Ozarka College
Intermediate Planning Manual
2010-2011

Table of Contents

Planning Addendum History 2009-2010

The Ozarka College Strategic Plan was last updated in May of 2004. A new planning method was adopted in 2006 with the intent of involving all employees in yearly planning as well as to prepare them for the upcoming self-study process. This new method was closely coupled with the Five Criteria for Accreditation of the Higher Learning Commission and added a great advantage to previous planning in that it caused the entire college to interact with these Five Criteria. This interaction provided a hands-on mechanism for facilitating the shared governance process while providing each participant the opportunity to see how the concerted efforts of the College achieve the mission. To further refine this new planning method, the current president proposed weaving a more clearly defined strategic component into the format.

A strategic planning process for the College has been scheduled for April and May 2010 in order to be incorporated into annual planning beginning in January 2010. Meanwhile, to infuse more pertinent strategic direction into annual planning in January 2010 and to update the 2004 stance, a Strategic Planning Direction session was held December 11, 2009. This session was preceded by a SWOT analysis on November 13 and an Employee Satisfaction Survey conducted December 1 - 8 as preparation for the planning meeting. The results of the Strategic Planning Direction session and SWOT are contained within this document.

Strategic Planning Direction

Members of the Strategic Planning Direction team were charged with the following goal:

Identify strategic direction for the college that fulfills the following two criteria:

a. We can assume the identified strategic direction to be imminent.
b. We should begin applying strategies associated with this strategic direction in the upcoming planning cycle (2010-2011) instead of waiting for a full strategic plan to be developed.

The team was composed of the following members who attended the SWOT analysis and/or the Strategic Planning Direction meeting:

Bob Evins, Board of Trustees
Richard Dawe, President
Michael DeLong, Vice President of Academic Affairs
Ron Helm, Vice President of Student Services
Tina Wheelis, Vice President of Finance
Karla Rush, Director of Advancement
Joan Stirling, Director of Planning and Special Projects
Scott Pinkston, Director of Information Systems
Wayne Wilson, Director of Adult Education

Holly Ayers, Division Chair
Ruby Johnson, Division Chair
Kathryn Langston, Division Chair
Michael Orf, Division Chair
Gin Brown, Mountain View Site Director
James Spurlock, Ash Flat Site Director
Steven Baltz, Chair of Faculty Council
Jenny Miller, Chair of Staff Organization
Joseph Smith, Student Government

Top Priorities for Strategic Direction
2010-2011 Planning

All areas of the College are charged with incorporating strategies and actions into planning 2010-2011 to advance the College relative to the following strategic planning priorities:

Priority One:
College Climate - Increase communication, engagement and morale.

Priority Two:
Self-Reflect and Plan - Engage in college-wide self-reflection, thinking about who we are and who we want to be. Incorporate findings into strategic planning and subsequently into creating a College Master Plan.

Priority Three:
Data Input - Increase the types and quality of student data input for all levels, from student registration, through advising, to graduation and post graduation.

Priority Four:
Develop New Programs - Maintain our relevance and increase our competitive edge, including increasing male enrollment.

Priority Five:
Increase Student Success - Discover methods of enhancing recruitment, advising, retention, persistence, graduation, job placement and transfer success.

Priority Six:
Policy Consistency - Continuously review college policy and procedures to ensure that they are clearly interpreted and consistently applied.

In addition, other areas suggested for focus include:

- Implement a robust, easily accessible, multi-dimensional and valued professional development program
- Further community relationships
- Increase partnerships
- Support consistency at sites
- Enhance development
- Look for ways to enhance the faculty pool

Priority One:

College Climate - Increase communication, engagement and morale.

Office of the President

- President
    - o Ensure meeting minutes are posted and key issues of the College are regularly presented and discussed at all-employee meetings
    - o Develop, administer, and review a student satisfaction survey
    - o Plan and execute additional venues for showing appreciation for staff and faculty
- Public Media Specialist
    - o Vary billboard designs with color and students
    - o Increase presence on Facebook and social media sites
    - o Utilize Ozarka online presence through website and myOzarka to advertise student information
    - o Create a new design for the viewbook, catalog cover, and other publications
    - o Increase advertising and presence in Fulton County
    - o Find ways to promote the Campus Newsletter and add to listserv and mailing list
    - o Work with Information Systems to develop an online survey for entering freshmen

Office of the Vice President of Academic Affairs

- Vice President of Academic Affairs
    - o Implement a mid-semester faculty forum to better communicate Academic/College updates
    - o Create a faculty brown-bag lunch to afford opportunity for sharing ideas and improving communication
    - o Change the process for the Catalog to include a review committee
    - o Reestablish the Faculty Appreciation Dinner
    - o Increase VPAA visibility in the classroom and sites
- Chair of Allied Health

- o The Division Chair will advise all HIM students and process all intents to graduate for audit and signature
- Chair of Applied Science and Technology
  - o Post the hours that the Mountain View business lab is available for general use
  - o Conduct an employer survey
  - o Standardize syllabi and course requirements between courses
  - o Create handouts for advising
  - o Add an alumni survey for the department
  - o Increase use of advising notes in myOzarka
- Chair of Arts and Humanities
  - o Review and develop effective student learning outcomes and general education assessment plan
  - o Work with the English Department to make use of myOzarka discussion board to increase interdepartmental communication
  - o Expedite the essay grading process in English courses to give feedback to students more quickly
  - o Increase the use of the advising history for advisees
  - o Increase documentation of advising in the advising notes
- Chair of Math, Science, and Education
  - o Increase the number of cross-disciplinary teaching opportunities in Math, Science, and Education
  - o Provide additional training and support for adjunct faculty. Revise adjunct faculty contracts to include minimum standards for institutional approved professional development and advising
  - o Review and develop effective student learning outcomes and a general education assessment plan
  - o Provide targeted training for developmental course instructors based on best practices and institutional need
- Ash Flat Director of Operations
  - o Convert existing student lounge into a copier room and convert existing copier room into office space

Office of the Vice President of Student Services

- Vice President of Student Services
  - o Increase the frequency of Student Services meetings
  - o Host a summer retreat for Student Services to analyze comment cards and the CCSSE

- Registrar
    - Continue to provide drug and alcohol prevention activities
    - Hold weekly staff meetings with Perkins personnel via face-to-face, phone, or email
    - Have a member of the Student Success Center give a demo of the Online Success Center to faculty during fall in-service, students during new student orientation, online students during online student orientation, and adjunct faculty during adjunct faculty orientation
    - Work with Academic Affairs to plan an off-campus retreat for faculty members and advisors on advising policy, advising solutions, intrusive advising, and other pertinent topics
    - Work with the Division Chair of Math, Science, and Education to continue to provide meaningful training to instructors of COLL 1001
- Recruiter
    - Assess effectiveness by having students who visit our area do a brief survey about the service they receive
    - Use email feedback on orientation to continue to enhance the event and what students take from it
- Student Assessment Coordinator
    - Plan with Directors of Operations for testing at Ozarka College sites
    - Organize a survey schedule for students and faculty for the CCSSE and CCFSSE

Office of the Vice President of Finance

- Create a new employment application that is computer friendly
- Ensure transactions are recorded correctly
- Attend SACUBO, ACUBO, and other professional development meetings both internal and external
- Acquire a larger screen to increase productivity
- Perform duties to the best of personal abilities and listen and provide encouragement to other employees
- Provide a positive role model for employees and students by maintaining an optimistic outlook, providing a friendly attitude, and greeting everyone with a smile
- Ensure that all incoming calls are answered and transferred to the appropriate person or department
- Make reservations in a timely manner and follow up to make certain that we are getting appropriate State of Arkansas rates and a confirmation number for all employees

- Seek process improvements and greater effectiveness in our bookstore and how books are ordered and distributed
- Analyze budget and prepare monthly analysis report
- Call companies to get invoices when books are delivered

Office of the Vice President of Planning and Institutional Research

- Provide meetings for planning groups prior to planning 2010-2011
- Co-chair the PAC and lead discussions about assessment and planning to clarify the process at Ozarka
- Meet with fellow employees to get feedback on planning and the issues planners face when trying to accomplish planning

Office of the Director of Advancement

- Encourage employee participation in college fundraising
- Review the correlation between the college mission statement and the foundation board mission statement
- Strengthen the communication between the Board of Trustees and the Ozarka College Foundation Board
- Add fundraising events in the Ash Flat and Mammoth Spring communities
- Distribute an end-of-year update letter to donors and friends of the College
- Work on the development of the alumni organization
- Continue to build the database of those connected to Ozarka , including donors and alumni
- Enhance the foundation newsletter
- Implement an award program for Ozarka Supporter of the Year

Office of the Director of Information Systems

- Increase all lab and office computers on campus to a minimum of 2G ram
- Improve methods for imaging labs and office computers
- Provide feedback and follow up emails to ensure quality of work order completion
- Replace screen in auditorium

- Provide maintenance and support for phone system in three locations
- Identify and purchase or lease a replacement printer for Marketing
- Replace primary SQL server
- Replace older scanners with newer, faster models
- Provide maintenance and support to faculty, staff, and students

Priority Two:

Self-Reflect and Plan - Engage in college-wide self-reflection, thinking about "who we are and who we want to be." Incorporate findings into strategic planning and subsequently into creating a College Master Plan.

Office of the President

- President
  - Build on ideas generated at the May planning session to develop supporting strategies for the strategic plan
  - Develop a facilities master plan based on strategic priorities of the strategic plan
- Public Media Specialist
  - Catalog online and less printed copies and better plan for content changes, addendums, and edits
  - Create a new design for the viewbook, catalog cover, and other publications
  - Work with Information Systems to develop an online survey for entering freshmen

Office of the Vice President of Academic Affairs

- Vice President of Academic Affairs
  - Develop an academic retreat with Division Chairs and Directors of Operations to self-reflect and plan
- Chair of Allied Health
  - Continue to use the AIT testing package components for content areas to benchmark the students' progression and success
  - Continue to use the ATI comprehensive predictor to gauge at-risk students before taking the NCLEX
  - Ensure that all instructors will continue to cover areas that have shown low ratings in the Diversity Surveys
  - Assess pre/post test scores of students who do not pass on first attempt
  - Continue ATI testing
  - The Division Chair will advise all HIM students and process all intents to graduate for audit and signature
- Chair of Applied Science and Technology

- o Use planning forms for changes made in courses
- Chair of Arts and Humanities
  - o Continue to increase use of CATS in class
  - o Develop a comprehensive/capstone assessment tool for world literature classes
  - o Continue development of Composition I and II portfolio assessments
  - o Discover best practices in assessing what we value
  - o Revise paper assignments for Composition I and II and include more student conferences for drafts in Composition II
- Chair of Math, Science, and Education
  - o Increase the number of cross-disciplinary teaching opportunities in Math, Science, and Education
  - o Provide additional training and support for adjunct faculty. Revise adjunct faculty contracts to include minimum standards for institutional approved professional development and advising
  - o Review and develop effective student learning outcomes and a general education assessment plan
  - o Review the use of placement scores and guidelines for scheduling of students to promote their success. Explore placement cut scores and referral program partnership with Adult Education
- Ash Flat Director of Operations
  - o Update the environmental scan to provide more actionable information for the Ash Flat site
- Mountain View Director of Operations
  - o Update the environmental scan document

Office of the Vice President of Student Services

- Vice President of Student Services
  - o Host a summer retreat for analysis of the comment cards and the CCSSE
- Registrar
  - o Hold weekly staff meetings either by phone, face-to-face, or email. Share upcoming dates, appointments, etc.
  - o Work with Academic Affairs and the Division Chairs to plan an off-campus retreat for faculty members and advisors to cover intrusive advising, policy adherence, and solutions to problems and other suggested topics
  - o Work with the Division Chair for Math, Science, and Education to continue to provide meaningful training to instructors of COLL 1001

- Recruiter
  - Assess effectiveness by having students who visit our area do a brief survey about the service they receive

Office of the Vice President of Planning and Institutional Research

- Facilitate the review for the Mission, Vision, Values
- Plan for and facilitate the production of the Strategic Plan of 2011-2015
- Produce a Planning Manual from the planning done in January 2010 for 2010-2011
- Complete a Planning Results Manual for 2009-2010

Priority Three:

Data Input - Increase the types and quality of student data input for all levels, from student registration, through advising, to graduation and post graduation.

Office of the President

- President
    - Establish appropriate Key Performance Indicators (KPIs) for each department
- Public Media Specialist
    - Utilize Ozarka online presence through the website and myOzarka to advertise student information
    - Work with Information Systems to develop an online survey for entering freshmen

Office of the Vice President of Academic Affairs

- Vice President of Academic Affairs
    - Develop a better process of gathering data through employer surveys and gathering of transfer data
- Chair of Allied Health
    - The Division Chair will advise all HIM students and process all intents to graduate for audit and signature
- Chair of Applied Science and Technology
    - Conduct an employer and alumni survey
    - Increase advising notes in myOzarka
- Chair of Arts and Humanities
    - Discover best practices in assessing what we value
    - Increase the use of the Early Alert tool
    - Report errors in degree pan audits in myOzarka
    - Utilize the advising history more for advisees and students
    - Continue to document advising in myOzarka

Office of the Vice President of Student Services

- Registrar
  - Work with Academic Affairs and the Division Chairs to plan an off-campus retreat for faculty members and advisors to cover intrusive advising, policy adherence, solutions to problems, and other suggested topics
- Recruiter
  - Make improvements in data entry
  - With assistance from Information Systems, begin scanning information to increase efficiency
- Student Assessment Coordinator
  - Order COMPASS tests to meet demand
  - Order TEAS tests to meet demand
  - Plan with Directors of Operations
  - Organize survey schedule for students and faculty

Office of the Vice President of Finance

- Create a new employment application that is computer friendly
- Ensure that all personnel files are updated with all new or required forms, retirement information, and medical and life insurance information
- Identify out-of-print books that cannot be returned to vendor and have a "Clearance Sale" to remove the books from inventory
- Explore feasibility of upgrading technology to include a wireless mouse and hand held scanner to improve efficiency and eliminate cluttered check-out stations
- Order folders and other items to organize desk and office and design a more productive workflow
- Update postage meter to add more accounts to increase accuracy in reporting daily mail totals
- Make reservations in a timely manner and follow up to make certain that we are getting appropriate State of Arkansas rates and a confirmation number for all employees
- Call companies to get invoices when books are delivered
- Encourage students to sign up for direct deposit of student financial aid refunds

- Seek process improvements and greater effectiveness in our bookstore and how books are ordered and distributed
- Continue to monitor the general ledger and make corrections as needed
- Analyze budget and prepare a monthly budget analysis report

Office of the Vice President of Planning and Institutional Research

- Work with Information Systems to identify and find solution for any data input problems

Office of the Director of Information Systems

- Work with Institutional Research to develop KPIs

Priority Four:

Develop New Programs - Maintain our relevance and increase our competitive edge, including increasing male enrollment.

Office of the President

- President
    - Develop and establish new certificate and degree programs to best serve students and the community
- Public Relations Specialist
    - Catalog online and less printed copies and better plan for content changes, addendums, and edits
    - Increase advertising and presence in Fulton County

Office of the Vice President of Academic Affairs

- Vice President of Academic Affairs
    - Utilize the Academic Retreat
    - Better utilize Advisory Groups
    - Create Continuing Education Advisory Groups
    - Create semester schedule of courses and programs and post on the website as well as local media
- Chair of Allied Health
    - Assess pre/post test scores of students who do not pass on first attempt
    - The Division Chair will advise all HIM students and process all intents to graduate for audit and signature
    - Continue ATI testing for RN students
- Chair of Applied Science and Technology
    - Conduct a recruiting project to promote Certificates of Proficiency.
- Chair of Arts and Humanities
    - Art instructor will explore expanding the curriculum to accommodate students' interests
- Chair of Math, Science, and Education

- o   Increase the number of online science course offerings
- Ash Flat Director of Operations
  - o   Increase the science class size to forty by moving to the lecture hall and connecting each class with two twenty seat labs
  - o   Increase parking by one hundred spaces on the Ash Flat site
  - o   Work with Academic Affairs Office to offer a larger variety and greater frequency of continuing education courses at Ash Flat
- Mountain View Director of Operations
  - o   Assist with oversight of the process of constructing and furnishing the new facilities and additional parking at Mountain View
  - o   Assist with fundraising for naming opportunities for the new facility at the Mountain View site

Office of the Vice President of Student Services

- Registrar
  - o   Hold weekly staff meetings either by phone, face-to-face, or email. Share upcoming dates, appointments, etc.
  - o   Work with Academic Affairs and the Division Chairs to plan an off-campus retreat for faculty members and advisors to cover intrusive advising, policy adherence, and solutions to problems and other suggested topics
  - o   Work with the Division Chair for Math, Science, and Education to continue to provide meaningful training to instructors of COLL 1001
  - o   Have a member of the Student Success Center give a demo of the Online Success Center to faculty during fall in-service, students during new student orientation, online students during online student orientation, and adjunct faculty during adjunct faculty orientation

Office of the Vice President of Planning and Institutional Research

- Work with the Administrative Council to identify programs and work with NATYC to identify seed money to start new programs

Office of the Director of Information Systems

- Work with Student Services and Academic Affairs on degree audits

Priority Five:

Increase Student Success - Discover methods of enhancing recruitment, advising, retention, persistence, graduation, job placement and transfer success.

Office of the President

- President
  - o Improve retention and student success by refining the College Success Course
  - o Staff the vacant Registrar position
- Public Relations Specialist
  - o Utilize Ozarka online presence through the website and myOzarka to advertise student information

Office of the Vice President of Academic Affairs

- Vice President of Academic Affairs
  - o Increase the visibility of the VPSS and other student services staff at the Ash Flat and Mountain View locations
  - o Budget for professional development opportunities with a focus on best practices for student success
  - o Host a summer retreat to analyze the comment cards and CCSSE
- Chair of Allied Health
  - o Continue to use the AIT testing package components over content areas to benchmark the students' progressions and successes
  - o Continue to use the ATI comprehensive predictor to gauge at-risk students before taking the NCLEX
  - o Ensure that all instructors will continue to cover areas that have shown low ratings in the diversity surveys
  - o Assess pre/post test scores of students who do not pass on first attempt
  - o Continue ATI testing for RN students
  - o The Division Chair will advise all HIM students and process all intents to graduate for audit and signature
  - o Purchase CPR torsos for EMT
- Chair of Applied Science and Technology

- o Revise economics portion of OPAE
- o Post hours that the business lab will be available to students on the Mountain View site
- o Update Certificates of Proficiency
- o Add vents in Culinary to reduce smoke
- o Add smoke alarms and sprinkler system for safety in Culinary
- o Replace chairs in H101
- o Increase stove and cooking space for students for Culinary
- o Conduct a recruiting project for Certificates of Proficiency
- o Offer ECON 2313 on each site live instead of by interactive video
- o Improve delivery between sites
- o Provide in-class instructors for ACCT 1003 and BUS 1133
- o Develop a new Service Company practice set for Accounting I
- o Develop a "straw man" version of Business Plan
- Chair of Arts and Humanities
  - o Expedite essay grading process to get feedback to students more quickly
  - o Continue to increase use of CATS in class
  - o Continue the development of Composition I and II portfolio assessments
  - o Discover best practices in assessing what we value
  - o Revise English rubric to ensure grading consistency among instructors of all backgrounds
  - o Increase the use of the Early Alert tool by English instructors
  - o Revise make-up policy for English to become more stringent to yield more consistency in the policy
  - o The Division Chair will meet with instructors to discuss ways to increase student retention
  - o The Division Chair will meet with instructors to review SIRS ratings for adjunct instructors and determine a course of action
  - o Increase utilization of the advising history for advisees and students by communication and art/student success instructors
  - o Increase active learning in the classroom for communications
  - o Develop a learning community on the Mountain View site
- Chair of Math, Science, and Education

- o Increase the number of cross-disciplinary teaching opportunities in Math, Science, and Education
- o Revise course offerings schedule to include less compressed video courses and increase instructor availability
- o Provide additional training and support for adjunct faculty. Revise adjunct faculty contracts to include minimum standards for institutionally approved professional development and advising
- o Review and develop effective student learning outcomes and a general education assessment plan
- o Review the use of placement scores and guidelines for scheduling of students to promote their success. Explore placement cut scores and referral program partnership with Adult Education
- o Provide targeted training for developmental course instructors based on best practices
- o Increase the number of online science course offerings
- o Review and realign course call letters and numbers to align with division designation
- Ash Flat Director of Operations
  - o Add a cold food vending machine in the student center area at the Ash Flat site
  - o Add two additional computer stations in admissions area at the Ash Flat site
  - o Add a lunch service vender at the Ash Flat site
  - o Increase the parking by 100 spaces at Ash Flat site
  - o The Director of Operations will attend ArkACRAO and the Administrative Specialist will attend AATYC
- Mountain View Director of Operations
  - o The Director of Operations will attend ArkACRAO and the Administrative Specialist will attend AATYC

Office of the Vice President of Student Services

- Vice President of Student Services
  - o Host a summer retreat for analysis of the comment cards and the CCSSE
- Registrar
  - o Hold weekly staff meetings either by phone, face-to-face, or email. Share upcoming dates, appointments, etc.
  - o Work with Academic Affairs and the Division Chairs to plan an off-campus retreat for faculty members and advisors to cover intrusive advising, policy adherence, and solutions to problems and other suggested topics
  - o Work with the Division Chair for Math, Science, and Education to continue to provide meaningful training to instructors of COLL 1001

- o Have a member of the Student Success Center give a demo of the Online Success Center to faculty during fall in-service, students during new student orientation, online students during online student orientation, and adjunct faculty during adjunct faculty orientation
  - o Continue to provide drug and alcohol prevention activities
- Recruiter
  - o Assess effectiveness by having students who visit our area do a brief survey about the service they receive
- Director of Career Pathways
  - o Continue to add volumes of current edition textbooks to the Book Loan Library
  - o Continue to expand the number of financial benefits awarded to students
  - o Attend AATYC
  - o Attend professional development offered by ADHE Career Pathways
  - o Utilize "flex time" options in order to offer extended hours at Melbourne, Mountain View, and Ash Flat
- Director of TRiO Student Support Services
  - o Incorporate a diversity component in the planning of cultural activities and transfer trips. Consider inviting other SSS programs to the Student Conference
  - o Explore other methods of tutoring and student assistance. Conduct a survey of student needs and options and modify services accordingly
  - o Meet with SSS staff to plan all student activities according to the requirements of the new proposal
  - o Meet with SSS staff to develop a strategy to meet and exceed program objectives
  - o Plan to search out professional development opportunities on the following topics: peer mentoring, advising, legislation and regulations, program management, tutor training, and financial education.

Office of the Vice President of Finance

- Human Relations will shorten ads for media purposes and put the full ads on the Ozarka webpage
- Human Relations will create a new employment application that is computer friendly
- Continue to ensure that mailing charges are reported correctly for each month
- Encourage students to sign up for direct deposit of student financial aid refunds
- Seek process improvements and greater effectiveness in the bookstore and how books are ordered and distributed

Office of the Vice President of Planning and Institutional Research

- Research male retention and completion as a means of identifying activities to increase male success
- Facilitate faculty and staff data collection
- Working with the Planning and Assessment Council, help identify KPIs related to Priority 5 and regularly report this information

Office of the Director of Information Systems

- Increase all lab and office computers on campus to a minimum of 2G ram
- Improve methods for imaging labs and office computers
- Provide feedback and follow up emails to ensure quality of work order completion
- Replace screen in auditorium
- Provide more reliable power controls in compressed video rooms
- Work with Student Services and Academic Affairs on degree audits
- Pay annual software licensing and maintenance fees
- Pay monthly T1 and video conferencing fees
- Provide updated laptops to replace older ones in service
- Replace primary SQL server
- Provide maintenance and support to faculty, staff, and students
- Replace older scanners with newer, faster models

Priority Six:

Policy Consistency - Continuously review college policy and procedures to ensure that they are clearly interpreted and consistently applied.

Office of the President

- President
    - Review and refine Board of Trustee policies
    - Develop a process to regularly review key policies with employees
- Public Relations Specialist
    - Catalog online and less printed copies and better plan for content changes, addendums, and edits

Office of the Vice President of Academic Affairs

- Chair of Allied Health
    - The Division Chair will advise all HIM students and process all intents to graduate for audit and signature
- Chair of Applied Science and Technology
    - Review Vision Statement and Ozarka procedures with department members
- Chair of Arts and Humanities
    - Continue to increase use of CATS in class
    - Develop a comprehensive/capstone assessment tool for world literature classes
    - Continue development of Composition I and II portfolio assessments
    - Discover best practices in assessing what we value
    - Revise paper assignments for Composition I and II and include more student conferences for drafts in Composition II
- Chair of Math, Science, and Education
    - Provide additional training and support for adjunct faculty. Revise adjunct faculty contracts to include minimum standards for institutionally approved professional development and advising

- Review the use of placement scores and guidelines for scheduling of students to promote their success. Explore placement cut scores and referral program partnership with Adult Education
- Review and develop effective student learning outcomes and improve the general education assessment plan

Office of the Vice President of Student Services

- Registrar
  - Hold weekly staff meetings either by phone, face-to-face, or email. Share upcoming dates, appointments, etc.
  - Work with Academic Affairs and the Division Chairs to plan an off-campus retreat for faculty members and advisors to cover intrusive advising, policy adherence, and solutions to problems and other suggested topics
  - Work with the Division Chair for Math, Science, and Education to continue to provide meaningful training to instructors of COLL 1001
- Recruiter
  - Use email feedback on orientation to continue to enhance the event and what students take from it

Office of the Vice President of Finance

- Continue to monitor the general ledger and make corrections as needed
- Analyze the budget and prepare a monthly budget analysis

Office of the Vice President of Planning and Institutional Research

- Set up a mechanism to capture qualitative data related to Priority 6

Planning Reporting Forms by College Office

Office of the President

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Employee Satisfaction Survey	Ensure meeting minutes are posted and key issues of the College are regularly presented and discussed at all-employee meetings.	Staff time	Expected: Annual satisfaction survey completed and reviewed	President and Administrative Council	P1	1d, 2c	
			Completed:				
			Result: Anticipate more favorable results in satisfaction with communications				
Student Satisfaction Survey	Develop, administer and review a student satisfaction survey	Staff time	Expected:	VP for Planning and IR	P1	3a-d	
			Completed:				
			Result:				
Employee Satisfaction Survey	Plan and execute additional venues for showing appreciation for staff and faculty	Staff time and $500-$1,000 for supplies	Expected:	President and Administrative Council	P1	1c-e	
			Completed:				
			Result: Positive feedback from employee satisfaction surveys				

May 2010 Board of Trustees Planning Retreat	Build on ideas generated at the May planning session to develop supporting strategies for the strategic plan	Staff Time	Expected: Develop supporting strategies for the strategic plan Completed: Result: Fully developed Strategic Plan for Board Approval in 2011	Administrative Council	P2	1c, 2a-d	
Develop a College Facilities Master Plan	Develop a facilities master plan based on strategic priorities of the strategic plan	Staff time and contract to develop the planning document (anticipate $5-10K)	Expected: Develop a facilities master plan that will guide future capital projects for the College Completed: Fall 2011 Result: A Facilities master planning document	Board of Trustees, President, Administrative council	P2	2a-d	
Planning and Assessment Document results	Establish appropriate Key Performance Indicators (KPIs) for each department	Staff Time	Expected: KPIs established by the end of the 2010-2011 academic year Completed: Result:	Administrative Council, Planning and Assessment Council	P3	2c-d	
Student surveys and community input	Develop and establish new certificate and degree programs to best serve students and the community	Staff and faculty time	Expected: Submit new programs periodically to AHECB for approval Completed: Result: Innovative and productive programs will regularly be added	Administrative Council, Faculty Council, Instructional Council, Planning and Assessment Council	P4	3b-d, 5a-c	

Student Satisfaction survey, CCSSE, Faculty Course assessments	Improve retention and student success by refining the College Success Course	Retreat costs ($2-3K)	Expected: Continuous improvement Completed: ongoing Result: College Success Course will be current, productive and value-added for students	VPAA, Administrative Council, Course sponsors	P5	3c-d, 4b-d	
Student Satisfaction Survey, CCSSE	Staff vacant Registrar position	Annual salary	Expected: New Registrar will facilitate effective and efficient student services and registration to support enrollment growth Completed: summer 2010 Result: More effective registration and student services	President , VPSS, HR	P5	1d	
Employee Satisfaction Survey	Review and refine Board Policies	Staff time	Expected: submit revised policies to Board for review Completed: Sep 10 Board meeting Result: Board policies will be reviewed and current	President, Administrative Council and Nancy Dust	P6	1a-e	

Employee Satisfaction Survey	Develop a process to regularly review key policies with employees	Staff time	Expected: periodically provide information on key policies and procedures	President and Administrative Council	P6	1a-e	
			Completed: ongoing				
			Result: Employees will be well informed of College policies and procedures				

			Public Relations Specialist				
Assessment Source and Description	**Plan**	**Budget Need**	**Date/Results**	**Responsible Person**	**Strategic Priority**	**HLC**	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Entering Student Survey	Vary billboard designs with color/students	Advertising	Expected: Fall 2010	KWhitten	P1		
			Completed:				
			Result:				
Entering Student Survey	Increase presence on Facebook/Social Media sites	Time	Expected: ongoing	KWhitten	P1		
			Completed:				
			Result:				
Exit Graduate Survey	Utilize Ozarka online presence through website/myOzarka to advertise student info	Time	Expected: May, August 2010	KWhitten, Information Systems (IS)	P1, P3, P5		
			Completed:				
			Result:				
College Catalog errors	Catalog online and less printed copies/Better plan for content changes, addendums, edits	None	Expected: Fall 2010	KWhitten, VPAA, Division Chairs, VPSS, Registrar, Director of IS, and Director of	P2, P4, P6		
			Completed:				
			Result:				

			Advancement				
Recruiting Documents update	New design for viewbook, catalog cover and other publications	Student Services budget	Expected: March 2010	KWhitten, ZWilkerson, RHelm,	P1, P2		
			Completed:				
			Result:				
SWOT Analysis and Direction of College	Increase Advertising and presence in Fulton County	Advertising Budget	Expected: Spring 2010	KWhitten,	P1, P4		
			Completed:				
			Result:				
Need improved communications	Find ways to promote Campus Newsletter and add to listserv and mailing list	Mailing Budget	Expected: Summer 2010, ongoing	KWhitten	P1		
Increased enrollment / survey collection accuracy and time restraint	Work with IT to develop online survey for entering freshman	Time	Expected: Summer 2010.	KWhitten, IS	P1, P2, P3		

Office of the Vice President of Academic Affairs

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Employee Survey Communication	Implement a mid-semester faculty forum to better communicate Academic/College updates	Time	Expected: Spring 2010	DeLong	P1		
			Completed:				
			Result:				
	Create a faculty brown-bag lunch to create an opportunity to share ideas and improve communications	Time	Expected: Fall 2010	DeLong	P1		
			Completed:				
			Result:				
Employee Survey Catalog	Change the process to include a review committee	Time	Expected: By the end of March 2010	DeLong	P1		
			Completed:				
			Result:				
Employee Survey	Reestablish the	$1000	Expected: Fall 2010	DeLong	P1		

Morale	Faculty Appreciation Dinner		Completed: Result:				
	Increase VPAA visibility in the classroom and sites	Time	Expected: Spring 2010 Completed: Result:	DeLong	P1		
Employee Survey Planning Process	Develop an academic retreat with Division Chairs and Site Coordinators to self-reflect and plan	Time $500 for snacks and lunch	Expected: Fall 2010 Completed: Result:	DeLong	P2		
Self-Study Data	The self-study indicated a need to develop a better process of gathering data about where our graduates go Employer Surveys Transfer Data	Time and $300 to join the Clearinghouse	Expected: Completed: Result:	DeLong	P3		
Community Forums and Advisory Groups New Programs	Utilize the Academic Retreat Better utilize Advisory Groups	Time for research. As programs are developed to meet community needs, a budget will be created	Expected: Spring 2010 Completed: Result:	DeLong	P4		

	Create a Continuing Education Advisory Group	Time $200 snacks for	Expected: Fall 2010 Completed: Result:	DeLong	P4		
	Create semester schedule of courses and programs and post on website as well as local media	Time $10000 in marketing, contracting, and materials	Expected: Spring 2010 Completed: Results:	DeLong	P4		
COMPASS Developmental Classes (COMPASS comparison of Pre and Post scores indicate a need to change our current developmental process)	Researching ways to reorganize our developmental program to improve post developmental success	Time	Expected: Spring 2010 Completed: Result:	DeLong, Ayers	P5		

Department of Allied Health

Assessment Source and Description	Plan	Budget Need	Date/Results		Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results		Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
The passing of the ProMetric Exam-a state exam required by all students to become a certified nursing assistant	Assess pre/post test scores of students who do not pass on first attempt.	Standard consumable products such as gloves, masks, etc.	Expected: Fall 2011		Allied Health Division Chair	2, 4, 5	2a, 3c	
			Completed:					
			Result:					
The passing of the State Exam.	CPR Torso's were budgeted for 2010 and are being ordered.	AED machine to meet Arkansas Department of Health Guidelines for the EMT program $500.00	Expected: Fall 2011		Allied Health Division Chair	1, 2, 3, 5, 6	1e, 2c	3a, 4d, 5d
			Completed:					
			Result:					
From the tentative Graduation list submitted from the Registrar's Office, students' degree plans were audited	The AH Division chair will be advising all HIM students at this point. All intents to graduate must come through the AHDC's office	Not at this time.	Expected: Fall 2011		Allied Health Division Chair	1, 2, 3, 5, 6	1e, 2c	3a, 4d, 5d
			Completed:					
			Result:					

for completeness, indicating that there were some on this list that did not meet the graduation requirements. The fulltime instructor had moved to adjunct status and was to advise the HIM students, through this audit, all advising of Him students was moved to the AH Division Chair.	for audit and signature.							
Benchmark exams given to all students throughout their program indicate that many are passing on the first attempt with few remediations.	Continue to use the ATI Testing Package components over content areas to benchmark the students' progressions and successes	$85.00 per student per semester. Equates to $30,600.00	Expected: Fall 2011 Completed: Result:		Allied Health Division Chair	2, 5	2a,2c,	3a, 3c

NCLEX-PN pass rates are above the 70% as required by the State Board of Nursing	Continue to use the ATI comprehensive predictor to gauge at risk students before taking the NCLEX	Included in testing package.	Expected: Fall 2011 Completed: Result:	Allied Health Division Chair	2, 5	2a, 2c	3a, 3c
Cultural Diversity surveys continue to gauge student abilities for caring for clients across the lifespan from multicultural areas	All instructors will continue to cover areas that have shown low in the previous diversity surveys	None	Expected: Fall 2011 Completed: Result:	Allied Health Division Chair	2,5	4c, 4d	
Inventory of supplies on all three sites.	No action required	Supplies for lab, consumables such as gloves, gauze, etc. for all three sites. This will also include supplies needed for EMT and CNA since they do not have a budget-$8000.00	Expected: Fall 2011 Completed: Result:	Allied Health Division Chair	2,5	2a, 2c	3a, 3c
Arkansas State Board of Nursing Licensure	No changes planned at this time		Expected: Fall 2011 Completed: Result:	Allied Health Division Chair	2, 4, 5	2a, 3c	4c

ATI Benchmark testing	Continue ATI testing	ATI Testing for 40 students @ 85.00 each semester x 3. $10, 200.00	Expected: Fall 2011		Allied Health Division Chair	2,4,5	2a, 3c	4c
			Completed:					
			Result:					

			Division of Applied Science and Technology				
Assessment Source and Description	**Plan**	**Budget Need**	**Date/Results**		**Responsible Person**	**Strategic Priority**	**HLC**
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion, Date of Completion and Description of Results		Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?
Professional Reviews	Professional Development AATYC, etc.	As budget allows	Expected: Completed: Result:		Faculty	5	3b2
Program Review OPAE	Revise Economics portion of OPAE	No	Expected: Completed: Result:		Baltz	5	4c6
Facility and Course Inspection	Business Lab Available	Post available hours on door	Expected: Completed: Result:			1,5	3d1
Alumni Survey Responses	Employer Survey	Mail Budget	Expected: Completed: Result:			1,3	5d3
Program Review	Syllabi Standardization Course Requirements Standardization between courses	None	Expected: Completed: Result:			1	1d5

Student Evaluation of Instruction	Course Improvement		Expected: Completed: Result:			5	3b3
Business Advisory Council	Update Certificates of Proficiency		Expected: Completed: Result:			5	4c4
Advising	Handouts		Expected: Completed: Result:			1	3c3
Program Review	Gen Ed Matrix updated by reviewing Program Requirements	No	Expected: Completed: Result:		Faculty	5	4b1
Inspection of Culinary Arts Facility	Add vents to remove smoke	Yes	Expected: Completed: Result:		Eric Smith	5	2b1
Inspection of Culinary Arts Facility	Add smoke alarms and sprinkler system for safety.	Yes	Expected: Completed: Result:		Eric Smith	5	2b1
Inspection of Hall 101 Computer Lab	Replace chairs in H101 because more of them are falling apart.	Yes 24 chairs	Expected: Completed: Result:		Tina Wheelis?	5	2b1
Inspection of Culinary Arts Facility	Need adequate stove and cooking space for students	Yes Grant Money?	Expected: Completed: Result:		Eric Smith	5	2b1

Instructor Evaluation of Courses	Planning Forms for changes made in courses	No	Expected: Completed: Result:	Instructors	2	
Strategic Plan	Alumni Survey to be added in Department	No	Expected: Completed: Result:	K Langston E. Smith AST Director	1,3	3a5
Division Meetings	Advising notes in My Ozarka		Expected: Completed: Result:	Instructors	1,3	3a4
Enrollment Statistics	Recruiting Project To promote Certificates of Proficiency	Cost of mailing added to budget	Expected: Completed: Result:	K Langston	4,5	2a5
Instructor Evaluation of Course ECON 2313	Offer this course on each site with instructor on campus instead of interactive video	Yes 2 adjuncts	Expected: Completed: Result:	K Langston If budget allows.	5	3c1
Instructor Evaluation of all courses offered Interactive Video	Have mail picked up and delivered to and from all sites on a daily basis	Yes Person to pick up and deliver to all sites daily.	Expected: Completed: Result:	VPAA?	5	3c4
Instructor Evaluation of Course ACCT 1003 BUS 1133	Provide in-class instructors for Intro to Accounting and Business Math	Yes	Expected: Completed: Result:	K Langston	5	3c1
Instructor Evaluation of	Develop new Service Company	No	Expected: Completed:	K Langston	5	3a3

Course ACCT 1123	Practice Set for Accounting 1		Result:				
Instructor Evaluation of Course MGMT 2663	Develop a "straw man" version of Business Plan.	No	Expected: Completed: Result:		B. Leonhardt	5	3a3
Division Meeting	Review of overall Vision Statement and Ozarka Procedures	No	Expected: Completed: Result:		Instructors	6	1c1

Division of Arts and Humanities

Assessment Source and Description	Plan	Budget Need	Date/Results		Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results		Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
SWOT analysis - Improve Communication	Work with English Department to make use of MyOzarka discussion board to increase interdepartmental communication	No	Expected: Fall 2010		Jeremy Nicholson, Chris Lorch, Joanna Fulbright	1	C3	C4
			Completed:					
			Result:					
SWOT analysis - Improve Communication; Increase Student Success	Expedite essay grading process to get feedback to students more quickly	No	Expected: May 2010		Jeremy Nicholson, Chris Lorch, Joanna Fulbright	1,5	C3	
			Completed:					
			Result:					
SWOT analysis – Self Reflect and Plan; Increase Student Success	Continue to increase use of CATS in class	No	Expected: May 2010		Jeremy Nicholson, Chris Lorch, Joanna Fulbright	2,5	C3	
			Completed:					
			Result:					
SWOT analysis -Self	Develop a	No	Expected: Spring 2010		Jeremy Nicholson,	2	C3	C4b

Reflect and Plan	comprehensive/capstone assessment tool for world literature classes		Completed: Result:	Chris Lorch, Joanna Fulbright			and C4c
SWOT analysis - Self Reflect and Plan; Increase Student Success	Continue development of Composition I and Composition II portfolio assessments (This will probably be a process covering several semesters)	No	Expected: May 2010/Fall 2010/Spring 2010 Completed: Results:	Jeremy Nicholson, Chris Lorch, Joanna Fulbright	2,5	C3 and C4	
English Portfolio Assessment	Discover best practices in assessing what we value	Yes, Conference Registration, Travel, Meals/Lodging, etc.	Expected: Fall or Spring 2010 Professional Development or conference	Jeremy Nicholson, Chris Lorch, Joanna Fulbright	2,3,5	C3	C4c
English Portfolio Assessment	Revise rubric to ensure grading consistency among instructors of all backgrounds	No	Expected: Fall 2010	Jeremy Nicholson, Chris Lorch, Joanna Fulbright	5,6	C3	C4c
SWOT analysis - Self Reflect and Plan; Increase Student Success; Policy Consistency	Revise paper assignments for Composition I and Composition II – also include more student conferences for drafts in Composition II	No	Expected: May 2010 Completed: Results:	Jeremy Nicholson, Chris Lorch, Joanna Fulbright	2,5,6	C3	C4b and C4c
SWOT analysis - Data Input; Increase Student	Increase use of Early Alert tool	No	Expected: May 2010	Jeremy Nicholson, Chris Lorch, Joanna Fulbright	3,5	C3	

Success			Completed: Results:				
SWOT analysis - Data Input	Report errors in degree plan audits on MyOzarka	No	Expected: Fall 2010 Completed: Results:	Jeremy Nicholson, Chris Lorch, Joanna Fulbright	3	C3	
SWOT analysis - Policy Consistency	Revise make-up policy to become more stringent to yield more consistency in the policy	No	Expected: Fall 2010 Completed: Results:	Jeremy Nicholson, Chris Lorch, Joanna Fulbright	5,6	C3	
SIRS ratings low for adjunct instructors	Meet with instructors to go over results and determine course of action	None	Completed: Results: Results:	Michael Orf	5	3A	3B
My ozarka grade distribution says some courses have below sixty percent successful completion	Meet with instructors to discuss ways to increase student retention	None	Expected: Fall 2010 Completed: Results:	Michael Orf	5	3D	
Class evaluations	Art students indicated they want more course offerings. I will advocate expanding the curriculum to accommodate	16 art tables @ approximately $150 each = $2400 1 24" paper cutter	Expected: Fall 2010 Completed:	C. McKee-McSwain, Curriculum Com., Faculty Council, Administration	4	2a5	5a

	students' interests.	@ approx $155 1 mat cutter @ approx $400	Results:					
Advising assignment in College Success class	I will utilize the advising history more for my own advisees as well as in better assessing my students' needs		Expected: Fall 2010 Completed: Results:		C. McKee-McSwain	1,3,5	3c3	3c4
Advising Assignment in College Success class. Early Alerts	I need to make sure that I document my advising history for each of my advisees. I will use the myOzarka advising string to make sure that I am staying on top of my advisees' needs.	None	Expected: Fall 2010 Completed: Results:		Judy Cannady	1,3,5	3c3	3c4
Class Evaluations	My students indicated that they want more classroom activities instead of lectures	None	Expected: Fall 2010 Completed: Results:		Judy Cannady	1,5	4a5	4a6
	Develop learning community on the Mountain View campus	None	Expected: Fall 2010 Completed: Results:		Jeremy Nicholson, Cheri McKee-McSwain, Rodney Williams, Michael Orf	5		
Mountain View site assessment	Develop agreement with four-year institution to offer 2+2 program	Adjunct salary	Expected: Fall 2010 Completed: Results:		Michael Orf	4,5		

Division of Math, Science, and Technology

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Professional Reviews, Student Evaluations	Increase the number of cross-disciplinary teaching opportunities in Math, Science, and Education	Mileage funds	Expected: Completed: Result:	Holly Ayers, Tracie Morris, David Mitchell, Anthony Burkhammer, Michelle Cooper, Russell Bassham	P1 P2 P5	2B 2C 3C 3D 5B	
Student Evaluations, Professional Reviews, SIRS II Reports, Division Meeting Minutes	Revise course offerings schedule to include less compressed video courses and increase instructor availability	None	Expected: Fall 2010, Spring 2011 Completed: Result:	Holly Ayers, division chairs, division faculty	P5	3B 3C 3D 4D 5A	
Professional Reviews, Student Evaluations, Course Completion Rates, Compass Pre-Post Test results	Provide additional training and support for adjunct faculty. Revise adjunct faculty contracts to include minimum standards for institutionally	Funding for on-site professional development, coordination, and assessment	Expected: Ongoing Completed: Result:	Division Chairs, VPAA, professional development committee, AQIT team, faculty council	P1 P2 P5 P6	1D 1E 2A 2B 2C 3B 3C 3D	

						4A 4D	
Professional Reviews, Student Evaluations, Course Completion Rates, Compass Pre-Post Test results, course progression rates	Provide targeted training for developmental course instructors based on best practices, institutional needs, etc.	Expendable office supplies, facilities, facilitators	Expected: Fall 2010 and Spring 2011 Completed: Result:	Bettie Estes, Holly Ayers	P1 P5	1D 1E 2A 2B 2C 3B 3C 3D 4A 4D	
Professional Reviews, Student Evaluations, Registration/Enrollment Data, Review of community college offerings at other Arkansas institutions.	Increase the number of online science course offerings (Fall: focus on Physical Science, Spring: focus on Biology, Summer: focus on AP I)	None	Expected: Physical Science- Spring 2011, Biology- Fall 2011 Completed: Result:	Holly Ayers Physical Science- Melissa Martin Biology-Tracie Morris, David Mitchell AP1-Science Faculty	P4 P5		
Placement task force meeting minutes, college catalog and addendums	Review the use of placement scores and guidelines for scheduling of students to promote their success. Explore placement cut scores and referral program	None	Expected: Spring 2011 semester Completed: Result:	Division Chairs, VPAA, VPSS, IT Director, Adult Education Director	P2 P5 P6	1A 2A 2C 3C 3D 4C 4D	

	partnership with Adult Education.						
Instructional Council, PAC and PCC meeting minutes, college catalog, college effectiveness website	Review and develop effective student learning outcomes, and general education assessment plan	None	Expected: Spring/Summer 2010 Completed: Result:	Instructional Council, PAC, PCC, VPAA, Division Chairs	P1 P2 P5 P6	3A-D 4B 4C	
Instructional Council meeting minutes, college catalog, course schedules, curriculum committee meeting minutes and proposals	Review and realign course call letters and number to align with division designation	None	Expected: January 2010 Completed: Result:	Division Chairs, VPAA			

Ozarka College - Ash Flat

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
Based on the increased number of faculty members stationed at Ash Flat site	Convert existing student lounge into copier room and convert existing copier room into office space at Ash Flat site	Time	Expected: February 2010	Spurlock	P1	2b5	
			Completed: February 2010				
			Result: Completed without using any additional budget funds				
Based on student comments and student survey	Add a cold food vending machine in student center at Ash Flat site	Time	Expected: May 2010	Spurlock	P1, P5	2b5	
			Completed:				
			Result:				
Based on the need for increased capacity for Compass testing, admissions, and financial aid	Add two additional computer stations in admissions area at Ash Flat site	Budget $700 for one additional computer	Expected: July 2010	Spurlock	P5	2b1, 2b2	
			Completed:				
			Result:				
Environmental	Update	Time	Expected: August 2010:	Spurlock	P2	5a2	

scan completed at the end of each semester	environmental scan to provide more actionable information for the Ash Flat site		Completed: Result:				
Based on student comments and student survey	Add lunch service vender at Ash Flat site	Time	Expected: August 2010 Completed: Result:	Spurlock	P1, P5	2b5	
Based on increased enrollment in science courses	Increase science class sizes to 40, move to the lecture hall, and connect each class with two 20 seat labs at the Ash Flat site	Time	Expected: August 2010 Completed: Result:	Spurlock/Instructional Council	P4	2b2, 2b3, 2b6	
Based on five year enrollment trends and parking shortage	Increase parking by 100 spaces at the Ash Flat site	Time/Budget $100,000-$150,000	Expected: August 2010 Completed: Result:	Spurlock/DeLong/Dawe	P4, P5	2b5	
Based on continued education evaluations and request for courses	Work with the Academic Affairs Office to offer a larger variety and great frequency of CE courses at Ash Flat site	Time; budgeted under CE with VPAA	Expected: Ongoing throughout the year Completed: Result:	Spurlock	P4	2b5, 3b5 3c2	

Based on the need to stay up to date in the areas of admissions, academic advising, and financial aid	Director of Operations will attend ArkACRAO conference and workshops and Administrative Specialist will attend AATYC conference	Funds will be budgeted into the Ash Flat site budget for 2010-2011	Expected: Ongoing during 2010-2011 year. Completed: Result:		Spurlock/Duerkes	P5	2b4, 4a3	

Ozarka College - Mountain View

Assessment Source and Description	Plan	Budget Need	Date/Results		Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results		Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Environmental scan completed at the end of each semester	Updated environmental scan document	Time	Expected: March 2010		Gin Brown/Donna York	P2	5A2	
			Completed:					
			Result:					
Continued increase in enrollment over the last eight semesters.	Assist with the oversight of the process of constructing and furnishing the new facilities and additional parking at the Mtn. View site	Time; Budget under new construction	Expected: Fall 2011		Gin Brown	P4	2b5	
			Completed:					
			Result:					
	Assist with fund raising for naming opportunities for the new facilities at the Mtn. View site	Time	Expected: Fall 2011		Gin Brown	P4	5b4	
			Completed:					
			Result:					
Based on continued	Assist with increasing the number of CE	Time; budgeted under CE with VPAA	Expected: Ongoing throughout the year		Gin Brown	P4	5a5	

education evaluations and request for courses to offer additional continuing educating courses in a variety of areas	classes offered through the Arkansas Craft School and Ozarka College		Completed:				
			Result:				
			Completed:				
			Result:				
	Director of Operations will attend ArkACRAO conference and workshops and Administrative Specialist will attend ArkACRAO workshop	Funds will be built into Mtn. View budget	Expected: Ongoing throughout the year	Gin Brown; Donna York	P5	2b4;4a3	
			Completed:				
			Result:				

Office of the Vice President of Student Services

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you need to improve.	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
SONIS: Increased enrollment at the Ash Flat and Mountain View. In addition, Increased request for assistance at these locations	Increase the visibility of the VPSS and other student services staff at the Ash Flat and Mountain View locations	Travel	Expected: Continuous during the 2010-2011 school year Completed: Result:	Ron Helm - VPSS	P-5	3-C 4-D	
Positive comments from student services team members.	Increase the frequency of student services meetings. Focus: Communication	No	Expected: Monthly meeting during the 2010-2011 school year. Completed: Result:	Ron Helm - VPSS	P-1	2-C	
Recommendations from student services staff	Professional development opportunities	Meals and lodging	Expected: During the 2010-2011 school year. Completed:	Ron Helm - VPSS	P-5	4-A 4-D	

	Focus: Best practices for student success		Result:				2-B	
CCSSE and Student Services Student Comment Cards	Summer retreat: Analysis of comment cards and CCSSE	Refreshments	Expected: June 2010	Ron Helm - VPSS	1,2, & 5	2-C		
			Completed:					
			Result:					

Registrar

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
2008-2009 Core Survey results indicate that 75.5% of our freshmen students consumed alcohol in the past year, 52.9% of underage students consumed alcohol in the past 30 days and 22% of our students report binge drinking in the past two weeks	Continue to provide drug and alcohol prevention activities during the fall and spring semesters. Incorporate more alcohol awareness activities into the Fall Festival and Spring Carnival	ACDEC Mini-Grant	Expected: Completed: Result:	Jenny Miller & Tracy Cone	P1, P5	4a, 4d, 5b, 5c, 5d	
Top priorities for Strategic Direction 2010-2011	Have weekly staff meetings either by phone, face-to-face or	None	Expected: Completed:	Jenny Miller & Richard Williams	P1, P2, P5, P6	1d, 4a	

identify communication needs increased at all levels	email. Share upcoming dates, appointments, number, etc.		Result:			
The online tutoring logs indicate very few people are using the Online Success Center. This may be due to lack of information about it	Member of the SSC will give a demo of the Online Success Center to faculty during Fall In-Service, students during new student orientation and online student orientation and adjunct faculty during adjunct orientation	Budget time and schedule events accordingly	Expected: Completed: Result:	Richard Williams or Jenny Miller	P1, P4, P5	3c, 3d, 4a, 4c, 4d, 5b
The survey 'Professional Development Survey 2009' indicates that faculty would like more training on advising-including sticking to policies, solutions, intrusive advising, etc.	I will work with academics and the division chairs to plan an off-campus retreat for faculty members and advisors to cover these topics and other suggested by divisions, instructional council and the VPAA	$3500-4500 will come out of the Perkins budget to cover for the retreat	Expected: Completed: Result:	Jenny Miller & Holly Ayers	P1, P2, P3, P5, P6	1d, 2a, 2b, 2c, 3b, 3c, 3d, 4a, 4b, 4d, 5c
COLL 1001 Instructor Survey says that	Will work with Holly Ayers and continue to provide meaningful	$1000-1500 for a small retreat, $3500-$4000 for a	Expected:	Jenny Miller & Holly Ayers	P1, P2, P5, P6	2a, 2b, 2c, 3a, 3b, 3d,

instructor training was very helpful in teaching learning outcomes, active learning strategies and preparing instructors to teach the course	training to instructors of the course	larger retreat. Will use money from Perkins and possibly academics				4a, 4d, 5c

Recruiter

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
11th Day Reports indicate errors in data entry	Make improvements in data entry	None	Expected:11th day 2011 reports Completed: Result:	Wanda M. & Zeda W.	3	2b	
Lack of assessment data in student services	As part of Student Services we will be assessing our effectiveness by having students that visit our area do a brief survey about the service they received	Minimal supplies already on hand	Expected: End of Spring Semester Completed: Result:	Zeda Wilkerson will collect, all student services departments will participate	1,2,5	2d	
Need greater efficiency with document handling	With the support of Information services we will begin scanning this year to increase efficiency	Scanners were purchased by Information Systems (IS) last year.	Expected: Trial to begin by end of Spring 2010 Semester Completed: Result:	Wanda & Zeda with help of IS department	3	2b, 2d	

| Orientation needs to become more streamlined | Orientation continues to be well attended, and at the conclusion students have the option of emailing feedback. Overall students seem to be satisfied with the event. We will continue to find ways to enhance the event and what students take from it | Minimal supplies & funds budgeted for | Expected: Each Fall and Spring Completed: Result: | Zeda Wilkerson with help of several departments | 1,5 | 5b | |

Student Assessment Coordinator

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Based on post developmental testing – increased enrollment	Order COMPASS tests to meet demand	Yes	Expected: May	Sharp	3		
			Completed:				
			Result:				
Because nursing program expanding	Order TEAS tests to meet demand	Yes	Expected: April	Sharp	3		
			Completed:				
			Result:# of tests for applicants				
To increase awareness for scheduling test dates	Plan with Site Coordinators	No	Expected: June	Sharp	3,1		
			Completed:				
			Result: Testing at three locations				
Due to CCSSE and CCFSSE scheduled for this semester	Organize survey schedule for students and faculty	No	Expected: March	Sharp	3,1		
			Completed:				
			Result:				

Director of Career Pathways

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Student feedback and an increase in the number of students who use the Career Pathways Book Loan program indicates that it is valued and used by them	Career Pathways will continue to add volumes of current edition textbooks to their Book Loan Library as budget funds allow	Career Pathways budget funds will be used each year	Expected: Ongoing Completed: Result:	Kim Lovelace/Career Pathways	P5	3d1	
Conversations with LPN students and instructors indicate that there are unmet needs for students supplies in order for them to	Career Pathways will continue to expand the number of financial benefits awarded to students as their budget allows	Career Pathways budget funds will be used each year as available to meet additional student course needs	Expected: Ongoing Completed: Result:	Kim Lovelace/Career Pathways	P5	3d1	
	Career Pathways Director and staff members will attend	Funds will be built into the Career Pathways budget	Expected: July 1, 2010 Completed: Result:	Career Pathways Director and staff members		4a3	

	AATYC							
Increased traffic flow of students has indicated that extended hours offered by Career Pathways is being utilized	Career Pathways will continue to utilize "flex time" options in order to offer extended hours at Melbourne, Mountain View, and Ash Flat	No additional funds needed	Expected: July 1, 2010 Completed: Result:		Career Pathways staff	P5	3c4 OR 3d5	
	Career Pathways Director and staff members will attend professional development offered by ADHE/Career Pathways	Professional development opportunities are provided by ADHE/CPI and are built into the Career Pathways budget	Expected: July 1, 2010 Completed: Result:		Career Pathways Director and staff members		4a3	

Director of TRiO Support Services

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Annual review of CAS: Revisit Diversity Awareness	Incorporate diversity component in to the planning of cultural/transfer trips. Consider inviting other SSS programs to Student Conference	Current Budgeted amounts for activities and events	Expected: Ongoing. Report in May, 2011 Completed: Result:	TRiO SSS Director and Staff	P5	1c, 3c, 4c, 5c	
Based on changes in technology enhanced courses	Explore other methods of tutoring and student assistance. Conduct a survey of student needs and opinions and modify services accordingly	Current Budged amounts	Expected: Ongoing. Report in May, 2011 Completed: Result:	TRiO SSS Tutor Coordinator	P5	1d, 2c, 3c, 4c	
Based on expected grant funding and requirements of new proposal to begin September	Meet with SSS Staff to plan all student activities according to the requirements of the new proposal	Time	Expected: June-July, 2010 Completed: Result:	TRiO SSS Director and Staff	P5	1e, 3c, 3d	

2010							
Based on results from 2008-2009 Annual Performance Report and new proposal	Meet with SSS Staff to develop a strategy to meet and exceed program objectives	**Time**	**Expected:** June-July, 2010 **Completed:** **Result:**	TRiO SSS Director and Staff	P5	1e, 3c	
Based on expressed need for specific types of professional development	Plan to search out professional development opportunities on the following topics: Peer Mentoring, Advising, Legislation and Regulations, Program Management, Tutor training, Financial Education	Time and Budgeted Funds	**Expected:** Ongoing. Report in August, 2011 **Completed:** **Result:**	TRiO SSS Director and Staff	P5		

Office of the Vice President of Finance

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Employee benefits	Make sure that all deductions are correct for full time employees	No	Expected: February 2010	DeeDe Steed	P3	2C	Reliable evidence Continuous improvement
			Completed: March 2010				
			Result:				
Cost of open position ads	Shorten ads for media purposes. Put full ad on Ozarka web page	No	Expected: February 2010	DeeDe Steed	P5	2B	Resource base supports programs
			Completed: March 2010				
			Result:				
Update Ozarka Employment Application	Create a new employment application that is computer friendly	No	Expected: March 2010	DeeDe Steed, Eric Booth, Scott Pinkston	P1, P3, P5	2C	Continuous improvement
			Completed:				
			Result:				
Update	Make sure that all	Paper and toner	Expected: March 2010	DeeDe Steed	P3	2C	Reliable

personnel files	personnel files are updated with all new or required forms, retirement information, and medical and life information	for printing forms	Completed: Result:				evidence Continuous improvement
Take pride in the job duties that I perform	Ensure that transactions are recorded correctly	No	Expected: Daily Completed: Result:	Earlene Martz	P1	1E, 2C	College integrity Reliable evidence Continuous improvement
Organize bookstore	Identify out-of-print books that cannot be returned to vendor and have a "Clearance Sale" to remove the books from inventory	No	Expected: March 2010 Completed: April 2010 Result: Removed out-of-print books and supplies from records, received revenue from "Clearance Sale" items, and accurate inventory record	Earlene Martz, Loretta Coleman, Michelle Gray	P3	2C	Continuous improvement
Improve efficiency in bookstore check-out procedures	Explore feasibility of upgrading technology to include a wireless mouse and hand held scanner to improve efficiency	Yes	Expected: Summer 2010 Completed: Result:	Earlene Martz, Loretta Coleman, Information Systems	P3	2C, 3C	Continuous improvement Effective learning environment

	and eliminate cluttered check-out stations						
Professional development opportunities	Attend SACUBO, ACUBO, and other professional development meetings both internal and external as budget permits	Yes – In state and Out of state travel related expenses	Expected: FY 2011 Completed: Result:	Michelle Gray, Earlene Martz, Karen Owen, Michelle Gray, Tina Wheelis, Richard Dawe (if out of state travel)	P1	2C, 4A	Continuous improvement Values learning
Improve efficiency with new technology	Small print on monitor is hard to read. New larger screen that is easier to read would increase productivity	Yes – New monitor	Expected: FY2011 or as budget permits Completed: Result:	Karen Owens, Michelle Gray, Tina Wheelis, Information Systems	P1	2C	Continuous improvement
Increase employee morale	Perform duties to the best of personal abilities, listen and provide encouragement to other employees	No	Expected: Daily Completed: Result:	Karen Owens	P1	3C, 5A	Effective learning environment Serve constituency needs and expectations
Increase	Will order folders	Yes – Folders,	Expected: April 2010	Vickey	P3	2C	Continuous

efficiency and productivity	and other items to organize desk and office then spend time to file and arrange office to allow work to flow in a more productive manner	labels, and other organizational items	Completed: Result:	Gillihan				improvement
Positive attitude and friendly disposition	Provide a positive role model for employees and students by maintaining a optimistic outlook, friendly attitude and greeting everyone with a smile	No	Expected: Daily Completed: Result:	Vickey Gillihan	P1	2C, 3C	Continuous improvement Effective learning environment
Postage meter	Update postage meter to add more accounts to increase accuracy in reporting daily mail totals	No	Expected: April 2010 Completed:	Donna Hill, Michelle Gray	P3	2C	Reliable evidence Continuous improvement
Phone system	Ensure that all incoming calls are answered and transferred to the appropriated person or	No	Expected: Daily Completed: Result:	Donna Hill	P1	2C, 5A	Continuous improvement Serve constituency needs and expectations

	department						
Daily mailings	Ensure that mailing charges for reported correctly for each department	No	Expected: Daily Completed: Result:	Donna Hill	P5	2C	Reliable evidence Continuous improvement
Travel Card	Make reservations in a timely manner and follow up to make certain that we are getting appropriate State of Arkansas rates and a confirmation number for the employee	No	Expected: June 2010 Completed: Result:	Jill Yancey	P1, P3	2C, 5A	Continuous improvement Serve constituency needs and expectations
Bookstore Invoices	Call companies to get invoices when books are delivered	No	Expected: June 2010 Completed: Result:	Jill Yancey	P1, P3	2C	Reliable evidence Continuous improvement
Direct Deposit	Encourage students to sign up for direct deposit of student financial aid refunds	No	Expected: June 2010 Completed: Result:	Jill Yancey	P3, P5	5A	

Bookstore Task Force Committee	Seek process improvements and greater effectiveness in our bookstore and how books are ordered and distributed	No	Expected: June 2010	Michelle Gray, Tina Wheelis, Bookstore Task Force Committee Members	P1, P3, P5	3C, 5A	Effective learning environment Serve constituency needs and expectations
			Completed:				
			Result:				
Maintain integrity of financial information	Monitor the general ledger and make corrections as needed	No	Expected: Daily	Michelle Gray, Shirley Wunderlich & Tina Wheelis	P3, P6	1E, 2C	Upholds and protects integrity Reliable evidence Continuous improvement
			Completed:				
			Result:				
Monitor financial condition of the institution	Analyze budget and prepare monthly analysis	No	Expected: Daily	Michelle Gray & Tina Wheelis	P1, P3, P6	1E, 2B,	Upholds and protects integrity Resource base supports programs
			Completed:				
			Result:				

Office of the Vice President of Planning and Institutional Research

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Based on the low score for communication on the Employee Satisfaction Survey	Be available to meet with planning groups prior to planning 2010-2011	Time	Expected: February 2010 Completed: Result:	Stirling	P1		
Based on challenges identified in the Self-Study	Co-chair the PAC and lead discussion about assessment and planning to clarify the process at Ozarka	Modify current budget for the AAACL meeting	Expected: Ongoing and April 2010 for meeting Completed: Result:	Stirling	P1		
Based on planning results manuals not being as helpful as anticipated for the Self-Study	Meet with fellow employees to get feedback on planning and the issues planners face when trying to accomplish planning. Get feedback on ideas	Time	Expected: May, August 2010 Completed: Result:	Stirling	P1		

	about new planning						
Based on the Planning Manual stating that the mission documents will be reviewed every three years	Facilitate the review for the Mission, Vision, Values	Time	Expected: March 2010 Completed: Result:		Stirling	P2	
Based on challenges identified in the Self-Study	Plan for and facilitate the production of the Strategic Plan of 2011-2015	Time, Board Retreat	Expected: October 2010 Completed: Result:		Stirling	P2	
	Complete planning for 2010-2011	Time	Expected: Planning should be completed prior to budgeting. Document completed June 2010		Stirling	P2	
	Complete planning results for 2009-2010	Time	Expected: Results gathered in May and document completed in July 2010		Stirling	P2	
Based on the SWOT analysis and Strategic Direction	Work with Information Systems to identify and find	Time	Expected: Ongoing throughout year. Meet with IS by June 1		Stirling	P3	

	solutions for any data input problems							
	Work with the AC to identify programs and work with NATYC to identify seed money	Time	Expected: Ongoing throughout year.		Stirling	P4		
Based on the small 25% male enrollment	Research male retention and completion as a means of identifying activities to increase male success	Time	Expected: January 2011		Stirling	P5		
	Facilitate faculty and staff data collection in their respective areas	Time	Expected: Ongoing throughout year		Stirling	P5		
Based on challenges identified in the Self-Study	Working with the PAC, help to identify KPIs related to P5 and regularly report this information	Time	Expected: Identify KPIs by November		Stirling	P5		
Based on the SWOT	Set up a mechanism	Time	Expected: March 2010		Stirling	P6		

analysis	to capture qualitative data related to P6							
	Attend HLC in 2011	Budget $1000 for out-of-state travel	Expected: April 2011		Stirling			
	Attend SCUP and AIR meetings	Budget $1800 out-of-state travel	Expected:		Stirling			

Office of the Director of Advancement

Assessment Source and Description	Plan	Budget Need	Date/Results	Responsible Person	Strategic Priority	HLC	
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results	Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?	
Based on challenges identified in the survey of employee engagement	Encourage employee participation in college fundraising events	Time	Expected: September 18, 2010 Foundation Golf Tournament	Davidson	P1		
			Completed:				
			Result:				
Based on challenges identified at the Foundation Board Retreat	Review the correlation between the college mission statement and the foundation board mission statement	Time	Expected: Ongoing throughout the year	Davidson	P1		
			Completed:				
			Result:				
	Strengthen the communication between the Board of Trustees and the Foundation Board	Time	Expected: Ongoing throughout the year	Davidson	P1		
			Completed:				
			Result:				
	Add fundraising events in the Ash Flat	Time	Expected: Golf Tournaments should be added to the	Davidson	P1		

	and Mammoth Spring communities		schedule for Fall 2011 Completed Date: Results:				
Strengthen outreach and relationship-building opportunities	Distribute an end of year update letter to donors/friends of Ozarka College	Adjust postage budget for the year	Expected: Fall 2010 Completed Date: Results:	Davidson	P1		
	Work on the development of the alumni organization	Adjust postage budget	Expected: ongoing throughout the year Completed Date: Results:	Davidson	P1		
	Continue to build database of those connected to Ozarka, including donors and alumni	Time	Expected: ongoing throughout the year Completed Date: Results:	Davidson	P1		
	Enhance foundation newsletter	Time	Expected: Winter newsletter, Dec.2010; Summer newsletter, July 2011 Completed Date: Results:	Davidson	P1		
	Implement award program for Ozarka Supporter of the Year	Time/minimal dollar amount for award certificate or plaque	Expected: Fall 2011 Completed Date: Results:	Davidson	P1		

Office of the Director of Information Systems

Assessment Source and Description	Plan	Budget Need	Date/Results		Responsible Person	Strategic Priority	HLC
This is the instrument that tells you that you have a problem	What will you do to improve?	Are any funds or materials needed?	Expected Completion Date , Completion Date and Description of Results		Will complete the activity?	Which one	To what Criterion Pattern of Evidence does this relate?
Inventory Logs	Increase all lab/office computers on campus to a minimum of 2G ram	$5,000	9/1/2010		IS Helpdesk		
Time	Improve methods for imaging lab/office computers		8/31/2010		Eric Booth		
Feedback	Work with IR to develop KPIs		6/30/2011		Scott Pinkston, Jerry Smith, and Joan Stirling		
Employee Satisfaction Surveys	Provide feedback and follow up emails to ensure quality of work order completion		6/30/2011		Drexene Winey		

Feedback	Replace screen in auditorium	$15,000	8/1/2010		Chaney Coleman			
Feedback	Provide more reliable power controls in Compressed Video rooms	$1,000	6/30/2011		Scott Pinkston			
Feedback	Work with Student Services/Academics on degree audits		12/31/2010		Scott Pinkston, Registrar, and Dr. DeLong			
Software Licensing	Pay annual software licensing and maintenance fees	$38,000	6/30/2011		Scott Pinkston			
DIS charges	Pay monthly T1/Video conferencing fees (ARNEC)	$35,000	6/30/2011		Scott Pinkston			
Maintenance	Provide update laptops to replace	$7,500	6/30/2011		Scott Pinkston, Eric Booth, and Chaney			

	older ones in service				Coleman		
Monitoring phone system	Provide maintenance and support for phone system at 3 locations	$5,000	6/30/2011				
Age of printer	Identify and purchase or lease a replacement printer for Marketing	$5,000			Scott Pinkston, Eric Booth, and Chaney Coleman		
Performance logs	Replace primary SQL server	$15,000	6/30/2011		Scott Pinkston, Eric Booth, and Chaney Coleman		
Feedback/Logs	Provide maintenance and support to faculty, staff, and students	$8,500	6/30/2011		Scott Pinkston, Eric Booth, and Chaney Coleman		
Feedback	Replace older scanners with newer faster models	$2,500	6/30/2011		Scott Pinkston, Eric Booth, and Chaney Coleman		

SWOT: Strengths

Academics
- Advise for success
- Low student/instructor ratio

Campus and Sites
- Facilities and grounds
- Locations/campus size
- Multiple sites
- Good coverage across four counties

Community and External Environment
- We identify with the community
- The community identifies with us
- Positive persona to public
- Meet community needs
- Positive economic impact

Culture
- Strong college culture
- Student-focused college-wide

Employees
- Experienced and motivated personnel
- Excellent teamwork
- Well-qualified faculty
- Gifted and dedicated employees
- Employee professional development

Finances
- Foundation growth
- Fiscally sound
- Affordable to students

Leadership
- Progressive leadership
- Board-administration communication
- Student-administration communication
- Strong Trustee support

Programs
- Growing potential; increased enrollment
- Education pipeline (GED to Bachelor)
- Growing programs: AAT, LPN, ARNEC, CA, AST, AA
- Credibility of programs

Student Services
- Academic support
- Student government
- One stop shop

Technology
- Information Systems initiatives
- Innovative

SWOT: Weaknesses

Academics
- Need more fulltime instructors
- Limited qualified faculty pool
- Math/science pool decreased
- Limited academic offerings
- Placement standards for developmental education entrance
- Need greater focus on developmental education
- Student-faculty communication
- Adjunct faculty training
- Recruitment, retention and graduation can always increase
- Training for technology and employee attendance when offered
- Need to focus on transitioning our students to independence
- Reliance on adjunct faculty

Community and External Environment
- Need more 4-year/2-year partnerships
- Need programs for local jobs
- Need to increase transfers to 4-year institutions
- Need higher level degrees available locally
- Need to enhance job placement
- Limited service area
- Vo-tech stigma

Employees
- Need a more robust professional development program
- Historically inconsistent policies and practices

Leadership
- Many recent transitions
- Faculty and staff to midlevel administration communication
- Midlevel-upper administration communication
- Catalog review
- Need to increase proactive approach

Planning and Institutional Research
- Need to track why students leave
- Need to track where students go
- Reactive not proactive
- Need more emphasis on long range planning (5-10 years)
- Inadequate data for planning

Sites and Campus
- Need expanded evening classes scheduled

Students
- Student engagement
- Some students stay too long
- Many first generation students lacking experiential family support
- Students lack information finding skills
- Need to prepare students to work in diverse environments

Student Services
- Need more focus on high school bridge
- Support at other sites (IT, SSS, FA)
- Low college going rate for males
- Recruitment, retention, graduation can always increase

Technology
- No 24/7 support
- Support at other sites (IT, SSS, FA)

Opportunities

Academics
- CE use for larger venue of certifications
- Retention rates
- Summer bridge program

Campus and Sites
- Increased enrollment at sites
- Additional offerings in underserved areas
- Local airport

Community and External Environment
- Weak economy usually results in greater attendance
- Development-Foundation relations with Foundation growth
- Alumni relations
- Parental awareness
- Partnerships with 4-year institutions
- Partnerships with workforce
- Other external partnerships and consortiums
- Expansion into Fulton County

Finances
- Grant opportunities
- Foundation capital campaigns
- Increased funding from lottery scholarships
- Position ourselves for future growth

Leadership
- Energy/synergy of leadership

Programs
- Local airport for possible new programs
- Programs to draw male students
- Create programs for industry
- Expand RN and LPN programs
- Increase recruiting
- Provide offerings in underserved areas
- Position ourselves for future growth

Student Services
- Retention rates
- Increased recruiting and marketing
- Recruit males
- Summer bridge program
- Outreach to youth and high schools
- High school career coaches

Technology
- Continue to develop myOzarka and Sonis

Threats

Academics

- Program starts discouraged by ADHE for 2009-2010
- No entrance requirements
- Recent reliance on health care industry for growth and placement

Community and External Environment

- Slow economic recovery with fiscal uncertainty
- Lack of industry in area
- A culture that may not value higher education
- Competition for community support
- Lack of community involvement
- High school relationships (lost momentum in some areas)

Employees

- Maintaining morale during a challenging economy
- Complacent attitude
- Regional competition for staff and employees

Finances

- Fiscal cuts by the state
- Future legislation may increase performance funding
- Retention-based funding possibility
- Economy may cause increased default rate on student loans
- Improper use of student aid within federal guidelines
- Students who fail to matriculate affect program success rates and transfer rates
- Apathy about education resulting in a lack of a tax base

Leadership

- Somewhat reactive - historically
- Status quo - easy to do things as they have always been done

Students

- Students recruited by other institutions