



**Ozarka College
Planning Manual
2009-2010**

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President

Vice President of Academic Affairs

Vice President of Student Services

Vice President of Finance

Director of Advancement

Director of Information Systems

Director of Human Resources

Director of Planning and Special Projects

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

Priority

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

Strategies

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

Actions

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

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

Actions

- a. The College will periodically review (every three years) the mission documents with internal and external constituencies to ensure that constituencies are defined and served.

- b. The College's Strategic Plan and Priority Initiatives will be developed to ensure that all constituencies are served.

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

Actions

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

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

Actions

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

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

Actions

- a. The Foundation will review its mission and vision biannually during strategic planning.
- b. The marketing department will review its mission every other year.
- c. The College will review the mission documents every three years with the Board of Trustees, administrative team, faculty, and staff and make revisions when appropriate.

- d. Ozarka College will maintain processes that promote review and refinement of mission, organizational structure, policies, procedures, practices, and processes.

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

Actions

- a. Advancement will design a one-page mission paper for distribution.
- b. The Library will keep printed forms of the mission documents and will make them available upon request.
- c. The MV and AF campuses will have placards displayed articulating the mission.
- d. The College will ensure that the mission documents are articulated publicly through the college catalog, employee handbooks, student handbooks, printed information, placards, course syllabi, and web site, particularly to prospective and enrolled students.
- e. The College will regularly (every three years) survey internal constituencies and external constituencies to ensure people are aware of the mission documents and have an understanding of the documents.
- f. The mission of the Student Success Center will be found in its publications, as well as the college mission.

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

Strategies

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

Actions

- a. Student Services will recruit from all components of our service area. This includes public schools, churches, business, industry, and from the retirement population.

- b. Student Services will continue to educate the communities of the opportunities that exist at Ozarka College for students of all ages.
- c. The Library will continue to subscribe to printed and online resources which allow the college to stay informed of current and changing trends.
- d. Fitness Center/Physical Education department will increase enrollment by providing additional course and activity opportunities for the 60+ population.
- e. Fitness Center/Physical Education department will continue to work with the marketing/PR department to increase community awareness of health/fitness options, courses, and additions to the current wellness program at Ozarka College.
- f. The College will regularly evaluate (every three years) the mission documents to ensure that they address the community values and common purposes it considers fundamental to its mission though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
- g. The College will annually examine the demographics of the service area to provide knowledge of and definition to the constituencies the college serves.

1b2. The mission documents present Ozarka College's function in a multicultural society.

Actions

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

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

Action

- a. College will insure that all students receive equal opportunity for placement testing whether GED, high school, or home-schooled certified.

- b. The College will regularly evaluate (every three years) the mission documents to ensure they affirm the organization's commitment to honor dignity and worth of individuals though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.

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

Actions

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

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

Actions

- a. Marketing efforts will ensure diversity equal to campus diversity in advertisements and recruiting materials.
- b. Academic Affairs will highlight days that focus on diversity and plan events accordingly.
- c. The College will regularly evaluate (every three years) the mission documents to ensure they provide a basis for the organizations basic strategies to address diversity though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
- d. The College will provide adequate evidence that diversity of students is encouraged through enrollment statistics, curriculum, scheduling and brochure information to ensure congruence with the mission statement.

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

Strategies

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

Actions

- a. Grants written and managed for the college will support the Ozarka mission, values and goals.
- b. The mission will be included in campus newsletters on the website and on campus stationery.
- c. All Academic divisions will ensure that the course syllabi reflect the mission and values of the college.
- d. The College will annually survey board members, faculty, staff, and students to determine their understanding and support of the organization's mission.
- e. The College will encourage board members, faculty, staff, and students to articulate their support and understanding of the organization's mission through publications, communications, syllabi, and verbal presentations.
- f. Ozarka College will consistently and continuously focus on its mission to provide quality comprehensive higher education to the students and citizens of the north central Arkansas.

1c2. Ozarka College's strategic decisions are mission-driven.

Actions

- a. A review of the planning document will indicate that planning flows from the mission and mission documents.
- b. All Academic divisions will make decisions based on the Strategic Plan and prescribed mission.
- c. The Strategic Plan actions will be mission driven.
- d. The Strategic Plan actions will be focused on meeting the expectations of the HLC/NCA Criterion for Accreditation and the mission of the College.

1c3. Ozarka College's planning and budgeted priorities flow from and support the mission.

Actions

- a. A review of the planning document will indicate that planning originates with the mission.
- b. All Academic Affairs budgets are derived from needs based on the mission and Strategic Plan.
- c. The planning and budgeted process will indicate that the priorities flow from and support the mission of the college.
- d. The budget will be reviewed annually to ensure that resources are adequately dedicated to supporting the mission of the college.
- e. The budgeting process will include input from all departments of the college as they try to establish actions to help meet the overall mission of the college.

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

Actions

- a. The Foundation Board's mission includes building community support and funding for scholarships.
- b. The mission and vision are reviewed annually and academic goals set accordingly in all academic units.
- c. The goals, strategies, and actions formulated by administrative and academic subunits to be included in the strategic plan will be congruent with the mission of the college.
- d. The goals, strategies, and actions formulated by employees during the annual professional review will be congruent with the mission of the college.

1c5. Ozarka College's internal constituencies articulate the mission in a consistent manner.

Actions

- a. The Instructional Council ensures that the mission is articulated in all distributed materials. Periodic in-services throughout the review will ensure that the mission is understood.
- b. The College's administration, faculty, and staff will articulate the mission in a consistent manner through daily work with students, publications, syllabi, and contact with external constituencies.

Priority

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

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

Actions

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

1d2. The board enables Ozarka College's chief administrative personnel to exercise effective leadership.

Actions

- a. Board of Trustee policy vests the President the authority to govern in order to ensure that the college meets its mission and is an effective and efficient organization.
- b. Board of Trustee policy will indicate an effective organizational chart, which places the responsibility of decision-making with appropriate administrative personnel.
- c. The "Governance through Committee" structure with committee assignments and appropriate committee meeting minutes will indicate that the Board enables the organization's personnel to provide leadership and be involved in decision-making.
- d. Internal and external surveys and scans will indicate that the Board enables the administrative personnel to exercise effective leadership.

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

Actions

- a. Student Services will meet to clarify process and procedures.

- b. The College will continue to analyze the need for addition student services staff at the Ash Flat and Mountain View locations.
 - c. The “task force” concept will be utilized to implement a new student government organization.
 - d. The professional development committee will continue to function as a subcommittee of Faculty Council.
 - e. The current Faculty Council structure will be reviewed and enhanced to ensure shared governance.
 - f. Fitness Center/Physical Education Department will expand services and quality at off-site campuses and fitness centers affiliated with the College.
 - g. The Fitness Center Director will obtain at least one AED machine to place in the fitness center and train all staff to safely utilize the equipment.
 - h. The Fitness Center Director will update CPR and First Aid Certification for all employees of the fitness center.
 - i. The flow of responsibility is and will continue to be clearly outlined in the organizational chart in Board of Trustee policy and in the Employee Handbook.
 - j. The College will utilize the “Governance through Committee” structure that indicates the structures, processes, and activities which distributes responsibilities throughout the institution.
 - k. Agendas and minutes of meetings of the Administrative Council, the President's Consultation Council, the Faculty Council the Instructional Council and other task forces and committees will reflect the distribution of responsibility and shared governance.
- 1d4. People within the governance and administrative structures are committed to the mission and appropriately qualified to carry out their defined responsibilities.

Actions

- a. The college foundation board will review and update their mission statement to align with the institutional mission.
- b. Agendas and meeting minutes of all councils, taskforces, and committees will reflect the commitment to the mission of the college.
- c. The College Planning and Effectiveness committee will meet each semester and review the assessment processes and monitor the assessment calendar.

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

Actions

- a. The Arts and Humanities Division instructors will communicate with each other and the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
- b. The Applied Science Technology Division instructors will communicate with each other and the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement. The Applied Science Technology Division instructors will meet monthly.
- c. The Applied Science Technology Division instructors will perform a continuous review of syllabi standardization.
- d. All Arts and Humanities faculty, full time and adjunct, will administer assessment measures during the course of the academic year. Results will be turned into the division chair at the end of each semester.
- e. The Allied Health instructors make every effort to meet monthly and as needed to communicate with each other and with the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
- f. The VPAA will ensure integrity of the academic processes by periodic evaluation of classes, open faculty forums, and an open door policy. The VPAA, Faculty Council and the Curriculum Committee will continue to monitor the curriculum for coherence.
- g. **Agendas, meeting minutes, and implemented committee recommendations will indicate that faculty and other academic leaders share responsibility for the coherence of the curriculum and the integrity of the academic process. These include the instructional council, the curriculum committee, the faculty council, and other appropriate task forces and committees.**

- 1d6. Effective communication facilitates governance processes and activities.

Actions

- a. The Professional Development committee will investigate the proper method of communicating meeting minutes and committee decisions by May 2009.
- b. The Arts and Humanities Division instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College stated mission statement.
- c. Campus committees complete mid-year and annual reports to the President.
- d. The Business Technology Department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
- e. The VPAA will continue to emphasize the importance of face to face division meetings to enhance the communication process.
- f. The VPAA will ensure that the Instructional Council will meet the 1st and 3rd Thursday of each month to facilitate the communication flow.
- g. The Allied Health Division instructors make every effort to meet monthly and as needed to communicate with each other, the administrators and the students to ensure that they continue to work towards meeting the goals/objectives of the department in order to promote Ozarka College's stated mission statement.
- h. The Fitness Center Director will continue to communicate effectively with the VPAA, and continuing education coordinator to ensure the availability of appropriate 60+ course offerings in the service area.
- i. The Finance Department will conduct staff meetings on a regular basis to effectively communicate departmentally.
- j. The Maintenance Staff will have staff meetings to effectively communicate departmentally.
- k. A representative from the Finance Department will speak to students at New Student Orientation Sessions to explain payment options.
- l. Member of the Finance staff will use email to effectively communicate with others information regarding student concerns.
- m. Finance meetings will be effectively documented for personnel use for all parties.

- n. The president and the administrative team will continue to produce a monthly “President’s Report to the Board” which is place on the college’s website to facilitate effective communication concerning governance processes and activities.
 - o. The college personnel will continue to effectively utilize e-mails and website postings to facilitate effective communication.
 - p. Planning personnel will meet regularly.
 - q. Advancement personnel will meet regularly.
- 1d7. Ozarka College evaluates its structures and processes regularly and strengthens them as needed.

Actions

- a. Feedback will be solicited from the Criterion Subcommittees on the Planning Results Manual in order to improve the planning cycle as an additional means of documentation.
- b. The Professional Development committee will re-evaluate its function after Faculty Council has finished rewriting its committee charge.
- c. The Arts and Humanities Division meets each May to evaluate the annual assessment plan and write a new set of goals for the upcoming year.
- d. The Applied Science Technology Division will evaluate the annual assessment plan each May and write new goals for the upcoming year.
- e. The Allied Health Division communicates or meets monthly and as needed; AH evaluates the curriculum and policies annually and adjusts as needed.
- f. The VPAA will review all academic processes and policies annually with the Instructional Council.
- g. The Finance Department will review the policies and procedures outlined by the Business Task Force committee annually.
- h. To enable that the Finance Department to keep current with industry norms, money will be budgeted for members of the Finance staff to attend the SACUBO meeting in the fall and other related trainings as they arise.

- i. The Strategic Plan Annual Cycle indicates specific review and evaluation of structures, processes, employee performance, programmatic missions, programs, and strategies. Appropriate review agendas and meeting minutes will indicate evaluation and review.
- j. Institutional processes are reviewed by specific task forces for improvement. Task force reports and recommendations will indicate evaluation and review.
- k. The President will assign review committees to review structures and processes at Ozarka College.

Priority

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

Strategies

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

Actions

- a. A review of planning, grant writing and grant management will indicate that they evolve from the mission and mission documents.
- b. After each professional development session, the professional development committee will evaluate whether the professional development activities provided were congruent with the committee charge and the mission statement.
- c. Marketing will incorporate the college mission into the marketing plan.
- d. The Foundation Board sponsors activities designed to support the educational efforts of Ozarka students with awareness of the current economic situation.
- e. Information Systems will assist with the returning of old equipment to M&R.
- f. The VPAA will ensure that new curriculum meets the goals of the college mission by reviewing all new curriculum requests.
- g. Documentation of assessment of student learning will indicate that activities are congruent with the mission of the college.

- h. Documentation of assessment of institutional effectiveness will indicate that activities are congruent with the mission of the college.
 - i. Documentation of strategic planning will indicate that activities are congruent with the mission of the college.
 - j. Documentation of the budget process will indicate that activities are congruent with the mission of the college.
 - k. Course schedules, continuing education schedules, workshop offerings, college calendar activities, and marketing activities will indicate that activities are congruent with the mission of the college.
- 1e2. The board exercises its responsibility to the public to ensure that Ozarka College operates legally, responsibility, and with fiscal honesty.

Actions

- a. Notices of board meetings are posted and announced to area media according to the Arkansas Freedom of Information Act regulations.
 - b. The College will promote professional integrity and ethics as related to mission, organizational structure, policies, procedures, practices, and processes.
 - c. The Board of Trustees will continue to meet four times per year to provide leadership, guidance, analysis and decisions for the College.
 - d. The President will continue to communicate College business regularly to the Board via the Monthly President's Report.
- 1e3. Ozarka College understands and abides by local, state, and federal laws and regulations applicable to it (or bylaws and regulations established by federally recognized sovereign entities).

Actions

- a. Grant management will continue to follow federal, state and college guidelines.
- b. The Foundation Board processes statements of contribution in compliance with IRS tax code.

- c. OC-MV and AF Campus Coordinators will continue to provide Family Educational Rights and Privacy Act of 1974 (FERPA) information for all fulltime and part time office personnel.
 - d. To ensure that the College abides by local, state and federal laws and regulations, money has been budgeted for members of the Finance staff to attend meetings sponsored by DFA and OPM.
 - e. The annual audit will be conducted by the Legislative Auditors appointed by the AR Division of Legislative Audit.
 - f. State Procurement Regulations will be followed by the Finance Department when obtaining goods and services for the College.
 - g. Ozarka College Foundation will have an annual audit conducted each year.
 - h. Ozarka College Foundation will file an annual tax return.
- 1e4. Ozarka College consistently implements clear and fair policies regarding the rights and responsibilities of each of its internal constituencies.

Actions

- a. If any money is available for individual professional development, the money will be allocated fairly following a clear and fair policy.
- b. The Finance Department will follow policies and procedures outlined by the Business Task Force Committee.
- c. The Bookstore, Cafeteria, and Student Organizations will follow established policies and procedures.
- d. The AH Division has established handbooks for all nursing students as well as nursing instructors; these are updated and revised at least yearly
- e. The VPAA will continually update the Adjunct Faculty Handbook and will develop a Faculty Handbook for the full-time faculty.
- f. **The Board of Trustee Policy Manual, Employee Handbook, College Catalog, and Student Handbook will be reviewed annually.**
- g. **The President will continue to communicate College business regularly to the Board via the Monthly President's Report.**

- 1e5. Ozarka College's structures and processes allow it to ensure the integrity of its co curricular and auxiliary activities.

Actions

- a. The Foundation Board meets quarterly to review and manage the foundation activities and funds.
- b. Agency and auxiliary funds are handled by the Finance Department and are subject to the same regulations and audit procedures as other College funds.
- c. TRiO SSS will continue fully document each activity by maintaining records of justification, advertisement, individual participants and evaluations.
- d. The Board of Trustee Policy Manual, the Employee Handbook, the College Catalog and the Student Handbook will be reviewed annually.
- e. The Student Success Center will continue to monitor its participants for Perkins accountability.

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

Actions

- a. All purchases of goods and services in excess of \$5,000 will be competitively bid and reports for Delegation Order, Competitive Bid, Recycled Paper and Executive Order 98-04 will be filed as required by the State.
- b. The Business Task Force will review the Finance policies and procedures for "student friendliness" and make recommendations for changes.
- c. The College will continue to follow specific employee search process guidelines.
- d. The College will continue to follow specific academic and student grievance processes.
- e. The College will continue to do external environmental surveys every other year with the next survey due in fall 2010 to monitor how the public views the college in this respect.

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

Actions

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

- b. Frequent contact with media will ensure quick and accurate communication to the public.
- c. Advancement members are involved in community events/meetings to keep groups informed regarding the college's activities and will focus on improving Fulton County presence this year.
- d. An annual audit will be conducted by the Legislative Auditors appointed by the AR Division of Legislative Audit.
- e. Monthly financial statements will be prepared for the Board of Trustees and posted on the College website.
- f. The semester course schedules will continue to be published online and in-print.
- g. News releases advertising testing dates, classes, and special events in the four county area are sent on an as needed basis. (AE)
- h. Testing and class information is available on the college website. (AE)
- i. The College's Board minutes and annual budget are public record and will be placed in the College library.
- j. The College will continue to do external environmental surveys every other year with the next survey due in fall 2010 to monitor how the public views the college in this respect.

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

Actions

- a. If any complaints or grievances are received, the committee will maintain documentation of the process by which the issue is addressed.
- b. All academic divisions will maintain records (personal, email, etc.) of responses to student grievances.
- c. All academic divisions will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
- d. Ozarka College-Ash Flat and MV will work with the VPAA and the VPSS to ensure that any grievances are acted upon in a timely manner and to the satisfaction of all parties involved.
- e. The VPAA office will continue to act immediately on student grievances and expedite closure.
- f. The College will continue to follow specific employee search process guidelines.
- g. The College will continue to follow specific academic and student grievance processes.
- h. All areas of the College will follow the Board Policy Manual in responding to complaints and grievances.

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

Priority

Initiative 2a. Ozarka College realistically prepares for a future shaped by multiple societal and economic trends.

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

Actions

- a. Based on last year's planning assessment of greater than 90% accomplishment, planning results will continue to show the same high level of attainment, thus indicating sound understanding by the organization.
- b. The Student Services department will continue to evaluate the need for additional services at the Ash Flat and Mountain View locations.
- c. Departmental budgets and expenditures will be available for daily review by department heads, supervisors, and administration.
- d. Financial reports will be presented to the Board of Trustees for approval at the quarterly meetings.
- e. The organizational budget will be presented at the annual staff meeting by the Vice President for Finance.
- f. The VPAA office will continue to coordinate annual advisor meetings so that the various academic programs will have the latest updates on industry and the community.
- g. The OC-MV and AF Campus Coordinators will assist the Divisions Chairs and the VPAA in scheduling classes to serve the optimum number of students and maximum utilization of classroom space while helping to maintain the financial integrity of the College.
- h. The Fitness Center Director will communicate with VPAA, Division Chairs, maintenance and campus coordinators to maximize the space available for continuing education and fitness center sponsored classes, events, etc.

- i. Ozarka College will ensure that appropriate strategic planning processes provide data and information to assist in resource allocation decisions.

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

Actions

- a. A review of this year's planning results by the Director of Planning will indicate attention being paid to these emerging factors.
- b. All academic divisions' textbook selections are based on changes in subject matter, technology, and demographics.
- c. The Fitness Center will increase the offerings for the 60+ population through increased program offering, and visibility/marketing efforts in cooperation with the marketing department. These offerings will be provided in multiple counties to ensure coverage of the stated service area.
- d. Ozarka College Mountain View and Ash Flat Site Coordinators will continue to work with the Admissions Office in increasing non-traditional populations (55+) and enrollment from local high schools through visiting businesses, participation in local area community activities, and increasing visits to area high schools and by offering campus tours.
- e. The VPAA will ensure all information gleaned from advisory sessions is incorporated in program planning.
- f. Advancement will continue to seek information regarding new trends for media and advertising to drive sound budgeting decisions.
- g. The Foundation Board scholarship program evolves to meet the changing needs of students
- h. Marketing will work with Information Systems and Student Success Center/Career Pathways to increase online presence for Ozarka.
- i. Than annual operating budget will include amounts designated for technology related purchases.

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

Actions

- a. A review of this year's planning results by the Director of Planning will indicate attention being paid to the organization's function in a multicultural society.
- b. The VPAA office will ensure that diversity is celebrated and communicated.
- c. The academic division textbook selection is also based partly on sensitivity to global issues of gender, race, history, and current events in the areas of communication, art, music, and theater.
- d. The Arts and Humanities Division will plan their budget around adding some class activities to expose the students to activities that represent different cultures in art and theatre productions.
- e. The Allied Health Division textbook selection will continue to be based on accurate data for the sensitivity to global issues of culture, gender, race, history, and current events in the areas of healthcare, communication, medications, treatments and prevention.

- 2a4. Ozarka College's planning processes include effective environmental scanning.

Actions

- a. The college will continue to do external environmental surveys every other year with the next survey due in fall 2010 to monitor how the public views the college and glean insight from our constituents.
- b. Ozarka College will continuously scan the local, regional, and state environment to realistically prepare for a future shaped by multiple societal and economic trends.
- c. Academic Affairs will determine class needs across the four county service areas via student numbers and attendance at various locations and budget for these services. (AE)

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

Actions

- a. Based on feedback from faculty and students, the DPSP team will work with a Division Chair to implement restructuring ideas for the College Orientation Success course and evaluate these changes.
- b. Student survey data, both incoming and exit-graduate, will help drive changes in local marketing efforts.
- c. Business Office policies and procedures will be reviewed yearly for efficiency and student friendliness.

- d. New technologies, possible curriculum changes, etc. will continue to be discussed in the Instructional Council.
 - e. The AH Division will send faculty members to the Nurse Educators Conference in Memphis in March of 2009 to learn new innovative ways to teach nursing students of today.
 - f. The VPAA will continue to support professional development activities through the budgeting process.
 - g. The Fitness Center/Physical Education Department will continue to alternate health related fitness programs to provide adequate interventions to the communities we serve.
 - h. The Physical Education Department will continue to utilize “hybrid” courses to effectively serve the students that we enroll.
 - i. OC-MV Campus Coordinator, as part of a team representing OC, will work with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy. The ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit.
 - j. Ozarka College-Ash Flat will continue to work with the business technology department to alternate interactive video and in-class courses at Ash Flat so that students will be able to take the majority of courses required for an AAS Degree in Business on the Ash Flat Campus.
 - k. **The College will be able to list accomplishments of innovation and change at the end of each academic semester.**
- 2a6. Ozarka College incorporates in its planning those aspects of its history and heritage that it wishes to preserve and continue.

Actions

- a. The Arts and Humanities Division will continue to promote art, music, and theater that are shown to be a part of our area’s heritage and culture and will budget accordingly.
- b. The academic divisions will continue to promote the heritage and culture of our area, as we continue to provide a service to the community.

- c. Ozarka College Mountain View will maintain a “History of the Campus” scrapbook through newspaper clippings and pictures of students, faculty, and staff involvement in activities on and off campus.
- d. At least one hall bulletin board at Ozarka College Mountain View will feature “Students in the News” and other campus activities.
- e. Ozarka College Mountain View Site Coordinator, as part of a team representing OC, will work with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS is an educational institution that promotes the historical, traditional, and contemporary artistic and cultural values of American Craft.
- f. The Library will continue to keep a scrapbook of newspaper articles from area and state papers documenting information and achievement of Ozarka College.

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

Actions

- a. The VPAA will continue to clearly define the line of authority for decision making and policy development.

Priority

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

Strategies

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

Actions

- a. Based on a review of Student Success Center statistics including over 400 tutee sessions in 2008-09, the Student Success Center will budget for tutors for 2009-10.
- b. Student Services will continue to budget for activities at all three Ozarka College locations.

- c. The VPAA will continue to ensure that textbooks are updated and other sources of information to keep up with changes in the field are available.
 - d. The VPAA will continue to ensure that only qualified faculty members are utilized in instruction and that the best materials and supplies are available.
 - e. The Library will continue to update its holdings and experiment with new possibilities such as electronic books that will allow Ozarka College Mountain View and Ozarka College Ash Flat access to materials they may not have available to them on their sites.
 - f. The Department will complete budget proposal for state funding and federal grants. (AE)
 - g. Departments will submit annual budget requests reflective of their needs.
 - h. **Ozarka College will continuously assess its resource allocation decisions and cost effectiveness in comparison with similar two-year colleges in the state and in the region.**
- 2b2. The plans for resource development and allocation document an organizational commitment to supporting and strengthening the quality of the education it provides.

Actions

- a. **Based on a review of Student Success Center statistics including over 400 tutee sessions in 2008-09, the Student Success Center will budget for tutors for 2009-10.**
- b. **The Foundation Board in conjunction with the scholarship committee and the development office offer scholarships, and occasional loans, to qualified students.**
- c. The AH division will continue to confer with the library regarding needed resource avenues as well as in the weeding process. New DVD, CD and other audio/visuals are ordered and are ongoing to keep abreast of new technology and changes.
- d. All academic divisions will continue to work with the Library to ensure all needed materials are in place.
- e. The budgeting process will continue to ensure that resources are available.
- f. The Fitness Center Director will increase wellness programming through federal, state and local grants.
- g. TRiO SSS will continue to provide quality peer and professional tutoring services to Ozarka College TRiO SSS participants.

- h. TRiO SSS will continue to expand supplemental instruction services to Ozarka College TRiO SSS participants.
- i. The annual budget will include amounts for human resources, facilities, technology and professional development.

2b3. Ozarka College uses its human resources effectively.

Actions

- a. The Arts and Humanities Division will continue to use people in the community such as speakers, artists, musicians, and theater personnel to enhance the educational experience for the students. Our budget will be based on this.
- b. To continue to give optimum service to students, OC-MV Campus Coordinator will update and refine the Policy and Procedure Manual for the full time and part time office staff to be in line with the policies and procedures of the Admissions, Financial Aid, Finance, Registrar Offices, Bookstore and Adult Education.
- c. Ozarka College Mountain View will continue to cross-train employees to assure optimum performance of the campus when staff members are absent due to illness or vacation.
- d. Applied Science Technology Division will alternate instructors so that different instructors will teach on each campus so that students will have interaction with more than one instructor from this department
- e. The Allied Health Division will continue to use people in the community such as guest speakers, clinical preceptors, and medical staff personnel to enhance the educational experience for the students.
- f. Tours of new facilities will be obtained as needed for Allied Health.
- g. Academic Affairs will continue to ensure that only qualified faculty members are utilized to teach classes.
- h. Adult Education will determine class locations and instructional needs for the four county service area.
- i. Student tutors from Career Pathways will support the Student Success Center.
- j. Advancement will utilize volunteers at public forums, fairs or other events to promote the college.
- k. One member from Information Systems will attend SQL/Advanced SQL Training.
- l. A representative from IS will make weekly trips to off-campus sites.

- m. Human Resources will review and update forms for new hires.
- n. Human resources will organize vendor and employee meetings.
- o. Human Resources will maintain employee records.
- p. Finance staff members will cross-train and prepare instruction manuals relating to specific job duties to ensure optimum performance of the department when various staff members are absent due to illness or vacation.

2b4. Ozarka College intentionally develops its human resources to meet future changes.

Actions

- a. The Perkins grant will budget for continued professional development to promote student success.
- b. The Director of Planning and Special Projects will continue seek professional development in areas of women's advocacy, accreditation, grant management, student success, planning and college administration and will budget accordingly.
- c. Career Pathways Director attends monthly meetings and other activities designed for improvement of the CPI program.
- d. The Arts and Humanities Division instructors plan to attend at least one conference related to their field during 2008-09.
- e. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC annual Conference in 2008-2009.
- f. For continued licensure all faculty members will continue to obtain CEU's as well as attend conferences or teaching seminars to enhance student learning and will budget accordingly.
- g. New contacts will continue to be sought to provide a growing clinical base for experiences for the students.
- h. The VPAA will continue to ensure that faculty and staff are sent to professional development opportunities that will enhance the organization.

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

Actions

- a. The Professional Development Committee will address the financial resources and investments that relate to quality educational opportunities for the faculty and staff.
- b. A better educated faculty relays a better educated student, therefore development opportunities for faculty in the AH division will be encouraged. Constituent support of the AH Division will continue to be positive.
- c. Information Systems will continue to develop a secondary datacenter in Ash Flat.
- d. The College will budget for major repairs and renovations during the annual budget process.
- e. The College will budget for technology purchases during the annual budget process.
- f. The College will budget for professional development opportunities during the annual budget process.
- g. The VPAA will continue to ensure that professional development opportunities will be budgeted for all academic divisions.
- h. The TRiO SSS will attend and document appropriate professional development activities and share applicable information with other college staff and faculty.

- i. The Perkins grant will continue to promote faculty and staff development for student success and budget accordingly.

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

Actions

- a. Contingency amounts will be built into the annual operating budget.
- b. The Director of Planning and Special Projects will continue to amend grants where the need exists.

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

Actions

- a. Based on last year's planning assessment of greater than 90% accomplishment, a review of planning results will continue to show the same high level of attainment.
- b. The Annual Budget Report will be submitted at the end of each fiscal year with variance analysis.
- c. The AH Division goal of having LPN programs being delivered at the two off-campus sites is in its first year of realization. This growth will continually be monitored and ideas for future growth will be explored, i.e., Respiratory, Radiology, and a night and weekend LPN program.
- d. TRiO SSS will review the internal CAS assessment document produced in 06-07.

Priority

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

Strategies

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

Actions

- a. The Student Success Center will continue to evaluate itself against its goals and report to the College Planning and Effectiveness Committee.
- b. The Diversity Committee will continue to evaluate itself against its goals and report to the College Planning and Effectiveness Committee.
- c. The College Planning and Effectiveness Committee will continue to monitor college effectiveness.
- d. Evaluation processes will be administered at each of the CE activity offered by the Professional Development Committee. This will ensure stated expectations have been met.
- e. All academic divisions will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes and continue to use classroom assessment techniques to document meeting these goals.
- f. The evaluation process of students, facilities, faculty, employers and the Advisory Board will continue to show evidence that the Allied Health programs meet their stated expectations and institutional effectiveness.
- g. The VPAA will continue to emphasize the use of classroom assessment techniques, the SIRII student evaluation instrument, performance reviews, and other evaluation tools to ensure expectations are met.
- h. Adult Education will determine if student numbers and educational gains are sufficient to maintain or increase funding.
- i. Adult Education will determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.
- j. Annual performance evaluations are conducted for each member of the Finance staff, Physical Plant staff, Grounds staff, Kids Academy staff, and Cafeteria staff.
- k. The Finance Department has quarterly meetings to stay abreast of current policies to ensure that needs of students and other constituents are met.

- I. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.

2c2. Ozarka College maintains effective systems for collecting, analyzing, and using organizational information.

Actions

- a. The Student Success Specialist will work with IS to report to the college retention and completion data.
- b. The VPAA will continue to ensure that Classroom Assessment Technique forms, Early Alert forms, and other academic data gathering vehicles are utilized.
- c. Administrative Council meetings will be held weekly when possible.
- d. Planning manuals and planning result manuals will be distributed college wide each year.

2c3. Appropriate data and feedback loops are available and used throughout Ozarka College to support continuous improvement.

Actions

- a. Grant reporting will be utilized to guide and improve grant management and achievement.
- b. All academic divisions will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes and will continue to keep assessment documentation in each of the classes.
- c. All Academic Divisions will continue to use the Early Alert forms to notify the VPAA of students who exhibit poor performance or lack of attendance.
- d. Academic divisions will make changes in teaching techniques based on the information obtained in the assessment documents.
- e. The academic divisions will also utilize the information obtained from the various assessment tools to make budget decisions, i.e. new equipment, teaching aides, etc.
- f. The VPAA will continue to communicate the importance of utilizing assessment tools to gather information to make informed changes in teaching, classroom management, and budgeting.

- g. The Institutional Effectiveness Committee monitors campus wide assessment activities throughout the year.
- h. Marketing staff will utilize survey data to make marketing decisions regarding advertising dollars spent.

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

Actions

- a. The Student Success Specialist will work with Information Systems to report to the college retention and completion data.
- b. Evaluations of employees and evaluations of departmental goals under Planning and Special Projects will be used to guide improvement of personnel and departmental performance.
- c. The Professional Development Committee will continue to perform periodic reviews of academic and administrative personnel via email to support continuous improvement of faculty and staff. (This will be performed and documented at least once each semester.)
- d. Course evaluations are conducted each semester
- e. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
- f. TRiO SSS will review the internal CAS assessment document produced in 06-07.

2c5. Ozarka College provides adequate support for its evaluation and assessment processes.

Actions

- a. Planning and Special Projects will continue to provide support for the production of the Planning and Planning Results Manuals.
- b. All academic divisions will make any information or materials available to the instructor to ensure they have what they need to improve in any areas that were shown to be lacking in the assessment process.

- c. The Fitness Center will make any information or materials available to additional sites and physical education instructors to ensure they have the essential items needed to improve in areas that lack quality as determined by the assessment process.
- d. The Institutional Effectiveness committee as appointed by the president will continue to respond to its charge.
- e. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
- f. TRiO SSS will review the internal CAS assessment document produced in 06-07.

Priority

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

Strategies

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

Actions

- a. As evidenced by this document, planning will flow from the five Primary Goals that are consistent with our mission, vision, values and goals.

2d2. Planning processes link with budgeting processes.

Actions

- a. Planning will continue to precede the budgeting process.
- b. The Arts and Humanities Division will budget money for student activities to involve our students in cultural activities that will open their world.

- c. All Academic Affairs budgets will continue to be aligned with the college Strategic Plan. This includes professional development, equipment, instruction, and other expenses associated with the educational process.
- d. The annual budget process will begin with a “planning phase” to incorporate wants and needs into the annual budget submissions.

2d3. Implementation of Ozarka College’s planning is evident in its operations.

Actions

- a. The planning process will continue to involve all areas of the college.
- b. Capital purchases for instructional equipment will be purchased prior to December each year
- c. Purchases of instructional technology and the addition of new programs continue to be an end product of the planning process.

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

Actions

- a. Ozarka continues to modify planning formally on a yearly basis and to adjust the planning throughout the year as needed.
- b. The marketing plan will link to the overall institutional strategic plan.

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

Actions

- a. The Director of Planning and Special Projects will review the manual for the presence of this awareness.

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

Actions

- a. All college personnel will be involved in the planning process and will utilize internal assessment and external environmental scans where appropriate when planning.
- b. In planning for any growth in the Nursing and AH areas, external constituents must have input. Positive relationships with these external constituents will continue to be maintained.
- c. The Academic Advisory Groups and all faculty/staff will continue to be an integral part of the planning process. Reports from the advisory groups and feedback sessions with faculty/staff will continue to be utilized in planning development.

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

Priority

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

Strategies

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

Actions

- a. Academic Affairs will continue to ensure all course specific learning goals and objectives are stated in course syllabi.
- b. Academic Affairs will continue to ensure general student learning goals are listed in the college catalog.
- c. GED students will take TABE assessment upon entry to establish learning goals. (AE)

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

Actions

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

3a3. Assessment of student learning includes multiple direct and indirect measures of student learning.

Actions

- a. The Student Success Specialist will continue to monitor retention and completion.
- b. All academic divisions will continue to use traditional methods of assessment and to try new nontraditional methods.
- c. In the communication classes, public speeches and the outcomes of small group projects will be used as a measure of communication skills.
- d. In the art, music, and theater classes, different forms of creative works will be used as a measure of skills.
- e. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
- f. The social science faculty, full time and adjunct, will conduct assessment of learning objectives and turn in results to division chair by May 2009
- g. All academic divisions will continue use of assessment bucket from 2008, especially utilizing “muddiest point, conception/misconceptions”.

- h. TRiO SSS will provide the institutional effectiveness committee with a summary of evaluations from the tutoring and supplemental instruction programs.
 - i. Ozarka College will continuously initiate multiple measures of student learning and develop appropriate assessment data for course and programmatic decision-making.
- 3a4. Results obtained through assessment of student learning are available to appropriate constituencies, including students themselves.

Actions

- a. The Student Success Specialist will publish two newsletters per semester, one for faculty and staff and one for students revealing retention and completion data and implications of that data and will budget for these publications.
- b. All academic divisions will ensure that the students will have access to the reports of their progress and success in class.
- c. All academic divisions will return graded quizzes and exams and homework promptly to students to enable students to learn from the evaluations.
- d. Science instructors will show students their pre-tests in order for them to see more than just a numerical score. Also, they will be told they have the option to review their post test and see comparisons with the class, i.e. class average, range of scores, top ten questions missed, chapter/topic most improved/least improved. (BD)
- e. The VPAA will continue to ensure all faculty members have access to their classroom evaluations.
- f. The VPAA will continue to ensure all Classroom Assessment Techniques forms are available to all who have access to myOzarka course listings.
- g. The VPAA will continue to utilize the CAAP tests to assess student learning. All results will continue to be shared with the appropriate division faculty and students.
- h. Students will be given copies of all TABE and GED pretest results. Official GED scores will be sent to student. (AE)
- i. The Institutional Effectiveness Committee receives updates from the VPAA and departments regarding assessment and student learning.

- j. Continuing Education course evaluations are collected and reviewed for areas to improve.
 - k. Pass rates and assessment results from academic programs made available to the Advancement Division will be announced by the public relations specialist.
- 3a5. Ozarka College integrates into its assessment of the student learning the data reported for purposes of external accountability (e.g., graduation rates, passage rates on licensing exams, placement rates, and transfer rates).

Actions

- a. CAAP test scores are reported.
 - b. Pass rates and assessment results from academic programs made available to the Advancement Division will be announced by the public relations specialist.
 - c. All academic divisions will report course assessment results.
 - d. All academic divisions will monitor graduation rates and job placement rates.
 - e. Grades and comments will be made available throughout the semester in myOzarka.
 - f. The Allied Health Division utilizes the NCLEX PN and RN for the Nursing Students as well as EMT Registry upon completion. We look at pass rates as well as entrance exams such as the Nurse Entrance Exam (TEAS) for the PN students and the LPN Gap for the RN students.
 - g. The Fitness Center Director will continue to work with IT Department to make student logging procedures and student information access more reliable and user friendly.
 - h. TRiO SSS will document the annual report statistics to the institutional effectiveness committee.
- 3a6. Ozarka College's assessment of student learning extends to all educational offerings, including credit and noncredit certificate programs.

Actions

- a. Continuing education courses are evaluated for student satisfaction and student learning. Results are reviewed to determine areas for improvement or updates.
- b. All credit classes will continue to be assessed utilizing the SIR II evaluation instrument.

- c. All credit course instructors will continue to be encouraged to utilize various CATs such as the blue sheet and the “muddiest point”.
- 3a7. Faculty members are involved in defining expected student learning outcomes and creating the strategies to determine whether those outcomes are achieved.

Actions

- a. All academic divisions will check the minimum course descriptions on the Arkansas Course Transfer System Website to ensure expected student learning outcomes meet or exceed outcomes across the state.
- b. All academic divisions will continue to evaluate student learning through traditional and nontraditional assessment methods.
- c. Documentation of assessment activities for each class will be placed in the “assessment buckets” in myOzarka.
- d. The Course Assessment Plans will be completed at the beginning and end of each semester by each faculty member.
- e. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
- f. Student grade results in courses will be evaluated.
- g. Results of Comprehensive Course Content testing will be evaluated to determine deficiencies in learning outcomes.
- h. Faculty members determine and make necessary changes to course objectives each semester.
- i. The Allied Health Division Faculty will continue to be involved in curriculum and policy changes by email communication or meetings, pre-semester syllabi checks and end of year accomplishments, as well as through the Advisory Board.
- j. The Physical Education instructors will utilize outcome based coursework to effectively provide students with “rest of life” education and experiences.

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

Actions

- a. All faculty members will continue to review the completed Course Assessment Plans and Program Assessment Plans (at the end of the spring semester).
- b. All academic divisions will communicate with each other, the administrators, and the students to ensure that they continue to work towards assessing student learning.
- c. The VPAA, Division Chairs, and faculty will continue to review completed SIR II evaluation report along with student comments.
- d. Adult Education will determine if student numbers and educational gains are sufficient to maintain or increase funding.
- e. Adult Education will determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.

Priority

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

Strategies

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

Actions

- a. All academic division faculty members will share instructional materials and resources with one another.
- b. All academic divisions will continue to research information on curricular content and the best strategies for teaching the courses.
- c. All academic divisions will continuously review courses to assure they maintain pace with the business/technology environment.
- d. All academic divisions will maintain qualified and experienced faculty who

- monitor curricular content and determine strategies for instruction.
- e. Staff and faculty will meet each August to implement changes in content for instruction. (AE)
- f. The Curriculum Committee and Faculty Council will continue to evaluate curricular change proposals.

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

Actions

- a. The Student Success Specialist will provide training for all College Orientation course instructors and this training will include examples of active learning activities.
- b. All academic division instructors will plan to attend at least one professional conference during 2009-10.
 - 1. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC annual Conference in 2009-2010.
 - 2. The Business Technology Department instructors will attend AATYC and participate in sessions related to BT and teaching effectiveness.
 - 3. The full time social science faculty will attend at least one state conference and one national conference. The social science budget will reflect this will request an increase in the budget.
 - 4. The Allied Health Division instructors plan to attend at least one conference related to their field during 2009-10 in addition to AATYC, as well as complete current CEU's for renewed licensure and will budget accordingly.
 - 5. The full time Science Faculty will attend National Science Teachers Association national conference in spring 2010.
- c. The VPAA will continue to require all online faculty members to be trained in online instruction.
- d. The VPAA will continue to facilitate professional development opportunities in teaching and learning.
- e. Personnel will attend the state conference yearly and the national conference for Adult Education when budget permits. Individuals will attend workshops, etc. that pertain to their specific area acquiring hours need to maintain current teaching certificate. (AE)

- f. Library Staff will include in the budget monies to attend professional conferences for growth and professional development.

3b3. Ozarka College evaluates teaching and recognizes effective teaching.

Actions

- a. The VPAA and division chairs will continue to evaluate teaching strategies in the classroom and in course planning. These evaluation documents will be kept in each class.
- b. The VPAA will continue to require all classes to be evaluated utilizing the SIR II.

3b4. Ozarka College provides services to support improved pedagogies.

Actions

- a. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC annual Conference in 2009-2010.
- b. The Allied Health Division instructors plan to attend at least one conference related to their field during 2009-10 as well as keeping up to date through CEUs and recertifications as required to maintain licensure.
- c. The VPAA will continue to provide conference and seminar opportunities for faculty.
- d. The curriculum committee will continue to provide oversight of all curriculum and pedagogical changes.

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

Actions

- a. The Self-Study Steering Committee will continue to embrace active learning.
- b. The Student Success Specialist will promote active learning for College Orientation courses.
- c. The Student Success Center will publish *Elephant Bites*, weekly sections of the Teacher Tool Kit distributed via email.
- d. Student services personnel will participate in activities at the Student Success Center.

- e. The Vice President for Student Services will utilize survey results from the CCSSE to improve student opportunities.
 - f. Student Services will participate in the Student Government organization.
 - g. All academic divisions continue to update teaching strategies using new technology and teaching practices.
 - h. The Culinary Arts Department will offer special catering events and gourmet dining nights to further enhance hands-on student learning.
 - i. Fall and spring faculty in-services have a presentation on teaching and learning innovation.
 - j. Based on two years of successful Saturday seminars to enhance student success, TRiO will conduct additional Saturday seminars in the coming year.
- 3b6. Ozarka College supports faculty in keeping abreast of the research on teaching and learning, and of technological advances that can positively affect student learning and the delivery of instruction.

Actions

- a. Information Systems will update employees on the continuous improvements of myOzarka.
- b. The VPSS will assist the administration in the utilization of the CCSSE survey results at all Ozarka College locations.
- c. All academic divisions will continue to update teaching strategies using new technology and teaching practices.
- d. Academic divisions will continue to utilize publications provided such as, “Critical Thinking”, “The Professor in the Classroom” as well as professional periodicals to keep abreast of latest strategies.
- e. The VPAA will continue to provide information on effective teaching and learning.
- f. Personnel will continue to attend the state conference yearly and national conferences for Adult Education when budget permits. Individuals will continue to attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)
- g. Annual budget requests will include amounts for travel related to professional development.
- h. The Perkins grant will continue to provide professional development opportunities for faculty and staff to cause an increase in student success.

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

Actions

- a. The VPAA and division chairs will continue to encourage all faculty members to join a professional organization in their area of instruction.
- b. Personnel will continue to attend the state conference yearly and national conference for Adult Education when the budget permits. Individuals will continue to attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)
- c. Instructors teaching the college orientation course will receive training.

Priority

Initiative 3c. Ozarka College creates effective learning environments.

Strategies

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

Actions

- a. Based on the classroom experiences of faculty, student success personnel, and administrators and professional development for student success courses, the Student Success Specialist will lead a retreat of faculty, staff and administrators to enhance the College Orientation course funded by an amended Perkins grant.
- b. Based on the 2008 Spring Library Survey, Paul Weaver Library will make effort to provide quieter study areas close to the circulation desk as well as throughout the library.

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

Actions

- a. Based on need during 2008-2009, the Director of Planning will continue to provide a women's advocacy program and budget accordingly.
- b. Career Pathways advisors will continue to identify and assist students with social and financial barriers.
- c. The VPAA will continue to ensure an open classroom environment that facilitates an equal sharing of ideas.
- d. The GED program will continue to work with students who do not excel in the traditional public school system and offer accommodations to qualified examinees. (AE)
- e. TRiO SSS will continue to select its students without discriminating according to race, gender, etc.

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

Actions

- a. The Student Success Specialist will provide career planning opportunities for students and will promote this at student orientations and through other venues.
- b. All instructors will check rosters to ensure that students are in the correct courses. The Advising Improvement Team will continue to focus on methods to increase the effectiveness of the advising process.
- c. Advisors will assure that each student has a current Degree Plan handout and is advised and trained to schedule and register through myOzarka. Advisors will maintain notes in myOzarka of the advising process.
- d. The VPAA will continue to enhance the advising process to include providing educational opportunities for advisors.
- e. With the installation of COMPASS on computers on Ozarka College Ash Flat, the Director of Operations or Student Service Staff will administer placement testing on an as needed basis.
- f. The Ash Flat Site Coordinator will only serve as an academic advisor if other faculty advisors are not available.

- g. Based on assessment of our activities, TRiO SSS will continue to be involved with the first year experience classes, provide student success workshops, organize a student seminar each semester and provide quality advising which is focused on individual student achievement and will budget for these activities.

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

Actions

- a. Student Assessment Coordinator will continue to offer assessment supervision at Ash Flat, Mountain View, and Melbourne locations.
- b. Student Services will evaluate adding NET testing for LPN students on the Ash Flat and Mountain View sites.
- h. The Student Success Center will operate on the main campus and both off-campus sites.
- i. All academic programs will continue to utilize the school internet platform myOzarka, to ensure that all students regardless of location have access to the material they need for their educational experience.
- j. Courses will be offered on all three locations either through Interactive Video, in-class schedules, or Web Classes.
- k. The VPAA will continue to explore new learning venues.
- l. The GED program will continue to serve at multiple sites and different times across the four counties and budget for these services. (AE)
- m. Based on assessment of our activities, TRiO SSS will continue to be involved with the FYE classes, provide student success workshops, organize a student seminar each semester and provide quality advising which is focused on individual student achievement and will budget for these activities.
- n. Based on campus usage, TRiO SSS staff members will continue to budget time to allow us to be located on the Melbourne campus five days a week, and on the Ash Flat and Mountain View sites at least two days per week.
- o. TRiO SSS provides advising services, tutoring services, workshops and student services on all three campuses.

- 3c5. Ozarka College employs, when appropriate, new technologies that enhance effective learning environments for students.

Actions

- a. Based on regular visits to the DOJ blog, the Director of Planning and Special Projects will maintain a women's advocacy blog during the post DOJ grant period.
- b. All academic divisions will continue to use new technologies in many areas of teaching.
- c. College Orientation faculty training will emphasize using active learning in the classroom.
- d. Software will be updated to keep pace with current technology.
- e. Divisions will provide current associate and certificate program handouts and brochures to create awareness of opportunities available to students.
- f. To explore ways to advance clinical skills of students prior to the clinical experience, the AHD will test the use of the SIMS man on the AF campus.
- g. Clinical excursion software will be used to enhance clinical experience as needed.
- h. The Physical Education department will continue to increase the use of outcomes based teaching practices while emphasizing "rest of life" learning opportunities.
- i. The VPAA will send faculty to conferences to learn about new technologies and learning pedagogies.
- j. Information Systems will monitor network security, backups and data storage.
- k. Information Systems will research using Virtual Servers to increase reliability.
- l. Information Systems will continue to develop myOzarka with feedback from faculty and students.
- m. Based on usage assessment, TRIO SSS will continue to provide various technology equipment for check-out by TRiO SSS participants and will budget accordingly.
- n. Based on the success of previous seminars and student evaluations, TRiO SSS will continue to provide workshops and individual tutoring on technology to TRiO SSS participants and will budget personnel time accordingly.
- o. Ozarka College will continue to create effective learning environments by incorporating technology in the classroom and in support of interactive compressed video classes and on-line classes to continue to expand educational opportunities.

- p. The Partners for Care grant will utilize interactive video and video archiving to increase versatility in reaching high school concurrent students.

3c6. Ozarka College's systems of quality assurance include regular review of whether its educational strategies, processes, and technologies enhance student learning.

Actions

- a. Based on the success for the Partners for Care grant to graduate CNA students who pass licensure at a high rate, that component of the grant will continue to operate as it has been.
- b. Student Services will provide a Campus Coordinator and a Survey Administrator for CCSSE surveys to involve student engagement in Ozarka's mission.
- c. Student Services personnel will exhibit an excellent attitude in working with student, faculty, staff, and administration.
- d. Admissions will continue to seek ways to work with the Student Success class and with the Student Success Center.
- e. The VPAA will utilize the SIR II reports and student comments to ascertain student satisfaction with technologies, materials, and teaching quality.
- f. Adult Education will determine if student numbers and educational gains are sufficient to maintain or increase funding.
- g. Adult Education will determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators. (AE)
- h. TRiO will continue to evaluate the components of its programming by annually reviewing the CAS assessment and use these evaluations to improve student learning.

Priority

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

Strategies

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

Actions

- a. Based on increased participation during 2008-09, the Student Success Center will continue its operation utilizing paid tutors, faculty and staff. The College and Perkins Grant will budget accordingly.
- b. Based on a review of other programs, the Student Success Center will offer career counseling, job placement and Suits for Success; participate in the Student Success Seminars; and provide drug and alcohol education for students and budget accordingly through the College, Perkins and other grants.
- c. Computer labs will continue to be available to students when classes are not being conducted in the classrooms.
- d. The Allied Health Division will maintain current affiliation agreements with clinical sites and explore avenues of new contracts to ensure the optimal exposure to the student for success.
- e. The Library will continue to support the faculty with resources both online and in-house.
- f. The Library will continue to solicit input from faculty on its book holdings and online resources.
- g. Based on student feedback, the instructor will make the Laboratory room and computers available for student use during office hours.
- h. The Ozarka College-Ash Flat Director of Operations will continue to work with the science department in purchasing the needed equipment for the science laboratory in Ash Flat to accommodate a wider variety of courses as Ozarka College budgets allow and student enrollment growth makes necessary.
- i. The GED program will continue to give students access to computer, computer programs and books as needed and budget for these supplies. (AE)
- j. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students.
- k. The Academy will collaborate with the Ozarka College.
- l. TRiO SSS will continue to provide a lab which is used for computer usage, tutoring, advising and supplemental instruction to TRiO SSS participants and will budget accordingly.

- 3d2. Ozarka College evaluates the use of its learning resources to enhance student learning and effective teaching.

Actions

- a. The Student Success Center will be evaluated at the end of the spring 2009 semester to make adjustments for fall 2009.
- b. The student services team will utilize the CCSSE survey results to improve instruction and to enhance student learning.
- c. All academic divisions will continue to update textbooks and strive to ensure good experiences as other sources of information to keep up with changes in the field.
- d. The Library will utilize surveys to gather data from faculty, staff, and students on its effectiveness and use student focus groups to evaluate online resources used in the library.
- e. The Fitness Center Director will observe staff interaction with students and implement strategies to increase fitness related skill building to increase student assistance and fitness development.
- f. Based on an educational functioning level, students will be offered individualized educational plans. (AE)

3d3. Ozarka College regularly assesses the effectiveness of its learning resources to support learning and teaching.

Actions

- a. All academic divisions will continue to update textbooks and strive to ensure good experiences as other sources of information to keep up with changes in the field.
- b. TRiO SSS will conduct an annual evaluation by individual participants and will use these evaluations to improve student learning.
- c. TRiO SSS participants who utilized tutoring or supplemental instruction services will complete an evaluation assessing those services and will use these evaluations to improve student learning.

3d4. Ozarka College supports students, staff, and faculty in using technology effectively.

Actions

- a. The Student Success Center will provide another means of assistance for students needing help in technology.

- b. Consideration will be given to the expansion of student services personnel at Ozarka College – Ash Flat to increase student accessibility and enhance student opportunities.
- c. Information Systems will maintain the Helpdesk and respond to all work orders in a timely manner.
- d. Information Systems will monitor equipment specifications to ensure equipment standards.
- e. Information Systems will hold faculty and staff in-service meetings.
- f. The VPAA will ensure faculty members are trained in the effective use of current and available classroom technology.
- g. Student online and myOzarka orientations are conducted each semester to provide students with the knowledge and skill necessary to be successful.
- h. The Ozarka College Ash Flat and Mountain View Site Coordinators will continue to analyze and improve the bookstore organization and process for predicting how many books are needed.
- i. Based on the success of previous seminars and student evaluations, TRiO SSS will continue to provide workshops and individual tutoring on technology to TRiO SSS participants and will budget personnel time accordingly.

3d5. Ozarka College provides effective staffing and support for its learning resources.

Actions

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

- h. Ozarka College will continue to create effective learning environments by employing qualified faculty dedicated to teaching and learning.

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

Actions

- a. Staff, faculty and grant personnel will partner to provide three Student Success Center services on the main campus and on the off-campus sites.
- b. The Allied Health Division will maintain current affiliation agreements with clinical sites to ensure the optimal exposure to the student for success and budget for clinical instructors.
- c. The Allied Health Division will continue to have relationships with clinical sites who offer tuition payment for potential and actual employees, as well as some scholarships that come from individuals within the four county area that want to support students who are in the healthcare field.
- d. The Academic Divisions will continue to brainstorm new partnerships and technologies to enhance the learning process through division meetings and Instructional Council.
- e. The Fitness Center/Physical Education Department will continue to offer service learning opportunities for students through community partnerships throughout the service area.
- f. The Fitness Center Director will work cooperatively with the Continuing Education Department to increase the number of health related CE courses offered.
- g. The Mountain View Site Coordinator will work with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit. The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy.
- h. Based on successful attendance and good reviews by students, TRiO SSS will continue to partner with Career Pathways, Perkins and Student Services to offer the Saturday seminars and will budget accordingly.

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

Actions

- a. Perkins will budget professional development activities to promote student success.
- b. Data from the various academic assessment tools will be utilized to determine needs and to budget accordingly.
- c. The budget will reflect an increase to accommodate for professional development and guest speakers.
- d. The Science Department is increasing opportunities at Ash Flat and Mountain View with proposals in budget for 2009-10 to purchase equipment and materials to offer microbiology classes at Ash Flat in summer of 2009 and at Mountain View the summer of 2010.
- e. The overall Academic Affairs budget will reflect opportunities for professional development and necessary equipment and other resources for increased classroom teaching and learning.
- f. Ozarka College will answer a Request for Proposals in order to obtain a TRiO budget for coming years to continue the very successful TRiO programming on its campus.

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

Priority

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

Strategies

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

Actions

- a. These statements will continue to be published in the Board Manual.
- 4a2. Ozarka College's planning and pattern of financial allocation demonstrate that it values and promotes a life of learning for its students, faculty, and staff.

Actions

- a. Professional development opportunities are budgeted on an annual basis by the departments and incorporated in the annual operating budget.
- b. The annual operating budget will include \$25,000 for employee tuition reimbursements to complete professional development or personal enrichment opportunities at educational institutions of their choice.
- c. Members of the Finance staff are encouraged to attend professional development workshops and amounts are included in the annual departmental budget request to ensure that funding for the training opportunities is available.
- d. The institution plans for an optimum learning environment and sets the example of excellence as a life-lesson for its students, faculty, and staff by facility and grounds up-keep and planning.
- e. Grounds will continue to try to be a good model of continued development by providing an example of evolving perfection for students, staff and visitors to experience.
 1. Due to safety concerns two sections of sidewalks will be replace on the northeast entrance of Miller Building.
 2. Due to student complaints about a lack of study space, grounds will pour a new concrete pad for table and benches at Mt. View. Budget accordingly.
 3. Due to malfunctioning during the ice storm of the natural gas line, a 250 gallon propane tank will be installed to supply the backup generator for Information systems.
 4. Based on survey results, Grounds will budget to replace old wooden outdoor tables with metal ones.
 5. Grounds will budget to add some new metal benches in Melbourne, Mountain View and Ash flat.
 6. Grounds will budget Chain leek fencing to go around Trash Dumpster Mountain View.
 7. Due to safety concerns speed bumps will be placed at the Mountain View entrance driveway.
 8. Grounds will budget outdoor metal trash containers to replace old wooden ones. Grounds will budget landscape block to replace metal bordering entrance to main building and north side Miller Building.
 9. Grounds will budget for a new sidewalk to be poured by back entrance of Information Systems.
 10. Grounds will move the gazebo to the wooded area by the daycare center.
 11. Grounds will remove damaged pine trees due to ice storm.

12. Grounds will run fiber optic cables underground to Grounds Building and Daycare to prevent continued lighting strikes.
- f. Ozarka College will implement actions which demonstrate that it values a life of learning through:
 1. Providing community access to computer labs.
 2. Increasing marketing and recruitment of traditional and non-traditional students.
 3. Initiating programs specific for senior citizens in the service area.
 4. Providing wellness and fitness activities for students of all ages.
 5. Partnering with community groups and agencies to promote life-long learning.
 6. Providing a wide variety of personal enrichment course offerings.
- 4a3. Ozarka College supports professional development opportunities and makes them available to all of its administrators, faculty, and staff.

Actions Student

- a. Assessment Coordinator will continue to participate in workshops and conference calls related to testing procedures.
- b. The Student Success Specialist and the Director of Planning and Special Projects will visit a model school for retention and attend a retention conference and will budget for these activities through Perkins.
- c. The Director of Planning and Special Projects will attend the Student Success Retention Conference, the NCA/HLC conference and AATYC and will budget accordingly.
- d. The Perkins grant will provide professional development related to student success for faculty, staff and administration.
- e. Admissions and Financial Aid will continue to participate in the Ozarka College scholarship program.
- f. The Vice President of Student Services and other staff members will attend a Noel-Levitz Conference with the focus being on student retention.
- g. Advancement staff members will be encouraged to budget for and attend the annual AATYC conference.
- h. Advancement staff members will be encouraged to complete professional development courses/training.

- i. All instructors have the opportunity to attend the AATYC conference in October and are encouraged to attend other pertinent, in-state conferences. Out of state conferences are approved by the president due to budget constraints.
- j. The Allied Health Division instructors will plan to attend at least one conference related to their field during 2008-09 as well as keeping up to date through CEUs and re-certifications as required in the ever-changing healthcare field and budget accordingly.
- k. The VPAA will support professional development opportunities in-state and out.
- l. Personnel will attend the state conference yearly and national conference for Adult Education when the budget permits. Individuals will attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate. (AE)
- m. Annual instructor in-service will be held to implement changes in content for instruction. (AE)
- n. To obtain professional development and network with representatives from other educational institutions, registration fees and other travel related expenses were budgeted for Finance staff members to attend the annual SACUBO fall meeting and other professional development meetings.
- o. The annual operating budget reflects an expenditure line item to allow tuition waivers for employees to take courses at Ozarka College.
- p. The annual operating budget will include \$25,000 for employee tuition reimbursements to complete professional development or personal enrichment opportunities at educational institutions of their choice.
- q. Members of the Finance staff are encouraged to attend and participate in various meeting and workshops on campus and to keep current in campus activities such as AAWTYC.
- r. TRiO SSS staff members will attend all relevant Ozarka College professional development opportunities.
- s. TRiO SSS staff members will attend and document all appropriate professional development activities which are within budget constraints.
- t. Human Resources will attend at least two professional meetings for OPM.
- u. Human Resources will attend J. P. Farley workshop in Memphis.
- v. Ozarka will provide support to ensure that faculty, students, and staff acquire, discover, and apply knowledge.

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

Actions

- a. Press releases are distributed to area media to recognize student, alumni and faculty achievements.
- b. TRiO SSS will continue to highlight students in its monthly newsletter.
- c. TRiO SSS will continue to nominate a TRiO Hall of Fame student and a TRiO Achiever to its state and regional associations.
- d. Ozarka College Mountain View will continue to maintain a “History of the Campus Scrapbook” containing newspaper clippings and pictures of students, faculty and staff involvement in activities on the campus and in the community.
- e. Ozarka College Mountain View will continue to maintain at least one hall bulletin board that will feature “Students in the News” and site and community activities.
- f. Ozarka College will continue to hold a public graduation, including the display of faculty and staff regalia and student honor regalia.
- g. Ozarka College will continue to select staff and faculty members and students of the year.
- h. The President will continue to have a “kudos” section in monthly reports to the Board.

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

Actions

- a. Academic divisions will increase of the use of research papers in classes requiring library and online research.
- b. The VPAA will work with the Academic Divisions to create an Honor’s program.

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

Actions

- a. The Student Success Specialist will continue to research statistics related to retention and completion at Ozarka College and distribute this information for assessment and planning purposes.
- b. TRiO will continue to utilize its various evaluations of programming to improve student learning.
- c. Assessment results will be used for program and institutional improvement.
- d. Survey results will be used for program an institutional improvement.
- e. Data for the Ozarka College Mountain View Site Satisfaction Survey and observation by the Site Coordinator and office staff indicate there is an increasing lack of parking space available on the campus. The Campus Coordinator will work with the Maintenance, Grounds Departments, and the Institutional Improvement Committee to study the possibility of additional parking spaces being added and at what cost to the budget.
- f. Data from the Ozarka College Mountain View Site Satisfaction Survey and observation by the Site Coordinator and office staff indicate additional need of outdoor lighting to improve safety. The Site Coordinator will work with the Maintenance, Grounds Departments, and the Institutional Improvement Committee to study the possibility of additional outdoor lighting and at what cost to the budget.

Priority

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

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

Actions

- a. All technical certificate and associate degree programs will continue to have required general education coursework.
 1. The Arts and Humanities Division offers elective courses such as Interpersonal Communication, Global Communication, Studio Art, Painting for Non-majors, and Drawing.

2. The BT AAS degree plan includes courses in general education, including: English, Mathematics, and Oral Communication.
 - b. The Physical Education department will continue to increase the use of outcomes based teaching practices while emphasizing “rest of life” learning opportunities.
 - c. The Fitness Center will continue to provide open access educational information, speakers and events to promote health and fitness through the lifespan.
 - d. The Student Orientation course will stress both life-learning skills (research, time management, stress management, money management, note-taking, listening skills, reading skills, and computer skills) and diversity skills.
 - e. The VPAA and Faculty Council routinely evaluate all general education outcomes.
 - f. TRiO SSS will continue to support Ozarka’s general education endeavors through its tutoring program and its special programming and will budget accordingly.
 - g. Based on requests for tutoring, the SSC will continue to employ tutors specializing in math and English in 2009 and budget accordingly.

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

Actions

- a. Program reviews will continue to be conducted every 5 years.
 - b. The VPAA and Faculty Council will routinely evaluate all general education outcomes.
 - c. Advisory committee meetings will be held annually. (AE)
 - d. The mission, vision, values and general education guidelines will be reviewed periodically.
-
- 4b3. Ozarka College assesses how effectively its graduate programs establish a knowledge base on which students develop depth of expertise.

Actions

- a. The Allied Health Division will continue to assess the effectiveness of student knowledge base by employee surveys and alumni surveys.
 - b. The College Planning and Effectiveness Committee will continue to monitor assessment of student learning.
- 4b4. Ozarka College demonstrates the linkages between curricular and co-curricular activities that support inquiry, practice, creativity, and social responsibility.

Actions

- a. The Arts and Humanities Division will offer live theater productions for the students and the community; they have art exhibits and musical performances.
 - b. The Social Science department, in conjunction with the office of the VPAA will investigate the feasibility of an honors program at Ozarka College. The program, if approved, will be in place by August 2009.
 - c. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools as needed.
 - d. The Culinary Arts Department will offer Gourmet Café Night where the students establish, and execute menu for the general public in a fine-dining restaurant setting. They also will do privately catered functions to continue the student's learning objectives, both on campus & off-campus. When there is a need for community service meals, they use these opportunities to show the students the importance of giving back to their communities.
 - e. Based on the success of having over 500 attendees for Fall Festival and 750 for Spring Carnival, The Student Success Center in conjunction with Career Pathways will continue to offer Fall Festival and Spring Carnival where the College and students have the opportunity to serve the public by offering healthy, fun alternatives to drinking, using drugs and smoking. Grants will be written for funding.
- 4b5. Learning outcomes demonstrate that graduates have achieved breadth of knowledge and skills and the capacity to exercise intellectual inquiry.

Actions

- a. All academic divisions will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
- b. Course Assessment Plans will be completed at the end of each semester and the Program Assessment Plans will be completed at the end of the spring semester.

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

Actions

- a. All academic divisions will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
- b. TRiO SSS will continue to offer student transfer trips to TRiO SSS participants in order to facilitate the students' confidence in acquiring continued formal education and will budget for these trips.

Priority

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

Strategies

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

Actions

- a. Programs will be reviewed every five years according to ADHE policy.
- b. For the Allied Health Division--the Nursing Program Reviews are done in accordance with the Arkansas State Board of Nursing which is every five years. The LPN review will be in 2013. The RN review was done year 2007 for full approval and will be done again in 2012. The Arkansas Department of Health also did

their site visit 2008 for the EMT program. This will be done again in 2009. Even though the HIM program is not accredited as yet, review of the AHIMA accreditation curricula is completed each spring to ensure that students are receiving the knowledge and skills set by this professional organization.

- c. The Office of Long Term Care (OLTC) approved the application for a Certified Nursing Assistant Program in the summer of 2007. A site visit was done by the OLTC and will be done every two years.
- d. Adult Education will determine if student numbers are sufficient to maintain or increase funding.
- e. Adult Education will determine if students have demonstrated a significant increase in the educational levels to maintain or increase funding.
- f. Adult Education will determine the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.

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

Actions

- a. All academic divisions will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
- b. The Allied Health Division programs will continue to have competencies and skill checks that students must master in order to graduate as well as progress through the programs.
- c. Due to the low natural diversity in the service area, the Diversity Committee will continue to adopt learning goals to assist Ozarka students in gaining abilities to adapt to a more diverse workforce.

- 4c3. Learning outcomes document that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.

Actions

- a. The Student Success Specialist will yearly review the Student Success Center mission and learning outcomes for the components of the Student Success Center: academic coaching, career counseling and job placement to enhance their skills for functioning in a diverse local, national and global society.

- b. Planning will continue to do a spring alumni survey.
 - c. All academic divisions will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
 - d. The Allied Health Division will continue to have specific learning outcomes to assist graduates in achieving employment opportunities in their chosen field.
 - e. External constituents will continue to recruit graduating students from all arenas of nursing practice.
 - f. TRiO SSS will continue to offer student transfer trips to TRiO SSS participants in order to facilitate the students' confidence in acquiring continued formal education and will budget for these trips.
 - g. Based on usage assessment, TRiO SSS will continue to provide various technology equipment for check-out by TRiO SSS participants and will budget accordingly.
- 4c4. Curricular evaluation involves alumni, employers, and other external constituents who understand the relationships among the course of study, the currency of the curriculum, and the utility of the knowledge and skills gained.

Actions

- a. Planning and Special Projects will conduct an annual alumni survey each spring.
 - b. All academic programs have advisory boards to provide input to update and enhance curriculum. The boards meet once a year.
- 4c5. Ozarka College supports creation and use of scholarship by students in keeping with its mission.
- Actions
- a. Ozarka College offers a variety of scholarship opportunities and continually strives to increase the number and amounts offered to students.
- 4c6. Faculty members expect students to master the knowledge and skills necessary for independent learning in programs of applied practice.

Actions

- a. All academic divisions will assure that specific expectations of knowledge and skill levels are well defined in course syllabi. Various assessments are utilized to ascertain mastery of the course learning outcomes.

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

Actions

- a. Student Services personnel assist with elementary and high school competitions, college-related activities, and community-sponsored events.
- b. The VPSS will work with a task force to improve the student government organization.
- c. TRIO and Career Pathways partner to provide a student seminar with various topics.
- d. Various student organizations such as PTK will participate in community service activities.
- e. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools as needed.
- f. The College will continue to support Arbor Day activities.
- g. Ozarka College Mountain View staff, students, and faculty will continue to participate in community service and promote social responsibility by sponsoring blood drives and community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities, and the MV Area Chamber of Commerce.
- h. The Ozarka College Mountain View site will continue to participate in the Stone County Recycling Program.
- i. Various instructors will use service learning in their courses.

Priority

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

Strategies

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

Actions

- a. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools as needed.
- b. With results from the Student Satisfaction Survey indicating that 70% of the students feeling somewhat connected to Ozarka College, Ozarka College Mountain View staff will continue to advise students of student success programs, including TRIO and Career Pathways, and the support and services (tutoring) that these programs make available. An increased number of students taking advantage of tutoring, workshops such as financial planning, college transfer, and stress management, and by students working together in classroom activities, a feeling of being more connected to the college will be achieved.
- c. Based on successful evaluations, TRiO SSS will provide a variety of workshops focused on developing student academic and professional skills to TRiO SSS participants and budget accordingly.

- 4d2. Ozarka College follows explicit policies and procedures to ensure ethical conduct in its research and instructional activities.

Actions

- a. The VPAA office will continue to review college and board policies as it pertains to instruction.
- b. The Physical Education instructors will implement a behavior change contract to verify student understanding of course outcomes, objectives and grading systems.

- 4d3. Ozarka College encourages curricular and co curricular activities that relate responsible use of knowledge to practicing social responsibility.

Actions

- a. Planning and Special Projects along with Grounds will continue to promote Arbor Day.
- b. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools, and flu shot clinics as needed.
- c. Various instructors will use service learning in their courses.

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

Actions

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

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

Actions

- a. All academic divisions will continue to include specific descriptions of plagiarism in its syllabi.
- b. The VPAA will continue to strictly enforce the current policies pertaining to plagiarism.
- c. The Admissions Office will provide information regarding plagiarism during New Student Orientation.

Primary Goal 5: Engagement and Service

Priority

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

Strategies

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

Actions

- a. The Professional Development Committee assesses the professional development needs of the organization to ensure that there are ongoing and progressive measures in place to promote faculty adherence to the organization's mission.
- b. The College scholarship committee awards institutional scholarships to support student retention and to recognize student achievement.
- c. Based on the fall 2008 Student Success Survey, the SSC will continue to operate the programs it instituted during spring and fall 2008 and budget accordingly through the Perkins grant and the SSC budget.

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

Actions

- a. Advancement staff will continually obtain feedback from community members to ascertain the needs in the service area.
- b. Academic advisory Boards will continue to meet once a year to address program needs, changes in the environment, and other pertinent needs of the community and specific jobs.
- c. The Fitness Center will continue to implement focus groups and advisory panels as a means of environmental scanning and needs assessment.
- d. Ozarka College will survey all constituencies, initiate focus group meetings, and community forums to analyze its capacity to serve the needs and the expectations of the citizens of north central Arkansas.
- e. Planning and Special Projects will continue to complete the Alumni Survey (yearly) and Environmental Scan (even numbered falls) and budget for these projects.

5a3. Ozarka College demonstrates attention to the diversity of the constituencies it serves.

Actions

- a. Planning and Special Projects will institutionalize parts of the DOJ grant in order to continue women's advocacy services and will budget accordingly.
- b. The SSC will provide services to all students on all campuses and will budget for tutors and materials.
- c. The Diversity Committee will continue to set goals/outcomes for each academic year.
- d. The Diversity Committee will develop employee, student, and targeted surveys to better assess the diversity climate at Ozarka to facilitate planning for the academic year.
- e. The mandatory student orientation course will include a chapter on diversity.
- f. The Professional Development Committee ensures recognition of diversity issues within a developmental framework by periodically addressing concerns within the committee membership, and taking further action when deemed appropriate.
- g. Periodic environmental scans are performed and addressed in Instructional Council.
- h. The Fitness Center will utilize creative marketing and outreach programs to ensure diverse enrollment and disparate inclusion.
- i. The Fitness Center will continuously strive to provide funding for programs to ensure diverse enrollment and disparate inclusion.
- j. TRiO will continue to provide cultural diversity opportunities to TRiO SSS participants, both on and off campus.
- k. Ozarka College will demonstrate its responsiveness to its constituencies though:
 1. Providing program and course offerings that meet the educational and training needs of the service area.
 2. Providing support services to all participant in Ozarka College programs.
 3. Providing transition assistance for students.
 4. Providing opportunities and support for community development and partnerships.
 5. Providing support and initiatives for partnerships with business and industry.

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

Actions

- a. The Arts and Humanities Division will continue to respond to the community needs in regard to art and culture opportunities for the community members.
- b. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools as needed.
- c. The Culinary Arts Department will respond to the community needs in regards to dining experiences that are provided to the community through Gourmet Café Night, on campus catering functions and off-campus catering functions.
- d. Ozarka College Mountain View Site Coordinator will continue to work with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy. ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit.
- e. Working with the Continuing Education Department, OC-MV will increase the number of continuing education classes offered.
- f. Ozarka College Mountain View will sponsor a blood drive each semester for the American Red Cross.
- g. Ozarka College Ash Flat will work with the GED Department to continue offering a wide variety of days and times for GED classes/testing in the Sharp County Area.
- h. Ozarka College Ash Flat will make the lecture hall available for area high schools to use for standardized testing.
- i. Working with the Continuing Education Department, Ozarka College Ash Flat will increase the number of continuing education classes offered.
- j. Ozarka College Ash Flat in conjunction with the PBL student organization will sponsor a blood drive each semester for the American Red Cross.
- k. Continuing education staff will continue to assess community interest for non-credit courses.
- l. Several Ozarka College employees will continue to support Tree City USA by being on the Tree Board in Melbourne.
- m. Based on the success of having over 500 attendees for Fall Festival and 750 for Spring Carnival, the Student Success Center in conjunction with Career Pathways will continue to offer Fall Festival and Spring Carnival

where the College and students have to opportunity to serve the public by offering healthy, fun alternatives to drinking, using drugs and smoking. Grants will be written for funding.

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

Actions

- a. The Professional Development Committee offers programs to ensure Continuing Education is a proactive process within the organization.
- b. Ozarka College will continue to partner with the Arkansas Craft School to facilitate the creative economy in Arkansas.
- c. The Vice President of Academic Affairs will continue to work with Continuing Education to develop new courses and programs that could possibly be used to develop credit.
- d. Ozarka College will research offering a weekend and evening program to meet the needs of students who cannot come to class on traditional days of the week.
- e. The Allied Health Division will continue to offer CNA classes which provide job opportunities and an expanded educational background for health care degree programs.
- f. Ozarka College Mountain View and Ash Flat Site Coordinators will continue to encourage area clubs, organizations, schools and businesses to use the classrooms for training, conferences and meetings.
- g. The Ozarka College Mountain View Site Coordinator will continue working with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy. ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit.
- h. Ozarka College Ash Flat will make the lecture hall available to the U.S. Census Bureau to use for enumerator testing/training as they prepare for the 2010 Census.
- i. Ozarka College Ash Flat will make the conference room available for the UAMS/AHEC Prescription Drug Assistance Program to use as its offices in the Sharp County Area.
- j. Continuing Education and customized training courses are scheduled upon request from the community.

Priority

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

Strategies

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

Actions

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

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

Actions

- a. Ozarka's Foundation Board offers cultural and social events throughout the year.
- b. Ozarka college staff members will continue to be active in community activities, local fairs and festivals, etc.
- c. The Allied Health Division will continue to participate in community service to put curricular knowledge to use in blood pressure booths, flu immunization clinics as well as BMI measurements with the public schools as needed.
- d. The Physical Education Department will continue to require students to participate in 2 service learning activities on Ozarka College's behalf during each semester.
- e. Ozarka College Mountain View staff, students, and faculty will continue to participate in community service and promote social responsibility by sponsor blood drives and community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas

Beanfest, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities, and the Mountain View Area Chamber of Commerce.

- f. TRiO SSS will continue to provide transfer and cultural activities to TRiO SSS participants, which will involve students with the external communities.

5b3. Ozarka College's educational programs connect students with external communities.

Actions

- a. Continuing education and credit fitness courses attract non-traditional students to campus.
- b. The Allied Health Division will continue to expect and encourage its students to participate in designated hours of community service as well as the clinical practicum for each program which includes community health.
- c. The Physical Education Department will continue to require students to participate in 2 service learning activities on Ozarka College's behalf during each semester.
- d. The Ozarka Kids Academy will continue to serve students, area parents, and area children through its operation.
- e. The Academy director will complete the application process and review processes to obtain the approval certification from the state of Arkansas for providing a higher quality child development program. The Academy will continue to participate in the state Child Care Assistance program which allows low income families and those parents receiving services from DHS to be eligible for assistance in paying child care expenses.
- f. The Academy will continue to work with the Career Pathways Initiative to provide child care services for eligible students.
- g. The Academy Director will attend the Annual Arkansas Early Childhood Education Conference in October of each year and all staff members will attend a minimum of 15 hours in early childhood education per year.
- h. The Academy Director will continue to conduct quarterly staff meetings with all employees.
- i. The Academy Parent Advisory Board will continue to meet on a quarterly basis to increase parent involvement, support Academy programs, provide parental input, and promote community outreach.

- j. The Academy staff will maintain certifications in First Aid and Infant, Child, Adult CPR to ensure children's safety. The Academy will continue to conduct monthly emergency drills including fire, severe weather, earthquake, and violence prevention in order to increase emergency preparedness.
- k. Annually and if eligible, the Academy Director will apply for an enhancement grant from the Division of Child Care and Early Childhood Education in order to obtain additional curriculum materials and teacher resources for the staff to use in the classrooms.
- l. The Academy staff will participate in raising awareness of the importance of reading to young children during *Read Across America* in March. Community leaders, community helpers, parents, and children will all participate in encouraging children to pick up a book and read as well as providing activities to enhance early childhood development.
- m. The Academy Director will continue to work with the IFS department in developing an Academy link on the Ozarka College website to better inform students as well as the community regarding the preschool services provided.
- n. The Academy Director will review employee policies and procedures as well as the policies and procedures identified in the Parent Handbook on an annual basis and update as needed.
- o. The Academy will continue to collaborate with the North Central Arkansas Education Service Center to provide developmental screenings for all children in attendance. Free support services will be provided to children who show developmental delays in order to enhance each child's optimal growth and development.
- p. The Academy will continue to increase parent/guardian involvement and educational opportunities to support and enhance the family and child through family-centered events (Easter Egg Hunt, Mother's Day Tea, Father's Day Breakfast, Pre-Kindergarten Graduation, Fall Festival, and Breakfast with Santa).
- q. To enhance community involvement, the Academy will continue to participate in the St. Jude Children's Research Center Trike-A-Thon and the Cystic Fibrosis Foundation Mini March. The Academy will host a countywide book fair to promote literacy in early childhood. The Academy staff will assist in the Relay for Life efforts as well.
- r. The Academy staff will continue to participate in raising awareness of the importance of early childhood education during Arkansas Children's Week in April. Community leaders, community helpers, parents, and

- children will all participate in celebrating the week of the young child and provide activities to enhance early childhood development.
- s. The Academy Director will continue to work with the city of Melbourne in obtaining a grant to help in providing for expansion of the current facility to meet the increasing child care needs of the community and surrounding areas.
 - t. The Academy Parent Advisory Board and/or Academy Director will continue to provide parents with a monthly newsletter to help educate and inform the parents in regard to upcoming events, policies, early childhood education, and activities to extend into the home, and current curriculum goals.
 - u. The Academy will continue to research and obtain additional program funding through federal, state, and local grant opportunities.
 - v. The Academy Director will maintain the input of all information in the new Child Care Manager software and maintain information to better assist the Business Office with audit information and yearly tax statements for parents.
 - w. The Academy Director will budget to purchase needed replacement equipment and/or supplies to increase effectiveness and efficiency to maintain a quality program.
 - x. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students.
 - y. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric observation setting for students to fulfill program requirements.
 - z. The Academy Director will continue to work with the Grounds Department and Finance Department to provide a parking lot and individual parking spaces for parent drop off and pick up of children to ensure proper safety measures as well as convenience for all visitors and parents.
 - aa. Based on the previous year's successes, Fall Fest and Spring Carnival will continue to use Ozarka students in serving the community for an alcohol- and drug-free fun family event and grants will be written to fund the projects.
- 5b4. Ozarka College's resources – physical, financial, and human-support effective programs of engagement and service.

Actions

- a. Advancement staff will continue to be encouraged to participate actively in community service projects.
- b. Marketing funds will continue to be used to sponsor local projects of community interest.
- c. Ozarka College Ash Flat and Mountain View Site Coordinators will attend community functions, meetings and events to publicize current events, programs, etc. for the College.
- d. The Vice President for Academic Affairs will participate in community events on the main campus and the off-campus sites.
- e. The Director of Planning and Special Projects will continue to serve on the Arkansas Urban Forestry Council.
- f. Based on the previous year's successes, Fall Fest and Spring Carnival will continue to use Ozarka students in serving the community for an alcohol- and drug-free fun family event and grants will be written to fund the projects.

5b5. Planning processes project ongoing engagement and service.

Actions

- a. Planning of continued improvement of faculty, clinical sites and curriculum development are ongoing and reviewed annually and periodically.
- b. The College Planning and Effectiveness committee will continue to monitor planning which indicates engagement and service.
- c. In reviewing the planning results manual, it will contain examples of numerous engagement and service events.

Priority

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

Strategies

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

Actions

- a. When feasible, the Professional Development Committee will collaborate with other higher learning organizations and education sectors to provide opportunities for professional development.
- b. The Allied Health Division will continue to operate a RN program through membership in a six-institution consortium and budget accordingly.
- c. Articulation agreements are current and will be renewed annually for each clinical site. New ones will be added periodically to meet the needs of the students.
- d. Academic Affairs will work with state higher education institutions to facilitate seamless transfers of Ozarka programs.
- e. The Physical Education Department will continue to provide students the opportunity to provide health and fitness related information to partnering area schools and organizations through service learning.
- f. At the request of local public schools, the Mountain View science instructor will provide assistance with classroom and field teaching projects.
- g. Ozarka College Mountain View Site Coordinator will continue working with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit. The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy.
- h. TRiO SSS will provide opportunities for TRiO SSS participants to gain information about transferring to four-year schools through transfer advising, transfer trips and an annual transfer fair.
- i. Ozarka College will continue to create effective learning environments by initiating partnership programs like the LPN to RN through ARNEC, the Early Childhood Education degree with Arkansas Tech University, and programs with the Arkansas Department of Corrections.
- j. Ozarka College will continue to create effective learning environments by partnerships with service area high schools to provide concurrent enrollment for academic and technical education.

- k. The Partners for Care grant will continue to provide scholarships for high school students to obtain CNA courses and licensure.
- l. The College will continue to see partnerships with other colleges/universities in the state.

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

Actions

- a. The Vice President of Student Services will continue to input transfer work on Ozarka College transcripts.
- b. Transfers from other practical nursing programs will be accomplished only with competency testing, due to the different nature of every practical nursing program in Arkansas. This allows students to transfer, but they may not be in the same semester as the school they are graduating from.
- c. Transfer credit for pre-requisite courses will be accepted.
- d. The Vice President of Academic Affairs will continue to work on articulation agreements with four-year colleges and course transfers.
- e. TRiO SSS will provide opportunities for TRiO SSS participants to gain information about transferring to four-year schools through transfer advising, transfer trips and an annual transfer fair.

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

Actions

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

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

Actions

- a. The Foundation endowment program goal is to establish four new endowments, allowing more students to receive scholarships.
- b. The Ozarka College Mountain View Site Coordinator, as part of a team representing Ozarka College, is working with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit. The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy.

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

Actions

- a. Ozarka College hosts an annual meeting on campus for regional economic developers.
- b. The Allied Health Division will continue to operate a RN program through membership in a six-institution consortium.
- c. The Allied Health Division will continue to partner with local hospitals, nursing homes and clinics to provide a clinical experience for its CNA, LPN, EMT and RN programs.
- d. The Physical Education Department will continue to require students to participate in two service learning activities on Ozarka College's behalf during each semester.
- e. The Ozarka College Mountain View Site Coordinator is working with the Arkansas Craft Education and Support Association and the Ozark Folk Center in establishing the Arkansas Craft School (ACS). ACS will offer students individual courses and programs in the fine crafts and continuing education and college credit. The mission of the ACS is to educate aspiring and practicing craft artisans for success in the creative economy.

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

Actions

- a. Affiliation agreements are maintained and renewed yearly with specific information as to what is expected of the facility as well as Ozarka College's role.

Priority

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

Strategies

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

Actions

- a. The Allied Health Division will continue to evaluate the constituencies served to maintain student learning and effectiveness by surveys and interviews.
- b. Academic Affairs continues to provide course assessments in all courses and venues.
- c. The Fitness Center will continue to implement focus groups and advisory panels as a means of environmental scanning and needs assessment.
- d. The Fitness Center will work with Continuing Education to increase fitness programming to ensure disparate inclusion and increase community collaboration.

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

Actions

- a. The Director of Planning and Special Projects will continue to serve on the board of the Arkansas Urban Forestry Council.
- b. The Foundation board's activities for fundraising and friend-raising are successfully supported in the four county area.
- c. The Allied Health Division activities, such as b/p booths, health fairs, etc. are well-received by the communities served and encouraged.

- d. The Culinary Arts Department Gourmet Café fine dining meals are a service to our communities that is well received. Reservations are fully booked for each event.
 - e. The Physical Education Department will continue to require students to participate in two service learning activities on Ozarka College's behalf during each semester.
 - f. Academic Affairs will continue to support student organizations such as PTK as it assists the community.
 - g. Ozarka College Mountain View staff, students, and faculty will continue to participate in community service and promote social responsibility by sponsor blood drives and community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities, and the Mountain View Area Chamber of Commerce.
 - h. The Ozarka College Mountain View Site Coordinator will continue to serve on the Stone County Youth Leadership Board, The Stone County Drug Abuse Prevention Committee, MV Area Chamber of Commerce Committees, and the Arkansas Craft School Board, chairing the Program /Curriculum Committee.
- 5d3. Ozarka College's economic and workforce development activities are sought after and valued by civic and business leaders.

Actions

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

Actions

- a. The Foundation Board's activities for fundraising are successfully supported in the four county area.
- b. The Allied Health Division will continue to serve up to over 100 constituents during b/p booths and health fairs.
- c. Academic Affairs will continue to support student and faculty led programs that involve the community such as FBLA and co-sponsored fund raisers (LPN/Modern Woodsmen Chili Supper in Mountain View).
- d. The Fitness Center will continue to implement focus groups and advisory panels as a means of environmental scanning and needs assessment.
- e. The Fitness Center will work with Continuing Education to increase fitness programming to ensure disparate inclusion and increase community collaboration.
- f. The Physical Education Department will continue to require students to participate in two service learning activities on Ozarka College's behalf during each semester.
- g. OC-MV and AF Campus Coordinators will continue to encourage area clubs, organizations, schools and businesses to use the class rooms for training, conferences and meetings.
- h. OC-MV will continue to host regular meetings of the MV Area Chamber of Commerce, the Stone County Youth Leadership Committee, and the Arkansas Craft Guild Education and Support Association, Inc. Board.
- i. OC-MV will continue to host and moderate the Stone County Youth Leadership Program at least twice during the school year.
- j. OC-MV will continue to sponsor a blood drive each semester for the American Red Cross.
- k. When appropriate for the course being offered, the Arkansas Craft School will utilize the facilities at Ozarka College Mountain View.

5d5. Ozarka College's facilities are available to and used by the community.

Actions

- a. Ozarka College will continue to provide meeting space for Safe Passage, a women's advocacy organization.
- b. Ozarka implemented facilities usage guidelines to ensure fairness and consistency in the availability and subsequent use of campus space.

- c. Community and campus calendar events will continue to be posted online and also printed in campus news.
 - d. The Community Theater and many pageants will continue to be held in the Miller Auditorium.
 - e. Personal Care Aide classes and two week CNA classes are held in the allied health building as needed.
 - f. The Fitness Center will work with Continuing Education to increase fitness programming to ensure disparate inclusion and increase community collaboration.
 - g. Ozarka College-Ash Flat and MV will encourage area clubs, organizations, schools and businesses to use class rooms/lecture hall/computer lab for training, conferences and meetings.
 - h. Ozarka College-Ash Flat and MV in conjunction with the student organizations will sponsor a blood drive each semester for the American Red Cross.
- 5d6. Ozarka College provides programs to meet the continuing education needs of licensed professionals in its community.

Actions

- a. Continuing education courses are available for realtors, radiology technicians, electricians and others.
 - b. The Culinary Arts instructor provides the community Family Consumers Science Teachers (four county area) with a three-day hands-on learning seminar to full-fill part of their CEUs for the year.
 - c. CEU's for license renewal of Allied Health faculty will continue to be obtained through workshops, seminars and conferences.
- 5d7. Ozarka College provides programs and services to meet the needs of the internal and external communities.

Actions

- a. The cafeteria will continue to explore the offering of a wider variety of menu options to better serve the students and staff.
- b. The cafeteria will continue to provide quality dining experiences for students, staff, and community and civic groups.

- c. An annual survey to obtain feedback concerning the selection and services offered by the cafeteria will be completed.
- d. A departmental budget will be prepared and monitored to ensure that operational costs are held to a minimum.
- e. Staffing assignments for full-time and part-time employees will be monitored to ensure that optimal benefits from human resources are being achieved.
- f. The annual budget request submission will include an amount for cafeteria personnel to attend meetings for sanitation training and certification.
- g. The cafeteria staff will continue to provide nutritional meals for the Ozarka Kids Academy.
- h. The cafeteria staff will provide inventory records to the Vice President for Finance to ensure that the integrity of the amounts reported in the financial statements of the College.
- i. The VPAA and the Continuing Education offices will continue to be involved with the Arkansas Craft School, a venue to develop credit and non-credit programs for the Mountain View (and regional) area.

Strategic Planning
Annual Cycle

January

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

February

- Programmatic missions reviewed and revised with direction from administrative team members
- Professional reviews conducted including review of present cycle individual goals, strategies, actions, Goals, strategies, and actions for upcoming cycle discussed
- Administration, faculty, and staff finalize action plans for upcoming strategic plan cycle (July 1-June 30)
- Actions, strategies, priority initiatives, and primary goals for upcoming strategic plan cycle reviewed by the Planning and Effectiveness committee, administrative council, and approved by the President

March

- Departmental budgets completed based upon actions identified in the upcoming strategic plan cycle.

April

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

May

- Follow-up of current cycle action plans with accomplishments and appropriate data completed
- Final draft of budget for upcoming fiscal year completed

- Budget for upcoming fiscal year approved by the Board of Trustees

June

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

July

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

August

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

September

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

October

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

November

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

December

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

Ozarka College Planning 2006-2007
History

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

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

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

The following definitions and structure are used in the model:

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

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

Strategies – action plans for accomplishment of Priority Initiatives.

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

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

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

Once the model was completed in its early form, members of the Administrative Council began to test the process by generating planning for the 2006-2007 year through the model. With initial success at this level, the call for planning was extended to Division Chairs, Faculty, and all areas of the College. The Division Chairs met with Planning on the afternoon of August 11, 2006 for training in the new planning process, after which, they led their divisions. Planning participants were requested to fit their planning into the model and Actions received without prior infusion were placed in appropriate categories by the Planning Office. To date, all Actions have been placed within the NCA/HLC framework of Components used as Strategies with some being better “fits” than others. New Strategies may be developed over time as needed.

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