



# Ozarka College

## Strategic Plan 2021-2025



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## MISSION

Ozarka College provides life-changing experiences through education.

## VISION

Ozarka College will be the education resource of choice in our community providing a quality, learning-centered environment that is innovative, responsible, adaptive, and caring.

## VALUES

Our values are the principles, standards, and ideals that form the foundation of our actions. They are the things to which we, as a community of educators, ascribe worth. Our values reveal what we strive for and give us our identity as a college.

## LEARNING

Ozarka College values learning and scholarship for our students, our employees, and our communities.

## CARING

Ozarka College values people and ideas. We respect the dignity and potential of each individual, expressed through fairness, responsiveness, and just treatment for all.

## QUALITY

Ozarka College strives for excellence and integrity in all we do.

## RESPONSIBILITY

Ozarka College values responsibility for its students, employees, and the institution.

## COMMUNITY

Ozarka College values community - both the communities we serve and the community developed within the College.

In 2019, the work of strategic plan 2016-2020 neared its end and planning officials started work on plan 2021-2025. For 18 months the College engaged in plan development and upon reflection of 2016-2020 results, Ozarka undertook gathering stakeholder input through intensive SWOT analysis sessions.

Utilizing all gathered information, College officials established (a) priorities, (b) strategies and (c) goals. Upon Board of Trustees review and adoption in spring 2020, team members assigned actions, timelines, and responsible persons before the end of 2020. This narrative document outlines plan 2021-2025 in its initial form and will serve as a *living* strategic plan document to be updated upon routine assessment of progress and responsiveness to ever-changing needs and circumstances.

The five Strategic Priorities are outlined below:



Access to Education



Student Success



Workforce Development



Continuous Innovation



Community Engagement

**STRATEGY ONE: 1.1 ENHANCE EARLY ACCESS INITIATIVES**

**GOAL: 1.1.1 INCREASE NUMBER OF SERVICE AREA HIGH SCHOOL GRADUATES ENROLLED**

**Enrollment Management Plan**

As part of the Higher Learning Commission accreditation process, Ozarka College developed a Quality Initiative consisting of a Strategic Enrollment Management Plan. A cross-department team was created to evaluate the existing enrollment management process and develop a plan to expand enrollment at Ozarka College with a strategic approach. The Quality Initiative was accepted through the Higher Learning Commission during the previous five-year planning cycle and directly aligns with Priorities 1 and 2 of the 2021-2025 College strategic plan.

**Increase Number of Service Area High School Graduates Enrolled**

During the previous Strategic Plan, the EMP focused on increasing fall concurrent enrollment. A result of multiple efforts, the College experienced great success surpassing its enrollment targets each year. By the end of the strategic plan timeline, the number of concurrent students had grown to 320 (28.5% increase over baseline).

For the new cycle, the Access team turned attention toward increasing enrollment of area high school students. In the last three years, Ozarka has experienced a steady downward trend in enrollment representing our 11-school service area.

Through deliberate actions, including direct recruiting, target marketing and strengthening school-to-school relationships, Ozarka seeks to increase enrollment of area high school graduates to 211 from a baseline three-year average of 192 (10% increase) by the end of AY2021-22.

# Priority One

## Access to Education

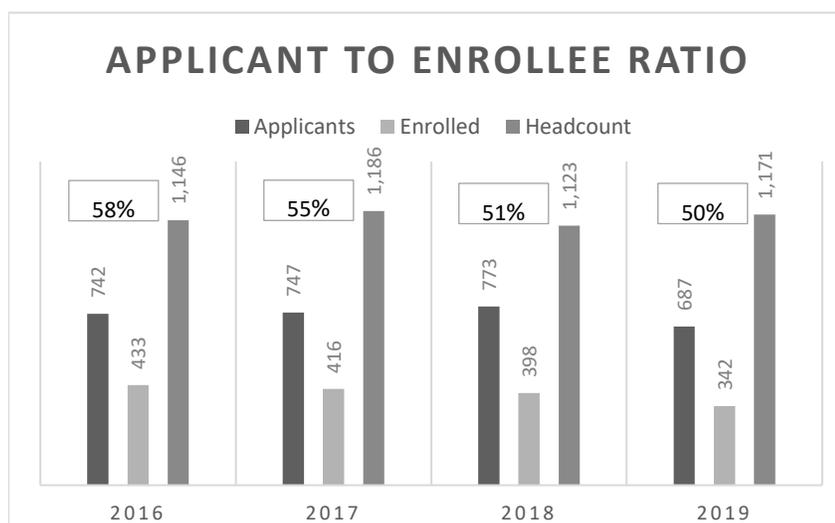
### STRATEGY 1.1 ENHANCE EARLY ACCESS INITIATIVES

### GOAL:1.1.2 INCREASE THE APPLICANT TO ENROLLEE RATIO

#### Increase Applicant to Enrollee Ratio

The Access team reviewed the results of this ratio from the previous plan and established a new three-year baseline for the new cycle. Instead of looking at the total of applications as in previous years, the conversion ratio now includes only new applicants and excludes, re-applying students (from one program to another) and concurrent students. The new baseline was aligned directly with the national standard for applicant conversion rates and more accurately represents outcome of effort and expenses in recruitment.

The College will build on past success to maintain the applicant to enrollee ratio to 50% and will continue to focus actions to help increase enrollment each semester. The graph below shows a snapshot of success to-date. Although the College maintained a ratio at or above the 50% goal, it is worth noting a slight downward trend in recent cycles.



Hence a continued effort to maintain a good conversion rate. The admissions staff will continue deliberate actions, assessing progress annually as they work toward a new goal to increase the applicant to enrollee ratio 55% (5% increase) by the end of AY2021-22.

# Priority One

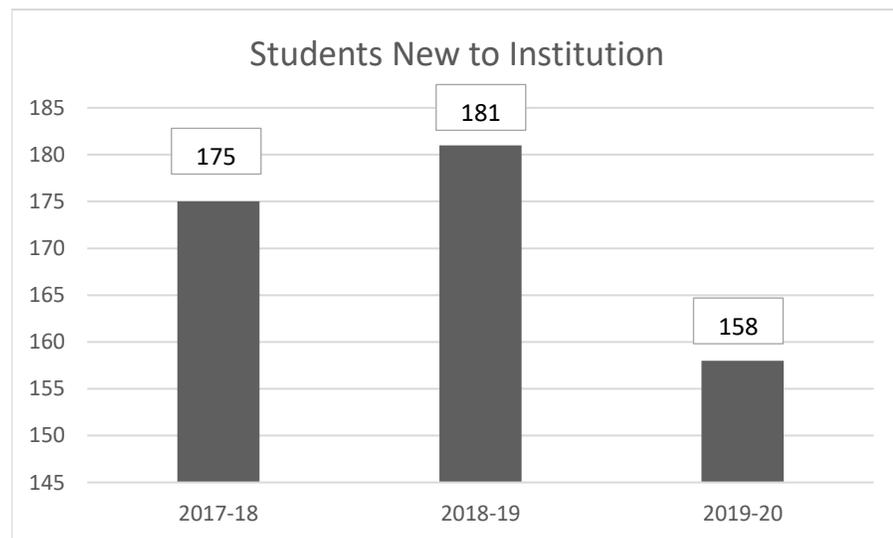
## Access to Education

### STRATEGY 1.2 EXPAND AND MAXIMIZE CURRENT ACCESS

### GOAL:1.2.1 INCREASE THE NUMBER OF STUDENTS WHO ARE NEW TO THE INSTITUTION IN THE SPRING SEMESTER

#### Increase the Number of Students New to the Institution

Generally, the number of students new to an institution is higher in the fall semester than in spring and Ozarka's data shows no exception to the rule. However, the Access team noticed a markedly lower number in the spring of 2020 compared to previous cycles. Too early to be directly attributed to COVID-19, the team deemed this an internal statistic that needed to be addressed. The team has set a stretch goal to increase the number of students new to the institution by 10% over the three-year baseline from 171 to 188 by the end of the spring semester for AY2021-22. By increasing targeted recruitment efforts and community focused advertisement during the fall semester, the 10% goal of 17 students is attainable by the end of AY2021-22.



# Priority One

## Access to Education

### **STRATEGY 1.2 EXPAND AND MAXIMIZE CURRENT ACCESS**

### **GOAL:1.2.2 GROW ENROLLMENT IN BOTH TECHNICAL AND TRANSFER DEGREES BY 5%**

#### **Grow enrollment in Both Technical and Transfer Degrees**

Both important to the mission of providing life-changing experiences through education, technical and transfer programs provide unique opportunities for students. Ozarka seeks to increase overall enrollment, generally, the Access team has chosen to track efforts and progress for technical and transfer pathways separately.

While many high school students prepare to transfer to a four-year university, the College plans to recruit as many students in our service area to complete their degree before transferring to a four-year institution. Ozarka has eight degree pathways for transfer and the most recent three-year fall enrollment average is 343 students. Worth noting, this average has been on a steady decline for the last two fall semesters. The College will focus efforts to reverse the trend and increase the average enrollment to 360 (5% increase) by Fall 2022.

Many prospects within our service area also seek life- and career-changing opportunities through technical education offerings. Ozarka has 12 technical degree program pathways and the most recent three-year fall enrollment average is 362 students. Conversely Ozarka's technical programs have experienced less enrollment volatility, overall, in recent cycles. However, it is important to note that while individual programs have seen ebbs and flows, much of the stabilization overall has been attributed to added enrollment in three new programs adopted over the same timeframe. The College will take a targeted approach to individual programs to bring the overall enrollment to 380 (5% increase) by fall 2022.

# Priority Two

## Student Success

### Student Success

#### STRATEGY TWO: STUDENT SUCCESS

##### 2.1 IMPROVE SEMESTER COMPLETION

##### 2.1.1 INCREASE NUMBER OF SUCCESSFUL ACADEMIC ALERTS BY 10% BY END OF AY2021-22

##### 2.1.2 INCREASE THE RATE AT WHICH STUDENTS WITH A D, F AT MIDTERM SUCCESSFULLY FINISH THE SEMESTER BY 5% BY THE END OF AY2021-22

#### Improve Semester Completion

In the previous planning cycle, the College focused on improving semester completion through deliberate interventions among faculty and staff advisors. Realizing its importance, the Success team agreed to continue with targeted efforts to maintain student progress toward completion.

Prevailing research suggests early intervention is key to keeping students on-track to completion. Faculty and staff advisors will continue to utilize the Academic Alert process to aid in student success. The College has a goal of increasing the number of successful Academic Alerts by 10% by the end of AY2021-22. There are several actions to take to achieve this goal. Instructors will be advised to alert students as soon as they fall below a C average in a course. Advisors will also be required to track Alerts and document action taken to resolve by the end of each semester.

In the previous cycle, the College focused on reducing the D, F rate. By the end of AY2019-20 the D, F rate was 11%, surpassing the College's 13% target, a 5% reduction from prior years. However, the Success team noticed a drop in the rate at which students who had a D or F at midterm and rebounded to finish the semester with a C or better. The College has chosen to build on previous success by focusing on intervention activities to get these students back on track to complete the semester with a passing grade. By the end of AY 2022, the College will increase the rate at which students with as D or F at midterm finish the semester successfully by 5%. Based on the most recent three year average, this takes the current rate from 24% to 29%.

# Priority Two

## Student Success

### STRATEGY: 2.2 INCREASE SEMESTER-TO- SEMESTER PERSISTENCE

#### 2.2.1 INCREASE THE FALL-TO- SPRING RETENTION RATE TO 65% BY THE EN OF AY2021- 22

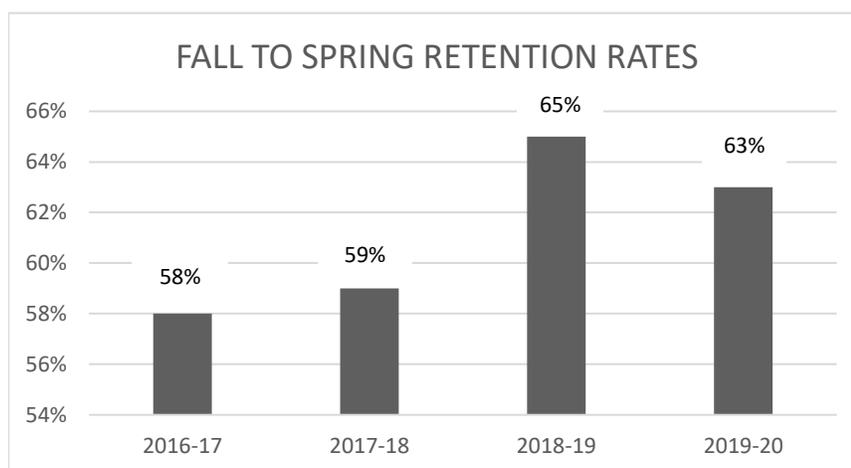
#### Increase Semester-to-Semester Persistence

In alignment with strategic planning and new state productivity funding priorities, during the previous planning cycle the College sought to increase the number of students staying on pace to graduate in a timely fashion.

The College was successful at maintaining as least a 60% on-time progression through AY2019-20 and the Success committee has elected to take efforts further. The Success committee chose to continue focus on retention, with plans to track both fall-to-spring and fall-to-fall rates.

#### Fall-to-Spring Retention

The most recent Clearinghouse report shows the national average for fall-to-spring retention rate among public two-year institutions at 62%. For the same reporting period, Ozarka had a rate of 63%. The College has set a goal to increase the fall-to-spring rate by 5% to 68% by the end of AY2022.



# Priority Two

## Student Success

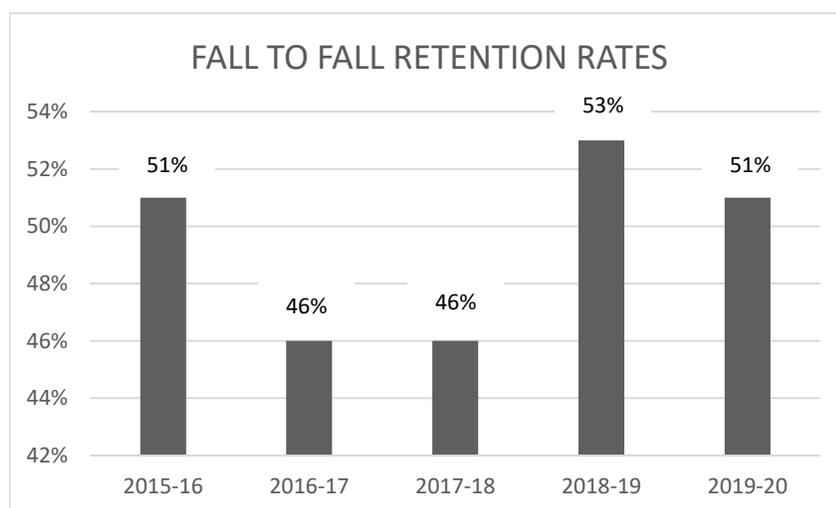
### STRATEGY: 2.2 INCREASE SEMESTER-TO- SEMESTER PERSISTENCE

#### 2.2.2 INCREASE FALL-TO-FALL RETENTION RATE TO 65% BY THE END OF AY2021-22

#### Increase Semester-to-Semester Persistence

##### Fall-to-Fall Retention

The most recent Clearinghouse report shows the national average for fall-to-fall retention rate among public two-year institutions to be 54%. For the same reporting period, Ozarka had a rate of 51%. The College has set a goal to increase the fall-to-fall rate by 5% to 56% by the end of AY2022.



These are stretch goals; however, the Success committee seeks to build off the previous cycle's work in developing institutional advising protocols as standard practice for all faculty and advisors to help raise these rates.

# Priority Three

## Workforce Development

### Workforce Development

#### **STRATEGY: 3.1**

#### **EXPLORE FAST-TRACK TECHNICAL EMPLOYMENT OPPORTUNITIES**

#### **GOAL: 3.1.1 EXPLORE SHORT TERM TRAINING OPPORTUNITES**

#### **Explore Short Term Training Opportunities**

Academics has researched several potential short-term certificate programs. The College has developed shorter-term and stackable offerings in form of continuing education (CE) trainings, technical certificates (TC) and certificates of proficiency (CP) for multiple training fields. Through new and continuing community/workforce relationships, College officials will continue to explore industry-informed options to expand technical programs.

A direct response to workforce needs, the new Carpenter Technical Center (CTC) in Ash Flat will be the new home to automotive/diesel, welding and manufacturing training in the service area. The CTC will also serve as the central hub for workforce education to a newly fostered Regional Workforce Alliance. Through constant communication with regional industry employers, Ozarka technical program faculty and administration will identify workforce short-term training needs to help inform College offerings.

# Priority Three

## Workforce Development

### **STRATEGY: 3.2 STRENGTHEN COMMUNITY/ EMPLOYER PARTNERSHIPS**

#### **GOAL: 3.2.1 ENHANCE ADVISORY BOARD AFFILIATIONS**

#### **GOAL: 3.2.2 CONTINUE TO ENHANCE CAREER AWARENESS AND PLACEMENT OPPORTUNITIES**

##### **Enhance Advisory Board Affiliations**

With the expansion of technical offerings across its service area, Ozarka will continue to add advisory boards with new programs throughout its service area. Specifically, the College will form advisory boards for welding and machining by fall 2021.

Ozarka will also establish a regional workforce alliance to meet the objectives of its recently awarded federal Workforce Opportunity for Rural Communities (WORC) grant. Housed at Ozarka's new Carpenter Technical Center (CTC) in Ash Flat, the WORC initiative will create a regional hub for workforce readiness and placement by building on a foundation of continuous industry engagement and collaboration (e.g., employer roundtables, site visits, program advisory boards, and industry workshops).

##### **Continue to Enhance Career Awareness and Placement Opportunities**

The College will communicate with area employers to identify and develop industry-informed programs and certifications to increase career placement opportunities. The College will leverage career development/placement resources inside the College (e.g., Perkins) and outside in the region (e.g., DWS, employers)

Through the WORC grant, Ozarka College will work in collaboration with industry, government, and agency partners at the new CTC. The WORC initiative will also offer needed case management resources, cohort training, participant incentives, and enhanced work-based learning experiences. In addition to operational support, WORC funding will provide critical, industry-driven equipment and infrastructure upgrades for Ozarka's CTC center, best preparing students for their chosen career pathway.

# Priority Four

## Continuous Innovation

### Continuous Innovation

**STRATEGY: 4.1  
OPTIMIZE FISCAL,  
HUMAN AND  
PHYSICAL  
RESOURCES**

**GOAL: 4.1.1  
PROMOTE  
EFFECTIVE  
COMMUNICATION**

**GOAL: 4.1.2 SEEK  
ADDITIONAL  
PROFESSIONAL  
DEVELOPMENT  
OPPORTUNITIES**

**GOAL: 4.1.3 UTILIZE  
TECHNOLOGIES TO  
REPLACE LABOR  
INTENSIVE  
ACTIVITIES**

#### **Promote Effective Communication**

Ozarka officials understand the importance of effective communication both internally and externally. This has become even more critical in 2020 with the uncertainties of COVID and the pandemic response. As such, the College has committed to undertake deliberate efforts to improve communications and transparency with all constituents.

In addition to the website and campus news, the College will expand use of social media platforms, email, newsletters and press releases for more effective communication within and beyond the institution.

#### **Faculty Professional Development**

A continued focus from the previous planning cycle, Ozarka will renew its efforts toward Faculty Professional Development. Ozarka recognizes the need for additional professional development opportunities under the best conditions and even more pronounced during the pandemic. Travel restrictions and reduced budgets have had all institutions of higher education readjusting development to-date; however, Ozarka's commitment to providing opportunities is unwavering. By end of AY2021, Academics will create a professional development plan with supporting budget and pandemic contingency opportunities (e.g., webinar/virtual).

#### **Utilize Technologies**

Information Systems (IS) has a long history of providing efficient technology solutions (e.g., online POs and leave requests, in-house LMS development/oversight). IS will continue to seek ways to improve institutional efficiencies.

# Priority Four

## Continuous Innovation

### **STRATEGY: 4.1**

#### **OPTIMIZE FISCAL, HUMAN AND PHYSICAL RESOURCES**

#### **GOAL: 4.1.4 CONTINUE TO EXPLORE GRANT OPPORTUNITIES**

#### **GOAL: 4.1.5 IMPLEMENT ENERGY EFFICIENCY SOLUTIONS WHEN COST EFFECTIVE**

#### **Explore Grant Opportunities**

A result of flattened state-funding, a constantly evolving sector, ever-changing community needs, and most recently, COVID related adjustments to learning methods, the College is committed to seeking additional and external funding streams.

At the end of AY2020, the Advancement team applied for and received a \$1.47M grant through the US Dept of Labor and Delta Regional Authority, a grant that will develop a regional workforce alliance, stand up new programs at the Carpenter Technical Center in Ash Flat (Welding and Machining), and will support workforce readiness for student participants.

Ozarka staff will continue to explore grants for new initiatives, both large and small (e.g., Title III Strengthening Institutions Program and local Community Foundation grants).

#### **Identify Energy Efficiency Solutions**

Ozarka continues to pursue energy efficient options for its physical resources. By the end of the previous planning cycle College administrators could report the improvements made from efficiency audits, including upgrades to efficient LED lighting in its oldest buildings.

The College will continue seek solutions for its six instructional locations and make the necessary upgrades when financially prudent. By the end of AY2021, the College will develop a timeline for lighting efficiency transitions for buildings still in need of improvements.

# Priority Four

## Continuous Innovation

### STRATEGY: 4.1

#### OPTIMIZE FISCAL, HUMAN AND PHYSICAL RESOURCES

#### GOAL: 4.1.6 ENHANCE THE USE OF INSTRUCTIONAL TECNOLOGIES

#### GOAL: 4.1.7 CELEBRATE INNOVATIVE IDEAS AND PRACTICES

#### Enhance the use of Instructional Technologies

Academics and IS have installed cameras in every classroom and issued Go Pro equipment for broadcasting instruction. Additionally, IS has embedded distance communication software (e.g., Google Meet) into the myOzarka course shell for meetings with students. IS has constructed a video instruction hub for faculty recording. All efforts proved invaluable in transitioning instruction early in the pandemic.

In combination with IS, Academics has enhanced the assessment activities in myOzarka, including the ability to assign comments to each outcome and even individual assignments. Additionally, all course outcomes were mapped to general education outcomes, allowing faculty to assess the overall success of the College General Education Outcomes.

#### Celebrate Ozarka College Innovations

Ozarka College remains committed to celebrating exceptional work and the generation of new ideas and continually cites innovation in education. In the previous cycle, College administration initiated a employee-of-the-quarter program to recognize employees who go above and beyond for the College, co-workers, and students. Most recently, the College has made additional efforts to recognize the remarkable response made by staff, faculty, and students in the face of the COVID crisis.

The College will continue similar recognition opportunities, such giving awards for outstanding performance for the year (e.g., Faculty, Staff, All-Star Student, and Alumni awards). In addition to internal recognition, annual awardees will continue to be recognized at the state level among their peers at the annual Arkansas Community Colleges conference each fall. Further, College administration will seek new ways to recognize innovation and excellence. Ozarka will commit to including additional recognition through social media content, Ozarka Connection newsletter features, and public recognition at quarterly Board of Trustee meetings when appropriate.

# Priority Four

## Continuous Innovation

### **STRATEGY: 4.2 ADVANCE DATA-INFORMED DECISION MAKING**

#### **GOAL: 4.2.1 ASSESS DASHBOARD METRICS**

#### **GOAL: 4.2.2 PROMOTE THE AVAILABILITY OF DATA**

#### **Data-Driven Decision Making**

In the previous cycle, Ozarka College made multiple advances to aid in the data-driven decision-making process. Requests for data have steadily increased and as evidenced by pandemic-driven adjustments to educational delivery, there is a consistent and growing need for readily accessible, quality information. Information Systems/Institutional Research (IS/IR) will continue to make enhancements to existing dashboards and metrics.

#### **Assess Dashboard Metrics**

By the end of the previous planning cycle, IS/IR had completed a user-informed overhaul to the College dashboard system, enhancing user-friendliness, aesthetic appeal, and data availability. IS/IR will continue to evaluate needs annually and survey the user community for improvements. By spring AY2021 IS/IR will update dashboard metrics to house a strategic planning performance page for ongoing Plan assessment.

#### **Promote the Availability of Data**

IS/IR will continue this effort from the previous Strategic Plan. IS will communicate with departments concerning data availability and usage, at minimum on a semi-annual basis. Routine assessment of need will ensure data-tracking aligns with current and evolving needs.

IS/IR will partner with Marketing staff to promote existing resources and any new developments as well as coordinate training and support opportunities for new and emergent users.

# Priority Five Community Engagement

## Community Engagement

### **STRATEGY: 5.1**

#### **FOSTER MUTUALLY SUPPORTATIVE RELATIONSHIPS WITH STAKEHOLDERS**

#### **GOAL 5.1.1 MAXIMIZE CONTINUING EDUCATION OPPORTUNITIES**

#### **GOAL 5.1.2 CONTINUE TO ENCOURAGE CIVIC CLUB ENGAGEMENT**

#### **Foster Mutually Supportive Relationships**

Community engagement and relationship-building are vital to Ozarka College and will continue to be a priority.

#### **Maximize Continuing Education Opportunities**

Ozarka Academics will continue to talk to the communities and businesses in our service area to come up more ideas to maximize program-driven and industry-driven continuing education (CE) opportunities.

By the end of AY2021, the College will foster the development of a regional workforce alliance, assembled with a primary focus on improving communication between area industry and College officials while enabling new CE opportunities to emerge.

Also, campus directors will continue to serve as points-of-contact for local communities and field new opportunities for CE programming.

#### **Continue to Encourage Civic Club Engagement**

In order to continue to encourage civic club engagement, College administrators support key staff and faculty to become involved in local clubs and organizations.

Ozarka commits campus directors, advancement staff, and various student services personnel to continue involvement with influential and collaborative civic groups throughout the service area (e.g., chambers of commerce, economic development groups, rotary chapters, and other groups specific to the service area).

# Priority Five

## Community Engagement

### **STRATEGY: 5.2**

**ENHANCE COLLEGE PRESENCE THROUGH EVENTS, SERVICE, AND ENRICHMENT**

**GOAL: 5.2.1  
EXPAND SUMMER CAMP OPPORTUNITIES**

**GOAL: 5.2.2  
INSTITUTIONALIZE COMMUNITY HEALTH FAIR EVENT**

**GOAL: 5.2.3  
MAINTAIN S PRESENCE AT HIGH SCHOOL AND COMMUNITY EVENTS**

#### **Expand Summer Camp Opportunities**

Summer programming was a focus at the end prior planning cycle with some early success, but plans were significantly impacted due to the pandemic. During the development of the current plan, summer camps were, again, identified as a priority to engage high school students throughout the region.

As such, Ozarka will continue to explore and add summer camps for programs, beginning with those that were planned for Summer 2020 but deferred due to COVID restrictions (e.g., Agriculture, Automotive, Culinary Arts and Welding). As COVID-19 restrictions ease, Ozarka will continue to explore summer camp opportunities by program in order to reach a broader range of students to get them in the pipeline.

#### **Institutionalize Community Health Fair Event**

Due to COVID-19 the College realizes now more than ever the importance of health care in our communities. Ozarka will continue to monitor pandemic restriction so we can establish a rotating schedule for community health fair events for our service area as soon as possible.

#### **Maintain a Greater Presence at High School and Community Events**

Again, deemed a plan priority, College representatives will continue to participate in various events/activities in support of our local communities. High schools coordinate multiple opportunities throughout the year where Ozarka presence is important. These events include school athletics events, ballgame tailgates, recognition banquets and ceremonies, and local program competitions.

Ozarka will also commit to attending community events, such as local county fairs, community scholarship meetings and fundraisers, and other local festivals (e.g., Bean Fest, Ozark Folk Festival, Eagle Fest, and Pioneer Day).

## APPENDIX A

### Ozarka College SWOT Analysis

## INTERNAL FACTORS

### STRENGTHS (+)

- Committed, Friendly, Helpful Faculty and Staff
- Small, Local and Convenient/Faculty to Student Ratio
- Low Cost/Affordability
- High Quality Programs/Variety of Degrees and Certificates
- Support Services/myOzarka
- Scholarship Opportunities

### WEAKNESSES (-)

- Funding Resources
- Limited Course Offerings and Programs
- Lack of Student-Community Activities and Campus Life
- Campuses spread out geographically
- Close Competition

## EXTERNAL FACTORS

### OPPORTUNITIES (+)

- Building Community/Educational Relationships across service area
- Program growth
- Technical Center/increase Technical Programs
- Increased High School Partnerships/Concurrent Enrollment
- Expand Affordable Student Housing on all campuses
- Federal and State Grants such as Title III

### THREATS (-)

- State/Federal Funding
- 2 & 4 Year College Competition
- Employee/Faculty Turnover
- Local Job Markets for Graduates
- Low Enrollment
- Change in Student Loan, Pell Grants and Scholarship Opportunities
- Global Pandemics



## APPENDIX B

Ozarka College Strategic Plan 2021 – 2025



# OZARKA COLLEGE

## Strategic Plan 2021-2025

### STRATEGIC PLAN PRIORITY 1: ACCESS TO EDUCATION

STRATEGY	GOAL	ACTION	TIMELINE	RESPONSIBLE
1.1 Enhance early access initiatives	1.1.1 Increase number of service area high school graduates enrolled in the institution by 10% by the end of 2021-22.	1.1.1.1 Increase focus on recruitment efforts in service area high schools, including increased presence on high school campus.	AY2022	VPSS, Registrar, Admissions Staff
		1.1.1.2 Create marketing campaigns specifically targeting local students.	Fall 2021	VPSS, Registrar, Admissions Staff
		1.1.1.3 Enhance and strengthen relationships with key school personnel.	Spring 2021	VPSS, Registrar, Admissions Staff, Campus Directors
		1.1.1.4 Focus on recruitment of concurrent/dual credit students.	Spring 2021	VPSS, Registrar, Admissions Staff, Campus Directors
1.1.2 Increase the applicant to enrollee ratio by 5% by the end of 2021-2022.	1.1.2.1 Employ prospect management system allowing for better tracking/contact of prospects. 1.1.2.2 Employ standardized contact system.	1.1.2.1	Spring 2021	VPSS, Registrar, Admissions Staff, CIO
		1.1.2.2	Spring 2021	Admissions Staff
1.2 Expand and maximize current access	1.2.1 Increase the number of students who are new to the institution in the Spring semester by 10% by the end of 2021-2022.	1.2.1.1 Increase community recruitment efforts during the Fall Semester.	Fall 2021	VPSS, Registrar, Admissions Staff, Campus Directors
		1.2.1.2 Increase community focused advertisement during the fall semester.	Fall 2021	VPSS, Registrar, Marketing

	1.2.2 Increase number of graduates in both technical and transfer degrees 5% by the end of 2021-2022.	1.2.2.1 Increase technical training recruitment efforts in the school districts. 1.2.2.2 Increase technical training focused advertisement in both the community and schools, including showcase events (Ag day, Welding day, etc.) on each Ozarka campus. 1.2.2.3 Promote key advantages of Ozarka (Affordability, quality, close to home, etc.) in effort to attract transfer students.	Spring 2021  Spring 2021  Spring 2021	VPSS, Registrar, Admissions Staff, Campus Directors VPSS, VPA, Marketing, Faculty  VPSS, Registrar, Admissions Staff, Campus Directors, Marketing, Faculty
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**STRATEGIC PLAN PRIORITY 2: STUDENT SUCCESS**

STRATEGY	GOAL	ACTION	TIMELINE	RESPONSIBLE
2.1 Improve semester completion	2.1.1 Increase number of successful academic alerts by 10% by the end of 2021-2022.	2.1.1.1 Advise instructors to alert students as soon as they fall below a C in a course.	Spring 2021	VPA, DC's
		2.1.1.2 Require advisors to clear all the unresolved Academic Alerts by the end of each semester.	Fall 2021	VPA, DC's, VPSS
		2.1.1.3 Require documentation of follow-up to all alerts.	Fall 2021	VPA, DC's, DE Faculty
	2.1.2 Increase the number of students with a D at midterm who successfully finished the semester by 5% by the end of 2021-2022.	2.1.2.1 Require a conference with instructors/students when their course average falls below a C with documentation in Advising Notes.	Fall 2021	VPA, DC's

		2.1.2.2 Require all advisors to meet in person with students whose grades are below a C after midterm grades are posted.	Fall 2021	VPA, DC's
2.2 Increase semester-to-semester persistence	2.2.1 Increase the Fall-to-Spring retention rate to 68% by the end of AY 2022.	2.2.1.1 Institutional advising protocols developed by the Retention Committee as standard practice.	AY2022	VPA, DC's, VPSS
		2.2.1.2 Require all advisors to develop a four-semester degree plan with advisees upon entrance that is revisited every semester.	AY2022	VPA, DC's, VPSS
		2.2.1.3 Streamline course offering within degree programs to ensure consistency in required courses	AY2022	VPA, DC's, VPSS
		2.2.1.4 Encourage/recognize the achievement of Certificates of Proficiency and Technical Certificates within AAS degrees.	AY2022	VPA, DC's
2.2.2 Increase Fall-to-Fall retention rate to 56% by the end of AY2022.		2.2.2.1 Institutionalize advising protocols developed by the Retention Committee as standard practice.	AY2022	VPA, DC's
		2.2.2.2 Require all advisors to develop a four-semester degree plan with advisees upon entrance that is revisited every semester.	AY2022	VPA, VPSS
		2.2.2.3 Set a goal of having all returning	AY2022	VPA, VPSS

		students registered by the end of the Spring semester.		
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**STRATEGIC PLAN PRIORITY 3: WORKFORCE DEVELOPMENT**

STRATEGY	GOAL	ACTION	TIMELINE	RESPONSIBLE
3.1 Explore fast-track technical employment opportunities	3.1.1 Explore short term training opportunities	3.1.1.1 Develop additional training sites for welding and machining	AY2021	VPA
		3.1.1.2 Increase participation from area high schools at the Tech Center	Fall 2021	VPA
		3.1.1.3 Develop relationships with industry partners in our service area	Fall 2021	VPA
		3.1.1.4 Identify and develop industry-driven certifications needed by area employers	Fall 2021	VPA
3.2 Strengthen Community/ Employer partnerships	3.2.1 Enhance Advisory Board affiliations	3.2.1.1 Establish program advisory boards for welding and machining	AY2021	VPA
		3.2.1.2 Establish a Regional Workforce Alliance for the technical center	AY2021	VPA
	3.2.2 Continue to enhance Career Awareness and Placement opportunities	3.2.2.1 Identify and develop industry-driven certifications needed by area employers	AY2022	VPA

**STRATEGIC PLAN PRIORITY 4: CONTINUOUS INNOVATION**

STRATEGY	GOAL	ACTION	TIMELINE	RESPONSIBLE
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4.1 Optimize fiscal, human and physical resources	4.1.1 Promote effective communication throughout all levels of the College	4.1.1.1 Utilize the website, social media, email, newsletters, press releases for more effective communication throughout the College 4.1.1.2 Review and update website	AY2021  AY2021	CP, VPA  CIO
	4.1.2 Seek additional Professional Development opportunities	4.1.2.1 Create a plan for faculty professional development	Fall 2021	VPA
	4.1.3 Utilize technologies to replace labor intensive activities	4.1.3.1 Utilize online Purchase Order system	AY2021	CIO
		4.1.3.2 Streamline the academic assessment process through myOzarka	AY2021	
	4.1.4 Continue to explore grant opportunities	4.1.3.3 Review efficiency of Sonis for meeting needs of College	AY2021/Annually	
4.1.3.4 Review efficiency of myOzarka meeting learning management system needs		AY2021/Annually		
		4.1.4.1 Develop partnerships with staff and faculty to aid in identifying potential grant opportunities 4.1.4.2 Continue to seek sustainable opportunities	AY2022  AY2021/Ongoing	VPADV, DPSP

	4.1.5 Implement energy efficiency solutions when cost effective	4.1.5.1 Partner with energy provider for lighting replacement program	AY2022	EVPFA
	4.1.6 Enhance the use of instructional technologies	4.1.6.1 Identify and prioritize optimal learning tools 4.1.6.2 Identify funding source	AY2021/Ongoing AY2021/Ongoing	VPA, CIO
	4.1.7 Celebrate innovative ideas and practices	4.1.7.1 Develop an awareness and recognition plan 4.1.7.2 Feature innovations in the newsletter, periodically	AY2021 AY2021	CP
4.2 Advance Data-Informed Decision Making	4.2.1 Assess dashboard metrics	4.2.2.1 Review and revise current dashboards	AY2021/Annually	CIO
	4.2.2 Promote the availability of data	4.2.2.2 Extend access to appropriate users through marketing and providing training and support	AY2021/Annually	CIO

## STRATEGIC PLANNING PRIORITY 5: COMMUNITY ENGAGEMENT

STRATEGY	GOAL	ACTION	TIMELINE	RESPONSIBLE
5.1 Foster mutually supportive relationships with stakeholders	5.1.1 Maximize Continuing Education opportunities	5.1.1.1 Work to develop program-driven CE courses	AY2022	VPA
	5.1.2 Continue to encourage civic club engagement	5.1.2.1 Explore ways we can serve and participate in area organizations	AY2021/Ongoing	CP and VPA
5.2 Enhance College presence through events, services, and enrichment	5.2.1 Expand summer camp opportunities	5.2.1.1 Explore summer camp opportunities by program	AY2021/Spring annually	VPA
	5.2.2 Institutionalize community health fair event	5.2.2.1 Work with campus communities to establish a rotating schedule for our service area	Fall 2021	VPA
	5.2.3 Maintain a presence at high school and community events	5.2.3.1 Generate college representation at area events	AY2021	VPADV

## Key Persons

CP	College President
VPSS	Vice-President of Student Services
VPA	Vice-President of Academics
EVPFA	Executive Vice President of Finance & Administration
CIO	Chief Information Officer
DC	Division Chairs
DCAST	Division Chair of Applied Science Technology
DADM	Director of Admissions
DPSP	Director of Planning and Special Projects
DPRM	Director of PR and Marketing