



**Ozarka College
Planning Manual
2008-2009**

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Ozarka Planning 2008-2009

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

Director of Human Resources

Director of Planning and Special Projects

The Four Themes

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

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

Priority

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

Strategies

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

Actions

- a. The marketing plan will include a mission complimentary to the college mission statement.
- b. The Ozarka College Foundation has a clear mission and vision statement.
- c. The College will annually review mission documents with the Board of Trustees, administrative team, faculty, and staff to ensure that the organization's commitments are clearly defined.
- d. The College will periodically (every five years) reaffirm the mission documents through formal action of the Board of Trustees.
- e. The College will clearly publish the mission documents in the college catalog and on the website.

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

Actions

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

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

Actions

- a. The College will periodically (every five years) review the mission documents with the faculty council to ensure a strong commitment to academic standards that sustain and advance excellence in higher learning.
- b. Ozarka College will continue to develop and enhance course and program offerings at the campuses in Melbourne, Ash Flat, and Mountain View.
- c. Ozarka College will provide support programs and services to support teaching and learning to perpetuate the mission of the College.

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

Actions

- a. The College will periodically review (every five years) the mission documents with the administrative team and faculty to ensure that the documents state goals for learning to be achieved by the students.

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

Actions

- a. The Foundation will review its mission and vision biannually during strategic planning.
- b. The marketing department will review its mission every other year.
- c. The College will annually review mission documents with the Board of Trustees, administrative team, faculty, and staff and make revisions when appropriate.
- d. Ozarka College will maintain processes that promote review and refinement of mission, organizational structure, policies, procedures, practices, and processes.

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

Actions

- a. Mission statements are posted in each campus building
- b. New billboard design will incorporate an abbreviated portion of the mission statement.
- c. Advancement publicizes stories of various alumni success to show the impact Ozarka College had on their lives
- d. Advancement will design a one-page mission paper for distribution.
- e. The Library will continue to house the mission documents and are available upon request.
- f. 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.
- g. The College will regularly (every five years) survey internal constituencies and external constituencies to ensure people are aware of the mission documents and have an understanding of the documents.

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

Strategies

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

Actions

- a. Student Services will recruit from all components of our service area. This includes public schools, churches, business, industry, and from the retirement population.
- b. Student Services will continue to educate the communities of the opportunities that exist at Ozarka College for students of all ages.
- c. The Library will continue to make resources available which allow the college to stay aware of current trends.
- d. The College will regularly evaluate (every five years) the mission documents to ensure that they address the community values and common purposes it considers fundamental to its mission through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
- e. The College will annually examine the demographics of the service area to provide knowledge of and definition to the constituencies the college serves.

1b2. The mission documents present the organization's function in a multicultural society.

Actions

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

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

Action

- a. College will insure that all students receive equal opportunity for placement testing whether GED, high school, or home-schooled certified.
- b. The College will regularly evaluate (every five years) the mission documents to ensure they affirm the organization's commitment to honor dignity and worth of individuals through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.

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

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure that its required codes of belief or expected behavior are congruent with its mission through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
- b. The College will regularly evaluate the Employee Code of Conduct and the Student Code of Conduct to define expected codes of belief or expected behavior.

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

Actions

- a. Marketing efforts will ensure diversity equal to campus diversity in advertisements and recruiting materials.
- b. Academic Affairs will highlight days that focus on diversity and plan events accordingly.
- c. The College will regularly evaluate (every five years) the mission documents to ensure they provide a basis for the organizations basic strategies to address diversity though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
- 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.

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

Strategies

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

Actions

- a. Grants written and managed for the college will support the Ozarka mission, values and goals.
- b. The Fine Arts Department will ensure that all class syllabi fit the College's stated mission statement.

Ozarka College provides life- changing experiences through Education.

- c. The Fine Arts Department will develop class assignments and projects to ensure that they promote Ozarka College's stated mission statement.
- d. The mission will be included in campus newsletters on the website and on campus stationery.
- e. The Business Technology Department will ensure that all class syllabi fit the College's stated mission statement.
- f. The Business Technology Department will develop class assignments and projects to ensure that they promote Ozarka College's stated mission statement.
- g. The Business Technology Department understands and supports the mission statement as shown on the college website as well as the course catalog.
- h. All entities in the Allied Health Division will ensure that the course syllabi reflect the mission of the college.
- i. All other Academic divisions will ensure that the course syllabi reflect the mission and values of the college.
- j. The College will annually survey board members, faculty, staff, and students to determine their understanding and support of the organizations mission.
- k. 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.
- l. Ozarka College will consistently and continuously focus on its mission to provide quality comprehensive higher education to the students and citizens of the north central Arkansas.

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

Actions

- a. All strategic planning will flow from the mission and mission documents.

- b. The Business Technology Department will ensure that it promotes Ozarka College's stated mission statement as we develop any new curriculum for the department. Each course will be evaluated to determine how it fits into the mission statement.
 - c. The Allied Health Division has direct input in the mission and will promote that mission as approved yearly by the Allied Health Advisory committee.
 - d. All Academic divisions will make decisions based on the Strategic Plan and prescribed mission.
 - e. **The Strategic Plan actions will be mission driven.**
 - f. **The Strategic Plan actions will be focused on meeting the expectations of the HLC/NCA Criterion for Accreditation.**
- 1c3. The organization's planning and budgeted priorities flow from and support the mission.

Actions

- a. **All planning originates with the mission.**
- b. The Business Technology Department will plan their budget in conjunction with the planning process and meet the established deadlines.
- c. The budgets under the Allied Health Division will continue to be planned and reviewed to support the mission according to the set guidelines.
- d. All Academic Affairs budgets are derived from needs based on the mission and Strategic Plan.
- e. **The planning and budgeted process will indicate that the priorities flow from and support the mission of the college.**
- f. **The budget will be reviewed annually to ensure that resources are adequately dedicated to supporting the mission of the college.**
- g. **The budgeting process will include input from all departments of the college as they try to establish actions to help meet the overall mission of the college.**

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

Actions

- a. The professional development committee will review the charge of the professional development committee and compare it to the Ozarka College Mission Statement by May 2008.
- b. The Arts and Humanities Division will ensure that all class goals and objectives fit the College's stated mission statement.
- c. **The Foundation Board's mission includes building community support and funding for scholarships.**
- d. The Business Technology Department will ensure that all class goals and objectives fit the College's stated mission statement.
- e. Allied Health will review its goals/objectives for congruency with the new mission statement. The Mission statement and Objectives are submitted to the AH Advisory Board yearly for updates and approval.
- f. All Allied Health class goals fit with the overall mission of the college.
- g. The mission and vision are reviewed annually and academic goals set accordingly.
- h. **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.**
- i. **The goals, strategies, and actions formulated by employees during the annual professional review will be congruent with the mission of the college.**

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

Actions

- a. The Arts and Humanities Division will ensure that all class syllabi fit the College's stated mission statement.
- b. The Business Technology Department will check syllabi to ensure that they fit the College's stated mission statement.
- c. The Allied Health Division will ensure the Course syllabi reflect the mission of the college by yearly review.
- d. The Instructional Council will ensure that the mission is articulated in all distributed materials. Periodic in-services throughout the review will ensure that the mission is understood.
- e. The colleges administration, faculty, and staff will be articulate the mission in a consistent manner through daily work with students, publications, syllabi, and contact with external constituencies.

Priority

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

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

Actions

- a. Board of Trustee policies are reviewed annually and will indicate the board's focus on the mission of the college.
- b. Board of Trustee meeting minutes will indicate the board's focus on the mission of the college.

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

Actions

- a. Board of Trustee policy vests the President the authority to govern in order to ensure that the college meets its mission and is an effective and efficient organization.

- b. Board of Trustee policy will indicate an effective organizational chart, which places the responsibility of decision-making with appropriate chief administrative personnel.
 - c. The “Governance through Committee” structure with committee assignments and appropriate committee meeting minutes will indicate that the Board enables the organization’s personnel to provide leadership and be involved in decision-making.
 - d. Internal and external surveys and scans will indicate that the Board enables the chief administrative personnel to exercise effective leadership.
- 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.
- b. The College will continue to analysis the need for addition student services staff at the Ash Flat and Mountain View locations.
- c. The “task force” concept will be utilized to implement a new student government organization.
- d. The professional development committee will continue to function as a subcommittee of Faculty Council
- e. The current Faculty Council structure will be reviewed and enhanced to ensure shared governance.
- f. 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.
- g. The College will utilize the “Governance through Committee” structure that indicates the structures, processes, and activities which distributes responsibilities throughout the institution.
- h. Agendas and minutes of meetings of the administrative council, the faculty council, the instructional council as well as other task forces and committees will reflect the distribution of responsibility and shared governance

- 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.
- b. Agendas and meeting minutes of all councils, taskforces, and committees will reflect the commitment to the mission of the college.
- c. The College Planning and Effectiveness committee will meet each semester and review the assessment processes and monitor the assessment calendar.

- 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 Ozarka College's stated mission statement.
- b. The Business Technology Department instructors will communicate with each other and the administrators to ensure that we continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement. The business Technology Department instructors will meet monthly.
- c. The Business Technology Department instructors will perform a continuous review of syllabi standardization.

- d. Each Business Technology faculty member has responsibilities as set forth in the job description.
- e. All social science faculty, full time 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.
- f. 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 Ozarka College's stated mission statement.
- g. 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.
- h. **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.**

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 2008.
- 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 Ozarka College stated mission statement.
- c. Campus committees complete mid-year and annual reports to the President.

- d. The Business Technology Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
- e. The VPAA will continue to emphasize the importance of face to face division meetings to enhance the communication process.
- f. The VPAA will ensure that the Instructional Council will meet the 1st and 3rd Thursday of each month to facilitate the communication flow.
- g. 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 Ozarka College's stated mission statement.
- h. The Finance Department will conduct staff meetings on a regular basis to effectively communicate departmentally. (Karen Owens/Tina Wheelis)
- i. The Maintenance Staff will have staff meetings to effectively communicate departmentally. (Ronny Rush/Tina Wheelis)
- j. A representative from the Finance Department will speak to students at New Student Orientation Sessions to explain payment options. (Tina Wheelis)
- k. Member of the Finance staff will use email to effectively communicate with others information regarding student concerns. (Karen Owens)
- l. Finance meetings will be effectively documented for personnel use for all parties. (Karen Owens)
- m. The president and the administrative team will continue to produce a monthly "President's Report to the Board" which is place on the college's website to facilitate effective communication concerning governance processes and activities.
- n. The president will continue to conduct two "College Updates" each semester for all institution employees to facilitate effective communication.

- o. The college personnel will continue to effectively utilize e-mails and website postings to facilitate effective communication.

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

Actions

- a. A committee will be selected to evaluate the planning results manual and the planning cycle in November of 2008.
- b. The Professional Development committee will re-evaluate its function after Faculty Council has finished rewriting its committee charge.
- 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.
- d. The Business Technology department will evaluate the annual assessment plan each May and write new goals for the upcoming year. The Allied Health Division communicates or meets Monthly and as needed, AH evaluates the curriculum and policies annually and adjusts as needed.
- e. The VPAA will review all academic processes and policies annually with the Instructional Council.
- f. The Finance Department will review the policies and procedures outlined by the Business Task Force committee annually. (Tina Wheelis)
- g. 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. (Michelle Cunningham/Earlene Martz/Karen Owens/Tina Wheelis)

- h. 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.
- i. Institutional processes are reviewed by specific task forces for improvement. Task force reports and recommendations will indicate evaluation and review.
- j. The President will assign review committees to review structures and processes at Ozarka College.

Priority

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

Strategies

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

Actions

- a. All planning, grant writing and grant management will evolve from the mission and mission documents.
- 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.
- c. Marketing will incorporate the college mission into the marketing plan.
- d. The Foundation Board sponsors activities designed to support the educational efforts of Ozarka students.
- e. Information Systems will assist with the returning of old equipment to M&R.
- f. The VPAA will ensure that new curriculum meets the goals of the college mission by reviewing all new curriculum requests.

- g. Documentation of assessment of student learning will indicate that 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.
 - i. Documentation of strategic planning will indicate that 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.
 - 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.
- 1e2. The board exercises its responsibility to the public to ensure that the organization operates legally, responsibility, and with fiscal honesty.

Actions

- a. Notices of board meetings are posted and announced to area media according to the Arkansas Freedom of Information Act regulations.
- b. The College will promote professional integrity and ethics as related to mission, organizational structure, policies, procedures, practices, and processes.
- c. The Board of Trustees will continue to meet four times per year to provide leadership, guidance, analysis and decisions for the College.
- d. The President will continue to communicate College business regularly to the Board via the Monthly President's Report.

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

Actions

- a. Grant management will continue to follow federal, state and college guidelines.
- b. The Foundation Board processes statements of contribution in compliance with IRS tax code.
- c. 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 quarterly APO meetings. (Michelle Cunningham/Jill Yancey)
- d. The annual audit will be conducted by the Legislative Auditors appointed by the AR Division of Legislative Audit. (Michelle Cunningham/Tina Wheelis)
- e. State Procurement Regulations will be followed by the Finance Department when obtaining goods and services for the College. (Tina Wheelis)
- f. The Ozarka College Foundation will have an annual audit conducted in the fall of each year. (Tina Wheelis)
- g. The Ozarka College Foundation will file an annual tax return. (Tina Wheelis)

- 1e4. The organization 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.
- b. The college board policy and procedures manual will be updated in 2008 by a task force appointed by the president.

- c. The Finance Department will follow policies and procedures outlined by the Business Task Force Committee. (Tina Wheelis)
 - d. The Bookstore, Cafeteria, and Student Organizations will follow established policies and procedures. (Karen Owens)
 - e. The AH Division has established handbooks for all nursing students as well as nursing instructors these are updated and revised at least yearly
 - f. The VPAA will continually update the Adjunct Faculty Handbook and will develop a Faculty Handbook for the full-time faculty.
 - g. The Board of Trustee Policy Manual, the Employee Handbook, the College Catalog, and the Student Handbook will be reviewed annually.
 - h. The President will continue to communicate College business regularly to the Board via the Monthly President's Report.
- 1e5. The organization's 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.
- 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. (Michelle Cunningham/Karen Owens/Tina Wheelis)
- c. TRiO SSS will continue fully document each activity by maintaining records of justification, advertisement, individual participants and evaluations.
- d. The Board of Trustee Policy Manual, the Employee Handbook, the College Catalog and the Student Handbook will be reviewed annually.

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

Actions

- a. All purchases of goods and services in excess of \$5,000 will be competitively bid and monthly reports for Delegation Order, Competitive Bid, Recycled Paper and Executive Order 98-04 will be filed as required by the State. (Jill Yancey)
- b. The Business Task Force will review the Finance policies and procedures for “student friendliness” and make recommendations for changes. (Tina Wheelis)
- c. The college will continue to follow specific employee search process guidelines.
- d. The college will continue to follow specific academic and student grievance processes

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

Actions

- a. College publications will be updated annually to reflect new programs or updated information.
- b. Frequent contact with media will ensure quick and accurate communication to the public.
- c. Advancement members are involved in community events/meetings to keep groups informed regarding the college’s activities
- d. An annual audit will be conducted by the Legislative Auditors appointed by the AR Division of Legislative Audit. (Tina Wheelis)
- e. Monthly financial statements will be prepared for the Board of Trustees and posted on the College website. (Michelle Cunningham/Tina Wheelis)
- f. The semester course schedules will continue to be published online and in-print.

- g. News releases advertising testing dates, classes, and special events in the four county area are sent on an as needed basis. (AE)
 - h. Testing and class information is available on the college website. (AE)
 - i. **The college's board minutes and annual budget are public record and will be placed in the college library**
- 1e8. The organization 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.
- b. The Arts and Humanities Division will maintain records (personal, email, etc.) of responses to student grievances.
- c. The Arts and Humanities Division will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
- d. The Business Technology Department will maintain records (personal, email, etc.) of responses to student grievances.
- e. The Business Technology Department will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
- f. The Allied Health Department will continue to keep records of student counseling and will work closely with the VPAA to ensure timely and appropriate responses to issues that may arise.
- g. The VPAA office will continue to act immediately on student grievances and expedite closure.
- h. **The college will continue to follow specific employee search process guidelines.**
- i. **The college will continue to follow specific academic and student grievance processes.**
- j. **All areas of the College will follow the Board Policy Manual in responding to complaints and grievances**

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

Priority

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

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

Actions

- a. 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.
- b. The Student Services department will continue to evaluate the need for additional services at the Ash Flat and Mountain View locations.
- c. Information Systems will implement alternative plans such as MetroEthernet for connectivity between Ash Flat and Melbourne.
- d. Departmental budgets and expenditures will be available for daily review by department heads, supervisors, and administration. (Tina Wheelis)

- e. Financial reports will be presented to the Board of Trustees for approval at the quarterly meetings. (Tina Wheelis)
 - f. The organizational budget will be presented at the annual staff meeting by the Vice President for Finance. (Tina Wheelis)
 - g. 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.
 - h. Ozarka College will ensure that appropriate strategic planning processes provide data and information to assist in resource allocation decisions.
- 2a2. The organization's planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization.

Actions

- a. A review of this year's planning results by the Director of Planning will indicate attention being paid to these emerging factors.
- b. The Arts and Humanities Division textbook selection is based on new advances in communication and the arts, both material wise and technology wise.
- c. Advancement will continue to seek information regarding new trends for media and advertising to drive sound budgeting decisions.
- d. The Foundation Board scholarship program evolves to meet the changing needs of students.
- e. The Business Technology Department textbook selection is based on student friendly and easy to understand material both material wise and technology wise.
- f. The Allied Health Division must keep abreast of changes in the healthcare industry and will make new book adoptions for the Fall of each year.
- g. The VPAA will ensure all information gleaned from advisory sessions is incorporated in program planning.

- 2a3. The organization's 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.
- b. The Arts and Humanities 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.
- c. 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.
- d. The Business Technology Department textbook selection is based on student friendly and easy to understand material both material wise and technology wise.
- 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.

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

Actions

- a. Based on assessment of the previous years environmental scanning, the Director of Planning will research the environmental scans of other similar institutions and work with the President and the Director of Advancement to produce additional scanning methods.
- b. Advancement staff collects feedback from community members regarding perceptions and services.

- c. Advancement will review and evaluate trends for effective marketing via entering and graduate surveys.
- d. Ozarka College will continuously scan the local, regional, and state environment to realistically prepare for a future shaped by multiple societal and economic trends.
- e. Determine class needs across the four county service areas via student numbers and attendance at various locations and budget for these services. (AE)

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

Actions

- a. Based on Ozarka retention data and travel to Mid South Community College (MSCC) to examine of its approach to retention, Student Success Centers will be fully operational by fall of 2008 on all three campuses.
- b. Student survey data will help drive changes in local marketing efforts.
- c. The Business Technology Department will offer lecture courses via Interactive Video at Mountain View and Ash Flat so that students will be able to take a larger number of courses on those campuses.
- d. The Business Technology Department will continue to promote the Certificates of Proficiency.
- e. Business Office policies and procedures will be reviewed yearly for efficiency and student friendliness. (Michelle Cunningham/Tina Wheelis)
- f. 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.
- g. The VPAA will continue to support professional development activities through the budgeting process.
- h. The College will be able to list accomplishments of innovation and change at the end of each academic semester.

- 2a6. The organization 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. Our budget will reflect that.
- b. A history of Ozarka College will be updated biannually and documented online.
- c. The Public Relations Specialist will submit the History of Ozarka College to the Encyclopedia of Arkansas and/or other appropriate publications.
- d. The Business Technology Department will continue to promote the heritage and culture of our area, as we continue to provide a service to the community.
- e. The Allied Health Division will continue to promote our area's heritage and culture.

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

Actions

- a. The Professional Development Committee will seek the advice of those in authority, such as the Vice President of Student Services and the Vice President of Academic Affairs, in the decision making regarding CE opportunities for faculty and staff. (May 2008)
- b. The VPAA will continue to clearly define the line of authority for decision making and policy development.

Priority

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

Strategies

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

Actions

- a. Based on Ozarka retention data and reviewing MSCC's student retention initiatives, the Director of planning will budget for academic coaches for the Student Success Center.
- b. Student Services will continue to budget for activities at all three Ozarka College locations.
- c. The Arts and Humanities Division will continue to update textbooks and other sources of information to keep up with changes in the field.
- d. The Foundation Board fundraising goals supplement funding needs of the college.
- e. The Business Technology Department will continue to update textbooks and other sources of information to keep up with changes in the field.
- f. The Allied Health Division will continue to update textbooks and strive to ensure good clinical experiences as other sources of information to keep up with changes in the Allied Health field.
- g. The VPAA will continue to ensure that only qualified faculty members are utilized in instruction and that the best materials and supplies are available.
- h. The Library will continue to update its holdings and experiment with new possibilities such as electronic books that will allow OC-MV and OC-AF access to materials they may not have available to them on their campuses.
- i. Complete budget proposal for state funding and federal grants. (AE)
- j. Departments will submit annual budget requests reflective of their needs. (Tina Wheelis)

- k. Ozarka College will continuously assess its resource allocation decisions and cost effectiveness in comparison with similar two-year colleges in the state and in the region.
- 2b2. The plans for resource development and allocation document an organizational commitment to supporting and strengthening the quality of the education it provides.

Actions

- a. Based on Ozarka retention data and reviewing MSCC's student retention initiatives, the Director of Planning will budget for academic coaches for the Student Success Center.
 - b. The Foundation Board in conjunction with the scholarship committee and the development office offer scholarships to qualified students.
 - 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.
 - d. All academic divisions will continue to work with the Library to ensure all needed materials are in place.
 - e. The budgeting process will continue to ensure that resources are available.
 - f. TRiO SSS will continue to provide quality peer and professional tutoring services to Ozarka College TRiO SSS participants.
 - g. TRiO SSS will continue to expand supplemental instruction services to Ozarka College TRiO SSS participants
- 2b3. The organization uses its human resources effectively.

Actions

- a. Based on successful approaches from MSCC, Ozarka College utilize volunteer faculty and staff, grant programs and budget for additional academic coaches to run a three-campus Student Success Center.
- b. 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.
- c. Student tutors from Career Pathways will support the Student Success Center.
- d. Advancement will utilize volunteers at public forums, fairs or other events to promote the college.
- e. The Business Technology Department will offer all lecture courses via Interactive Video at Mountain View and Ash Flat so that students will be able to take a larger number of courses on those campuses.
- f. The Business Technology Department 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
- g. 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.
- h. Tours of new facilities will be obtained as needed for Allied Health.
- i. Academic Affairs will continue to ensure that only qualified faculty members are utilized to teach classes.
- j. Determine class locations and instructional needs for the four county service area. (AE)
- k. One member from Information Systems will attend SQL/Advanced SQL Training.
- l. A representative from IS will make weekly trips to off-campus sites
- m. Human Resources will review and update forms for new hires
- n. Human resources will organize vendor and employee meetings
- o. Human Resources will maintain employee records
- p. 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. (Earlene Martz/Tina Wheelis)

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

Actions

- a. The Perkins grant will budget for continued professional development of the Student Success Specialist.
- b. The Director of Planning and Special Projects will continue seek professional development in areas of women's advocacy, accreditation, grant management, planning and college administration and will budget accordingly.
- c. Career Pathways Director attends monthly meetings and other activities designed for improvement of the CPI program.
- d. Marketing staff will maintain membership in the National Council for Marketing and Public Relations and attend professional development seminars as funding allows, including the state association for advancement and marketing.
- e. The Arts and Humanities Division instructors plan to attend at least one conference related to their field during 2008-09.
- 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.
- g. For continued licensure all faculty must obtain CEU's as well as attend conferences or teaching seminars to enhance student learning.
- h. For continued licensure all faculty members will continue to obtain CEU's as well as attend conferences or teaching seminars to enhance student learning and will budget accordingly.
- i. New contacts are continually being sought to provide a growing clinical base for experiences for the students.

- j. The VPAA will continue to ensure that faculty and staff are sent to professional development opportunities that will enhance the organization.
 - k. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teacher certificate. (AE)
 - l. Human Resources will attend at least two professional meetings for OPM
 - m. Human Resources will attend J. P. Farley workshops in Memphis
 - n. Human Resources will educate employees in new employee orientation
 - o. Finance staff members will participate in development opportunities such as SACUBO workshops and other professional development. (Michelle Cunningham/Earlene Martz/Tina Wheelis)
 - p. The annual operating budget for the College will provide for professional development of employees. (Tina Wheelis)
- 2b5. The organization's history of financial resource development and investment documents a forward-looking concern for ensuring educational quality (e.g., investments in faculty development, technology, learning support services, new or renovated facilities).

Actions

- a. The Professional Development Committee will address the financial resources and investments that relate to quality educational opportunities for the faculty and staff. (May 2008)
- 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.
- c. Information Systems will continue to research and implementation of a secondary datacenter in Ash Flat.

- d. The College will budget for major repairs and renovations during the annual budget process. (Tina Wheelis)
 - e. The College will budget for technology purchases during the annual budget process. (Tina Wheelis)
 - f. The College will budget for professional development opportunities during the annual budget process. (Tina Wheelis)
 - g. The VPAA will continue to ensure that professional development opportunities will be budgeted for all academic divisions.
 - h. The TRiO SSS will attend and document appropriate professional development activities and share applicable information with other college staff and faculty.
- 2b6. The organization's 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. (Tina Wheelis)
- 2b7. The organization 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.
 - b. The Annual Budget Report will be submitted at the end of each fiscal year with variance analysis. (Tina Wheelis)

- c. The AH Division goal of additional two satellite campus' at Ash Flat and Mt. View is in the process of their first year. This growth will continually be monitored and ideas for future growth will be explored, i.e., Respiratory and Radiology.
- d. TRiO SSS will review the internal CAS assessment document produced in 06-07.

Priority

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

Strategies

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

Actions

- a. Based on this year's success in reaching students in need of women's advocacy, the Director of Planning will continue to visit College Success classes and will budget time accordingly.
- b. The effectiveness of the Student Success Specialist will determine the writing of future Perkins grants.
- c. Evaluation processes will be administered at each of the CE offered by the Professional Developments Committee. This will ensure stated expectations have been meet. (September 2008)
- d. The Arts and Humanities Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
- e. The Arts and Humanities Division will continue to use classroom assessment techniques to document meeting these goals.

- f. The Business Technology Department will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
- g. 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.
- h. 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.
- i. Determine if student numbers and educational gains are sufficient to maintain or increase funding. (AE)
- j. Determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators. (AE)
- k. Annual performance evaluations are conducted for each member of the Finance staff. (Tina Wheelis)
- l. Annual performance evaluations are conducted for each member of the Physical Plant staff. (Tina Wheelis)
- m. Annual performance evaluations are conducted for each member of the Grounds staff. (Tina Wheelis)
- n. Annual performance evaluations are conducted for each member of the Kids Academy staff. (Tina Wheelis)
- o. Annual performance evaluations are conducted for each member of the Cafeteria staff. (Tina Wheelis)
- p. The Finance Department has quarterly meetings to stay abreast of current policies to ensure that needs of students and other constituents are met. (Candace Blevins)
- q. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.

2c2. The organization 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.
- b. Marketing will work with IS to develop an online marketing survey for current, graduating, entering and former students.
- c. The VPAA will continue to ensure that Classroom Assessment Technique forms, Early Alert forms, and other academic data gathering vehicles are utilized.
- d. Data Day will be held yearly.
- e. Administrative Council meetings will be held weekly when possible.
- f. Planning manuals and planning result manuals will be distributed college wide each year.

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

Actions

- a. Grant reporting will be utilized to guide and improve grant management and achievement.
- b. The Arts and Humanities Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
- c. The Arts and Humanities Division will continue to keep our assessment documentation in each of our classes.
- d. The Arts and Humanities Division will make changes in our teaching techniques based on the information we get in our assessment documents.
- e. The Business Technology Department will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.

- f. The Allied Health Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes and be more diligent in going to the VPAA's office to view student feedback after the semester is complete.
 - g. 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.
 - h. The Institutional Effectiveness Committee monitors campus wide assessment activities throughout the year.
 - i. Marketing staff will utilize survey data to make marketing decisions regarding advertising dollars spent.
- 2c4. Periodic reviews of academic and administrative subunits contribute to improvement of the organization.

Actions

- a. The Student Success Specialist will work with SI to report to the college retention and completion data
 - b. The Professional Development Committee will continue to perform periodic reviews of academic and administrative via email to support continuous improvement of faculty and staff. (This will be performed and documented at least once each semester.)
 - c. Course evaluations are conducted each semester
 - d. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
 - e. TRiO SSS will review the internal CAS assessment document produced in 06-07.
- 2c5. The organization provides adequate support for its evaluation and assessment processes.

Actions

- a. The Perkins grant and Planning and Special Projects will continue to budget for a Student Success Specialist and her activities.
- b. The Arts and Humanities Division 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.
- c. The Business Technology department will ensure information or materials are available to the instructors to ensure they have what is needed to improve in any areas that were shown to be lacking in the assessment process.
- d. The Allied Health Division will ensure information or materials are available to all instructors to ensure they have what is needed to improve in any areas that were shown to be lacking in the assessment process and will budget accordingly.
- e. The Institutional Effectiveness committee is appointed by the president to include a range of staff, faculty and administrators.
- f. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
- g. TRiO SSS will review the internal CAS assessment document produced in 06-07.

Priority

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

Strategies

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

Actions

- a. Planning will flow from the five Primary Goals that are consistent with our mission, vision, values and goals.

2d2. Planning processes link with budgeting processes.

Actions

- a. Planning will continue to precede the budgeting process.
- b. The Arts and Humanities Division will plan their budget in conjunction with the planning process.
- c. The Arts and Humanities Division will budget money for student activities to involve our students in cultural activities that will open their world.
- d. The Arts and Humanities Division will also budget money for professional development activities.
- e. The Business Technology Department Budget will be formulated in conjunction with the planning process.
- f. The Allied Health Division Budgets will be formulated in conjunction with the planning process to allow for growth and professional development.
- g. All Academic Affairs budgets are aligned with the college Strategic Plan.
- h. The annual budget process will begin with a “planning phase” to incorporate wants and needs into the annual budget submissions. (Tina Wheelis)

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

Actions

- a. For the third year, all areas of the college will be involved in the planning process.

- b. Capital purchases for instructional equipment will be purchased prior to December each year. (Tina Wheelis)
- c. Purchases of instructional technology and the addition of new programs continue to be an end product of the planning process.

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.
- b. The marketing plan will link to the overall institutional strategic plan.

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

Actions

- a. The 2008-2009 planning results review committee will be charged with analyzing the manual for the presence of this awareness.

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 when planning.
- 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.
- c. 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.

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

Priority

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

Strategies

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

Actions

- a. The Arts and Humanities Division will check syllabi to ensure that each class has clearly stated goals and student outcomes objectives.
- b. Academic Affairs will continue to ensure all course specific learning goals and objectives are stated in course syllabi.

- c. Academic Affairs will continue to ensure general student learning goals are listed in the college catalog.
- d. GED students will take TABE assessment upon entry to establish learning goals. (AE)

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

Actions

- a. Planning will conduct an annual alumni survey.
- b. The VPAA will continue to develop the assessment program throughout the instructional spectrum.
 - 1. The VPAA will continue to provide learning opportunities for faculty/staff
 - 2. The VPAA will continue to develop assessment tools for courses and programs
- c. The science department will continue into 2009-2010 with alterations, i.e. shortened pretests that will utilize learning objectives.
- d. GED students will retake TABE assessment to determine educational gains and the GED pre-test to qualify for taking Official GED Test. (AE)
- e. Ozarka College will continue to emphasize student learning outcomes and consistently initiate effective assessment processes to demonstrate that it is fulfilling its mission

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.
- b. The Arts and Humanities Division will continue to use traditional methods of assessment and to try new nontraditional methods.
- c. In the communication classes, public speeches and the outcomes of small group projects will be used as a measure of communication skills.

- d. In the art, music, and theater classes, different forms of creative works will be used as a measure of skills.
 - e. The Business Technology Department will continue to use traditional methods of assessment and to try new nontraditional methods. The Department will also meet to share successful nontraditional assessment methods.
 - f. 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.
 - g. The social science faculty, full time and adjunct, will conduct assessment of learning objectives and turn in results to division chair by May 2009
 - h. The Allied Health Division will continue to use traditional methods of assessment and to try new nontraditional methods. The Department will also meet to share successful nontraditional assessment methods.
 - i. The science instructors will continue use of assessment bucket from '08, especially utilizing “muddiest point, conception/misconceptions”.
 - j. TRiO SSS will provide the institutional effectiveness committee with a summary of evaluations from the tutoring and supplemental instruction programs.
 - k. Ozarka College will continuously initiate multiple measures of student learning and develop appropriate assessment data for course and programmatic decision-making.
- 3a4. Results obtained through assessment of student learning are available to appropriate constituencies, including students themselves.

Actions

- a. 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.
- b. The Arts and Humanities Division will work to ensure that the students will have access to the reports of their progress and success in class.
- c. The Business Technology Department will work to ensure that the students will have access to the reports of their progress and success in class.
- d. The Business Technology Department will return graded quizzes and exams and homework promptly to students to enable students to learn from the evaluations.
- e. The Allied Health Division will work to ensure that the students will have access to the reports of their progress and success in class.
- f. 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)
- g. The VPAA will continue to ensure all faculty members have access to their classroom evaluations.
- h. The VPAA will continue to ensure all Classroom Assessment Techniques forms are available to all who has access to myOzarka course listings.
- i. 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.
- j. Students will be given copies of all TABE and GED pretest results. Official GED scores will be sent to student. (AE)
- k. The Institutional Effectiveness Committee receives updates from the VPAA and departments regarding assessment

- l. Continuing Education course evaluations are collected and kept available for review.
 - m. Pass rates and assessment results from academic programs made available to the Advancement Division will be announced by the public relations specialist.
- 3a5. The organization integrates into its assessment of the student learning the data reported for purposes of external accountability (e.g., graduation rates, passage rates on licensing exams, placement rates, and transfer rates).
- Actions
- a. The Student Success Specialist will continue to monitor retention and completion and make this information available to internal and external constituents.
 - b. CAAP test scores are reported.
 - c. Pass rates and assessment results from academic programs made available to the Advancement Division will be announced by the public relations specialist
 - d. The Business Technology Department will report results course assessment results.
 - e. The BT Department will monitor graduation rates and job placement rates.
 - f. Grades and comments are available throughout the semester in myOzarka.
 - g. The Allied Health Division will continue to utilize the NCLEX PN and RN for the Nursing Students as well as EMT Registry upon completion. We will continue to look at pass rates as well as entrance exams such as the NET for the PN students and the LPN Gap for the RN students.
 - h. TRiO SSS will document the annual report statistics to the institutional effectiveness committee.
- 3a6. The organization's 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.
- b. All credit classes will continue to be assessed utilizing the SIR II evaluation instrument.

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

Actions

- a. 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.
- b. The Arts and Humanities Division will continue to evaluate student learning through traditional and nontraditional assessment methods.
- c. We will keep documentation of our assessment activities in each class.
- d. The Business Technology Department will continue to evaluate student learning through traditional and nontraditional assessment methods.
- 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.
- f. Student grade results in courses will be evaluated.
- g. Results of Comprehensive Course Content testing will be evaluated to determine deficiencies in learning outcomes.
- h. Faculty members determine and make necessary changes to course objectives each semester.

- i. 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.
 - j. The Science Department will continue to evaluate student learning and make changes where appropriate.
- 3a8. Faculty and administrators routinely review the effectiveness and uses of the organization's programs to assess student learning.

Actions

- a. 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.
- b. The Business Technology department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
- c. The Allied Health Division instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
- d. The VPAA will continue to review completed SIR II evaluation report along with student comments.
- e. Determine if student numbers and educational gains are sufficient to maintain or increase funding. (AE)
- f. Determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators. (AE)

Priority

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

Strategies

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

Actions

- a. The Arts and Humanities Division will share instructional materials and resources with one another.
- b. The Arts and Humanities Division will continue to research information on curricular content and the best strategies for teaching the courses in the department.
- c. The Business Technology Department will share instructional materials and resources with one another.
- d. The Business Technology Department will continue to research information on curricular content and the best strategies for teaching the courses in the department.
- e. The Business Technology Department will continuously review courses to assure they maintain pace with the business/technology environment.
- f. The Business Technology Department consists of qualified, Master Degrees, Experienced faculty who monitor curricular content and determine strategies for instruction.
- g. The Allied Health Division will share instructional materials and resources with one another as well as continue to research information on curricular content and the best strategies for teaching the courses in the department.
- h. The final touches are being applied to the science curriculum and materials such as the new Biology book will be in the bookstore by the fall of '08.
- i. Staff and faculty will meet each August to implement changes in content for instruction. (AE)

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

Actions

- a. The SSS and the DPSP will attend a retention conference and visit a model institution and budget through Perkins accordingly.
- b. The Arts and Humanities Division instructors plan to attend at least one professional conference during 2008-09.
- c. 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.
- d. The Business Technology Department instructors will attend AATYC and participate in sessions related to BT and teaching effectiveness.
- e. The full time social science faculty will attend at least one state conference and one national conference. The social science budget will reflect this will an increase in the requested budget.
- f. The Allied Health Division instructors plan to attend at least one conference related to their field during 2008-09, besides AATYC as well as complete current CEU's for renewed licensure and will budget accordingly.
- h. Continued by inclusion in Science Department budget proposal for 08-09. (BD)
- i. The full time Science Faculty attended National Science Teachers Association national conference in sp. '07. (BD)
- j. The VPAA will continue to require all online faculty members to be trained in online instruction.
- k. The VPAA will continue to facilitate professional development opportunities in teaching and learning.
- l. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours need to maintain current teaching certificate. (AE)

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

Actions

- a. 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.
- b. The Business Technology Department will continue to evaluate teaching strategies in the classroom and in course planning.
- c. The Allied Health Division will continue to evaluate teaching strategies in the classroom as well in the clinical areas and in course planning.
- d. The Science Department will continue to evaluate teaching and effectiveness in the classroom.
- e. The VPAA will continue to require all classes to be evaluated utilizing the SIR II.

3b4. The organization 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 2008-2009.
- b. The Allied Health Division instructors plan to attend at least one conference related to their field during 2008-09 as well as keeping up to date through CEUs and recertifications as required to maintain licensure and in the ever-changing healthcare field.
- c. The VPAA will continue to provide conference and seminar opportunities for faculty.

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

Actions

- a. Based on successful approaches from MSCC, Ozarka College utilize volunteer faculty and staff and grant programs and budget for additional academic coaches to run a three-campus Student Success Center utilizing faculty, staff, administration and paid academic coaches.
- b. Student services personnel will participate in activities at the Student Success Center.
- c. The Vice President for Student Services will utilize survey results from the CCSSE to improve student opportunities.
- d. Student Services will participate in the Student Government organization.
- e. The Arts and Humanities Division continues to update teaching strategies using new technology and teaching practices.
- f. The Business Technology Department continues to update teaching strategies using new technology and teaching practices.
- g. All of the Business Technology Department courses, except for the Computer Lab Courses, are offered on Interactive Video. This provides actual recording of classroom sessions which are made available to web course students and in-class students for review and study.

The Allied Health Division will continue to update teaching strategies using new technology and teaching practices to reflect the Healthcare Industry of today. The use of ERI testing package for all Nursing students is budgeted based on the assessment of predictability of passing their licensure exam.

- h. The science faculty continues to evaluate teaching strategies best served in the lecture environment as well as the laboratory environment that utilize both tried and tested techniques as well as new and innovative ideas. (BD)
- i. Based on two year's of successful Saturday seminars to enhance student success, TRiO will conduct additional Saturday seminars in the coming year.

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

Actions

- a. The VPSS will assist the administration in the utilization of the CCSSE survey results at all Ozarka College locations.
- b. The Arts and Humanities Division continues to update teaching strategies using new technology and teaching practices.
- c. The Business Technology Department continues to update teaching strategies using new technology and teaching practices.
- d. The Allied Health Division will continue to receive organizational support for new ideas and expansion with up to date technology and positive effects on student learning.
- e. Continues---and the Department utilizes the publications provided, i.e. “Critical Thinking”, “The Professor in the classroom” as well as professional periodicals that keep abreast of latest strategies. (BD)
- f. The VPAA will continue to provide information on effective teaching and learning.
- g. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)
- h. Annual budget requests will include amounts for travel related to professional development. (Tina Wheelis)

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

Actions

- a. Each member of the Arts and Humanities faculty will join a professional organization in their area of instruction.
- b. Business Technology instructors will join an organization relevant to Business Technology, i.e. FBLA, AATYC
- c. Both full time instructors will have membership in the Arkansas Historical Association by December 2008
- d. Each faculty member of the Allied Health Division will continue to be a member of a professional organization in their area of instruction.
- e. The Science Department will continue to be involved in appropriate professional organizations.
- f. The VPAA will continue to encourage faculty to belong to appropriate professional organizations.
- g. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)

Priority

Initiative 3c. The organization creates effective learning environments.

Strategies

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

Actions

- a. Based on successful approaches from MSCC, Ozarka College utilize volunteer faculty and staff, grant programs and budget for additional academic coaches to run a three-campus Student Success Center.

- 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.
- c. The Business Technology Department will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
- d. The social science faculty will review assessment results and implement changes in courses based on these assessments. This information will be review yearly.
- e. The Allied Health Division will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
- f. The Science Faculty will utilize assessment tools in determining additions and changes to curriculum. Based on these results the faculty will use a variety of means to improve student learning, i.e. in-house tutoring (Trio, Student Success Center, etc.), purchase of appropriate instructional resources, new techniques obtained from research in articles from professional periodicals, web resources, i.e. You Tube dissection videos. (BD)
- g. TRiO SSS will document all improvements and changes to the institutional effectiveness committee.
- h. Based on this fall's assessment, TRiO will make efforts to improve documentation of midterm and semester advising, including entering advising notes into the my.ozarka system.

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

Actions

- a. Based on need during fall of 2007, the Director of Planning will continue to provide a women's advocacy program and budget accordingly.
- b. Career Pathways advisors identify and assist students with social and financial barriers.
- c. The VPAA will continue to ensure an open classroom environment that facilitates an equal sharing of ideas.
- d. 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)
- e. TRIO SSS will continue to select its students without discriminating according to race, gender, etc.

- 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.
- b. The Perkins grant will provide CDs and learning material throughout 2008-2009 from Noel-Levitz's three spring 08 webinars to be utilized by faculty, staff and administration who did not attend the webinars.
- c. 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.
- d. Business Technology Instructors will assure that each student has a current Degree Plan handout and is advised and trained to schedule and register through myOzarka. Instructors as advisees will maintain notes in myOzarka of advising process.

- e. The Allied Health Division Faculty will check rosters to ensure that students appear to be in the correct course as well as those who appear in class that are not on the rosters to register to increase the effectiveness of the advising process.
- f. Continues... also, direct students in need of academic help to Student Services. Also, science instructors will volunteer to tutor those in need of life science studies help at the AF campus. (BD)
- g. The VPAA will continue to enhance the advising process to include providing educational opportunities for advisors.
- h. 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.

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 campuses.
- b. Student Services will evaluate adding NET testing for LPN students on the Ash Flat and Mountain View campuses.
- i. The Student Success Center will operate on all three campuses.
- j. 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.

- k. Every required Business Technology course will be offered on all three campuses either through Interactive Video, in-class schedules, or Web Classes.
- l. The Allied Health Division will continue to utilize the school internet platform myOzarka, to ensure that all students regardless of location have access to the materials they need for their educational experience as well as the ease to obtain information needed to complete their academic studies.
- m. Due to a lack of access to videos on MV and AF campuses, the Partners grant will provide for additional videos for those campuses.
- n. The VPAA will continue to explore new learning venues.
- o. The GED program will continue to serve at multiple sites and different times across the four counties and budget for these services. (AE)
- p. 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.
- q. 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 campuses at least two days per week.
- r. TRiO SSS provides advising services, tutoring services, workshops and student services on all three campuses.

- 3c5. The organization 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.
- b. The Arts and Humanities Division continues to use new technologies in many areas of teaching.
- c. The Business Technology Department will utilize various new technologies as soon as they become available.
- d. The BT Department Software will be updated to stay up with current technology.
- e. The BT Division will provide current AAS-BT and Certificates of Proficiency handouts and brochures to create awareness of opportunities available to students.
- f. The Allied Health Division will continue to use new technologies in many areas of teaching, not only in the classroom but in the clinical settings as well.
- g. To explore ways to advance clinical skills of students prior to the clinical experience, the AHD test the use of the SIMS man on the AF campus.
- h. Use of Clinical excursion software will be used to enhance clinical experience as needed.
- i. The VPAA will send faculty to conferences to learn about new technologies and learning pedagogies.
- j. Information Systems will monitor network security, backups and data storage.
- k. Information Systems will research using Virtual Servers to increase reliability.
- l. Information Systems will implement wireless upgrades and deploy Enterasys Wireless equipment.
- m. Information Systems will continue to develop myOzarka with feedback from faculty and students.
- n. Based on usage assessment, TRiO SSS will continue to provide various technology equipment for check-out by TRiO SSS participants and will budget accordingly.
- o. 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.

- p. Ozarka College will continue to create effective learning environments by incorporating technology in the classroom and in support of interactive compressed video classes and on-line classes to continue to expand educational opportunities.
 - q. The Partners for Care grant will utilize interactive video and video archiving to increase versatility in reaching high school concurrent students.
- 3c6. The organization's 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 (100%), that component of the grant will continue to operate as it has been.
- b. Student Services will provide a Campus Coordinator and a Survey Administrator for CCSSE surveys to involve student engagement in Ozarka's mission.
- c. Student Services personnel will exhibit an excellent attitude in working with student, faculty, staff, and administration.
- d. Admissions will continue to seek ways to work with the Student Success class and with the Student Success Center.
- e. The VPAA will utilize the SIR II reports and student comments to ascertain student satisfaction with technologies, materials, and teaching quality.
- f. Determine if student numbers and educational gains are sufficient to maintain or increase funding. (AE)
- g. Determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators. (AE)
- h. TRiO will continue to evaluate the components of its programming by annually reviewing the CAS assessment and use these evaluations to improve student learning.

Priority

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

Strategies

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

Actions

- a. Based on successful approaches from MSCC, Ozarka College utilize volunteer faculty and staff, grant programs and budget for additional academic coaches to run a three-campus Student Success Center.
- b. Based on a review of other programs, the SSS will offer career counseling, job placement and Suits for Success through the SSC; participate in the Student Success Seminars; and provide drug and alcohol education for students and budget accordingly.
- c. The Business Technology computer labs are available to students when classes are not being conducted in the classrooms.
- d. The BT computer labs are available to students on Monday-Thursday until 9pm.
- e. 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.
- f. The Library will continue to support the faculty with resources both online and in-house.
- g. The Library will continue to solicit input from faculty on its book holdings and online resources.
- h. The GED program will continue to give students access to computer, computer programs and books as needed and budget for these supplies. (AE)

- i. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students. (Amy Pinkston)
 - j. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric setting for students to fulfill program requirements. (Amy Pinkston)
 - k. 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.
- 3d2. The organization evaluates the use of its learning resources to enhance student learning and effective teaching.
- Actions
- a. The preliminary offering of the Student Success Center will be evaluated at the end of the spring 2008 semester to make adjustments for fall 2008.
 - b. The student serves team will utilize the CCSSE survey results to improve instruction and to enhance student learning.
 - c. The Allied Health Division will continue to update textbooks and strive to ensure good clinical experiences as other sources of information to keep up with changes in the Allied Health field.
 - d. The Library will continue to utilize surveys to gather data from faculty, staff, and students on its effectiveness.
 - e. Based on an educational functioning level, students will be offered individualized educational plans. (AE)
- 3d3. The organization regularly assesses the effectiveness of its learning resources to support learning and teaching.

Actions

- a. The Allied Health Division will continue to update textbooks and strive to ensure good clinical experiences as other sources of information to keep up with changes in the Allied Health field.
- b. See 3d3d.
- c. TRiO SSS will conduct an annual evaluation by individual participants and will use these evaluations to improve student learning.
- d. 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.

- 3d4. The organization 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.
- 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.
- c. Information Systems will maintain the Helpdesk and respond to all work orders in a timely manner.
- d. Information Systems will monitor equipment specifications to ensure equipment standards.
- e. Information Systems will hold faculty and staff in-service meetings.
- f. The VPAA will ensure faculty members are trained in the effective use of current and available classroom technology.

- g. 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.

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

Actions

- a. The Student Success Center will employ academic coaches to enhance the faculty and staff volunteer efforts.
- b. All student Services staff will increase knowledge about the use of SonisWeb.
- c. Information Systems will monitor classroom schedules and adjust office hours to ensure coverage.
- d. The AH Division maintains adequate staff for theory and utilizes adjunct pool to meet the ASBN requirement of Nurse to student ratio of 1:10 in the clinical setting
- e. The VPAA will continue to ensure adequate staffing in applicable academic areas such as the Library.
- f. The GED program will continue to budget for instructors and program materials to help students acquire their GED. (AE)
- g. Based on annual performance assessment, TRiO SSS will continue to budget for staff members to deliver its successful programming to TRiO SSS participants.
- h. Ozarka College will continue to create effective learning environments by employing qualified faculty dedicated to teaching and learning.

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

Actions

- a. Staff, faculty and grant personnel will partner to provide three Student Success Centers, one on each campus.
 - 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.
 - 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.
 - d. The Academic Divisions will continue to brainstorm new partnerships and technologies to enhance the learning process through division meetings and Instructional Council.
 - e. 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.
- 3d7. Budgeting priorities reflect that improvement in teaching and learning is a core value of the organization.

Actions

- a. Monies will be dedicated to the operation of three Student Success Centers, one on each campus.
- b. The Social Science Division budget will reflect an increase to accommodate for professional development and guest speakers.
- c. Budgeting for Professional Development of instructors will be budgeted.
- d. The Science Department is increasing opportunities at AF and MV with proposals in budget for 08-09 to purchase equipment and materials to offer microbiology classes at AF in summer of '09 and at MV the summer of 2010. (BD)

- e. The overall Academic Affairs budget will reflect increases in travel for professional development opportunities.
- f. 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.

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

Priority

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

Strategies

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

Actions

- a. These statements will continue to be published in the Board Manual.

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

Actions

- a. Planning and Special Projects will budget for assistance for the Student Success Specialist to attend a master's program.

- b. Ozarka College offers tuition reimbursement for employees pursuing higher education.
- c. Professional development opportunities are budgeted on an annual basis by the departments and incorporated in the annual operating budget. (Tina Wheelis)
- d. 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. (Tina Wheelis)
- e. 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. (Candace Blevins/Earlene Martz)
- f. 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.
- g. 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 new construction there is a need for initial landscaping of the new Ash Flat building and budgeting for this purchase. (Dave Rush)
 - 2. Due to results of November 2007 survey, there is a need to research the purchase of new furniture for Melbourne grounds and budget for this purchase in 08-09. (Dave Rush)
 - 3. Due to increased demands of maintaining grounds, there is a need to research additional help. (Dave Rush)
 - 4. Due to overlapping responsibilities between grounds and maintenance, there is a need to meet with Dr. Johnston to further define ground's responsibilities such as with outside lighting, parking lots, and sidewalk maintenance so that these areas are not accidentally neglected and budgeting is not duplicated or neglected. (Dave Rush)

5. Due to the positive comments on the November 2007 survey, there is a need to continue detailed upkeep of the grounds on all three campuses and continue to make improvements. The upkeep and future improvements will come from the general grounds budget. (Dave Rush)
6. Replacement of timbers and metal edging in some beds last year with landscaping block has created a pleasing visual effect on campus. There is a need this year to continue replacing other beds and budget for these changes. (Dave Rush)
7. Due to new construction in Ash Flat, there is a need to add an additional underground sprinkler system and budget for this system. (Dave Rush)
8. An additional sprinkler must be added and budgeted for the Hall Building on the Melbourne campus. (Dave Rush)
- h. Maintenance staff will review building progress of new Nurses/ Student center at Ash Flat. (Ronny Rush)
- i. Maintenance will review and monitor renovations of old Nursing Building into the Bookstore and Career Pathways Office Suite. (Ronny Rush)
- j. Maintenance will continue to strengthen security measures and crisis preparedness for Ozarka College. (Ronny Rush)
- k. Maintenance will continue researching signage for Mt. View and Ash Flat Campuses. (Ronny Rush)
- l. **Ozarka College will implement actions which demonstrate that it values a life of learning through:**
 1. Providing community access to computer labs.
 2. Increasing marketing and recruitment of traditional and non-traditional students.
 3. Initiating programs specific for senior citizens in the service area.
 4. Providing wellness and fitness activities for students of all ages.
 5. Partnering with community groups and agencies to promote life-long learning.
 6. Providing a wide variety of personal enrichment course offerings

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

Actions Student

- a. Assessment Coordinator will continue to participate in workshops and conference calls related to testing procedures.
- b. The SSS and the DPSP will visit a model school for retention and attend a retention conference and will budget for these activities through Perkins.
- c. The DPSP will attend a conference related to women's advocacy, the NCA/HLC conference and AATYC and will budget accordingly.
- d. Admissions and Financial Aid will continue to participate in the Ozarka College scholarship program.
- e. The VVSS and other staff members will attend a Noel-Levitz Conference with the focus being on student retention.
- f. Advancement staff members are encouraged to budget for and attend the annual AATYC conference.
- g. All instructors have the opportunity to attend the AATYC conference in October.
- h. 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.
- i. All Allied Health Faculty have the opportunity to attend AATYC each year as well as be a presenter if they would like to.
- j. The Allied Health Division instructors plan to attend at least one conference related to their field during 2008-09 as well as keeping up to date through CEUs and recertifications as required in the ever-changing healthcare field and budget accordingly.
- k. The Science Department will continue to search out professional development opportunities in the science related fields.

- l. The VPAA will support professional development opportunities in-state and out.
- m. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)
- n. Annual instructor in-service is held to implement changes in content for instruction. (AE)
- o. 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. (Michelle Cunningham/Earlene Martz/Karen Owens/Tina Wheelis)
- p. The annual operating budget reflects an expenditure line item to allow tuition waivers for employees to take courses at Ozarka College. (Michelle Cunningham/Tina Wheelis)
- q. 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. (Michelle Cunningham/Tina Wheelis)
- r. 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. (Karen Owens)
- s. TRiO SSS staff members will attend all relevant Ozarka College professional development opportunities.
- t. TRiO SSS staff members will attend and document all appropriate professional development activities which are within budget constraints.
- u. The TRiO director will share ideas with TRiO staff and implement successful strategies learned on an Ozarka sponsored trip to a retention conference.
- v. Human Resources will attend at least two professional meetings for OPM.
- w. Human Resources will attend J. P. Farley workshop in Memphis.
- x. Ozarka will provide support to ensure that faculty, students, and staff acquire, discover, and apply knowledge.

- 4a4. The organization 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
- b. TRiO SSS will continue to highlight students in its monthly newsletter.
- c. TRiO SSS will continue to nominate a TRiO Hall of Fame student and a TRiO Achiever to its state and regional associations.
- d. Ozarka College will continue to hold a public graduation, including the display of faculty and staff regalia and student honor regalia.
- e. Ozarka College will continue to select staff and faculty members and students of the year.
- f. The President will continue to have a “kudos” section in his monthly report to the Board.

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

Actions

- a. In the Arts and Humanities Division, a student’s ability to strive for scholarship and knowledge is evaluated through public speaking, small group projects, art, music, and theater projects.
- b. In the Business Technology Department, a student’s ability to strive for scholarship and knowledge is evaluated through individual hands-on applications, small group projects, and real world simulations and case studies.
- c. The VPAA will work with the Academic Divisions to create an Honor’s program.

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

Actions

- a. The SSS will continue to research statistics related to retention and completion at Ozarka College and distribute this information for assessment and planning purposes.
- b. In the Arts and Humanities Division, a student's ability to stimulate organizational and educational improvements is evaluated through public speaking, small group projects, art, music, and theater projects.
- c. TRiO will continue to utilize its various evaluations of programming to improve student learning.
- d. Assessment results will be used for program and institutional improvement.
- e. Survey results will be used for program an institutional improvement

Priority

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

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

Actions

- a. The Arts and Humanities Division offers elective courses such as Interpersonal Communication, Global Communication, Studio Art, Painting for Non-majors, and Drawing.

- b. 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.
 - c. The BT AAS degree plan includes courses in general education, including: English, Mathematics, and Oral Communication.
 - d. The Allied Health Division will continue to require the pre-requisite courses of Gen. Ed. for the Nursing programs and is integrated into the HIM degree as well.
 - e. TRiO SSS will continue to support Ozarka’s general education endeavors through its tutoring program and its special programming and will budget accordingly.
- 4b2. The organization 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 5 years.
 - b. Advisory committee meetings are held annually. (AE)
 - c. **The mission, values and general education guidelines will be reviewed periodically.**
- 4b3. The organization 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.
- b. **The College Planning and Effectiveness Committee will continue to monitor assessment of student learning.**

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

Actions

- a. The Arts and Humanities Division offers live theater productions for the students and the community; they have art exhibits and musical performances.
- 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.
- 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 as well as BMI measurements with the public schools as needed.

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

Actions

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

- c. The Allied Health Division will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry.

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

Actions

- a. 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.
- b. The Business Technology department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
- c. The learning outcomes of the Allied Health Division will continue to demonstrate effective preparation for continued learning of its students to keep up with the ongoing changes in the healthcare field and will budget for ERI Testing, Faculty Professional Development, and purchase of needed equipment and supplies in 08-09.
- 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.

Priority

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

Strategies

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

Actions

- a. The Arts and Humanities Division is included in the General Education Program review that is done every 5 years.
- b. The Business Technology Division is included in the General Education Program review that is completed every 5 years
- c. For the Allied Health Division--the Nursing Program Reviews are done in accordance with the Arkansas State Board of Nursing which is 5 years. The LPN review will be in June 2008. 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 2007 for the EMT program. This will be done again in 2012 for RN, 2013 for LPN and 2009 for EMT.
- d. Determine if student numbers are sufficient to maintain or increase funding.
- e. Determine if students have demonstrated a significant increase in the educational levels to maintain or increase funding.
- f. Determine the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.
- g.

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

Actions

- a. 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.
- b. The Business Technology department will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
- c. 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.

- 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 SSS will develop a mission and learning outcomes for the components of the SSC: academic coaching, career counseling and job placement.
- b. 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.
- c. The Business Technology department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
- d. The Allied Health Division will continue to have specific learning outcomes to assist graduates in achieving employment opportunities in their chosen field.
- e. External constituents continue to recruit graduating students from all arenas of nursing practice.
- f. 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.

- g. Based on usage assessment, TRIO SSS will continue to provide various technology equipment for check-out by TRiO SSS participants and will budget accordingly.

- 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.
- b. The BT Division will provide current AAS-BT and Certificates of Proficiency handouts and brochures.
- c. The Business Technology Division will meet with Business Advisory Committee annually to update expectations of industry
- d. The Criminal Justice Leadership program will meet once an academic year to review program and determine if changes are needed.
- e. The Allied Health Division will continue to have an Advisory Board that is made up of alumni, employers, and other external constituents who meet and provide input for current knowledge, needs and expectations.

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

Actions

- a. Students will continue to be selected for the President's list and other recognition opportunities.

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

Actions

- a. The BT Division will assure that specific expectations of knowledge and skill levels are well defined in course syllabi.
- b. The Allied Health Division will continue to test for mastery or competencies in subject matter as well as performance in the clinical setting.

- 4c7. The organization 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.
- b. The VPSS will work with a task force to improve the student government organization.
- c. TRIO and Career Pathways partner to provide a student seminar with various topics.
- d. 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.
- 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 as well as BMI measurements with the public schools as needed.
- f. The college will continue to support Arbor Day activities.
- g. The VPAA office will support and promote PTK activities.

Priority

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

Strategies

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

Actions

- a. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools as needed.
- b. 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.

4d2. The organization 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 policies as it pertains to instruction.

- 4d3. The organization 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 on all three campuses.
- 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 as well as BMI measurements with the public schools, and flu shot clinics as needed.

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

Actions

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

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

Actions

- a. The BT Department will include specific descriptions of plagiarism in its syllabi.
- b. The VPAA will continue to strictly enforce the current policies pertaining to plagiarism.

Primary Goal 5: Engagement and Service

Priority

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

Strategies

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

Actions

- a. The Professional Development Committee assesses the CE requirements of the organization to ensure there is ongoing and progressive measures in place to promote faculty adherence to the organization's mission . (May 2008)
- b. The college scholarship committee awards institutional scholarships to support student retention.

5a2. The organization 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.
- b. The Allied Health Department will continue to utilize an advisory board.

- c. The advisory board completes a survey during our annual meeting to reflect what areas of need are in the community.
- 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.

5a3. The organization 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.
- b. The SSC will provide services to all students on all campuses and will budget for tutors and materials.
- c. 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. (May 2008)
- d. Ozarka College will demonstrate its responsiveness to its constituencies through:
 - 1. Providing program and course offerings that meet the educational and training needs of the service area.
 - 2. Providing support services to all participant in Ozarka College programs.
 - 3. Providing transition assistance for students.
 - 4. Providing opportunities and support for community development and partnerships.
 - 5. Providing support and initiatives for partnerships with business and industry.

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

Actions

- a. The Arts and Humanities Division responds to the community needs in regard to art and culture opportunities for the community members.
- 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 as well as BMI measurements with the public schools as needed.
- c. Continuing education staff assess community interest for non-credit courses

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

Actions

- a. The Professional Development Committee offers programs to ensure CE is a proactive process within the organization. (May 2008)
- b. The Allied Health Division has expanded its LPN program Fall 2007 to the Mt. View and Ash Flat campus as a result of a response to external constituencies in the Health care arena and will continue to operate those programs and budget accordingly.
- c. Continuing Education and customized training courses are scheduled upon request from the community.
- d. The VPAA will continue to work with Continuing Education to develop new courses and programs that could possibly be used to develop credit.

Priority

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

Strategies

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

Actions

- a. The Public Relation Specialist maintains effective communication with local media representatives.
- b. The President will continue to make monthly updates available to the Board and staff and give College Updates twice each semester.
- c. The President will appoint Task Force Committees as needed.
- d. The Administrative Council will continue to meet weekly.

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

Actions

- a. Ozarka's foundation board offers cultural and social events throughout the year.
- b. Ozarka college staff are active in community activities, local fairs and festivals, etc.
- 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 as well as BMI measurements with the public schools as needed.
- d. TRiO SSS will continue to provide transfer and cultural activities to TRiO SSS participants, which will involve students with the external communities.

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

Actions

- a. Continuing education and credit fitness courses attract non-traditional students to campus.
- b. The Allied Health Division, expects and encourages its students to participate in designated hours of community service as well as the clinical practicum for each program which includes community health.
- c. The Ozarka Kids Academy will continue to serve students, area parents, and area children through its operation. (Amy Pinkston)
- d. 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. (Amy Pinkston)
- e. 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. (Amy Pinkston)
- f. The Academy will continue to work with the Career Pathways Initiative to provide child care services for eligible students. (Amy Pinkston)
- g. The Academy will continue to offer part time enrollment in the Academy to accommodate students' class schedules. (Amy Pinkston)
- h. The Academy staff will attend the Annual Arkansas Early Childhood Education Conference in October of each year and all staff members will attend a minimum of 15 hours in early childhood education per year. (Amy Pinkston)
- i. The Academy Director will continue to conduct quarterly staff meetings with all employees. (Amy Pinkston)
- j. The Academy Parent Advisory Board will continue to meet on a monthly basis to increase parent involvement, support Academy programs, provide parental input, and promote community outreach. (Amy Pinkston)
- k. The Academy staff will maintain certifications in First Aid and Infant, Child, Adult CPR to ensure children's safety. (Amy Pinkston)

- l. The Academy will continue to conduct monthly emergency drills including fire, severe weather, earthquake, and violence prevention in order to increase emergency preparedness. (Amy Pinkston)
- m. The Academy Director will research programs which will allow parents or guardians to access the classroom video cameras through a secure website in order to increase parent awareness and security measures. (Amy Pinkston)
- n. In February, 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. (Amy Pinkston)
- o. 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. (Amy Pinkston)
- p. The Academy Director will review employee policies and procedures as well as the policies and procedures identified in the Parent Handbook on an annual basis and update as needed. (Amy Pinkston)
- q. The Academy will continue to collaborate with AAA Therapy and the North Central Arkansas Education Service Center to provide developmental screenings for all children in attendance. Free support services will be provided to children who show developmental delays in order to enhance each child's optimal growth and development. (Amy Pinkston)
- r. The Academy will continue to increase parent/guardian involvement and educational opportunities to support and enhance the family and child through family-centered events (Easter Egg Hunt, Mother's Day Tea, Father's Day Breakfast, Pre-Kindergarten Graduation, Fall Festival, and Breakfast with Santa). (Amy Pinkston)
- s. To enhance community involvement, the Academy will continue to participate in the St. Jude Children's Research Center Trike-A-Thon and the Cystic Fibrosis Foundation Mini March. The Academy will host a countywide book fair to promote literacy in early childhood. (Amy Pinkston)

- t. The Academy staff will continue to participate in raising awareness of the importance of early childhood education during Arkansas Children’s Week in April. Community leaders, community helpers, parents, and children will all participate in celebrating the week of the young child and provide activities to enhance early childhood development. (Amy Pinkston)
 - u. The Academy Director will continue to work with the city of Melbourne in obtaining a grant to help in providing for expansion of the current facility to meet the increasing child care needs of the community and surrounding areas. (Amy Pinkston)
 - v. 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. (Amy Pinkston)
 - w. The Academy will continue to research and obtain additional program funding through federal, state, and local grant opportunities. (Amy Pinkston)
 - x. The Academy Director will maintain the input of all information in the new Child Care Manager software and maintain information to better assist the Business Office with audit information and yearly tax statements for parents. (Amy Pinkston)
 - y. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students. (Amy Pinkston)
 - z. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric observation setting for students to fulfill program requirements. (Amy Pinkston)
- 5b4. The organization’s resources – physical, financial, and human-support effective programs of engagement and service.
- Actions
- a. Advancement staff are encouraged to participate actively in community service projects.
 - b. Marketing funds are used to sponsor a project of choice from each area high school district.

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.
- b. The College Planning and Effectiveness committee will continue to monitor planning which indicates engagement and service.

Priority

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

Strategies

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

Actions

- a. When feasible, the Professional Development Committee will collaborate with other higher learning organizations and education sectors to provide opportunities for professional development.
- b. The Allied Health Division will continue to operate a RN program through membership in a 5-institution consortium and budget accordingly.
- c. Articulation agreements are current and maintained annually for each clinical site. New ones are added periodically to meet the needs of the students.

- d. 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.
- e. 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.
- f. Ozarka College will continue to create effective learning environments by partnerships with service area high schools to provide concurrent enrolment for academic and technical education.

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

Actions

- a. The VPSS will impute transfer work on Ozarka College transcripts.
- b. Transfers from other PN programs are accomplished only with competency testing, due to the different nature of every PN program in Arkansas. This allows students to transfer, but they may not be in the same semester as the school they are graduating from.
- c. Transfer credit for pre-requisite courses are accepted.
- d. The VPAA will continue to work on articulation agreements with four-year colleges and course transfers.
- 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.

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

Actions

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- a. Foundation members support the efforts of Ozarka College by volunteering time and contributing toward fundraisers.
- b. Through the advisory board members who have community leaders, displays this on their advisory survey they complete at the annual meeting.
- c. Letter of support from community leaders are very substantial

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

Actions

- a. The Foundation endowment program has grown, allowing more students to receive scholarships.

5c5. The organization 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.
- b. The Allied Health Division will continue to operate a RN program through membership in a 5-institution consortium.
- 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.

5c6. The organization's 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 Ozarka College's role.

Priority

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

Strategies

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

Actions

- a. The Allied Health Division will continue to evaluate the constituencies served to maintain student learning and effectiveness by surveys and interviews.
- b. Academic Affairs continues to provide course assessments in all courses and venues.

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

Actions

- a. The DPSP will continue to serve on the boards for Safe Passage and the Arkansas Urban Forestry Council.
- b. The Foundation board's activities for fundraising and friend raising are successfully supported in the four county area.

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- c. The Allied Health Division activities, such as b/p booths, health fairs, etc. are well-received by the communities served and encouraged.
 - d. Academic Affairs will continue to support student organizations such as PTK as it assists the community.
- 5d3. The organization's economic and workforce development activities are sought after and valued by civic and business leaders.

Actions

- a. Business Technology students are sought after and valued by civic and business leaders. Students will be referred to local businesses for employment.
 - b. The Allied Health graduates usually have obtained employment before their graduation date. Many Hospitals and nursing homes come to campus to actively recruit potential employees, a short time before graduation.
 - c. The VPAA will continue to attend Workforce Development seminars and meetings to ensure the community leaders know Ozarka College is involved.
- 5d4. External constituents participate in the organization's activities and co-curricular programs open to the public.

Actions

- a. The Foundation board's activities for fundraising and friend raising are successfully supported in the four county area
- b. The Allied Health Division will continue to serve up to over 100 constituents during b/p booths and health fairs.

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- 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)

5d5. The organization's 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.
- b. Ozarka implemented facilities usage guidelines to ensure fairness and consistency in the availability and subsequent use of campus space.
- c. Community and campus calendar events are posted online and also printed in campus news.
- d. Personal Care Aide classes and 2 week CNA classes are held in the AH building as needed.
- e. The Wellness Center will be consistently used by the community.

5d6. The organization 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.
- b. CEU's for license renewal of AH faculty are usually obtained through workshops, seminars and conferences. These must be area specific. No CEU's are granted for AATYC, therefore the Nurse Educator conference in Memphis will be attended and has been budgeted for three of the newest faculty members for March of 2009.

5d7. The organization provides programs and services to meet the needs of the internal and external communities.

Actions

- a. The cafeteria will continue to explore the offering a wider variety of menu options to better serve the students and staff. (Brenda Morris)
- b. The cafeteria will continue to provide quality dining experiences for students, staff, and community and civic groups. (Brenda Morris)
- c. An annual survey to obtain feedback concerning the selection and services offered by the cafeteria will be completed. (Brenda Morris)
- d. A departmental budget will be prepared and monitored to ensure that operational costs are held to a minimum. (Brenda Morris)
- e. Staffing assignments for full-time and part-time employees will be monitored to ensure that optimal benefits from human resources are being achieved. (Brenda Morris)
- f. The annual budget request submission will include an amount for cafeteria personnel to attend meetings for sanitation training and certification. (Brenda Morris)
- g. The cafeteria staff will continue to provide nutritional meals for the Ozarka Kids Academy. (Brenda Morris)
- 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. (Brenda Morris)
- i. The VPAA and the Continuing Education offices will continue to be involved with the Arkansas Craft Guild to develop the Arkansas Craft School, a venue to develop credit and non-credit programs for the Mountain View (and national) area.

Long Range Planning
Spring 2008

Long range planning to provide life changing opportunities ensures that Ozarka college will:

1. Provide high-quality, relevant education
 - a. Academic programs
 - b. Technical programs
 - c. Developmental education programs
 - d. Workforce and professional education programs
 - e. Non-credit, continuing education, and community service programs
 - f. Adult basic education, GED, and literacy programs

2. Provide high quality, relevant student services and outreach programs.
 - a. Recruiting
 - b. Admissions
 - c. Registration
 - d. Advising
 - e. Tutoring
 - f. TRIO
 - g. Career Pathways
 - h. Student Success Center

3. Promote goodwill through partnerships, effective communication and information efforts.
 - a. Public relations-newspaper, radio, TV, etc
 - b. Community meetings
 - c. Legislative meetings and elected officials
 - d. Employee participation in community service, cultural enrichment, and recreational activities
 - e. College and high school partnerships
 - f. Economic development activities

4. Value college personnel who accept the challenges of teaching and learning and who are committed to providing an atmosphere of respect, dignity, and cooperation.
 - a. Recruit and retain quality and qualified faculty and staff
 - b. Ensure appropriate funding for compensations and fringe benefits
 - c. Support annual effective performance reviews of all faculty and staff

5. Ensure that facilities and resources will be provided to enhance high quality, relevant programs and services.
 - a. Responsible budgeting and accounting of funds
 - b. Generation of local, state, and federal funds
 - c. Appropriate planning and construction of facilities

6. Provide technological infrastructure and support to promote high quality, relevant instructional programs and student services.

7. Provide high quality, relevant administrative process, programs, and functions that value employees, promote shared governance, and ensure attainment of the mission of the college.

SWOT Analysis 2006

Strengths:	Weaknesses:	Opportunities:	Threats:
<ol style="list-style-type: none"> 1. student-friendly 2. cost effective (affordable) 3. quality facilities 4. staff & faculty 5. ☺ technology 6. youth programs – kids college look to future 7. area school support 8. community support 9. help students succeed 10. advertising/recruitment 11. concurrent 12. accessibility (campuses, 	<ol style="list-style-type: none"> 1. growing pains 2. rural area 3. funding 4. salaries of personnel 5. cultural bias against education 6. economic issues 7. place-bound students 8. need for instructors 9. unsaturated programs 10. lack of student engagement 11. available space such as 	<ol style="list-style-type: none"> 1. off campus site growth 2. community need 3. career counseling-awareness 4. “change lives” via college enrollment 5. improve community 6. jobs at Ozarka boosts community 7. cultural enrichment 8. attract business and industry 9. improve retention rates 	<ol style="list-style-type: none"> 1. competition from other community colleges in Fulton/Stone/Sharp Counties 2. legislation 3. perception 4. consistency of state, federal, and private funds 5. small-town talk 6. student retention 7. technology and other time-consumers

online, scheduling) 13. TRIO & Perkins Tutor, Title III support 14. Grounds – esthetics 15. Adult Ed 16. Financially solvent 17. Work environment – climate 18. good transfer relations/articulation 19. accredited	for culinary 12. place bound graduates 13. OPM 14. Resistance to change 15. Off campus coverage 16. off campus connection 17. Friday attendance 18. Off campus underdevelopment 19. Lower expectations 20. Lack of job opportunities 21. Job placement	10. follow-up of graduate success 11. Review organizational structure 12. 60+ program 13. Beef up dev. Ed 14. Teach responsibility/ethics 15. Increase expectations while providing tools for success 16. time of + change immersion education 17. PE	8. faculty salaries 9. Building loss – students, finances, myOzarka
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Strategic Planning
Annual Cycle

January

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

February

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

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Ozarka College Planning 2006-2007
History

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

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

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

The following definitions and structure are used in the model:

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

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

Strategies – action plans for accomplishment of Priority Initiatives..

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

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

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

Once the model was completed in its early form, members of the Administrative Council began to test the process by generating planning for the 2006-2007 year through the model. With initial success at this level, the call for planning was extended to Division Chairs, Faculty, and all areas of the College. The Division Chairs met with Planning on the afternoon of August 11, 2006 for training in the new planning process, after which, they led their divisions. Planning participants were requested to fit their planning into the model and Actions received with out prior infusion were placed in appropriate categories by the Planning Office. To date, all Actions

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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.