
- b. Planning will continue to do a spring alumni survey.
 - 1. This survey was conducted in May 2010 with results to follow.
- c. All academic divisions will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
 - 1. All syllabi are re-examined each semester and evaluated for necessary changes, additions or deletions that parallel the ACTS course system, transfer, and career readiness.
 - 2. This was done in August by the MSE Division Chair.
- d. The English department will continue the portfolio assessment to ensure writing related general education outcomes.

1. See 2c1o and 3c6.
 - e. The Arts and Humanities Department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
 1. The Division Chair reviewed all outcomes and determined that they were consistent across sections and related to the General Education Outcomes.
 - f. The Allied Health Division will continue to have specific learning outcomes to assist graduates in achieving employment opportunities in their chosen field.
 1. This was done and is continuing.
 - g. The Math, Science and Education division will continue to examine course syllabi for each class to ensure that outcomes are based on “rest of life” experiences.
 1. Outcomes are re-examined each semester and evaluated for necessary changes, additions or deletions that parallel the ACTS course system, transfer, and career readiness.
 - h. The Developmental Department will continue to examine course syllabi for each class to ensure that graduates have gained the skills they need to function in a diverse local, national, and global society.
 1. This was reviewed by the MSE Division Chair in August.
 - i. External constituents will continue to recruit graduating students from all arenas of nursing practice.
 1. This was done and is ongoing. The Allied Health Division Chair has an ongoing relationship with various local nursing facilities and keeps them apprised of potential recruits.
 - j. TRiO SSS will continue to offer student transfer trips to TRiO SSS participants in order to facilitate the students’ confidence in acquiring continued formal education and will budget for these trips.
 1. TRiO SSS continues to provide transfer trips.
 - k. Based on usage assessment, TRiO SSS will continue to provide various technology equipment for check-out by TRiO SSS participants and will budget accordingly.
 1. TRiO SSS provides technology equipment for checkout to participants.
- 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. Planning and Special Projects will conduct an annual alumni survey each spring.
 - 1. This survey was conducted in May 2010 with results to follow.
- b. All academic programs have advisory boards to provide input to update and enhance curriculum. The boards meet once a year.
 - 1. The Advisory Boards met November 10, 2009.

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

Actions

- a. Ozarka College offers a variety of scholarship opportunities and continually strives to increase the number and amounts offered to students.
 - 1. The Ozarka College Foundation now sponsors 25 scholarships. The College continues to sponsor a variety of scholarships including Ozarka student and employee scholarships and reimbursement for employees attending other colleges and universities if program requirements are met.
- b. The Fitness Center will continue to develop and update a referral network to include physicians, local public health agencies, senior centers, mental health agencies, and civic organizations. This network will serve as an advisory panel and focus group to ensure adequate service.
 - 1. Focus groups and advisory committee were utilized as per the AOA active aging grant. This was done once in 2009-2010 due to the grand ending.
- c. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 - 1. See 2c1o and 3c6.
- d. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 - 1. Syllabi were revised for clarity; see 2c1o and 3c6.
- e. The Arts and Humanities division will include adjuncts in the review and selection of textbooks.

1. Adjuncts assist in textbook review at portfolio assessment meetings. One adjunct has consistently attended every meeting and did assist with selection of the current Composition I, Composition II, and World Literature textbooks.

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

Actions

- a. All academic divisions will assure that specific expectations of knowledge and skill levels are well defined in course syllabi. Various assessments are utilized to ascertain mastery of the course learning outcomes.
 1. All learning outcomes for all courses were reviewed and updated in spring of 2010.
 2. The MSE Division Chair completed this in spring.
- b. The Fitness Center will strive to assist participants in increasing a self reported stage of change level post-program.
 1. Entry and exist survey's include stage of change designation and explanation as self reported by participants.
- c. The English department will continue the portfolio assessment to ensure writing related general education outcomes
 1. This was completed. See above.

4c7. Ozarka College provides curricular and co-curricular opportunities that promote social responsibility.

Actions

- a. Student Services personnel assist with elementary and high school competitions, college-related activities, and community-sponsored events.
 1. This was done and is ongoing.
- b. The VPSS will work with a task force to improve the student government organization.
 1. This was done and is ongoing.
- c. TRIO and Career Pathways partner to provide a student seminar with various topics.

1. TRiO SSS partners with other student services departments to provide a student seminar each semester.
- d. Various student organizations such as PTK will participate in community service activities.
 1. PTK collected board games, hats, and gloves for distribution to needy families for Christmas. In addition, they hosted the annual Easter Egg Hunt for the Kids Academy and collected pop tabs for the Ronald McDonald House.
- e. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics, and BMI measurements with the public schools as needed.
 1. This was done and is ongoing. In addition, AH participated in Fall Festival, Spring Carnival, raising money for breast cancer research, and other projects.
- f. The Social Science faculty will provide guests speakers for the Arkansas History course to help supply students with important knowledge. This will be reflected in the budget.
 1. This was completed. See examples below.
 - i. Lara Sanders, Pine Needle Weaving & Cherokee Heritage (Fine Arts Visual, 09-22-09)
 - ii. Duane Porterfield, The Digeradoo & Australian Music (Fine Arts Visual, 09-28-09)
 - iii. Ian Beard, The Women Christian Temperance League as the Start of the Women's Movement in Arkansas (Arkansas History, 10-27-09)
 - iv. Quantia Fletcher, The Mosaic Templars Cultural Center and the Ninth Street Renaissance (Arkansas History, 11-17-09)
- g. The Arts and Humanities division will take students on field trips, focusing on learning objectives on creativity, diversity awareness, and social responsibility.
 1. See above entry.
 2. The fine arts visual class in MV went on a tour of local art studios.
- h. The College will continue to support Arbor Day activities.
 1. Arbor Day was held in March outside of the Miller Building and included participation of employees, students, the Kids Academy, and Smokey the Bear.
- i. Ozarka College Mountain View staff, students, and faculty will continue to participate in community service and promote social responsibility by sponsoring blood drives and community activities including

Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities, and the MV Area Chamber of Commerce.

1. Done and continued. In addition, an instructor works with the Lions Club.
- j. The Ozarka College Mountain View site will continue to participate in the Stone County Recycling Program.
 1. Recycling is picked up every Thursday throughout the year.
- k. Various instructors will use service learning in their courses.
 1. Service learning is included in the course outcomes for Concepts of Physical Activity and is assessed each semester by individual faculty members. Some projects include painting Cave City Elementary School, picking walnuts for the Manna House, tornado pick-up, food bank and holiday swap, and a back pain clinic.
 2. Various student success instructors used service learning.

Priority

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

Strategies

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

Actions

- a. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics , and BMI measurements with the public schools as needed.
 1. This was done and is ongoing. In addition, AH participated in Fall Festival, Spring Carnival, raising money for breast cancer research, and other projects. A total of 265 students (duplicated) participated across 16 community and school projects from October 2009 through June 2010.

- b. The English faculty will continuously evaluate its portfolio assessment system to ensure course quality.
 - 1. Fulltime English instructors report that the current assessment system brings attention to the syllabus objectives very much to the instructor and student. This awareness is sometimes so much that traditional approaches to course material are overshadowed by attention to the course outcomes. There is debate as to the degree to which this attention to syllabus objectives is desirable, as hyperawareness of the objectives may be a distraction to students as they are trying to internalize these outcomes.
 - c. The Physical Education instructors will implement a behavior change contract to verify student understanding of course outcomes, objectives, and grading systems.
 - 1. All students complete a contract, and evaluate progress throughout the semester.
 - d. With results from the Student Satisfaction Survey indicating that 70% of the students feeling somewhat connected to Ozarka College, Ozarka College Mountain View staff will continue to advise students of student success programs, including TRIO and Career Pathways, and the support and services (tutoring) that these programs make available. An increased number of students taking advantage of tutoring, workshops such as financial planning, college transfer, and stress management, and by students working together in classroom activities, a feeling of being more connected to the college will be achieved.
 - 1. Student orientation was held on the MV site in fall and spring. Early alerts are sent to students encouraging them to participate in the Student Success Center. Advisors make recommendations during the registration and advising process.
 - e. Based on successful evaluations, TRiO SSS will provide a variety of workshops focused on developing student academic and professional skills to TRiO SSS participants and budget accordingly.
 - 1. TRiO SSS provides a variety of workshops to students at the student seminar, in classes and individually.
- 4d2. Ozarka College follows explicit policies and procedures to ensure ethical conduct in its research and instructional activities.

Actions

- a. The VPAA office will continue to review college and Board of Trustees policies as it pertains to instruction.

1. This was done and is ongoing. The VPAA attends CAO meetings at ADHE to remain current in policies and higher education issues.
 - b. The Physical Education instructors will implement a behavior change contract to verify student understanding of course outcomes, objectives and grading systems.
 1. This was done and is ongoing.
 - c. The Arts and Humanities division will evaluate course syllabi to ensure that syllabi are aligned.
 1. This was done and is ongoing. The Division Chair reviewed outcomes in spring 2009 to ensure that the outcomes matched the ACTS courses and were consistent with each other.
- 4d3. Ozarka College encourages curricular and co curricular activities that relate responsible use of knowledge to practicing social responsibility.

Actions

- a. Planning and Special Projects along with Grounds will continue to promote Arbor Day.
 1. Arbor Day was held on the Melbourne and Ash Flat locations with the assistance of Grounds and Advancement. It was not held on the Mountain View site due to anticipation of the building project. Planning organized the State Arbor Day celebration at UACCB.
 - b. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, BMI measurements with the public schools, and flu shot clinics as needed.
 1. This was done and is ongoing. In addition, AH participated in Fall Festival, Spring Carnival, raising money for breast cancer research, and other projects.
 - c. Various instructors will use service learning in their courses.
 1. This was done and is ongoing. See 4c7k.
- 4d4. Ozarka College provides effective oversight and support services to ensure the integrity of research and practice conducted by its faculty and students.

Actions

- a. TRiO SSS will report all activities to the Vice President of Student Services.

1. This is continuing.
 - b. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 1. Composition II has been evaluated each year since 2008. A random selection of students in this course that teaches basic research skills can give a fairly accurate indication of the integrity of student research skills. However, the portfolio was judged to be a less accurate indication than a capstone. The committee voted in May 2010 to start a capstone assignment for fall 2010.
- 4d5. Ozarka College creates, disseminates, and enforces clear policies on practices involving intellectual property rights.

Actions

- a. All academic divisions will continue to include specific descriptions of plagiarism in its syllabi.
 1. This is done every semester.
- b. The English department will continue the portfolio assessment to ensure writing related general education outcomes.
 1. The English portfolio assessment did not address issues of plagiarism, which is one of several reasons the Composition II assessment was revised in May 2010 to a capstone assignment.
- c. The English department will evaluate course syllabi to ensure that syllabi are aligned.
 1. This was not done in relation to intellectual property rights.
- d. Revisions to course syllabi for Composition I and Composition II will be evaluated for clarity on a bi-annual basis.
 1. This was not done in relation to intellectual property rights.
- e. The Math/Science and Education Division will continue to re-examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry appropriate to this level.
 1. The syllabi are re-examined each semester and evaluated for necessary changes, additions or deletions that parallel the ACTS course system. Two changes were biology revisions of adding exploration of cellular structure and adding mastery learning by primary student research.

- f. Science instructor will continue to require laboratory students to sign a safety contract.
 - 1. This was done and is ongoing.
- g. The VPAA will continue to strictly enforce the current policies pertaining to plagiarism.
 - 1. This was done and is ongoing.
- h. The Admissions Office will provide information regarding plagiarism during New Student Orientation.
 - 1. This was completed and is ongoing.

4d6. Learning outcomes demonstrate effective preparation for continued learning.

Action

- a. The Developmental Department will continue to re-examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry appropriate to this level. Syllabi should be consistent with the Arkansas Course Transfer agreement.
 - 1. The lead instructor reviewed this each semester in division meetings or with other instructors.

Primary Goal 5: Engagement and Service

Priority

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

Strategies

5a1. Ozarka College commitments are shaped by its mission and its capacity to support those commitments.

Actions

- a. The Professional Development Committee assesses the professional development needs of the organization to ensure that there are ongoing and progressive measures in place to promote faculty adherence to the organization's mission.
 - 1. This was done and is ongoing.
 - b. The College scholarship committee awards institutional scholarships to support student retention and to recognize student achievement.
 - 1. Scholarship awards were completed prior to the goal of completion set for June 1, 2010.
 - c. Based on the fall 2008 Student Success Survey, the Student Success Center will continue to operate the programs it instituted during spring and fall 2008 and budget accordingly through the Perkins grant and the SSC budget.
 - 1. The programs continued under the Perkins Grant and the SSC Ozarka budget.
- 5a2. Ozarka College practices periodic environmental scanning to understand the changing needs of its constituencies and their communities.

Actions

- a. Advancement staff will continually obtain feedback from community members to ascertain the needs in the service area.
 - 1. With the assistance of the Foundation Board, the advancement team stays closely in touch with the events and issues happening in the community surrounding Ozarka College. Chamber of commerce meetings were attended regularly at Salem, Mammoth Spring, and Hardy.
- b. Academic advisory Boards will continue to meet once a year to address program needs, changes in the environment, and other pertinent needs of the community and specific jobs.
 - 1. Allied Health Advisor Board met November 10.
- c. The Fitness Center will continue to implement focus groups and advisory panels as a means of environmental scanning and needs assessment.
 - 1. This was done once in 2009-10 in ALED.
- d. Ozarka College will survey all constituencies, initiate focus group meetings, and community forums to analyze its capacity to serve the needs and the expectations of the citizens of north central Arkansas.

1. Community groups and external advisory groups are regularly convened to discuss needs of the communities served by the College.
 - e. Planning and Special Projects will continue to complete the Alumni Survey (yearly) and Environmental Scan (even numbered falls) and budget for these projects.
 1. The Alumni Survey was conducted May 2010 with results pending and the External Environmental Scan is scheduled for fall 2010.
- 5a3. Ozarka College demonstrates attention to the diversity of the constituencies it serves.

Actions

- a. Planning and Special Projects will institutionalize parts of the DOJ grant in order to continue women's advocacy services and will budget accordingly.
 1. The blog continues to be available to students 2,363 hits occurred during 2009-2010 though there is no way to determine how many of these hits were students.
- b. The SSC will provide services to all students on all campuses and will budget for tutors and materials.
 1. Tutoring and services were available at all locations. The Center provided 1320 tutee sessions, distribution of 675 newsletters, weekly distribution of *Elephant Bites*, 2 Success Closet distributions, 73 Kuder tests, 412 early alert calls, 127 early alert emails, and several resume workshops during 2009-2010. In addition, the Center sponsored the Fall Festival and Spring Carnival, two highly attended activities that included drug and alcohol education.
- c. The Diversity Committee will continue to set goals/outcomes for each academic year.
 1. The Diversity Committee continued to meet during 2009-2010 and offer activities. Greece International Day, Hoxie 21, SKYPE connections to Siberia, Ukraine Culture and Music, and other activities were sponsored by the Committee or by various instructors to increase global and diversity awareness and skills. It conducted a student diversity survey.
- d. The Diversity Committee will develop employee, student, and targeted surveys to better assess the diversity climate at Ozarka to facilitate planning for the academic year.
 1. The Diversity Committee created and conducted a student diversity survey during 2009-2010.
 2. The CCSSE was done this spring and contains diversity items of interest.

- e. The mandatory student orientation course will include a chapter on diversity.
 - 1. This was done and is ongoing.
- f. The Professional Development Committee ensures recognition of diversity issues within a developmental framework by periodically addressing concerns within the committee membership, and taking further action when deemed appropriate.
 - 1. This was done and is ongoing.
- g. Periodic environmental scans are performed and addressed in Instructional Council.
 - 1. Diversity is discussed in the IC. Mr. Williams has actively sought out and arranged to have several guest speakers to discuss diversity issues this academic year.
- h. The Fitness Center will utilize creative marketing and outreach programs to ensure diverse enrollment and disparate inclusion.
 - 1. Emails and postcards were sent to previous enrollers at the New Year, focusing on resolutions. Also, Arthritis Exercise class fliers were sent to the nursing homes and rehab facilities.
- i. The Fitness Center will continuously strive to provide funding for programs to ensure diverse enrollment and disparate inclusion.
 - 1. This was done and is ongoing.
- j. TRiO will continue to provide cultural diversity opportunities to TRiO SSS participants, both on and off campus.
 - 1. TRiO SSS provides diversity opportunities through workshops, transfer trips and cultural events. Additionally, information is provided in the department newsletter.
- k. 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.
 - i. The College reacts quickly with its regional partners to respond to the training needs of the community. Plans began in 2009-2010 to better serve Fulton County by adding a course site in Mammoth Spring.
 - 2. Providing support services to all participant in Ozarka College programs.
 - i. Support services were enhanced in the 2009-2010 academic year by aggregating all service programs under the VPSS and will be further developed in 2010-2011.

3. Providing transition assistance for students.
 - i. Academic institutional scholarships are provided to many students each year.
4. Providing opportunities and support for community development and partnerships.
 - i. The College actively participates in and plays a leadership role in partnering for economic development. Examples in 2009-2010 include working with the ASUMH poverty grant and ADHE poverty initiatives, continuing chamber memberships, and co-authoring a grant to expand the Kids Academy with the City of Melbourne.
5. Providing support and initiatives for partnerships with business and industry.
 - i. The President has agreed to join the regional workforce investment board and college leaders actively participate in economic development with area business and industry. The President also serves on the Aerospace Training Advisory Council which is one of the state's leading growth industries.

5a4. Ozarka College outreach programs respond to identified community needs.

Actions

- a. The Arts and Humanities Division will continue to respond to the community needs in regard to art and culture opportunities for the community members.
 1. This was done and is ongoing. Examples include the Siberian exchanges, art shows by the art students for International Day, and guest speakers in various classes.
- b. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics, and BMI measurements with the public schools as needed.
 1. This was done and is ongoing. In addition, AH participated in Fall Festival, Spring Carnival, raising money for breast cancer research, and other projects. A total of 265 students (duplicated) participated across 16 community and school projects from October 2009 through June 2010.
- c. The Culinary Arts Department will respond to the community needs in regards to dining experiences that are provided to the community through Gourmet Café Night, on campus catering functions and off-campus catering functions.

1. This was done and is ongoing.
- d. Ozarka College Mountain View Site Coordinator will continue to work with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy. ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit.
 1. Twelve courses were offered July – December in 2009. Printed material is available in the coordinators office of the courses that were offered in 2009. The 2010 course offerings are available on the website www.arkansascraftschool.org. A public school teacher in-service was offered for a week during the 2010 summer. A total of 23 courses were offered for 2009-10.
- e. Working with the Continuing Education Department, OC-MV will increase the number of continuing education classes offered.
 1. OC-MV has worked with the Arkansas Craft School to schedule classes that receive Ozarka continuing education credit. In 2009-2010 In Mountain View, 23 courses were offered by the ACS for continuing education credit.
- f. Ozarka College Mountain View will sponsor a blood drive each semester for the American Red Cross.
 1. This was done and is ongoing.
- g. Ozarka College Ash Flat will work with the GED Department to continue offering a wide variety of days and times for GED classes/testing in the Sharp County Area.
 1. The Ozarka College Adult Education Program held GED classes in the lecture hall at Ash Flat each Monday and Wednesday from 9 am – 12 pm and 4 pm – 7 pm.
- h. Ozarka College Ash Flat will make the lecture hall available for area high schools to use for standardized testing.
 1. As evidenced by the school calendar, the facilities at Ozarka College-Ash Flat were utilized by community groups 28 times during the 2009-2010 fiscal year.
- i. Working with the Continuing Education Department, Ozarka College Ash Flat will increase the number of continuing education classes offered.
 1. This was not too successful this academic year. We will continue to find classes that will make.

- j. Ozarka College Ash Flat in conjunction with the PBL student organization will sponsor a blood drive each semester for the American Red Cross.
 - 1. This was done and is ongoing.
 - k. Continuing education staff will continue to assess community interest for non-credit courses.
 - 1. This was not done.
 - l. Several Ozarka College employees will continue to support Tree City USA by being on the Tree Board in Melbourne.
 - 1. Grounds, Advancement, and Planning participated as Tree Board members and in hosting the Arbor Day celebration besides the Extension Agent's new building.
 - m. Based on the success of having over 500 attendees for Fall Festival and 750 for Spring Carnival, the Student Success Center in conjunction with Career Pathways will continue to offer Fall Festival and Spring Carnival where the College and students have to opportunity to serve the public by offering healthy, fun alternatives to drinking, using drugs and smoking. Grants will be written for funding.
 - 1. Grants were awarded and Fall Festival and Spring Carnival drawing more than 500 and 700 people respectively.
- 5a5. In responding to external constituencies, Ozarka College is well-served by programs such as continuing education, outreach, customized training, and extension services.

Actions

- a. The Professional Development Committee offers programs to ensure Continuing Education is a proactive process within the organization.
 - 1. This was done and is ongoing.
- b. Ozarka College will continue to partner with the Arkansas Craft School to facilitate the creative economy in Arkansas.
 - 1. This was done and is ongoing.
- c. The Vice President of Academic Affairs will continue to work with Continuing Education to develop new courses and programs that could possibly be used to develop credit.
 - 1. This was done and is ongoing.

- d. Ozarka College will research offering a weekend and evening program to meet the needs of students who cannot come to class on traditional days of the week.
 - 1. This was done and is ongoing. The LPN program will be expanding in the fall to a night and weekend program.
- e. The Allied Health Division will continue to offer CNA classes which provide job opportunities and an expanded educational background for health care degree programs.
 - 1. New continuing education CNA classes have been conducted this academic year in conjunction with several area nursing homes and a standalone class.
- f. Ozarka College Mountain View and Ash Flat Site Coordinators will continue to encourage area clubs, organizations, schools and businesses to use the classrooms for training, conferences and meetings.
 - 1. The school calendar indicated date and time of various outside trainings, conferences, and meetings held at each location. In 2009-2010 with limited space available on the Mountain View site for outside activities, 21 activities were held.
 - 2. As evidenced by the school calendar, the facilities at Ozarka College-Ash Flat were utilized by community groups 28 times during the 2009-2010 fiscal year.
- g. The Ozarka College Mountain View Site Coordinator will continue working with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy. ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit.
 - 1. The Site Coordinator is a member of the Board and attends meetings regularly along with the VPAA. Three Ozarka College personnel serve on the ACS Board of Directors: Mike Delong, Vice President, Cherri McKee McSwain, chair of the Personnel Committee and Gin Brown, chair of the Program/Curriculum Committee. The minutes of the Board are available at the Mountain View location.
 - 2. Twelve classes were offered July – December in 2009. The course catalog for 2009 in printed form is available in the site coordinators office in Mountain View 2009. The 2010 course offerings are available on the website www.arkansascraftschool.org. A total of 23 course were offered for 2009-10.

- h. Ozarka College Ash Flat will make the lecture hall available to the U.S. Census Bureau to use for enumerator testing/training as they prepare for the 2010 Census.
 - 1. This was done in fall 2009 for testing and training.
- i. Ozarka College Ash Flat will make the conference room available for the UAMS/AHEC Prescription Drug Assistance Program to use as its offices in the Sharp County Area.
 - 1. This occurs weekly.
- j. The Math Division Chair will promote Ozarka College in a minimum of one community event per year.
 - 1. The Division Chair participated in Spring Carnival, Fall Festival, and Relay for Life.
- k. The Physical Education Department will continue to require students to participate in 2 service learning activities on behalf of Ozarka College during each semester.
 - 1. Service learning is included in the course outcomes for Concepts of Physical Activity and is assessed each semester by individual faculty member. See 4c7k.
- l. The Fitness Center will work with Continuing Education to increase fitness programming to ensure disparate inclusion and increase community collaboration.
 - 1. Courses offered included Intro to Fitness, Employee Wellness, Core strengthening, and Arthritis Exercise CE courses.
- m. Continuing Education and customized training courses are scheduled upon request from the community.
 - 1. Continuing Education needs are consistently assessed and courses are planned based on interest from the community and instructor availability.

Priority

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

Strategies

5b1. Ozarka College structures and processes enable effective connections with its communications.

Actions

a. The Public Relation Specialist maintains effective communication with local media representatives.

1. The public relations specialist maintains weekly contact with area media.
 - b. The Math, Science and Education division will continue to provide a representative at each academic council, task force, and planning consortium.
 1. The division is represented in each standing committee.
 - c. The President will continue to make monthly reports available to the Board of Trustees and staff.
 1. Monthly updates are provided to the Board of Trustees and made available to the College community and the public.
 - d. The President will appoint Task Force Committees as needed.
 1. Task force groups and committees are assigned as needed. In 2009-2010 a book store task force was established to review processes and develop recommendations to improve service to students.
 - e. The Administrative Council will continue to meet weekly.
 1. The Administrative Council meets weekly at a minimum to review and address the business of the College.
- 5b2. Ozarka College co curricular activities engage students, staff, administrators, and faculty with external communities.

Actions

- a. The Ozarka College Foundation Board offers cultural and social events throughout the year.
 1. The foundation sponsored music shows, golf tournaments, a scholarship reception, and a formal gala in 2009-10.
- b. Ozarka college staff members will continue to be active in community activities, local fairs, and festivals, etc.
 1. Staff at Ozarka are key in the local Relay for Life American Cancer Society functions, hosted a local festival in fall and spring, and coordinated the parade for May 2010 Pioneer Day.
- c. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics, and BMI measurements with the public schools as needed.

1. This was done and is ongoing. In addition, AH participated in Fall Festival, Spring Carnival, raising money for breast cancer research, and other projects.
 - d. The Physical Education Department will continue to require students to participate in two service learning activities on behalf of Ozarka College during each semester.
 1. Service learning is included in the course outcomes for Concepts of Physical Activity and is assessed each semester by individual faculty members. See 4c7k.
 - e. Ozarka College Mountain View staff, students, and faculty will continue to participate in community service and promote social responsibility by sponsor blood drives and community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities, and the Mountain View Area Chamber of Commerce.
 1. This was done and is ongoing.
 - f. TRiO SSS will continue to provide transfer and cultural activities to TRiO SSS participants, which will involve students with the external communities.
 1. TRiO SSS continues to provide transfer and cultural activities to SSS participants including five cultural events with fifty-three participants in 2009-2010.
- 5b3. Ozarka College educational programs connect students with external communities.

Actions

- a. Continuing education and credit fitness courses attract non-traditional students to campus.
 1. This was done and is ongoing.
- b. The Allied Health Division will continue to expect and encourage its students to participate in designated hours of community service as well as the clinical practicum for each program which includes community health.
 1. This was done and is ongoing. Nursing students are very involved in the communities they are attending school. For example, the Melbourne students were involved in the recent Relay for Life, Mountain View students participated in a recent community disaster drill, and Ash Flat students participated in a blood drive.

- c. The Physical Education Department will continue to require students to participate in two service learning activities on behalf of Ozarka College during each semester.
 - 1. Service learning is included in the course outcomes for Concepts of Physical Activity and is assessed each semester by individual faculty member. See 4c7k.
- d. The Ozarka Kids Academy will continue to serve students, area parents, and area children through its operation.
 - 1. This was done and is ongoing.
- e. The Academy director will complete the application process and review processes to obtain the approval certification from the state of Arkansas for providing a higher quality child development program. The Academy will continue to participate in the state Child Care Assistance program which allows low income families and those parents receiving services from DHS to be eligible for assistance in paying child care expenses.
 - 1. This was done and is ongoing.
- f. The Academy will continue to work with the Career Pathways Initiative to provide child care services for eligible students.
 - 1. This was done and is ongoing.
- g. The Academy Director will attend the Annual Arkansas Early Childhood Education Conference in October of each year and all staff members will attend a minimum of 15 hours in early childhood education per year.
 - 1. The director attended AECA Conference in October; staff obtained minimum of 15 hours of training.
- h. The Academy Director will continue to conduct quarterly staff meetings with all employees.
 - 1. Staff meetings are now being held on a monthly basis.
- i. The Academy Parent Advisory Board will continue to meet on a quarterly basis to increase parent involvement, support Academy programs, provide parental input, and promote community outreach.
 - 1. Due to lack of participation, the Parent Advisory Board did not meet quarterly. We met as needed throughout the year to plan activities.

- j. The Academy staff will maintain certifications in First Aid and Infant, Child, Adult CPR to ensure children's safety. The Academy will continue to conduct monthly emergency drills including fire, severe weather, earthquake, and violence prevention in order to increase emergency preparedness.
 - 1. All staff members were trained in First Aid and CPR. Monthly safety drills were conducted and logged.
- k. Annually and if eligible, the Academy Director will apply for an enhancement grant from the Division of Child Care and Early Childhood Education in order to obtain additional curriculum materials and teacher resources for the staff to use in the classrooms.
 - 1. Enhancement grants are no longer available through DCCECE, so no grants were requested.
- l. The Academy staff will participate in raising awareness of the importance of reading to young children during *Read Across America* in March. Community leaders, community helpers, parents, and children will all participate in encouraging children to pick up a book and read as well as providing activities to enhance early childhood development.
 - 1. Reading Across America activities were conducted in March.
- m. The Academy Director will continue to work with the IFS department in developing an Academy link on the Ozarka College website to better inform students as well as the community regarding the preschool services provided.
 - 1. We are still working together to met this goal. A skeleton website has been designed and is being updated. It is not available to the public at this time.
- n. The Academy Director will review employee policies and procedures as well as the policies and procedures identified in the Parent Handbook on an annual basis and update as needed.
 - 1. Policies and procedures were updated for personnel and parents.
- o. The Academy will continue to collaborate with the North Central Arkansas Education Service Center to provide developmental screenings for all children in attendance. Free support services will be provided to children who show developmental delays in order to enhance each child's optimal growth and development.
 - 1. Screenings were conducted in the fall for all children enrolled.

- p. 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, Pre-Kindergarten Graduation, Fall Festival, and Breakfast with Santa).
 - 1. Easter Egg Hunt, Mother's Day Tea, Father's Day Breakfast, Pre-Kindergarten Graduation, Fall Festival, and Breakfast with Santa were student activities. Parent involvement activities were held and included Easter Egg Hunt, Pre-K Graduation, Fall Festival, Spring Carnival, and Thanksgiving Feast.
- q. To enhance community involvement, the Academy will continue to participate in the St. Jude Children's Research Center Trike-A-Thon and the Cystic Fibrosis Foundation Mini March. The Academy will host a countywide book fair to promote literacy in early childhood. The Academy staff will assist in the Relay for Life efforts as well.
 - 1. Mini March and Trike-a-thon were conducted again this year.
- r. The Academy staff will continue to participate in raising awareness of the importance of early childhood education during Arkansas Children's Week in April. Community leaders, community helpers, parents, and children will all participate in celebrating the week of the young child and provide activities to enhance early childhood development.
 - 1. The Kids Academy and the City of Melbourne collaboratively applied for a grant and received the grant to expand the existing facility.
- s. The Academy Director will continue to work with the city of Melbourne in obtaining a grant to help in providing for expansion of the current facility to meet the increasing child care needs of the community and surrounding areas.
 - 1. The Kids Academy and the City of Melbourne collaboratively applied for a grant and received the grant to expand the existing facility.
- t. The Academy Parent Advisory Board and/or Academy Director will continue to provide parents with a monthly newsletter to help educate and inform the parents in regard to upcoming events, policies, early childhood education, and activities to extend into the home and current curriculum goals.
 - 1. A facility monthly newsletter was replaced by monthly newsletters for each classroom.
- u. The Academy will continue to research and obtain additional program funding through federal, state, and local grant opportunities.

1. The Director attended a Grant Writing Workshop.
 - v. The Academy Director will maintain the input of all information in the new Child Care Manager software and maintain information to better assist the Business Office with audit information and yearly tax statements for parents.
 1. All information is continually maintained using the Child Care Manager software.
 - w. The Academy Director will budget to purchase needed replacement equipment and/or supplies to increase effectiveness and efficiency to maintain a quality program.
 1. New equipment and supplies were purchased to maintain a quality program.
 - x. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students.
 1. LPN students completed pediatric rotations in both the fall and spring semesters at Ozarka Kids Academy.
 - y. The Academy will collaborate with the Ozarka College Associate of Arts in Teaching program to provide a pediatric observation setting for students to fulfill program requirements.
 1. Students from the AAT program used the Academy setting to complete their pediatric observations.
 - z. The Academy Director will continue to work with the Grounds Department and Finance Department to provide a parking lot and individual parking spaces for parent drop off and pick up of children to ensure proper safety measures as well as convenience for all visitors and parents.
 1. Still planning and budgeting for this; may be able to include in expansion project.
 - aa. Based on the previous year's successes, Fall Fest and Spring Carnival will continue to use Ozarka students in serving the community for an alcohol- and drug-free fun family event and grants will be written to fund the projects.
 1. Grants were awarded and Fall Festival and Spring Carnival drawing more than 500 and 700 people respectively.
- 5b4. Ozarka College resources – physical, financial, and human-support effective programs of engagement and service.

Actions

- a. Advancement staff will continue to be encouraged to participate actively in community service projects.
 - 1. Chamber meetings were attended at Mammoth Spring, Salem, Mountain View, Calico Rock, and Hardy. In addition, meetings were attended for NCARED and the Sharp County Economic Development Board. This process is under review.
- b. Marketing funds will continue to be used to sponsor local projects of community interest.
 - 1. Ozarka sponsors local activities, rodeos, basketball tournaments, golf scrambles and other events.
- c. Ozarka College Ash Flat and Mountain View Site Coordinators will attend community functions, meetings and events to publicize current events, programs, etc. for the College.
 - 1. This was done and is ongoing. Both coordinators have attended chamber meetings and are part of other community activities.
 - 2. The Mountain View site coordinator participates in the following activities in 2009-10: Mountain View area Chamber of Commerce serves as chair of the Education and the By-Laws Committee, serves on the Beanfest , Folk Festival and the Agriculture Appreciation Planning Committees; member of the Stone County Youth Leadership Board and the Stone County Drug Abuse Prevention Committee; and member of the Board for the Arkansas Craft School and serves as chair of the Program/Curriculum Committee. A few example of events include: set up and clean up for Beanfest and serve as contact “Official Bean” for one of the two locations for bean cooker; for Agriculture Appreciation day, check in vendors and assist in setting up displays; for Youth Leadership responsible for arranging and/ or presenting at three of the monthly programs; for Drug Abuse Prevention assist with the Town Hall Meeting and activities in local public schools.
 - 3. The Ozarka College-Ash Flat Director of Operations attends the following community organizational meeting on a regular basis: Ash Flat City Council, Spring River Chamber of Commerce, Sharp County Rotary Club, Salem Chamber of Commerce, and Mammoth Spring Chamber of Commerce.
- d. The Vice President for Academic Affairs will participate in community events on the main campus and the off-campus sites.

1. This was done and is ongoing. The VPAA has attended numerous events in Mountain View, Ash Flat, and the main campus. Chamber events, special organization events and meetings, etc.
 - e. The Director of Planning and Special Projects will continue to serve on the Arkansas Urban Forestry Council.
 1. DPSP served as a Board member during 2009-2010 and as the Council's treasurer.
 - f. Based on the previous year's successes, Fall Festival and Spring Carnival will continue to use Ozarka students in serving the community for an alcohol- and drug-free fun family event and grants will be written to fund the projects.
 1. Grants were awarded with Fall Festival and Spring Carnival drawing more than 500 and 700 people respectively.
- 5b5. Planning processes project ongoing engagement and service.

Actions

- a. Planning of continued improvement of faculty, clinical sites and curriculum development are ongoing and reviewed annually and periodically.
 1. This was done and is ongoing.
- b. The College Planning and Effectiveness committee will continue to monitor planning which indicates engagement and service.
 1. The Planning and Effectiveness committee was replaced by the Planning and Assessment Council. Engagement and Service was established as one of the College seven top strategic priorities by the Board of Trustees and will be monitored by the Administrative Council.
- c. In reviewing the planning results manual, it will contain examples of numerous engagement and service events.
 1. Service projects are performed by the PE classes and many of the College Orientation Classes. Some examples include building ramps for the handicapped in IZARD County, collecting food for ArkAIRO for the needy, and planting trees to replace those destroyed by the tornado by a geography class.

Priority

Initiative 5c. Ozarka College 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. When feasible, the Professional Development Committee will collaborate with other higher learning organizations and education sectors to provide opportunities for professional development.
 1. The Chair of the Professional Development committee did attend a state meeting earlier at ADHE to discuss a state-wide professional development effort.
- b. The Allied Health Division will continue to operate a RN program through membership in a six-institution consortium and budget accordingly.
 1. This was done and is ongoing. The program has been successful and twenty additional seats will be opened next fall.
- c. Articulation agreements are current and will be renewed annually for each clinical site. New ones will be added periodically to meet the needs of the students.
 1. Currently there are 34 agreements on file.
- d. Academic Affairs will work with state higher education institutions to facilitate seamless transfers of Ozarka programs.
 1. This was done and is ongoing. Ozarka has added the AA in Human Relations which is a 2 + 2 with ASU-Jonesboro. The VPAA has other meetings scheduled with ASU-Jonesboro and other 4-year institutions to discuss future 2 + 2 agreements.
- e. The Physical Education Department will continue to provide students the opportunity to provide health and fitness related information to partnering area schools and organizations through service learning.

1. Examples include the back pain clinic and the flexibility and stretch clinic for coaches and PE teachers, and summer league coaches.
- f. At the request of local public schools, the Mountain View science instructor will provide assistance with classroom and field teaching projects.
 1. This is ongoing, but there were no requests this academic year.
- g. Ozarka College Mountain View Site Coordinator will continue working with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit. The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy.
 1. In 2009-2010 23 courses were offered by the ACS for continuing education credit. Twelve of these courses were offered July – December in 2009. Printed material is available in the site coordinators office of the courses that were offered in 2009. The 2010 course offerings are available on the website www.arkansascraftschool.org. A multi-purpose craft teaching studio at 110 East Main Street in downtown Mountain View was opened in September of 2009. The development of the studio was made possible through a \$103,200 grant from a major Arkansas charitable foundation. Equipment was purchased for a wood craft curriculum. Funds were also used to begin outfitting a comprehensive pottery studio. As funds become available a hot metal and hot glass crafts will be added and the pottery studio will be completed.
- h. TRiO SSS will provide opportunities for TRiO SSS participants to gain information about transferring to four-year schools through transfer advising, transfer trips and an annual transfer fair.
 1. TRiO SSS provides a variety of transfer trips, individual advising and an annual transfer trip each academic year.
- i. Ozarka College will continue to create effective learning environments by initiating partnership programs like the LPN to RN through ARNEC, the Early Childhood Education degree with Arkansas Tech University, and programs with the Arkansas Department of Corrections.
 1. This was done and new goals were set. The Board of Trustees determined in May of 2010 that the College should strive to establish a College or University Center at Ozarka to provide four

year degree opportunities through extensive articulation agreements with four year colleges and universities through the state.

- j. Ozarka College will continue to create effective learning environments by partnerships with service area high schools to provide concurrent enrollment for academic and technical education.
 - 1. High School partnerships are active as seen in the law enforcement and correctional officer program recently established between Ozarka and the Melbourne District.
- k. The Partners for Care grant will continue to provide scholarships for high school students to obtain CNA courses and licensure.
 - 1. Scholarships during 2009-2010 totaled \$52,947 and testing fees totaled \$3,985 by the grant.
- l. The College will continue to see partnerships with other colleges/universities in the state.
 - 1. This year the College became a member of the North Arkansas Two-Year Consortium in order to apply for mutual grants and legislative funding for NWAAC, NorthARK, UACCB, ASUMH, BRTC, and Ozarka.
 - 2. Ozarka joined in the ASUMH poverty exploration grant.
 - 3. Ozarka completed the Partners for Care grant with UACCB and ASUMH.

5c2. Ozarka College transfer policies and practices create an environment supportive of the mobility of learners.

Actions

- a. The Vice President of Student Services will continue to input transfer work on Ozarka College transcripts.
 - 1. This was done and is ongoing. Effective July 1, 2010 the Registrar will be responsible for the input of transfer work.
- b. Transfers from other practical nursing programs will be accomplished only with competency testing, due to the different nature of every practical nursing program in Arkansas. This allows students to transfer, but they may not be in the same semester as the school they are graduating from.
 - 1. This was done and is ongoing.
- c. Transfer credit for pre-requisite courses will be accepted.
 - 1. This was done and is ongoing.

- d. The Vice President of Academic Affairs will continue to work on articulation agreements with four-year colleges and course transfers.
 - 1. This was done and is ongoing.
- e. TRiO SSS will provide opportunities for TRiO SSS participants to gain information about transferring to four-year schools through transfer advising, transfer trips and an annual transfer fair.
 - 1. TRiO SSS provides a variety of transfer trips, individual transfer advising and a transfer fair each academic year.

5c3. Community leaders testify to the usefulness of Ozarka College programs of engagement.

Actions

- a. Foundation members will support the efforts of Ozarka College by volunteering time and contributing toward fundraisers.
 - 1. The Foundation board gained by three new members in 2009-10.
- b. Through the advisory boards that have community leaders, displays this on their advisory survey they complete at the annual meeting.
 - 1. This was done and is ongoing.
- c. Letter of support from community leaders are very substantial when required.
 - 1. This was done and is ongoing. Ozarka has applied for several grants where letters from the community were an intricate part of the application process (Nursing). All community constituents cooperated and sent letters of support.

5c4. Ozarka College programs of engagement give evidence of building effective bridges among diverse communities.

Actions

- a. The Foundation endowment program goal is to establish four new endowments, allowing more students to receive scholarships.
 - 1. Four endowments are in progress and should be completed within the next three years.

- b. The Ozarka College Mountain View Site Coordinator, as part of a team representing Ozarka College, is working with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit. The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy.
 - 1. This was done and is ongoing. See 5c1g.

5c5. Ozarka College participates in partnerships focused on shared educational, economic, and social goals.

Actions

- a. Ozarka College hosts an annual meeting on campus for regional economic developers.
 - 1. Ozarka was a host site for two meetings for North Central Arkansas Regional Economic Development group in 2009-10. The executive board also met at Ozarka for their planning retreat.
- b. The Allied Health Division will continue to operate a RN program through membership in a six-institution consortium.
 - 1. This was done and is ongoing. ARNEC now consists of 8 institutions and Ozarka has approval to increase its class size to 40 starting in the spring.
- c. The Allied Health Division will continue to partner with local hospitals, nursing homes and clinics to provide a clinical experience for its CNA, LPN, EMT and RN programs.
 - 1. Currently there are 34 agreements on file.
- d. The Physical Education Department will continue to require students to participate in two service learning activities on behalf of Ozarka College during each semester.
 - 1. This was done and is ongoing. See 4c7k.
- e. The Ozarka College Mountain View Site Coordinator is working with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS will offer students individual courses and programs in the fine crafts and continuing education and college

credit. The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy.

1. This was done and is ongoing. See 5c1g. In support of the ACS the City of Mountain View through the City Council meeting in June 2009 voted to give \$2,500 for advertising expenses.

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

Actions

- a. Affiliation agreements are maintained and renewed yearly with specific information as to what is expected of the facility as well as the Ozarka College role.
 1. This was done and is ongoing. Allied Health alone maintained thirty-four agreements during 2009-2010.

Priority

Initiative 5d. Internal and external constituencies value the services Ozarka College provides.

Strategies

5d1. The Ozarka College evaluation of services involves the constituencies served.

Actions

- a. The Allied Health Division will continue to evaluate the constituencies served to maintain student learning and effectiveness by surveys and interviews.
 1. Employers are surveyed and results are documented in the End of Year Report. Also, there is and Advisory survey reported under committee minutes.
- b. Academic Affairs continues to provide course assessments in all courses and venues.
 1. This was done and is ongoing.
- c. The Fitness Center will continue to implement focus groups and advisory panels as a means of environmental scanning and needs assessment.

1. With the grant ending this year, no meeting was held.
 - d. The Fitness Center will work with Continuing Education to increase fitness programming to ensure disparate inclusion and increase community collaboration.
 1. Courses offered included Intro to Fitness, Employee Wellness, Core strengthening, and Arthritis Exercise CE courses. New offerings including adding Arthritis class and ALED to Horseshoe Bend. Also, employee wellness was encouraged by allowing employees to utilize the fitness center at no cost.
- 5d2. Service programs and student, faculty, and staff volunteer activities continue to be well-received by the communities served.

Actions

- a. The Director of Planning and Special Projects will continue to serve on the board of the Arkansas Urban Forestry Council.
 1. DPSP served as a Board member during 2009-2010 and as the Council's treasurer.
- b. The Ozarka College Foundation Board activities for fundraising and friend-raising are successfully supported in the four county area.
 1. Two of the four events this past year reached record net profit figures.
- c. The Allied Health Division activities, such as blood pressure booths, health fairs, etc. are well-received by the communities served and encouraged.
 1. This was done and is ongoing. A total of 265 students (duplicated) participated across 16 community and school projects from October 2009 through June 2010. Activities included flu clinics, fall festival, commodities distribution, hand washing and prevention, blood pressure clinics, family health care fairs, ALPNA competitions, parades, disaster drills, and Relay for Life.
- d. The Culinary Arts Department Gourmet Café fine dining meals are a service to our communities that is well received. Reservations are fully booked for each event.
 1. This was done and is ongoing.
- e. The Physical Education Department will continue to require students to participate in two service learning activities on behalf of Ozarka College during each semester.

1. This was done and is ongoing. See 4c7k.
 - f. Academic Affairs will continue to support student organizations such as PTK as it assists the community.
 1. This was done and is ongoing. The VPAA has attended all induction ceremonies.
 - g. Ozarka College Mountain View staff, students, and faculty will continue to participate in community service and promote social responsibility by sponsor blood drives and community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities, and the Mountain View Area Chamber of Commerce.
 1. This was done and is ongoing.
 - h. The Ozarka College Mountain View Site Coordinator will continue to serve on the Stone County Youth Leadership Board, The Stone County Drug Abuse Prevention Committee, MV Area Chamber of Commerce Committees, and the Arkansas Craft School Board, chairing the Program /Curriculum Committee.
 1. This was done and is ongoing.
- 5d3. The Ozarka College economic and workforce development activities are sought after and valued by civic and business leaders.

Actions

- a. Business Technology students will continue to be sought after and valued by civic and business leaders. Students will be referred to local businesses for employment.
 1. The Applied Science and Technology instructor regularly gets calls and requests for employment of graduates and students are contacted about these opportunities.
- b. The Allied Health graduates usually have obtained employment before their graduation date. Many Hospitals and nursing homes will continue to come to campus to actively recruit potential employees, a short time before graduation.
 1. Cave City Nursing and Rehab and WRMC came to campus during 2009-2010 to offer hiring opportunities to senior level students.

- c. The VPAA will continue to attend Workforce Development seminars and meetings to ensure the community leaders know Ozarka College is involved.
 - 1. This was done and is ongoing.

5d4. External constituents participate in Ozarka College activities and co-curricular programs open to the public.

Actions

- a. The Ozarka College Foundation Board activities for fundraising are successfully supported in the four county area.
 - 1. Two of the four board fundraisers this year reached record net profit figures.
- b. The Allied Health Division will continue to serve up to over 100 constituents during blood pressure booths and health fairs.
 - 1. This was done and is ongoing. The Nursing programs have attended numerous community activities over the past academic year.
- c. Academic Affairs will continue to support student and faculty led programs that involve the community such as FBLA and co-sponsored fund raisers (LPN/Modern Woodsmen Chili Supper in Mountain View).
 - 1. This was done and is ongoing.
- d. The Arts and Humanities Division responds to the community needs in regard to art and culture opportunities for the community members.
 - 1. This was completed. Examples include art shows in MV, guest speakers on cultures, and the Siberian exchanges.
- e. The Fitness Center will continue to implement focus groups and advisory panels as a means of environmental scanning and needs assessment.
 - 1. Two focus group meetings and one advisory panel through the WRAAA as per the aging activities grant were conducted.
- f. The Fitness Center will work with Continuing Education to increase fitness programming to ensure disparate inclusion and increase community collaboration.

1. Courses offered included Intro to Fitness, Employee Wellness, Core strengthening, and Arthritis Exercise CE courses. New initiatives included adding ALED and Arthritis class to Horseshoe Bend and employee wellness initiatives.
 - g. The Physical Education Department will continue to require students to participate in two service learning activities on behalf of Ozarka College during each semester.
 1. Service learning is included in the course outcomes for Concepts of Physical Activity and is assessed each semester by individual faculty members. See 4c7k.
 - h. OC-MV and AF Campus Coordinators will continue to encourage area clubs, organizations, schools and businesses to use the class rooms for training, conferences and meetings.
 1. This was done and is ongoing. In 2009-2010 with limited space available on the Mountain View site for outside activities 21 activities were held. As evidenced by the school calendar, the facilities at Ozarka College-Ash Flat were utilized by community groups 28 times during the 2009-2010 fiscal year.
 - i. OC-MV will continue to host regular meetings of the MV Area Chamber of Commerce, the Stone County Youth Leadership Committee, and the Arkansas Craft Guild Education and Support Association, Inc. Board.
 1. This has been completed.
 - j. OC-MV will continue to host and moderate the Stone County Youth Leadership Program at least twice during the school year.
 1. This has been completed.
 - k. OC-MV will continue to sponsor a blood drive each semester for the American Red Cross.
 - l. When appropriate for the course being offered, the Arkansas Craft School will utilize the facilities at Ozarka College Mountain View.
 1. This was done and is ongoing. Two classes were offered at the Mountain View Site: Photographing the Art of Nature and Professional Networking for Craftspeople-Resumes, Social Networking Sites and Developing Your Own Website.
- 5d5. Ozarka College facilities are available to and used by the community.

Actions

- a. Ozarka College will continue to provide meeting space for Safe Passage, a women's advocacy organization.
 - 1. Safe Passage met on campus several times during 2009-2010.
 - b. Ozarka implemented facilities usage guidelines to ensure fairness and consistency in the availability and subsequent use of campus space.
 - 1. The facilities guidelines were developed by a task force appointed by the president and are designed to ensure fairness to outside groups requesting use of college property.
 - c. Community and campus calendar events will continue to be posted online and also printed in campus news.
 - 1. The VPAA administrative assistant coordinates the input for the master calendar.
 - d. The Community Theater and many pageants will continue to be held in the Miller Auditorium.
 - 1. Ozarka hosted a variety of programs this year including kindergarten graduations, dance recitals, music concerts and pageants. There were forty-three events in the Miller Building with thirty-four additional days booked for rehearsals, practices, and set-ups.
 - e. Personal Care Aide classes and two week CNA classes are held in the allied health building as needed.
 - 1. This is still under development.
 - f. The Fitness Center will work with Continuing Education to increase fitness programming to ensure disparate inclusion and increase community collaboration.
 - 1. The Fitness Center is now free for staff and faculty through continuing education.
 - g. Ozarka College-Ash Flat and MV will encourage area clubs, organizations, schools and businesses to use class rooms/lecture hall/computer lab for training, conferences and meetings.
 - 1. This was done and is ongoing. There were 21 events on the MV site and 28 on the AF site.
 - h. Ozarka College-Ash Flat and MV in conjunction with the student organizations will sponsor a blood drive each semester for the American Red Cross.
 - 1. Blood Drives for the American Red Cross were held in Mountain View November 4, 2009 and February 17, 2010. Blood Drives were also held in AF and Melbourne.
- 5d6. Ozarka College provides programs to meet the continuing education needs of licensed professionals in its community.

Actions

- a. Continuing education courses are available for realtors, radiology technicians, electricians and others.
 - 1. The real estate and radiology CE courses were offered in March 2010. The electrician CE class did not make due to low enrollment.
- b. The Culinary Arts instructor provides the community Family Consumers Science Teachers (four county area) with a three-day hands-on learning seminar to full-fill part of their CEUs for the year.
 - 1. This was done.
- c. CEU's for license renewal of Allied Health faculty will continue to be obtained through workshops, seminars and conferences.
 - 1. Each instructor has a valid license. Continuing education for the nursing instructors includes 24 credit hours, 80.9 CEU's, and 2 conference attendances, and attendance of professional meetings.

5d7. Ozarka College provides programs and services to meet the needs of the internal and external communities.

Actions

- a. The cafeteria will continue to explore the offering of a wider variety of menu options to better serve the students and staff.
 - 1. This was done and is ongoing.
- b. The cafeteria will continue to provide quality dining experiences for students, staff, and community and civic groups.
 - 1. This was done and is ongoing.
- c. An annual survey to obtain feedback concerning the selection and services offered by the cafeteria will be completed.
 - 1. This was done and is continuing.
- d. A departmental budget will be prepared and monitored to ensure that operational costs are held to a minimum.
 - 1. This was done and is continuing.

- e. Staffing assignments for fulltime and part-time employees will be monitored to ensure that optimal benefits from human resources are being achieved.
 - 1. This was done and is ongoing.
- f. The annual budget request submission will include an amount for cafeteria personnel to attend meetings for sanitation training and certification.
 - 1. This was done and is continuing.
- g. The cafeteria staff will continue to provide nutritional meals for the Ozarka Kids Academy.
 - 1. This was done and is ongoing.
- h. The cafeteria staff will provide inventory records to the Vice President for Finance to ensure that the integrity of the amounts reported in the financial statements of the College.
 - 1. This was done and is ongoing.
- i. The VPAA and the Continuing Education offices will continue to be involved with the Arkansas Craft School, a venue to develop credit and non-credit programs for the Mountain View (and regional) area.
 - 1. The VPAA and the Director of Operations – MV are both on the ACS Board of Directors and various committees to include programming.

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 and 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)
- 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

March

- 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

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 of Trustees 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 without 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 first planning cycle was considered complete on September 29, 2006.