



**Ozarka College**  
**Planning Results Manual**  
**2008-2009**

## Table of Contents

Planning 2008-2009	2
Primary Goal 1	3
Primary Goal 2	37
Primary Goal 3	69
Primary Goal 4	110
Primary Goal 5	134
Long Range Planning 2008	159
SWOT Analysis	161
Planning Cycle	162
History of Planning Process	165
Directions for Planning	167
Step by Step Planning	168

## Ozarka Planning 2008-2009

Color Coding of the Offices of the College:

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

Priority

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

Strategies

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

Actions

- a. The marketing plan will include a mission complimentary to the college mission statement
  1. The marketing plan is updated on a bi-annual basis. The advancement department retreat in July 2009 includes review of the current plan for marketing Ozarka College.
- b. The Ozarka College Foundation has a clear mission and vision statement.
  1. The Foundation Board began the process of reviewing its mission documents in September 2008. On June 2, 2009, the Foundation approved an updated mission statement which aligns with the new college mission.
- c. The College will annually review mission documents with the Board of Trustees, administrative team, faculty, and staff to ensure that the organization's commitments are clearly defined.
  1. Last reviewed 2007 and reapproved in May 2008.
- d. The College will periodically (every three years) reaffirm the mission documents through formal action of the Board of Trustees.
  1. Last reviewed 2007.
- e. The College will clearly publish the mission documents in the college catalog and on the website.

1. The mission, vision and values appear on page 4 and 5 of the current catalog and on the web at <http://www.ozarka.edu/mission.cfm>.

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

Actions

- a. The College will periodically review (every three years) the mission documents with internal and external constituencies to ensure that constituencies are defined and served.
  1. Last reviewed 2007.
- b. The College's Strategic Plan and Priority Initiatives will be developed to ensure that all constituencies are served.
  1. The Strategic Plan and Priority Initiatives are based on the Five Criteria which uphold mission accomplishment.

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

Actions

- a. The College will periodically (every three years) review the mission documents with the faculty council to ensure a strong commitment to academic standards that sustain and advance excellence in higher learning.
  1. Last reviewed 2007.
- b. Ozarka College will continue to develop and enhance course and program offerings at the campuses in Melbourne, Ash Flat, and Mountain View.
  1. The proportion of afternoon/evening classes was increased for the spring semester. New program offerings include the Entrepreneurship for Artisans AA and Certificate of Proficiency.
- c. Ozarka College will provide support programs and services to support teaching and learning to perpetuate the mission.

1. TRiO continues at Ozarka College and Career Pathways and the Student Success Center are newer initiatives that are that have been increasing services over the last two years.

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

Actions

- a. The College will periodically review (every three years) the mission documents with the administrative team and faculty to ensure that the documents state goals for learning to be achieved by the students.
  1. Last reviewed 2007.

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

Actions

- a. The Foundation will review its mission and vision biannually during strategic planning.
  1. The Foundation Board reviewed its most recent mission statement and updated to align with the college mission during the 2008-09 year. The mission of the Foundation Board is to support Ozarka College in its efforts to provide life-changing experiences and opportunities for students through education.
- b. The marketing department will review its mission every other year.
  1. The marketing department reviewed its mission and also looked at data collected from an entering student survey and an exit survey conducted at the night of commencement to assess perceptions of graduates.
- c. The College will annually review mission documents with the Board of Trustees, administrative team, faculty, and staff and make revisions when appropriate.
  1. Last reviewed 2007 and reapproved by Board in May 2008.
- d. Ozarka College will maintain processes that promote review and refinement of mission, organizational structure, policies, procedures, practices, and processes.
  1. Under the direction of Dr. Johnston, the College continued to operate through governance by committees.

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

Actions

- a. Mission statements are posted in each campus building.
  1. Mission statement plaques are posted in each building on the Melbourne campus and in the facilities at the Ash Flat and Mountain View sites. The plaques state the college mission and our goals.
- b. New billboard design will incorporate an abbreviated portion of the mission statement.
  1. Billboards for the past year have been designed around the mission of Ozarka College. The billboards display the message: It's Simple...Ozarka College provides life-changing experiences!
- c. Advancement publicizes stories of various alumni success to show the impact Ozarka College had on their lives.
  1. Several features have been submitted to local media and these same stories also highlight alumni on the college webpage. Photos are included as well as quotes from graduates about how Ozarka has helped them reach their goals.
- d. Advancement will design a one-page mission paper for distribution.
  1. A two-color mission statement paper is available to the Ozarka community.
- e. The Library will continue to house the mission documents and are available upon request.
  1. These are kept in print form in notebooks and are available.
- f. The College will ensure that the mission documents are articulated publicly through the college catalog, employee handbooks, student handbooks, printed information, placards, course syllabi, and web site, particularly to prospective and enrolled students.
  1. The mission documents can be found online, in the catalog and on placards in every building. Printed information usually contains the mission and/or the Ozarka seal. Every syllabus contains the mission statement. Documents such as this planning results manual contains the mission on each page.

- g. The College will regularly (every three years) survey internal constituencies and external constituencies to ensure people are aware of the mission documents and have an understanding of the documents.
  - 1. The College reviewed and revised the mission documents in 2007 and questions about how we were fulfilling our mission were presented at breakfasts with the community in 2007 and in an external Environmental Scan in fall 2008. In 2007 at presidential breakfasts on each campus a survey was done requesting input on how Ozarka was fulfilling its new mission statement but only about 10 surveys were filled out. In fall 2008 an external survey was done and 88% of the respondents agreed or strongly agreed that we were fulfilling our mission with only 1.5% disagreeing.

Priority

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

Strategies

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

Actions

- b. Student Services will recruit from all components of our service area. This includes public schools, churches, business, industry, and from the retirement population.
  - 1. The Student Services department recruited from each of these areas, participated in community events, will continue its efforts to recruit from the areas mentioned above.
- c. Student Services will continue to educate the communities of the opportunities that exist at Ozarka College for students of all ages.
  - 1. The Student Services department utilized many different forms of communication to reach out to the community and educate them about opportunities at Ozarka.

- d. The Library will continue to make resources available which allow the college to stay aware of current trends.
    - 1. The library continues to maintain current magazine, databases, video, and book selections.
  - e. The College will regularly evaluate (every three years) the mission documents to ensure that they address the community values and common purposes it considers fundamental to its mission through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
    - 1. In 2007 at presidential breakfasts on each campus a survey was done requesting input on how Ozarka was fulfilling its new mission statement. In fall 2008 an external survey was done and 88% of the respondents agreed or strongly agreed that we were fulfilling our mission with only 1.5% disagreeing.
  - f. The College will annually examine the demographics of the service area to provide knowledge of and definition to the constituencies the college serves.
    - 1. An example responding to the changing demographics of the area during this during the past year is the addition of ESL classes through adult education and the appointment of a Diversity Committee. In addition, the focus of Career Pathways and the Student Success Center has been to assist students with special needs. Responding to the high poverty level in the counties, the Foundation has added four new student scholarships to assist students in financial needs.
- 1b2. The mission documents present the organization'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 through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
    - 1. The mission documents were reviewed and modified in 2007.
- 1b3. The mission documents affirm the organization's commitment to honor the dignity and worth of individuals.

Action

- a. College will insure that all students receive equal opportunity for placement testing whether GED, high school, or home-schooled certified.
  - 1. By removing the fee for compass testing all students, regardless of their socioeconomic status are afforded the opportunity to placement test.
- 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.
  - 1. In fall 2008 an external survey was done and 88% of the respondents agreed or strongly agreed that we were fulfilling our mission with only 1.5% disagreeing.

1b4. The organization'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 requires 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.
  - 1. The mission documents were reviewed and modified in 2007 and reaffirmed by the Board in May 2008.
- b. The College will regularly evaluate the Employee Code of Conduct and the Student Code of Conduct to define expected codes of belief or expected behavior.
  - 1. The employee handbook and board policy book were reviewed and updated in 2008-09.

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

Actions

- a. Marketing efforts will ensure diversity equal to campus diversity in advertisements and recruiting materials.

1. The marketing department has used some budgeted funds to purchase upgraded photography equipment thus allowing for a larger collection of higher quality photos. Staff members make the effort to attend many functions on campus to capture the events in pictures. New photos are added regularly to the webpage (graduation pictures from May commencement were loaded that next week) with assistance from the Information Systems staff.
- b. Academic Affairs will highlight days that focus on diversity and plan events accordingly.
  1. Ozarka College recognized MLK Day by posting his famous "I Have a Dream" speech (video) online on the main Ozarka webpage. We have had "International Days" on all sites where we celebrated Italian and French cultures by displaying art and cuisine. Rodney Williams has had guest speakers from different ethnic and life-style groups present to his class (open to all students and staff). We have updated our Diversity statement to be included in the catalog and online.
- c. The College will regularly evaluate (every three years) the mission documents to ensure they provide a basis for the organizations basic strategies to address diversity though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
  1. The mission documents were reviewed and modified in 2007. The revised General Education Outcomes include a diversity outcome.
- d. The College will provide adequate evidence that diversity of students is encouraged through enrollment statistics, curriculum, scheduling and brochure information to ensure congruence with the mission statement.
  1. The president appointed a Diversity Committee in fall of 2008.

#### Priority

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

#### Strategies

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

Actions

- a. Grants written and managed for the college will support the Ozarka mission, values and goals.
  - 1. Examples include the Perkins, TRiO and Career Pathways grants that are dedicated to student success and the Partners for Care grant that is providing for life-changing experiences through health skills and LPN training. The TANF grant will provide a lab for training CNA students.
- b. The Fine Arts Department will ensure that all class syllabi fit the College's stated mission statement.
  - 1. All Fine Arts class syllabi were reviewed Fall '08 and did fit the College's mission statement
- c. The Fine Arts Department will develop class assignments and projects to ensure that they promote Ozarka College's stated mission statement.
  - 1. All Fine Arts class assignments and projects created by Fine Arts instructors were done so to support the mission statement.
- d. The mission will be included in campus newsletters on the website and on campus stationery.
  - 1. Our Mission statement has been added to the bottom margin of our official letterhead and is part of the template for the Campus Connection newsletter.
- e. The Business Technology Department will ensure that all class syllabi fit the College's stated mission statement.
  - 1. All syllabi comply with the College's stated mission statement. This is emphasized through periodic review of the course syllabi and maintaining master syllabi for each course.
  - 2. Student learning outcomes are analyzed, discussed, and assessed to ensure that course content provides the educational experiences and opportunities called for in the mission.
  - 3. The mission statement is a standard element in each syllabus in myOzarka.
- f. The Business Technology Department will develop class assignments and projects to ensure that they promote Ozarka College's stated mission statement.
  - 1. Class assignments and projects were developed to reinforce the learning objectives of each course and to provide the experiences called for by the mission statement.
- g. The Business Technology Department understands and supports the mission statement as shown on the college website as well as the course catalog.
  - 1. The Business Technology Department supports the mission statement by constantly reaffirming the life-changing impact of computer technology, technical proficiency, interpersonal skills, and the

- ability to identify problems and make decisions through student interaction, discussions, presentations, use of the Internet and Library, and personal experiences.
2. Aggressive advising and consistent use of the program check list reflect an understanding of and a dedication to the social and educational mission of the College.
- h. All entities in the Allied Health Division will ensure that the course syllabi reflect the mission of the college.
    1. The syllabi are reviewed and updated each semester by the faculty which is reflected by additions or revisions to better serve the students.
  - i. All other Academic divisions will ensure that the course syllabi reflect the mission and values of the college.
    1. A master syllabi file is kept in the Allied Health Division Chair's Office and online in myOzarka.
  - j. The College will survey board members, faculty, staff, and students to determine their understanding and support of the organization's mission every three years.
    1. Accomplished this year and will be every three years in the future.
  - k. The College will encourage board members, faculty, staff, and students to articulate their support and understanding of the organization's mission through publications, communications, syllabi, and verbal presentations.
    1. The mission is widely published in many places including Student Success Center publications, on every page of this document, on walls in Ozarka buildings, billboards, the webpage, the catalog, syllabi, etc.
  - l. Ozarka College will consistently and continuously focus on its mission to provide quality comprehensive higher education to the students and citizens of the north central Arkansas.
    1. In fall 2008 an external survey was done and 88% of the respondents agreed or strongly agreed that we were fulfilling our mission with only 1.5% disagreeing. Also, 96% of the respondents agreed or strongly agreed that Ozarka College is an asset to the communities that it serves.
- 1c2. The organization's strategic decisions are mission-driven.
- Actions
- a. All strategic planning will flow from the mission and mission documents.

1. A review of the planning manual indicates that college planning is associated with changing the lives of our constituents through education.
  - b. The Business Technology Department will ensure that it promotes Ozarka College's stated mission statement as we develop any new curriculum for the department. Each course will be evaluated to determine how it fits into the mission statement.
    1. An example of new curriculum development would be the development of the Certificates of Proficiency, which provided an opportunity to achieve specific, short-term educational goals within the framework of the College mission.
    2. Courses are evaluated at the end of each semester to ensure that the learning objectives, course activities, teaching techniques, and course materials fit the mission of the College.
    3. The department is actively monitoring the academic, social, and economic environment to effectively provide the quality educational experiences, curriculum, and learning opportunities our community needs to change lives.
  - c. The Allied Health Division has direct input in the mission and will promote that mission as approved yearly by the Allied Health Advisory committee.
    1. The Allied Health Advisory committee met in February of 2008, in which the AH Advisory committee voted to accept the Mission Statement for the LPN program.
  - d. All Academic divisions will make decisions based on the Strategic Plan and prescribed mission.
    1. Decisions made in Instructional Council and in the Divisions are in accordance with Ozarka College policy and aligned with the Strategic Plan.
  - e. The Strategic Plan actions will be mission driven.
    1. All items in the strategic plan fit under the umbrella of the Five Goals (Five Criteria) and these Five Goals can be related back to our mission of changing lives through education.
  - f. The Strategic Plan actions will be focused on meeting the expectations of the HLC/NCA Criterion for Accreditation.
    1. All plan entries fall under the umbrella of the Five Criteria.
- 1c3. The organization's planning and budgeted priorities flow from and support the mission.

Actions

- a. All planning originates with the mission.
  - 1. A review of the planning manual indicates that college planning is associated with changing the lives of our constituents through education.
- b. The Business Technology Department will plan their budget in conjunction with the planning process and meet the established deadlines.
  - 1. The budget was planned in conjunction with the planning process and in a timely manner.
- c. The budgets under the Allied Health Division will continue to be planned and reviewed to support the mission according to the set guidelines.
  - 1. The budget was planned with input from all faculty members to meet the needs based on the planning process.
- d. All Academic Affairs budgets are derived from needs based on the mission and Strategic Plan.
  - 1. Ozarka College-Ash Flat's budget was planned based on the mission of the College and its current strategic needs.
- e. Ozarka College-Ash Flat will assist the VPAA and division chairs with the scheduling of classes to serve the optimum number of students while still maintaining the financial integrity of the College.
  - 1. OC-AF site coordinator was a member of the scheduling committee that planned the course offerings for the 2008-2009 year. The committee discussed past semester offerings and current needs of the service area and produced course offerings that were believed to serve the needs of the students.
- f. The planning and budgeting process will indicate that the priorities flow from and support the mission of the college.
  - 1. All items in the strategic plan fit under the umbrella of the Five Goals (Five Criteria) and these Five Goals can be related back to our mission of changing lives through education.
- g. The budget will be reviewed annually to ensure that resources are adequately dedicated to supporting the mission of the college.
  - 1. The budget entries are made by departments and reviewed/modified by Finance and approved by the Administrative Council and the Board of Trustees.

- h. The budgeting process will include input from all departments of the college as they try to establish actions to help meet the overall mission of the college.
  - 1. All departments of the college have an online budget that must be filled in and submitted by the departmental representative prior to the finalization of the Ozarka College budget.
- 1c4. The goals of the administrative and academic subunits of the organization are congruent with the organization's mission.

Actions

- a. The professional development committee will review the charge of the professional development committee and compare it to the Ozarka College Mission Statement by May 2008.
  - 1. The Professional Development Committee met several times and clarified its mission as compared with the college's mission.
- b. The Arts and Humanities Division will ensure that all class goals and objectives fit the College's stated mission statement.
  - 1. All arts and humanities syllabi outcomes were reviewed and do support the mission statement of the college.
- c. The Foundation Board's mission includes building community support and funding for scholarships.
  - 1. The Foundation Board meets quarterly and discusses their role in building awareness of Ozarka in their communities. Members also continue to raise money for scholarships. Stone County members have completed four endowment scholarships at \$10,000 each by conducting events such as golf tournaments and music concerts. Foundation committees meet to discuss ideas for continuing their efforts quarterly.
- d. The Business Technology Department will ensure that all class goals and objectives fit the College's stated mission statement.
  - 1. Courses were evaluated at the end of each semester to ensure that class goals and objectives fit the program and the mission statement.
- e. Allied Health will review its goals/objectives for congruency with the new mission statement. The Mission statement and Objectives are submitted to the AH Advisory Board yearly for updates and approval.

1. The approval of these items was on the agenda and approved in the February 2008 meeting.
  - f. All Allied Health class goals fit with the overall mission of the college.
    1. Course objectives are reflective of the mission statement and are reflected in the program objectives which were approved for the LPN program in the February 2008 AH Advisory meeting.
  - g. The mission and vision are reviewed annually and academic goals set accordingly.
    1. On-going
  - h. The goals, strategies, and actions formulated by administrative and academic subunits to be included in the strategic plan will be congruent with the mission of the college.
    1. All items in the strategic plan fit under the umbrella of the Five Goals (Five Criteria) and these Five Goals can be related back to our mission of changing lives through education.
  - i. The goals, strategies, and actions formulated by employees during the annual professional review will be congruent with the mission of the college.
    1. All annual reviews were approved by administration and are determined to be congruent with the mission of the college. An email survey in July 2009 of this item produced no objectors.
- 1c5. The organization's internal constituencies articulate the mission in a consistent manner.

Actions

- a. The Arts and Humanities Division will ensure that all class syllabi fit the College's stated mission statement.
  1. On-going
- b. The Business Technology Department will check syllabi to ensure that they fit the College's stated mission statement.
  1. A master syllabus is in place for each course in the program. This master syllabus is evaluated, assessed, and updated as necessary to be consistent with the mission statement.
  2. Each instructor, and when necessary, the Division Chair, reviews their syllabi on myOzarka each semester to ensure the accuracy, quality, and consistency of this official document.
- c. The Allied Health Division will ensure the Course syllabi reflect the mission of the college by yearly review.
  1. Course syllabi are reviewed by faculty with input annually in May of 2008.

- d. The Mathematics Department will evaluate syllabi each year to ensure that they correspond to the mission statement.
  - 1. A master syllabus is in place as required.
- e. The Instructional Council will ensure that the mission is articulated in all distributed materials. Periodic in-services throughout the review will ensure that the mission is understood.
  - 1. All distributed material includes the mission statement. The mission is articulated in every in-service through the agenda.
- f. 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.
  - 1. In the 2008-09 environmental scan, 60 out of 68 persons agreed or strongly agreed that Ozarka accomplished its mission.

Priority

Initiative 1d.

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

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

Actions

- a. Board of Trustee policies are reviewed annually and will indicate the board's focus on the mission of the college.
  - 1. The Board Policy Manual was updated in 2008-09 and the finished version was approved by the Board of Trustees. The approved version did not contain items inconsistent with the mission as reviewed by the committee.
- b. Board of Trustee meeting minutes will indicate the board's focus on the mission of the college.
  - 1. All agenda items which preceded the minutes were reviewed by the president of the college.

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

Actions

- a. Board of Trustee policy vests the President the authority to govern in order to ensure that the college meets its mission and is an effective and efficient organization.
  - 1. The Administrative Council of the President acknowledges this fact in absence of the president who presided during 2008-09.
- b. Board of Trustee policy will indicate an effective organizational chart, which places the responsibility of decision-making with appropriate chief administrative personnel.
  - 1. This chart is posted on the website.
- 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.
  - 1. The committee structure and agendas/minutes are posted on the website.
- d. Internal and external surveys and scans will indicate that the Board enables the chief administrative personnel to exercise effective leadership.
  - 1. The Administrative Council of the President acknowledges this fact.

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

Actions

- a. Student Services will meet to clarify process and procedures.
  - 1. The Student Services department has been making an effort to regularly schedule meetings, so that each department may be aware of important updates.
- b. The College will continue to assess the need for addition student services staff at the Ash Flat and Mountain View locations.
  - 1. The need for student services at each site is recognized and student services will work with the administration to meet these needs.
- c. The "task force" concept will be utilized to implement a new student government organization.

1. The Vice President of Student Services organized a taskforce to implement the new student government. The finishing touches are being put on the student government structure, and plans are in place to have the first student government elections early in the fall semester.
  - d. The professional development committee will continue to function as a subcommittee of Faculty Council
    1. This committee met and provided a professional development opportunity related to assessment and accreditation (Dr. Pagano).
  - e. The current Faculty Council structure will be reviewed and enhanced to ensure shared governance.
    1. The Faculty Council restructured to incorporate a representative form of governance. Representatives are chosen, and they attend all meetings. Fall 2009, Faculty Council will be open once a month to ALL faculty members.
  - f. The flow of responsibility is and will continue to be clearly outlined in the organizational chart in Board of Trustee policy and in the Employee Handbook.
    1. This chart is posted on the website.
  - g. The College will utilize the "Governance through Committee" structure that indicates the structures, processes, and activities which distributes responsibilities throughout the institution.
    1. The committee structure and agendas/minutes are posted on the website.
  - h. Agendas and minutes of meetings of the administrative council, the faculty council, the instructional council as well as other task forces and committees will reflect the distribution of responsibility and shared governance
    1. The committee structure and agendas/minutes are posted on the website.
- 1d4. People within the governance and administrative structures are committed to the mission and appropriately qualified to carry out their defined responsibilities.

#### Actions

- a. The college foundation board will review and update their mission statement to align with the institutional mission.
  1. The new mission statement was reviewed during the 2008-09 year and approved unanimously in June 2009.

- b. Agendas and meeting minutes of all councils, taskforces, and committees will reflect the commitment to the mission of the college.
    - 1. Minutes of meetings are posted on the website. A sampling of these minutes by the Director of Planning and Special Projects finds no items inconsistent with the mission of the college (summer 2009 including Diversity Committee, Institutional Effectiveness Committee, Safety Committee, Faculty Council, Steering Committee).
  - c. The College Planning and Effectiveness committee will meet each semester and review the assessment processes and monitor the assessment calendar.
    - 1. The College Planning and Effectiveness Committee called two meetings during 2008-09. The chairman of that committee monitored the assessment calendar during the year.
- 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.
  - 1. The Divisional structure was changed to a four-division structure summer 2008. The A&S Division was split between two new divisions. The new divisions hold routine division meetings and attend the Instructional Council twice a month to share information, ideas and address goals.
- b. The Business Technology Department instructors will communicate with each other and the administrators to ensure that we continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement. The Business Technology Department instructors will meet monthly.
  - 1. There is a steady stream of communication between the instructors through e-mail, telephone conversations, and face-to-face discussions concerning learning outcomes, academic integrity, course sequencing, course scheduling, and course development.

2. The Division Chair provides an official channel of communication to administration, and serves as a conduit to keep instructors informed about College concerns, plans, and accomplishments.
3. Monthly meetings reinforce the importance of the mission, and encourage individual instructors to participate in achieving the goals of the department and the College.
- c. The Business Technology Department instructors will perform a continuous review of syllabi standardization.
  1. There is an ongoing effort to develop master syllabi for each course.
  2. Syllabi are reviewed, shared among instructors, co-authored, updated, and developed to ensure coherence to the program curriculum and the College mission.
  3. Instructors strive to standardize syllabi in an effort to maximize the overall learning experience across the program. This is a very important part of providing a quality education across different class sites, via different course delivery systems, and utilizing many adjunct instructors.
- d. Each Business Technology faculty member has responsibilities as set forth in the job description.
  1. As a result of shared responsibility and communication, each instructor has added a specific set of departmental duties to their job description. These duties are built upon the promotion, development, administration, and communication necessary to maintaining and improving a strong department and academic integrity.
- e. All social science faculty, full time and adjunct, will administer assessment measures during the course of the academic year. Results will be turned into the division chair at the end of each semester.
  1. Results of assessment were submitted to the VPAA by faculty for each course at the end of the semester.
- f. The Allied Health instructors make every effort to meet monthly and as needed to communicate with each other and with the administrators to ensure that they continue to work towards meeting the goals of the department in order to promote Ozarka College's stated mission statement.
  1. Meetings are held monthly as much as possible and minutes are kept in the Division Chairs office for viewing by those who need to view. Since Allied Health discusses many issues that can be considered HIPPA regulatory, posting of the entire minutes are not posted to the web.

- g. The VPAA will ensure integrity of the academic processes by periodic evaluation of classes, open faculty forums, and an open door policy. The VPAA, Faculty Council and the Curriculum Committee will continue to monitor the curriculum for coherence.
  - 1. On-going; a faculty forum was held May 2009 and the VPAA continues to have an open door policy. The responsibility for evaluation of classes has been moved to the Division Chairs. The VPAA continues to periodically monitor classes.
- h. Ozarka College-Ash Flat staff will communicate with the administration, faculty, and staff to ensure that it continues to work towards meeting the goals of the College's mission statement.
  - 1. Ozarka College-Ash Flat staff frequently corresponded with the VPAA's office as well as various other internal departments to ensure that its operations were in compliance with the College's policies and procedures and its mission statement.
- i. **Agendas, meeting minutes, and implemented committee recommendations will indicate that faculty and other academic leaders share responsibility for the coherence of the curriculum and the integrity of the academic process. These include the instructional council, the curriculum committee, the faculty council, and other appropriate task forces and committees.**
  - 1. **The Curriculum Committee has three meetings posted on the web for 2008-09, the Instructional Council met regularly during 2008-09 twice monthly, the Faculty Council has 10 meetings posted on the web, Professional Development has three meetings posted, the Diversity committee has five meetings posted, and many additional meetings can be found posted on the College Effectiveness website.**

1d6. Effective communication facilitates governance processes and activities.

Actions

- a. The Professional Development committee will investigate the proper method of communicating meeting minutes and committee decisions by May 2008.
  - 1. Minutes of all meetings are posted on the Ozarka website and the committee chair has presented at the Spring In-Service.

- 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.
  - 1. See 1d5.
- c. Campus committees complete mid-year and annual reports to the President.
  - 1. Mid-year reports can be found on the website under college institutional effectiveness, committees, individual committees, supporting documents.
- 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.
  - 1. Monthly departmental meetings are a forum for concerns, issues, suggestions, and discussions concerning individual courses, the goals and plans of the department, and the mission of the College.
  - 2. Instructors participate in the governance by committee structure of the College to ensure the coherence of departmental goals to the mission of the College.
  - 3. Classroom assessment techniques, class discussions, advising sessions, student evaluations, and other interactions with students are used to monitor and evaluate the success of the activities, goals, and curriculum of the program.
- e. The VPAA will continue to emphasize the importance of face to face division meetings to enhance the communication process.
  - 1. This has been an agenda item in numerous Instructional Council meetings throughout the year.
- f. The VPAA will ensure that the Instructional Council will meet the 1<sup>st</sup> and 3<sup>rd</sup> Thursday of each month to facilitate the communication flow.
  - 1. The Council did meet on these dates, but the campus work schedule was changed so that most meetings on campus are held on Fridays. The IC will meet on the 1<sup>st</sup> and 3<sup>rd</sup> Friday of the month.
  - 2. OC-AF and OC-MV site coordinators traveled to Melbourne twice each month to participate in the Instructional Council meetings.

- 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.
  - 1. Faculty are encouraged to communicate freely with each other via phone, email, personally, or in monthly meetings, this ensures good communication, pooling of knowledge with suggestions for improvement.
- h. The Finance Department will conduct staff meetings on a regular basis to effectively communicate departmentally. (Karen Owens/Tina Wheelis)
  - 1. Finance staff meetings were held on 11/17/08, 3/12/09, and 06/29/09.
- i. The Maintenance Staff will have staff meetings to effectively communicate departmentally. (Ronny Rush/Tina Wheelis)
  - 1. Maintenance staff meeting was held on 04/08/09.
- j. A representative from the Finance Department will speak to students at New Student Orientation Sessions to explain payment options. (Tina Wheelis)
  - 1. Michelle Gray and/or Tina Wheelis attended new student orientation sessions and discussed payment options.
- k. Member of the Finance staff will use email to effectively communicate with others information regarding student concerns. (Karen Owens)
  - 1. E-mail was utilized to communicate within the finance department regarding student concerns.
- l. Finance meetings will be effectively documented for personnel use for all parties. (Karen Owens)
  - 1. Minutes were taken of the staff meetings and distributed to members of the finance department.
- m. The president and the administrative council 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.
  - 1. The President's Reports are posted on the web.
- n. The president will continue to conduct a "College Update" each semester for all institution employees to facilitate effective communication.

1. Three College Updates were held in 2008-09. After presenting these updates, Dr. Johnston emailed a hard copy to the college employees.
  - o. The college personnel will continue to effectively utilize e-mails and website postings to facilitate effective communication.
    1. All employees and students have email capability. All committee agendas and minutes are posted on the web as well as the President's monthly reports.
- 1d7. The organization evaluates its structures and processes regularly and strengthens them as needed.

Actions

- a. A committee will be selected to evaluate the planning results manual and the planning cycle in November of 2008.
  1. This was not done in 2008 because of everyone's involvement in the Self-Study process.
- b. The Professional Development committee will re-evaluate its function after Faculty Council has finished rewriting its committee charge.
  1. The mission was completed and the committee has been actively meeting.
- c. The Arts and Humanities Division meets each May to evaluate the annual assessment plan and write a new set of goals for the upcoming year.
  1. See 1d5. The divisions meet at the end of the semester to review assessment results and set new goals.
- d. The Business Technology Department will evaluate the annual assessment plan each May and write new goals for the upcoming year.
  1. This process begins with a review of the assessment activities to determine if they were accomplished, and if they were successful. Needs are determined, and achievements are celebrated. New goals, strategies, and requirements are identified. Finally, a new assessment plan is developed and implemented.
- e. The Allied Health Division communicates or meets monthly and as needed, AH evaluates the curriculum and policies annually and adjusts as needed.

1. The systematic review plan for the LPN program is in place for curriculum and policy reviews to be done, in order to update the Student Handbook and Supervisor's Guide with update information over the summer, to be in place each Fall, this was completed in May 2008 prior to summer break.
- f. The VPAA will review all academic processes and policies annually with the Instructional Council.
  1. The college Policies and Procedures Manual is in the process of being reviewed by a president appointed committee. Academic policies are part of this manual and have been reviewed by the VPAA with help by some of the division chairs.
  2. OC-AF and OC-MV site coordinators traveled to Melbourne twice each month to participate in the Instructional Council meetings.
- g. Ozarka College-Ash Flat will continue to evaluate its planning/assessment goals and write a new set of goals for the upcoming year.
  1. Ozarka College-Ash Flat looked at the plans and goals that were set for the 2008-2009 year; determining successes, failures, incompletions, and items that due to the changing environment had become unnecessary or redundant. With this information, Ozarka College-Ash Flat staff updated its plans and goals to move forward into the 2009-2010 year.
- h. The Finance Department will review the policies and procedures outlined by the Business Task Force committee annually. (Tina Wheelis)
  1. Policies and procedures outlined by the Business Task Force committee were reviewed during the 06/29/09 Finance Staff Meeting.
- i. To enable that the Finance Department to keep current with industry norms, money will be budgeted for members of the Finance staff to attend the SACUBO meeting in the fall and other related trainings as they arise. (Michelle Cunningham/Earlene Martz/Karen Owens/Tina Wheelis)
  1. The 2009 finance budget requested included amounts for travel.
  2. Out of state travel request was approved from the President's budget for Tina Wheelis to attend the SACUBO fall meeting in Savannah, Georgia.

- j. The Strategic Plan Annual Cycle indicates specific review and evaluation of structures, processes, employee performance, programmatic missions, programs, and strategies. Appropriate review agendas and meeting minutes will indicate evaluation and review.
  - 1. This Planning Results Manual is reviewing all plans made by the college in the planning manual; all Ozarka personnel were reviewed by their supervisors during the spring semester; the annual assessment/institutional effectiveness cycle took place; the Administrative Council periodically reviewed issues of concern to determine if they were resolved; Information Systems reviewed daily a battery of assessments to determine the efficacy of their department; Finance received its annual audit; etc.
- k. Institutional processes are reviewed by specific task forces for improvement. Task force reports and recommendations will indicate evaluation and review.
  - 1. Many task forces took place in previous years. During the 2008-09 year, two new committees were formed to act as permanent task forces: Diversity and Advising Improvement Team.
- l. The President will assign review committees to review structures and processes at Ozarka College.
  - 1. During the 2008-09 year, two new committees were formed to act as permanent task forces: Diversity and Advising Improvement Team.

Priority

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

Strategies

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

Actions

- a. All planning, grant writing and grant management will evolve from the mission and mission documents.
  - 1. A review of the planning manual indicates that items can be correlated with the mission documents. No new grants were written by Planning and Special Projects. Managing the Perkins

- grant and Partners grants were aimed at providing life-changing experiences via student success initiatives for Perkins and CNA and LPN classes for Partners.
- b. After each professional development session, the professional development committee will evaluate whether the professional development activities provided were congruent with the committee charge and the mission statement.
    - 1. All committee sponsored events have been critiqued by the committee.
  - c. Marketing will incorporate the college mission into the marketing plan
    - 1. The mission statement is utilized as a theme for billboards, radio ads and publications. The mission statement is printed on each course schedule (30,000 copies for this year were printed).
  - d. The Foundation Board sponsors activities designed to support the educational efforts of Ozarka students.
    - 1. The Foundation Board continues to meet with Advancement staff to ensure coordination with their fundraising efforts and the current priorities of the institution. At the September Foundation Retreat, the president was invited to discuss pressing needs for Ozarka and outline goals for the future as they related to the Foundation's work.
  - e. Information Systems will assist with the returning of old equipment to M&R.
    - 1. Batches of equipment were returned/disposed of in accordance with state M&R policies.
  - f. The VPAA will ensure that new curriculum meets the goals of the college mission by reviewing all new curriculum requests.
    - 1. The VPAA office is an intricate part of the curriculum approval process. All requests from the Curriculum Committee go through the Faculty Council and then to the VPAA and Administrative Council for approval.
  - g. Documentation of assessment of student learning will indicate that activities are congruent with the mission of the college.
    - 1. A review of Course Assessment Plans by the VPAA indicate congruency with the College mission.
  - h. Documentation of assessment of institutional effectiveness will indicate that activities are congruent with the mission of the college.
    - 1. A review of a sampling of the Institutional Effectiveness website reports as reviewed by DSPS show no inconsistencies between reports and the mission. Reports reviewed include committee minutes

(Safety, Diversity, Curriculum, and Professional Development), Exit Survey, TRiO Assessment, Non-returning Survey, Spring Entering Student Survey, and the Environmental Scan.

- i. Documentation of strategic planning will indicate that activities are congruent with the mission of the college.
    - 1. All items in the strategic plan fit under the umbrella of the Five Goals (Five Criteria) and these Five Goals can be related back to our mission of changing lives through education.
  - j. Documentation of the budget process will indicate that activities are congruent with the mission of the college.
    - 1. Departmental budget requests were built based upon activities related to the mission of the college.
  - k. Course schedules, continuing education schedules, workshop offerings, college calendar activities, and marketing activities will indicate that activities are congruent with the mission of the college.
    - 1. A review of course schedules by VPAA, continuing education schedules by DA, workshop offerings by DPSP, college calendar college activities by Administrative Council, and marketing by DA indicate congruency with the mission.
- 1e2. The board exercises its responsibility to the public to ensure that the organization operates legally, responsibility, and with fiscal honesty.

#### Actions

- a. Notices of board meetings are posted and announced to area media according to the Arkansas Freedom of Information Act regulations
  - 1. The Director for College Advancement sends announcements to local media upon receipt of the final agenda for each Board of Trustees meeting. In the case of special called meetings, the Director for College Advancement ensures adequate notice is given before the board meets. Email documentation is maintained to verify that FOIA regulations are being followed.
- b. The College will promote professional integrity and ethics as related to mission, organizational structure, policies, procedures, practices, and processes.

1. An external survey indicated that 91% of respondents agreed or strongly agreed that the college was an institution of integrity and 90% agreed or strongly agreed that the college presented itself accurately and honestly to the public.
  - c. The Board of Trustees will continue to meet four times per year to provide leadership, guidance, analysis and decisions for the College.
    1. This was done as evidenced by Board of Trustee minutes on the web.
  - d. The President will continue to communicate College business regularly to the Board via the Monthly President's Report.
    1. These reports can be found on the website.
- 1e3. The organization understands and abides by local, state, and federal laws and regulations applicable to it (or bylaws and regulations established by federally recognized sovereign entities).

Actions

- a. Grant management will continue to follow federal, state and college guidelines.
  1. The Perkins visit by ADHE reported no findings in May 2009.
- b. The Foundation Board processes statements of contribution in compliance with IRS tax code
  1. Annual statements are mailed to donors each year according to IRS regulations. Donations are calculated according to the type of gift, good received, etc.
- c. To ensure that the College abides by local, state and federal laws and regulations, money has been budgeted for members of the Finance staff to attend quarterly APO meetings. (Michelle Cunningham/Jill Yancey).
  1. The 2009 finance budget requested included amounts for travel.
- d. The annual audit will be conducted by the Legislative Auditors appointed by the AR Division of Legislative Audit. (Michelle Cunningham/Tina Wheelis)
  1. The 2008 annual audit was completed in May 2009.
- e. State Procurement Regulations will be followed by the Finance Department when obtaining goods and services for the College. (Tina Wheelis)
  1. State procurement regulations were followed when obtaining goods and services during FY 2009.

- f. The Ozarka College Foundation will have an annual audit conducted in the fall of each year. (Tina Wheelis)
    - 1. The Ozarka College Foundation audit was completed in September 2008 by Hughes, Welch & Milligan CPAs.
  - g. The Ozarka College Foundation will file an annual tax return. (Tina Wheelis)
    - 1. The Ozarka College Foundation annual tax return was filed electronically in October 2008.
  - h. The VPAA office will brief new faculty about FERPA and other pertinent policies and laws every in-service.
    - 1. On-going
  - i. Ozarka College-Ash Flat will provide Family Educational Rights and Privacy Act (FERPA) information for all newly hired full-time and part-time staff.
    - 1. All new staff members are provided with the FERPA information and are briefed on its importance.
  - j. Ozarka College-Mountain View Site Director will continue to provide updated Family Educational Rights and Privacy Act of 1974 (FERPA) information for all fulltime, part time, and new hired office personnel.
    - 1. OC-MV Secretary attended workshop on FERPA regulations.
- 1e4. The organization consistently implements clear and fair policies regarding the rights and responsibilities of each of its internal constituencies.

Actions

- a. If any money is available for individual professional development, the money will be allocated fairly following a clear and fair policy.
  - 1. No individual professional development requests were made this year of the Professional Development Committee. The committee sponsored group professional development.
- b. The College Board policy and procedures manual will be updated in 2008 by a task force appointed by the president.
  - 1. The board policy and procedure manual was updated by a task force in 2008. New and revised board policies were inserted according to minutes from previous board of trustee meetings from 2000 to present. The board of trustees approved the updated manual unanimously in December 2008.

- c. The Finance Department will follow policies and procedures outlined by the Business Task Force Committee. (Tina Wheelis)
    - 1. Policies and procedures outlined by the Business Task Force Committee were followed during FY2009 by the finance department.
  - d. The Bookstore, Cafeteria, and Student Organizations will follow established policies and procedures. (Karen Owens)
    - 1. Policies and procedures pertaining to the bookstore, cafeteria, and student organizations were followed during FY2009 by the finance department.
  - e. The AH Division has established handbooks for all nursing students as well as nursing instructors these are updated and revised at least yearly.
    - 1. The student handbook is listed as number 7 in the systematic evaluation plan for the LPN program.
    - 2. The handbook was reviewed and revised May 2008.
  - f. The VPAA will continually update the Adjunct Faculty Handbook and will develop a Faculty Handbook for the full-time faculty.
    - 1. The Adjunct Faculty Handbook will be updated summer 2009 and the Faculty Handbook will be published the same time.
  - g. The Board of Trustee Policy Manual, the Employee Handbook, the College Catalog, and the Student Handbook will be reviewed annually.
    - 1. The Board of Trustee Policy Manual, the Employee Handbook, and the College Catalog were all reviewed and updated this year. A Student Advisor pamphlet was created this year.
  - h. The President will continue to communicate College business regularly to the Board via the Monthly President's Report.
    - 1. This was done and can be found on the website.
- 1e5. The organization's structures and processes allow it to ensure the integrity of its co curricular and auxiliary activities.

Actions

- a. The Foundation Board meets quarterly to review and manage the foundation activities and funds.

1. The Investment/Scholarship committee meets regularly to review the status of endowment accounts and investment. The Board as a whole approves the financial statement at each quarterly meeting.
  - b. Agency and auxiliary funds are handled by the Finance Department and are subject to the same regulations and audit procedures as other College funds. (Michelle Cunningham/Karen Owens/Tina Wheelis)
    1. Transactions for agency and auxiliary funds were subject to the same procurement regulations and audit procedures as other College funds.
  - c. TRiO SSS will continue to fully document each activity by maintaining records of justification, advertisement, individual participants and evaluations.
    1. TRiO SSS maintained records on each activity, including planning, advertisements, and evaluations.
  - d. The Board of Trustee Policy Manual, the Employee Handbook, the College Catalog and the Student Handbook will be reviewed annually.
    1. The Board of Trustee Policy Manual, the Employee Handbook, and the College Catalog were all reviewed and updated this year. A Student Advisor pamphlet was created this year.
- 1e6. The organization deals fairly with its external constituents.

Actions

- a. All purchases of goods and services in excess of \$5,000 will be competitively bid and monthly reports for Delegation Order, Competitive Bid, Recycled Paper and Executive Order 98-04 will be filed as required by the State. (Jill Yancey)
  1. Purchases in excess of \$5,000 during FY2009 were competitively bid and necessary reports were filed.
- b. The Business Task Force will review the Finance policies and procedures for “student friendliness” and make recommendations for changes. (Tina Wheelis)
  1. The policies and procedures for “student friendliness” were reviewed during the 06/29/09 Finance Staff meeting.
- c. The college will continue to follow specific employee search process guidelines.

1. These guidelines were sent to each member of a search committee.
  - d. The college will continue to follow specific academic and student grievance processes.
    1. College personnel refer to the grievance policy in the event of formal complaints. These policies are published in the Catalog and on the website.
- 1e7. The organization presents itself accurately and honestly to the public.

Actions

- a. College publications will be updated annually to reflect new programs or updated information
  1. New catalogs and program brochures have been printed for 2009-10.
- b. Frequent contact with media will ensure quick and accurate communication to the public
  1. The Public Relations Specialist is primarily the contact for local media. The PRS visits with each media representative on a regular basis by phone, email and through personal visits.
- c. Advancement members are involved in community events/meetings to keep groups informed regarding the college's activities.
  1. Staff members are assigned to attend regular monthly meetings according to their schedules. Nancy Dust attends Calico Rock chamber, Kim Whitten attends Spring River chamber, Suellen Davidson represents Ozarka at NCARED regularly. Advancement staff meets often to discuss events and to make sure Ozarka is represented as much as possible.
- d. An annual audit will be conducted by the Legislative Auditors appointed by the AR Division of Legislative Audit. (Tina Wheelis)
  1. The 2008 audit was completed in May 2009.
- e. Monthly financial statements will be prepared for the Board of Trustees and posted on the College website. (Michelle Cunningham/Tina Wheelis)
  1. Monthly financial reports were prepared for the Board of Trustees and posted on the College website.
  2. Financial reports were included as action items on the agenda for Board of Trustees meetings and approved at each regularly scheduled meeting.
- f. The semester course schedules will continue to be published online and in-print.

1. On-going, however, less print copies are being published due to the amount left-over the last two semesters.
  - g. News releases advertising testing dates, classes, and special events in the four county area are sent on an as needed basis. (AE)
    1. Monthly news releases were sent advertising GED testing dates in the four county area. Ads for various classes were sent as needed. A news release was sent out announcing the beginning of our English as a Second Language classes.
    2. Testing and class information is available on the college website. (AE)
    3. The college website was updated with the new class schedules and testing dates.
  - h. **The college's board minutes and annual budget are public record and will be placed in the college library.**
    1. **These are placed on the website and hard copies are made available to anyone by request.**
- 1e8. The organization documents timely response to complaints and grievances, particularly those of students.

#### Actions

- a. If any complaints or grievances are received, the committee will maintain documentation of the process by which the issue is addressed.
  1. No formal complaints were brought forward to the committee this academic year. Informal complaints are documented by the divisions and records are maintained in the division chair office.
- b. The Arts and Humanities Division will maintain records (personal, email, etc.) of responses to student grievances.
  1. See above item.
- c. The Arts and Humanities Division will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
  1. See above item.
- d. The Business Technology Department will maintain records (personal, email, etc.) of responses to student grievances.
  1. Instructors keep records of responses and communications with students. Also, the Advising Notes section of myOzarka is used.

- e. The Business Technology Department will work with the VPAA to ensure that any grievances are acted on until an agreement with all parties involved is reached.
  - 1. Instructors and students are encouraged to work within the framework of the College hierarchy to resolve any grievances. The department has identified this sequence as: instructor, Division Chair, and then the VPAA.
- f. The Allied Health Department will continue to keep records of student counseling and will work closely with the VPAA to ensure timely and appropriate responses to issues that may arise.
  - 1. All students counseled, whether verbally or in writing are kept in the students file in the nursing department.
  - 2. Students' names are submitted to the VPAA with explanation of why counseling is occurring and plan of action taken.
- g. The VPAA office will continue to act immediately on student grievances and expedite closure.
  - 1. The VPAA office has an open door for students to come in and share problems and grievances. The VPAA works with the appropriate division chair and instructor to bring the issue to closure as expeditiously as possible.
  - 2. Ozarka College-Ash Flat site coordinator worked with the VPSS and VPAA's offices to resolve all grievances that were formally lodged against the College or its employees at the Ash Flat site.
- h. The college will continue to follow specific employee search process guidelines.
  - 1. These guidelines were handed out to all search committee members and were adhered to during the previous year.
- i. The college will continue to follow specific academic and student grievance processes.
  - 1. College personnel refer to the grievance policy in the event of formal complaints. These policies are published in the Catalog and on the website.
- j. All areas of the College will follow the Board Policy Manual in responding to complaints and grievances.
  - 1. College personnel refer to the grievance policy in the event of formal complaints. These policies are published in the Catalog and on the website.

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

Priority

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

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

Actions

- a. Based on last year's planning assessment of greater than 90% accomplishment, planning results will continue to show the same high level of attainment, thus indicating sound understanding by the organization.
  1. A review of this Planning Results Manual shows over 95% achievement of results.
- b. The Student Services department will continue to evaluate the need for additional services at the Ash Flat and Mountain View locations.
  1. The need for student services at each site is recognized and student services will work with the administration to meet these needs.
- c. Information Systems will implement alternative plans such as MetroEthernet for connectivity between Ash Flat and Melbourne.
  1. This went live July 1, 2008.
- d. Departmental budgets and expenditures will be available for daily review by department heads, supervisors, and administration. (Tina Wheelis)
  1. Departmental budget requests were posted to the accounting system during the first week of July 2008. As expenditures were posted the information was updated
- e. Financial reports will be presented to the Board of Trustees for approval at the quarterly meetings. (Tina Wheelis)
  1. Financial reports were presented at the quarterly Board of Trustees meetings by either Michelle Gray or Tina Wheelis.

2. Financial reports were included as action items on the agenda for Board of Trustees meetings and approved at each regularly scheduled meeting.
  - f. The organizational budget will be presented at the annual staff meeting by the Vice President for Finance. (Tina Wheelis)
    1. Overview of budget was presented at the annual staff meeting.
  - g. The VPAA office will continue to coordinate annual advisor meetings so that the various academic programs will have the latest updates on industry and the community.
    1. Due to a variety of unique situations that occurred at the college this year, the annual advisor meeting will be held fall 2009.
    2. Ozarka College-Ash Flat and Mountain View will assist the VPAA and division chairs with the scheduling of classes to serve the optimum number of students while still maintaining the financial integrity of the College.
    3. OC-AF and OC-MV site coordinator was a member of the scheduling committee that planned the course offerings for the 2008-2009 year. The committee discussed past semester offerings and current needs of the service area and produced course offerings that were believed to serve the needs of the students.
  - h. Assessment indicated a concern over availability of computers for student usage therefore the Ozarka College-Mountain View Site Coordinator will assist the Divisions Chairs and the VPAA in scheduling classes to serve the optimum number of students and maximum utilization of classroom space while helping to maintain the financial integrity of the College.
    1. In January 2009, 20-new computers and 2 printers were placed in room 104, the computer lab, and 10 new computers and a printer in resource room 107. This was an increase of 6 computers in the resource room 107.
  - i. Ozarka College will ensure that appropriate strategic planning processes provide data and information to assist in resource allocation decisions.
- 2a2. The organization's planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization.

Actions

- a. A review of this year's planning results by the Director of Planning will indicate attention being paid to these emerging factors.
  1. See a variety of examples listed below. Additional examples exist throughout the document including the addition of ESL courses, multiple entries by Information Systems and the Business Technology Department, and entries concerning "diversity."
- b. The Arts and Humanities Division textbook selection is based on new advances in communication and the arts, both material wise and technology wise.
  1. New textbooks were selected for Fine Arts and for World History. Both have updated information on globalization and cultural diversity.
- c. Advancement will continue to seek information regarding new trends for media and advertising to drive sound budgeting decisions.
  1. Marketing staff attended a workshop in Jonesboro on the newest marketing techniques and the use of technology to deliver marketing messages.
- d. The Foundation Board scholarship program evolves to meet the changing needs of students
  1. Continued research on best practices and state and local trends drive the decisions for institutional scholarships. The scholarship application packet is now an online document for easy access to applicants. The scholarship committee will also follow the Arkansas Scholarship Lottery development to look for overlap and to identify ways to help students apply for additional funds from that new program.
- e. The Business Technology Department textbook selection is based on student friendly and easy to understand material both material wise and technology wise.
  1. Textbooks are reviewed and updated as needed to be student-friendly, technologically current, and responsive to social, economic, and demographic factors and developments.
  2. Textbooks are chosen to reinforce the course objectives, facilitate the conveyance of course content, and to be economically feasible for students.
  3. Course materials (PowerPoint, videos, audio, case studies, simulations, etc.), study guides, websites, online content, instructor resources, test banks, and other assessment tools are also

taken into consideration when choosing textbooks to create a multi-dimensional learning experience.

- f. The Allied Health Division must keep abreast of changes in the healthcare industry and will make new book adoptions for the fall of each year.
    - 1. Books are reviewed by the faculty teaching the course, suggestions for new adoptions are brought to monthly meetings to share the book wanting to be adopted. New adoptions are made by faculty and are implemented in the fall of each year.
    - 2. Book adoptions were made in May 2008 according to the Systematic evaluation plan but can be sooner if needed.
  - g. The VPAA will ensure all information gleaned from advisory sessions is incorporated in program planning.
    - 1. See 2a1g.
  - h. Ozarka College-Mountain View Site Coordinator 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 visit to area high schools and by offering campus tours.
    - 1. All area high schools had students that visited the site for tours.
    - 2. Area community organizations such as: MV area Chamber of Commerce, Arkansas Craft School, the Cooperative Extension Service, Stone County Youth Leadership, and Stone County Medical Center and others utilized the facilities for meetings.
    - 3. Faculty, staff and students participate in various community activities including 4<sup>th</sup> of July and Folk Festival parade, and Beanfest.
    - 4. Two students volunteered weekly to assist with PE classes at Mountain View Elementary School.
- 2a3. The organization's planning documents show careful attention to the organization's function in a multicultural society.

Actions

- a. A review of this year's planning results by the Director of Planning will indicate attention being paid to the organization's function in a multicultural society.

1. See a variety of examples listed below. Additional examples exist throughout the document including the addition of ESL courses and entries concerning "diversity."
  - b. The Arts and Humanities Division textbook selection is also based partly on sensitivity to global issues of gender, race, history, and current events in the areas of communication, art, music, and theater.
    1. On-going
  - c. The Arts and Humanities Division will plan their budget around adding some class activities to expose the students to activities that represent different cultures in art and theatre productions.
    1. Budget constraints allowed for three guest speakers to present to the Arkansas History class. No other actions were taken.
  - d. The Business Technology Department textbook selection is also based partly on sensitivity to global issues of gender, race, history, and current events in Human Relations, Marketing, Management, Business Communications, Small Business Management, and Economics.
    1. Several courses in the program have sections related to global issues and protocol. The textbooks chosen reflect the attention of the College in these areas.
    2. All syllabi in myOzarka have a Diversity statement.
  - e. The Allied Health Division textbook selection will continue to be based on accurate data for the sensitivity to global issues of culture, gender, race, history, and current events in the areas of healthcare, communication, medications, treatments and prevention.
    1. Faculty bring to the AH division different aspects of nursing care from many diverse populations. This aids in guiding the text selection to be current and accurate.
- 2a4. The organization's planning processes include effective environmental scanning.

Actions

- a. Based on assessment of the previous year's environmental scanning, the Director of Planning will research the environmental scans of other similar institutions and work with the President and the Director of Advancement to produce additional scanning methods.

1. An environmental scan was created, distributed and reported to Ozarka in fall 2008. An alumni survey was conducted and reported to Ozarka in spring 2009.
- b. Advancement staff collects feedback from community members regarding perceptions and services
  1. Staff members look for ways to participate in the community...i.e. Relay for Life, Chamber Events, attend civic meetings and making personal visits with area community leaders.
- c. Advancement will review and evaluate trends for effective marketing via entering and graduate surveys.
  1. The exit survey conducted at commencement revealed that students perceive Ozarka to be student-friendly above other descriptions provided. The survey also shows that students originally perceived Ozarka to be 'convenient' but after being a student, their perceptions have changed. The marketing department will continue to promote the college as convenient, affordable and highly dedicated to student success.
- d. Ozarka College will continuously scan the local, regional, and state environment to realistically prepare for a future shaped by multiple societal and economic trends.
  1. The President attended C&P meetings and visited the Legislature regularly.
  2. The DA is part of the county government and attended Quorum Court meetings regularly.
  3. Members of the Advancement Team and Site Directors attended area Chamber meetings regularly.
  4. The VPAA, VPSS, VPF regularly attended state meetings with other VPs.
  5. The DIS continuously scanned for trends related to communications.
  6. The DPSP regularly scanned for grant RFPs.
- e. Determine class needs across the four county service areas via student numbers and attendance at various locations and budget for these services. (AE)
  1. Classes were held twice weekly all day long at the Ash flat and Mtn. View sites. Classes met one evening a week at Mammoth Spring and Calico Rock. This is a variation from previous years and is believed to better serve our students. ESL classes were started at each site due to requests. Special Project funding was obtained for instructor salary and class resource materials.

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

Actions

- a. Based on Ozarka retention data and travel to Mid South Community College (MSCC) to examine of its approach to retention, Student Success Centers will be fully operational by fall of 2008 on all three campuses.
  - 1. The Student Success Center maintained fulltime and part-time personnel on the Ozarka Melbourne campus and Ash Flat site and part-time personnel on Ozarka Mtn. View site. Newsletter distribution, tutoring, KUDER testing, and workshops occurred.
- b. Student survey data will help drive changes in local marketing efforts.
  - 1. The exit survey conducted at May commencement revealed that students perceive Ozarka to be student-friendly above other descriptions provided. The survey also shows that students originally perceived Ozarka to be 'convenient' but after being a student, their perceptions have changed. The marketing department will continue to promote the college as convenient, affordable and highly dedicated to student success.
  - 2. Entering student survey data is available from the past five years. These figures are reviewed when making decisions about what percentage of advertising to spend –which format reaches most people (radio or newspaper) and which specific media to use (common radio stations and cable).
- c. The Business Technology Department will offer lecture courses via Interactive Video at Mountain View and Ash Flat so that students will be able to take a larger number of courses on those campuses.
  - 1. All lecture classes are offered to students through IV and/or Internet.
  - 2. There are full-time instructors at each location each semester, and IV courses are being delivered from each location.
  - 3. Adjunct instructors are being used to make course scheduling more effective and practical.
- d. 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 the courses required for an AAS Degree in Business Technology at the Ash Flat site.
  - 1. Ozarka College Site Coordinator worked with the Business Technology Division Chair and the Instructional Council to maintain and further develop the AAS Business Technology offerings at the Ash Flat site.
- e. The Business Technology Department will continue to promote the Certificates of Proficiency.
  - 1. 15 Certificates of Proficiency were awarded for 2009.

2. Aggressive advising is a key component to the success of these certificates.
- f. Business Office policies and procedures will be reviewed yearly for efficiency and student friendliness. (Michelle Gray/Tina Wheelis)
  1. Policies and procedures were reviewed at the 06/29/09 staff meeting.
- g. The AH Division will send faculty members to the Nurse Educators Conference in Memphis in March of 2009 to learn new innovative ways to teach nursing students of today.
  1. The AH Division did not send faculty to the Nurse Educators Conference in Memphis in March. Due to the Tornado, February, 2008, students were behind with studies; it was felt best to continue with class as much as possible, to ensure completion of theory content and preparation of the students.
- h. The VPAA will continue to support professional development activities through the budgeting process.
  1. The Professional Committee was budgeted for \$3850 for 2008-09
- i. The College will be able to list accomplishments of innovation and change at the end of each academic semester.
  1. Student Success Center added online tutoring.
  2. Student Success Coordinator and Division Chair are restructuring the College Orientation Success course to include training for providing active learning experiences.
  3. The college instituted an International Day and appointed a Diversity Committee.
  4. The first ESL courses were held on campus.
  5. The continuous improvement of myOzarka has yielded a system that is highly tailored to Ozarka College.
- j. Ozarka College-Mountain View Site Coordinator, as part of a team representing Ozarka College, 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.
  1. A 2009 catalog of courses has been developed with 14 course sessions scheduled for the spring and summer.

- 2a6. The organization incorporates in its planning those aspects of its history and heritage that it wishes to preserve and continue.

Actions

- a. The Arts and Humanities Division will continue to promote art, music, and theater that are shown to be a part of our area's heritage and culture. Our budget will reflect that.
  1. This is on-going.
- b. A history of Ozarka College will be updated biannually and documented online.
  1. The history of Ozarka College is up to date on the webpage under "Visitors and Friends".
- c. The Public Relations Specialist will submit the History of Ozarka College to the Encyclopedia of Arkansas and/or other appropriate publications.
  1. The history of Ozarka has been submitted to the Encyclopedia of Arkansas, available online at [www.encyclopediaofarkansas.com](http://www.encyclopediaofarkansas.com). The last update was submitted on Nov 25, 2008.
- d. The Business Technology Department will continue to promote the heritage and culture of our area, as we continue to provide a service to the community.
  1. The department participates in local festivals and events and promotes civic responsibility by hosting the American Red Cross for regular blood drives.
- e. The Allied Health Division will continue to promote our area's heritage and culture.
  1. The department works the local festivals, health fairs and actively supports the Izard County relay for life.
  2. Blood pressure booths and Breast Care Awareness are also supported.
- f. 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 will offer students individual courses and programs in the fine crafts and continuing education and college credit.
  1. A 2009 catalog of courses has been developed with 14 course sessions scheduled for the spring and summer.

- g. Ozarka College-Mountain View will maintain a “History of the Campus” scrapbook through newspaper clippings and pictures of students, faculty, and staff involvement in activities on and off campus.
  - 1. This is a continuing project and the scrapbook is available for viewing at all times.
- h. At least one hall bulletin board at OC-MV will feature “Students in the News” and other campus activities.
  - 1. This is a continuing project. Articles and pictures are on display in hall bulletin boards.

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

Actions

- a. The Professional Development Committee will seek the advice of those in authority, such as the Vice President of Student Services and the Vice President of Academic Affairs, in the decision making regarding CE opportunities for faculty and staff. (May 2008)
  - 1. Both VPs are part of the decision making process for professional development.
- b. The VPAA will continue to clearly define the line of authority for decision making and policy development.
  - 1. The organizational chart and line of authority was reviewed with the faculty in the May 2009 Faculty Development Day.

Priority

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

Strategies

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

Actions

- a. Based on Ozarka retention data and reviewing MSCC's student retention initiatives, the Director of planning will budget for academic coaches for the Student Success Center.
  - 1. There were three coaches in Melbourne, three in Ash Flat and two in Mountain View. In addition, there were several faculty member and staff member volunteers.
- b. Student Services will continue to budget for activities at all three Ozarka College locations.
  - 1. Student Services assisted with International Day Italy in the fall and International Day France in the spring.
- c. The Arts and Humanities Division will continue to update textbooks and other sources of information to keep up with changes in the field.
  - 1. This is on-going.
- d. The Foundation Board fundraising goals supplement funding needs of the college
  - 1. The college president meets with the Foundation at least annually at their planning retreat to discuss the priorities of the college and continues to assist in the fundraising plan.
- e. The Business Technology Department will continue to update textbooks and other sources of information to keep up with changes in the field.
  - 1. This is an ongoing process, reviewing textbooks, staying in contact with the publishers about revisions and new editions, keeping abreast of the software updates, and monitoring online and Library resources and tools to ensure compatibility, quality, availability, and accessibility.
- f. The Allied Health Division will continue to update textbooks and strive to ensure good clinical experiences as other sources of information to keep up with changes in the Allied Health field.
  - 1. The AH Division reviewed textbooks in May of 2008.
  - 2. Clinical Affiliation Agreements were initiated, updated and revised in summer of 2008.
- g. The VPAA will continue to ensure that only qualified faculty members are utilized in instruction and that the best materials and supplies are available.
  - 1. The VPAA reviews all student evaluations and professional reviews. The VPAA also periodically does classroom observations. The VPAA is normally part of the new

faculty selection process as a search committee chair or committee member.

Materials and supplies are usually discussed in Instructional Council as needed.

- h. The Library will continue to update its holdings and experiment with new possibilities such as electronic books that will allow OC-MV and OC-AF access to materials they may not have available to them on their campuses.
    - 1. Over 700 items were added to the holdings along with adding two new online databases that all three sites can access and use.
  - i. Complete budget proposal for state funding and federal grants. (AE)
    - 1. Budget proposals were sent in for state and federal funds by state mandate.
  - j. Departments will submit annual budget requests reflective of their needs. (Tina Wheelis)
    - 1. Departmental budget requests are submitted to the Finance Department by March 15<sup>th</sup> of each year.
  - k. **Ozarka College will continuously assess its resource allocation decisions and cost effectiveness in comparison with similar two-year colleges in the state and in the region.**
    - 1. Information concerning resource allocation and cost effectiveness from similar two-year colleges was gathered during the regularly scheduled Presidents' and Chancellors' meetings attended by Dusty Johnston and Tina Wheelis. Additional information was provided by from reports submitted to and received from the AR Dept of Higher Ed and the AATYC.
- 2b2. The plans for resource development and allocation document an organizational commitment to supporting and strengthening the quality of the education it provides.

#### Actions

- a. **Based on Ozarka retention data and reviewing MSCC's student retention initiatives, the Director of Planning will budget for academic coaches for the Student Success Center.**
  - 1. **The Perkins grant (2 fulltime) and the Student Success Budget (7 part-time) provided personnel along with staff and faculty volunteers.**
- b. **The Foundation Board in conjunction with the scholarship committee and the development office offer scholarships to qualified students**

1. A structured scholarship application process has been implemented which includes the creation of a scholarship selection committee comprised of two faculty, two admissions staff, the development officer, the financial aid director and the vice president for student services. This committee functions as a standing committee on campus and meets to select and award recipients as funds are available. A scholarship deadline is established and a common application process accommodates students who wish to apply for any available funding.
  - c. The AH division will continue to confer with the library regarding needed resource avenues as well as in the weeding process. New DVD, CD and other audio/visuals are ordered and are ongoing to keep abreast of new technology and changes.
    1. Databases of Medline, SIRS, and Proquest have been reviewed. The addition of LexisNexis was added in this school year 08-09.
  - d. All academic divisions will continue to work with the Library to ensure all needed materials are in place.
    1. The library surveys faculty every semester for material needs.
  - e. The budgeting process will continue to ensure that resources are available.
  - f. TRiO SSS will continue to provide quality peer and professional tutoring services to Ozarka College TRiO SSS participants.
    1. TRiO SSS offered peer and professional tutoring to SSS participants at Melbourne, Ash Flat and Mountain View.
  - g. TRiO SSS will continue to expand supplemental instruction services to Ozarka College TRiO SSS participants.
    1. TRiO SSS offered supplemental instruction in fundamentals of algebra and intermediate algebra at Melbourne and Ash Flat.
  - h. Ozarka College-Mountain View will utilize assessment activities in developing the yearly budget.
    1. Students, grounds and building assessments are taken each semester and information gained is used to develop the yearly budget.
- 2b3. The organization uses its human resources effectively.

#### Actions

- a. Based on successful approaches from MSCC, Ozarka College utilize volunteer faculty and staff and grant programs and budget for additional academic coaches to run a three-campus Student Success Center.
  - 1. The Perkins grant (2 fulltime) and the Student Success Budget (7 part-time) provided personnel along with staff and faculty volunteers.
- b. The Arts and Humanities Division will continue to use people in the community such as speakers, artists, musicians, and theater personnel to enhance the educational experience for the students. Our budget will be based on this.
  - 1. Several guest speakers have presented during the year on diversity and other topics. Judy Canady continues to bring in local theatre groups to the Miller Auditorium and invites students as well as the community.
- c. Student tutors from Career Pathways will support the Student Success Center.
  - 1. Funding for student tutors was not approved.
- d. Mathematics instructor (RB) will support the Student Success Center by volunteering to tutor Math students.
  - 1. Volunteering was done 4 days every week and occasionally 5 days. The total hours will be available from the directors.
- e. Advancement will utilize volunteers at public forums, fairs or other events to promote the college.
- f. The Business Technology Department will offer all lecture courses via Interactive Video at Mountain View and Ash Flat so that students will be able to take a larger number of courses on those campuses.
  - 1. All lecture classes are offered to students through IV and/or Internet.
  - 2. There are full-time instructors at each location each semester, and IV courses are being delivered from each location.
  - 3. Adjunct instructors are being used to make course scheduling more effective and practical.
- g. The Business Technology Department will alternate instructors so that different instructors will teach on each site so that students will have interaction with more than one instructor from this department.
  - 1. This has been accomplished through departmental cooperation, communication, schedule rotation, and technology. There are full-time instructors who teach primarily at each location, along with a complementary group of adjunct instructors at each site. Courses are taught in the computer labs at each location, in the IV classrooms at and from each site, and via the Internet on myOzarka.

- Courses are offered at different times, in different semesters, using different delivery techniques, by different full-time and adjunct instructors.
- h. The Allied Health Division will continue to use people in the community such as guest speakers, clinical preceptors, and medical staff personnel to enhance the educational experience for the students.
    - 1. Special guests include the hearing impaired, recruiters from UAMS, WRMC and area clinical sites have spoken with the students throughout the school year.
    - 2. Preceptors meet the Arkansas State Board of Nursing requirements with expertise in the area in which the students are assigned. Preceptor listings are on file in the Division Chairs office, and submitted each year to the ASBN with the yearend report.
  - i. Academic Affairs will continue to ensure that only qualified faculty members are utilized to teach classes.
    - 1. The VPAA reviews all student evaluations and professional reviews. The VPAA also periodically does classroom observations. The VPAA is normally part of the new faculty selection process as a search committee chair or committee member.
  - j. Determine class locations and instructional needs for the four county service area. (AE)
    - 1. Classes were held twice weekly all day long at the Ash Flat and Mtn. View sites. Classes met one evening a week at Mammoth Spring and Calico Rock. This is a variation from previous years and is believed to better serve our students. ESL classes were started at each site due to requests. Special Project funding was obtained to pay for instructors and class supplies.
  - k. Ozarka College-Ash Flat will continue to update/revise its student survey to help facilitate feedback and suggestions from the student body for improvement to courses, facilities, and student services.
    - 1. Ozarka College-Ash Flat continued to update/revise its student survey to better gain beneficial feedback and useable suggestions from the students.
  - l. One member from Information Systems will attend SQL/Advanced SQL Training.
    - 1. Budget and time constraints prevented this from happening. Continues as a goal
  - m. A representative from IS will make weekly trips to off-campus sites.
    - 1. Weekly trips were made at the start of each semester however the trips tapered off as instructors and student need decreased over the semester.
  - n. Human Resources will review and update forms for new hires
    - 1. Not completed due to personnel illness.

- o. Human resources will organize vendor and employee meetings
    - 1. Meetings were held periodically during the past year including Valic, Aflac and Datapath.
  - p. Human Resources will maintain employee records
    - 1. Employee records were maintained.
  - q. Finance staff members will cross-train and prepare instruction manuals relating to specific job duties to ensure optimum performance of the department when various staff members are absent due to illness or vacation. (Earlene Martz/Tina Wheelis)
    - 1. Members of the finance department continue to cross-train and assist co-workers who are absent due to illness or vacation.
  - r. To continue to give optimum service to students, Ozarka College-Mountain View Site 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.
    - 1. Manual is updated as needed and staff periodically reviews manual. Read and initial forms are utilized to keep staff current in regards to new and updated policies.
  - s. Ozarka College-Mountain View will continue to cross-train employees to assure optimum performance of the site when staff members are absent due to illness or vacation.
    - 1. In addition to using the Policies and Procedures Manual the full time secretary and the part time help assist one with various tasks thus enhancing cross training.
- 2b4. The organization intentionally develops its human resources to meet future changes.

Actions

- a. The Perkins grant will budget for continued professional development of the Student Success Specialist.
  - 1. Perkins provided for \$13,661 in professional development for the Student Success Specialist; Student Success Coordinator; the Director of Planning and Special Projects; and various faculty, staff and administrators.

- b. The Director of Planning and Special Projects will continue seek professional development in areas of women's advocacy, accreditation, grant management, planning and college administration and will budget accordingly.
  - 1. The DPSP received professional development in women's advocacy by doing research for the DOJ blog, accreditation by attending HLC conference and research; grant management by attending meetings associated with Perkins and Partners; planning by attending HLC conference; and administration through reading articles and collegiate newspapers. In addition, much professional development was obtained associated with student success initiatives.
- c. Career Pathways Director attends monthly meetings and other activities designed for improvement of the CPI program
  - 1. The Career Pathways Director attends meetings and participates in conference calls scheduled by ADHE.
- d. Marketing staff will maintain membership in the National Council for Marketing and Public Relations and attend professional development seminars as funding allows, including the state association for advancement and marketing.
  - 1. We did not renew our membership to NCMPR but chose instead to use those funds to join additional chambers of commerce within the service area.
- e. The Arts and Humanities Division instructors plan to attend at least one conference related to their field during 2008-09.
  - 1. Instructors attended AATYC, NCA/HLC, and various other conferences.
- f. A representation of Business Technology Department instructors will attend a Business Education and Technology Conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC Annual Conference in 2008-2009.
  - 1. Due to budget restraints, instructors did not attend the Business Education and Technology Conference or the League of Innovation Conference.
  - 2. All instructors were able to attend AATYC.
  - 3. One instructor attended the Arkansas Association for the Assessment of Collegiate Learning Spring Conference in Little Rock.

- g. For continued licensure all faculty must obtain CEU's as well as attend conferences or teaching seminars to enhance student learning.
- h. For continued licensure all faculty members will continue to obtain CEU's as well as attend conferences or teaching seminars to enhance student learning and will budget accordingly.
- i. New contacts are continually being sought to provide a growing clinical base for experiences for the students.
- j. The VPAA will continue to ensure that faculty and staff are sent to professional development opportunities that will enhance the organization.
  - 1. The VPAA has encouraged faculty to attend as many professional development opportunities as their budget allows. 26 faculty and staff attended the AATYC conference in October 2008. 6 faculty and staff went to the annual NCA/HLC conference. Several faculty members have attended numerous other conferences and workshops throughout the year.
- k. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teacher certificate.
  - 1. All Adult Education personnel attended conferences and workshops that updated them in their particular job.
- l. Human Resources will attend at least two professional meetings for OPM.
  - 1. Two meetings were attended: New Pay Plan (Libby and Earlene) and Funding of Play Plan (Libby, Tina and Earlene)
- m. Human Resources will attend J. P. Farley workshops in Memphis.
  - 1. Libby and Earlene the annual meeting and two additional ones in Little Rock.
- n. Human Resources will educate employees in new employee orientation.
  - 1. This was not done.
- o. Finance staff members will participate in development opportunities such as SACUBO workshops and other professional development. (Michelle Cunningham/Earlene Martz/Tina Wheelis)
  - 1. Finance staff members attended the following workshops/professional development meetings during the year: AACUBO fall meeting; SACUBO fall meeting in Savannah, Georgia; AATYC: Higher

- Ed Leadership Institute; Sales & Use Tax Seminar; Datapath training; AHEC meetings; TAA training; procurement workshops
- p. The annual operating budget for the College will provide for professional development of employees. (Tina Wheelis)
    - 1. The annual operating budget for the College included amounts for employee tuition reimbursements, tuition waivers, and travel allowances for professional development opportunities.
  - q. Ozarka College-Mountain View Site Coordinator will continue to participate in development opportunities by attending ArkACRAO and SACRAO Conferences.
    - 1. The Site Coordinator serves as secretary for ArkACRAO and serves on the executive board. She assisted in planning and attended the ArkACRAO Fall Conference in October 2008. She attended and was part of a team presentation at SACRAO Conference February 2009.
- 2b5. The organization's history of financial resource development and investment documents a forward-looking concern for ensuring educational quality (e.g., investments in faculty development, technology, learning support services, new or renovated facilities).

#### Actions

- a. The Professional Development Committee will address the financial resources and investments that relate to quality educational opportunities for the faculty and staff. (May 2008)
  - 1. The VPAA has discussed the budget with the chair of the committee.
- b. A better educated faculty relays a better educated student, therefore development opportunities for faculty in the AH division will be encouraged. Constituent support of the AH Division will continue to be positive.
  - 1. Division Chair has completed all but 12 credit hours in Masters in the Science of Nursing with a major in Education from January 2008 to May 2008.
  - 2. One faculty member has begun BSN courses.
  - 3. All faculty members have maintained CEU credit for licensure renewal.

- c. Information Systems will continue to research and implementation of a secondary datacenter in Ash Flat.
    - 1. Secondary servers in Dallas were setup in November of 2008. Establishment of a real-time secondary center in Ash Flat continues as a goal.
  - d. The College will budget for major repairs and renovations during the annual budget process. (Tina Wheelis)
    - 1. Amounts for major repairs and renovations were included in the annual operating budget.
  - e. The College will budget for technology purchases during the annual budget process. (Tina Wheelis)
    - 1. Amounts for technology related purchases were included in the annual operating budget.
  - f. The College will budget for professional development opportunities during the annual budget process. (Tina Wheelis)
    - 1. Amounts for professional development opportunities were included in the annual operating budget.
  - g. The VPAA will continue to ensure that professional development opportunities will be budgeted for all academic divisions.
    - 1. On-going. In addition professional opportunities are budgeted for by the VPAA, by the College (HLC), by the Professional Development Committee and by various grants.
  - h. The TRiO SSS will attend and document appropriate professional development activities and share applicable information with other college staff and faculty.
    - 1. TRiO SSS staff attended state, regional and national professional conferences.
    - 2. TRiO SSS staff members also attended several professional development activities on topics related to serving TRiO SSS students.
- 2b6. The organization's planning processes are flexible enough to respond to unanticipated needs for program reallocation, downsizing, or growth.

Actions

- a. Contingency amounts will be built into the annual operating budget. (Tina Wheelis)
  - 1. A contingency amount was included in the annual operating budget.

2b7. The organization has a history of achieving its planning goals.

Actions

- a. Based on last year's planning assessment of greater than 90% accomplishment, a review of planning results will continue to show the same high level of attainment.
  1. A review of this Planning Results Manual shows over 95% achievement of results.
- b. The Annual Budget Report will be submitted at the end of each fiscal year with variance analysis. (Tina Wheelis)
  1. Annual budget report with variance analysis was submitted.
- c. The AH Division goal of additional two satellite campus' at Ash Flat and Mt. View is in the process of their first year. This growth will continually be monitored and ideas for future growth will be explored, i.e., Respiratory and Radiology.
  1. Mt. View began with 14 students and ended with 11. The Ash Flat site began with 20 and ended with 17. Growth has been seen in both areas as to the number of applicants for each site. As of May 2009, both sites have selected 20 students per site which is Maximum capacity.
- d. TRiO SSS will review the internal CAS assessment document produced in 06-07.
  1. TRiO SSS completed a review of the CAS results and plans were made to addresses areas of diversity during the 09-10 year.

Priority

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

Strategies

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

Actions

- a. Based on this year's success in reaching students in need of women's advocacy, the Director of Planning will continue to visit College Success classes and will budget time accordingly.
  1. One of the complaints about the College Success Orientation class is a lack of time to cover all areas and too much time taken by outside speakers. The information has been made available to student via a blog accesses on the website under student activities, by signs placed in buildings on the main campus and both sites, and by campus newsletter inclusion.
- b. The effectiveness of the Student Success Specialist will determine the writing of future Perkins grants.
  1. The progress made by the Success Specialist and the Success Coordinator led to both activities being included in the Perkins grant for 2009-10.
- c. Evaluation processes will be administered at each of the CE offered by the Professional Developments Committee. This will ensure stated expectations have been meet. (September 2008)
  1. Professional development offered by Ozarka College is evaluated through an end of course/program evaluation.
- d. The Arts and Humanities Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
  1. On-going
- e. The Arts and Humanities Division will continue to use classroom assessment techniques to document meeting these goals.
  1. On-going
- f. The Mathematics department will use classroom assessment techniques to assess effectiveness of classes.
  1. On-going
  2. Classroom Assessment Techniques were used for both Intermediate Algebra and College Algebra during both semesters. These were sent to the VPAA for documentation. RB
- g. The Business Technology Department will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
  1. Student evaluations are reviewed and used to update objectives and outcomes.

- h. The evaluation process of students, facilities, faculty, employers and the Advisory Board will continue to show evidence that the Allied Health programs meet their stated expectations and institutional effectiveness.
  - 1. Student evaluations have been completed, facility, employer survey and Advisory Survey has also been completed February 2008.
  - 2. All student evaluations are kept in their file, teacher and course evaluation are kept in the instructors file in the DC's office, along with Advisory Committee Results.
- i. The VPAA will continue to emphasize the use of classroom assessment techniques, the SIRII student evaluation instrument, performance reviews, and other evaluation tools to ensure expectations are met.
  - 1. Faculty members have utilized CATs consistently in their classes (copies of the CATs are sent to the VPAA office). The SIRII assessment instrument is used every semester, performance reviews are now conducted by the Division Chairs and reviewed by the VPAA.
- j. Determine if student numbers and educational gains are sufficient to maintain or increase funding. (AE)
  - 1. Our program exceeded the 80% needed on the negotiated core indicators of performance with a 105.84% to maintain or increase funding.
- k. Determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.
  - 1. Ozarka's GED pass rate is currently 74%. The state GED pass rate is 85% while the federal GED pass rate is 71%.
- l. Annual performance evaluations are conducted for each member of the Finance staff. (Tina Wheelis)
  - 1. Annual performance evaluations were conducted for each member of the Finance staff in February 2009.
- m. Annual performance evaluations are conducted for each member of the Physical Plant staff. (Tina Wheelis)
  - 1. Annual performance evaluations were conducted for each member of the Physical Plant staff in February 2009.
- n. Annual performance evaluations are conducted for each member of the Grounds staff. (Tina Wheelis)
  - 1. Annual performance evaluations were conducted for each member of the Grounds staff in February 2009.

- o. Annual performance evaluations are conducted for each member of the Kids Academy staff. (Tina Wheelis)
    - 1. Annual performance evaluations were conducted for each member of the Kids Academy staff in February 2009.
  - p. Annual performance evaluations are conducted for each member of the Cafeteria staff. (Tina Wheelis)
    - 1. Annual performance evaluations were conducted for each member of the Cafeteria staff in February 2009.
  - q. The Finance Department has quarterly meetings to stay abreast of current policies to ensure that needs of students and other constituents are met. (Candace Blevins)
    - 1. Finance staff meetings were held on 11/17/08, 3/12/09, and 06/29/09.
  - r. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
    - 1. TRiO SSS completed all assessment activities and reported those activities to the institutional effectiveness committee.
  - s. The Science Department will continue their use of Student Evaluations, classroom assessments, and Classroom Assessment Techniques forms to meet the goals set forth in each science course objectives and outcomes. (BD)
    - 1. All members attempted to use CATs with one member being more successful than the others. All members used student evaluations, classroom assessments and pre-/post-tests.
- 2c2. The organization maintains effective systems for collecting, analyzing, and using organizational information.

Actions

- a. The Student Success Specialist will work with IS to report to the college retention and completion data.
  - 1. IS developed a retention tool on SONIS for generating retention data and this was reported in retention newsletters.
- b. Marketing will work with IS to develop an online marketing survey for current, graduating, entering and former students

1. The surveys collected for entering and graduating students are still being done manually. This method of collection seems to be effective at this point and actually allows us to capture more information by surveying students at orientation and at graduation.
  - c. The VPAA will continue to ensure that Classroom Assessment Technique forms, Early Alert forms, and other academic data gathering vehicles are utilized.
    1. This is on-going.
  - d. Data Day will be held yearly.
    1. Data Day was not held this year due to a focus on other areas for spring inservice.
  - e. Administrative Council meetings will be held weekly when possible.
    1. Administrative Council meetings were held on a weekly basis.
  - f. Planning manuals and planning result manuals will be distributed college wide each year.
    1. Both of these manuals are made available on the web each year.
- 2c3. Appropriate data and feedback loops are available and used throughout the organization to support continuous improvement.

#### Actions

- a. Grant reporting will be utilized to guide and improve grant management and achievement.
  1. Below target retention data has generated the student success initiative lead by Perkins in conjunction with Student Services and Academic Affairs.
- b. The Arts and Humanities Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
  1. On-going
- c. The Arts and Humanities Division will continue to keep our assessment documentation in each of our classes.
  1. On-going
- d. The Arts and Humanities Division will make changes in our teaching techniques based on the information we get in our assessment documents.
  1. On-going

- e. The Business Technology Department will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes.
  - 1. Student evaluations are reviewed and used to update objectives and outcomes.
- f. The Allied Health Division will continue to use student evaluations to meet the goals set forth in the course objectives and student outcomes and be more diligent in going to the VPAA's office to view student feedback after the semester is complete.
  - 1. Student feedback now comes directly to the DC's office; these are given to the faculty to review, and then filed accordingly.
  - 2. The instructor uses this feedback to improve on their teaching methods and delivery of content.
- g. The VPAA will continue to communicate the importance of utilizing assessment tools to gather information to make informed changes in teaching, classroom management, and budgeting.
  - 1. The VPAA addresses this every in-service.
- h. Ozarka College-Ash Flat staff will communicate with the administration, faculty, and staff to ensure that it continues to work towards meeting the goals and mission of the College.
  - 1. Ozarka College-Ash Flat staff frequently corresponded with the VPAA's office as well as various other internal departments to ensure that its operations were in compliance with the College's goals, policies and procedures, and its mission statement.
- i. Ozarka College-Ash Flat will continue to update/revise its student survey to help facilitate feedback and suggestions from the student body for improvement to courses, facilities, and student services.
  - 1. Ozarka College-Ash Flat continued to update/revise its student survey to better gain beneficial feedback and useable suggestions from the students.
- j. The Institutional Effectiveness Committee monitors campus wide assessment activities throughout the year.
  - 1. Institutional Effectiveness Committee monitors assessment via a campus-wide calendar of activities. This information is available on the college effectiveness website.
- k. Marketing staff will utilize survey data to make marketing decisions regarding advertising dollars spent
  - 1. Survey data is used to determine where to purchase radio and newspaper ads.

- I. The Science Department will better communicate with department peers and office of VPAA regarding student assessment and anything new and innovative appropriate for use in the classroom. (BD)
  - 1. The Science Department met several times to plan purchase and use of laboratory materials; to share successful teaching techniques and to discuss communication improvement. One department member shared classroom level research methods with the group.

2c4. Periodic reviews of academic and administrative subunits contribute to improvement of the organization.

Actions

- a. The Student Success Specialist will work with IS to report to the college retention and completion data
  - 1. IS developed a retention tool on SONIS for generating retention data and this was reported in retention newsletters.
- b. The Professional Development Committee will continue to perform periodic reviews of academic and administrative via email to support continuous improvement of faculty and staff. (This will be performed and documented at least once each semester.)
  - 1. A survey was done in fall 2008.
- c. Course evaluations are conducted each semester
  - 1. On-going
- d. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
  - 1. TRiO SSS completed all assessment activities and reported those activities to the institutional effectiveness committee.
- e. TRiO SSS will review the internal CAS assessment document produced in 06-07.
  - 1. TRiO SSS completed a review of the CAS results and plans were made to addresses areas of diversity during the 09-10 year.

2c5. The organization provides adequate support for its evaluation and assessment processes.

Actions

- a. The Perkins grant and Planning and Special Projects will continue to budget for a Student Success Specialist and her activities.
  - 1. The Perkins grant and institutional funds covered the salary/benefits for the SSS who provided retention data and generated many initiatives for improvement of retention and completion.
- b. The Arts and Humanities Division will make any information or materials available to the instructor to ensure they have what they need to improve in any areas that were shown to be lacking in the assessment process.
  - 1. On-going
- c. The Business Technology department will ensure information or materials are available to the instructors to ensure they have what is needed to improve in any areas that were shown to be lacking in the assessment process.
  - 1. Information and materials were made available to instructors and areas that needed improvement were updated.
- d. The Allied Health Division will ensure information or materials are available to all instructors to ensure they have what is needed to improve in any areas that were shown to be lacking in the assessment process and will budget accordingly.
  - 1. The budgeting process includes input from all faculty members to ensure they have what they need.
  - 2. Needs are added to the budgeting process.
- e. The Institutional Effectiveness committee is appointed by the president to include a range of staff, faculty and administrators.
  - 1. The institutional effectiveness committee is a standing committee on campus to collect assessment on student learning and campus effectiveness.
- f. TRiO SSS will provide documentation of all assessment activities to the Ozarka College institutional effectiveness committee.
  - 1. TRiO SSS completed all assessment activities and reported those activities to the institutional effectiveness committee.
- g. TRiO SSS will review the internal CAS assessment document produced in 06-07.

1. TRiO SSS completed a review of the CAS results and plans were made to address areas of diversity during the 09-10 year.
- h. The Science Department will share information with Allied Health Division to better insure student success of common students. (BD)

Priority

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

Strategies

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

Actions

- a. Planning will flow from the five Primary Goals that are consistent with our mission, vision, values and goals.
  1. All planning fits under the Five Criteria for Accreditation (Primary Goals) and is consistent with our mission, vision, values and goals as witnessed by this document.

2d2. Planning processes link with budgeting processes.

Actions

- a. Planning will continue to precede the budgeting process.
  1. Planning occurred in January/February and was followed by budgeting in March/April.
- b. The Arts and Humanities Division will plan their budget in conjunction with the planning process.
  1. On-going
- c. Ozarka College-Ash Flat will plan its budget in conjunction with the planning process.
  1. On-going

- d. The Arts and Humanities Division will budget money for student activities to involve our students in cultural activities that will open their world.
    - 1. We have had 2 International Days that celebrated the Italian and French cultures with free food and art exhibits.
  - e. The Arts and Humanities Division will also budget money for professional development activities.
    - 1. On-going
  - f. The Business Technology Department Budget will be formulated in conjunction with the planning process.
    - 1. Budget was set up to facilitate planning goals.
  - g. The Allied Health Division Budgets will be formulated in conjunction with the planning process to allow for growth and professional development.
    - 1. The budgeting and planning process for the Allied Health Division was on schedule.
  - h. All Academic Affairs budgets are aligned with the college Strategic Plan.
    - 1. On-going
  - i. The annual budget process will begin with a “planning phase” to incorporate wants and needs into the annual budget submissions. (Tina Wheelis)
    - 1. The “planning phase” of the annual budget process was observed from January 1 – Feb 15, 2009.
  - j. Ozarka College-Mountain View will utilize the assessment activities in developing the yearly budget.
    - 1. Students, grounds and building assessments are taken each semester and information gained is used to develop the yearly budget. This process is ongoing.
- 2d3. Implementation of the organization’s planning is evident in its operations.

Actions

- a. For the third year, all areas of the college will be involved in the planning process.
  - 1. As evidenced by this document, all areas of the college were involved in the planning/budgeting/assessment process.
- b. Capital purchases for instructional equipment will be purchased prior to December each year. (Tina Wheelis)
  - 1. Capital purchases for instructional equipment were made during the year.

- c. Purchases of instructional technology and the addition of new programs continue to be an end product of the planning process.
  - 1. On-going

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

Actions

- a. Ozarka continues to modify planning formally on a yearly basis and to adjust the planning throughout the year as needed.
  - 1. This document contains examples of where plans were changed during the year such as entries 1d7a and 2c1a. In addition several employees have called me asking about entering things that were done but not included in the original planning manual. They were informed that it would be great to include them in the planning results manual. A side-by-side comparison of the planning and planning results manual would show this.
- b. The marketing plan will link to the overall institutional strategic plan.
  - 1. This process continues and the department of advancement works closely with the planning director.

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

Actions

- a. The 2008-2009 planning results review committee will be charged with analyzing the manual for the presence of this awareness.
  - 1. This committee will not be selected this fall due to the current focus on the Self-Study. The Criterion 3 Subcommittee will be addressing this issue.

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

Actions

- a. All college personnel will be involved in the planning process and will utilize internal assessment and external environmental scans when planning.
  1. During fall in-service, the Director of Planning and Special Projects presented a PowerPoint detailing how assessment is to be used for planning and planning used for budgeting.
- b. In planning for any growth in the Nursing and AH areas, external constituents must have input. Positive relationships with these external constituents will continue to be maintained.
  1. On-going
- 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.
  1. All Advisory Groups met In February 2008.
  2. The AH Division Advisory group met February 2008. A survey was given with feedback to improve the AH Division.

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

Priority

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

Strategies

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

Actions

- a. The Arts and Humanities Division will check syllabi to ensure that each class has clearly stated goals and student outcomes objectives.
  1. On-going
- b. Academic Affairs will continue to ensure all course specific learning goals and objectives are stated in course syllabi.
  1. Syllabi are checked each semester to ensure goals and objectives are included.
- c. Academic Affairs will continue to ensure general student learning goals are listed in the college catalog.
  1. General education learning goals were reviewed and updated by the Faculty Council and VPAA Spring 2009. These were included in the 2009-1010 catalog.
- d. Adult Education students will take TABE assessment upon entry to establish learning goals.
  - a. A TABE test is administered to achieve an educational entry level. A post test is given after 60 hours of instruction to attain an educational gain.

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

Actions

- a. Planning will conduct an annual alumni survey.
    - 1. The annual alumni survey was conducted this spring. Results were sent to Ozarka via email and posted to the assessment results folders.
  - 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. Needs to be communicated –see2c3j. (BD)
    - 1. Adult Education students will retake TABE assessment to determine educational gains and the GED pre-test to qualify for taking Official GED Test. A post TABE assessment test is given after 60 hours of instruction to monitor education gains. A Practice GED test is given to gauge a student's ability to pass the Official GED Test.
  - d. Ozarka College will continue to emphasize student learning outcomes and consistently initiate effective assessment processes to demonstrate that it is fulfilling its mission
    - 1. Learning outcomes are discussed every semester in in-service. Learning outcomes are continually assessed through the Course Assessment Plans and Program Assessment Plans.
- 3a3. Assessment of student learning includes multiple direct and indirect measures of student learning.

Actions

- a. The Student Success Specialist will continue to monitor retention and completion.
  - 1. In the retention newsletter, the Student Success Specialist reported current statistics.
- b. The Arts and Humanities Division will continue to use traditional methods of assessment and to try new nontraditional methods.
- c. In the communication classes, public speeches and the outcomes of small group projects will be used as a measure of communication skills.
  - 1. Communication classes assess student learning by using public speaking rubrics and small group projects.

- d. In the art, music, and theater classes, different forms of creative works will be used as a measure of skills.
  - 1. Art classes used a variety of creative works, including drawings paintings, and sculptures, to evaluate student skill advancement.
- e. The Business Technology Department will continue to use traditional methods of assessment and to try new nontraditional methods. The Department will also meet to share successful nontraditional assessment methods.
  - 1. BT Department uses online exams, internet activities, discussions, problems and group work and presentations for assessment.
  - 2. Departmental meetings involve discussion of the pros and cons of individual assessment methods which have been tried.
- f. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
  - 1. Office simulations and practice sets were used in classes.
  - 2. Informational web sites published by professional and advisory organizations were utilized to bring "real world" material into classes.
- g. The social science faculty, full time and adjunct, will conduct assessment of learning objectives and turn in results to division chair by May 2009
  - 1. All full time faculty results received and reviewed. Some adjunct faculty submitted results to the division chair and some to the VPAA.
- h. The Allied Health Division will continue to use traditional methods of assessment and to try new nontraditional methods. The Department will also meet to share successful nontraditional assessment methods.
  - 1. Traditional assessment of testing has been used throughout the 08-09 academic year.
  - 2. Non-traditional assessment is reflective in goal setting at the beginning of each semester by some faculty, use of the blue pads for the muddiest and most clear points and clinical check offs of each student at the beginning of each semester regardless of level.

- i. The science instructors will continue use of assessment bucket from '08, especially utilizing "muddiest point, conception/misconceptions".
    - 1. Various CAT's were conducted in class and sent to VPAA to include in the assessment bucket.
  - j. TRiO SSS will provide the institutional effectiveness committee with a summary of evaluations from the tutoring and supplemental instruction programs.
    - 1. TRiO SSS completed all assessment activities and reported those activities to the institutional effectiveness committee.
  - k. Ozarka College will continuously initiate multiple measures of student learning and develop appropriate assessment data for course and programmatic decision-making.
    - 1. All faculty members utilize Course Assessment Plans to assess course learning outcomes and determine what is needed to meet them.
- 3a4. Results obtained through assessment of student learning are available to appropriate constituencies, including students themselves.

Actions

- a. The Student Success Specialist will publish two newsletters per semester, one for faculty and staff and one for students revealing retention and completion data and implications of that data and will budget for these publications.
  - 1. The newsletter was published in the fall and the spring.
- b. The Arts and Humanities Division will work to ensure that the students will have access to the reports of their progress and success in class.
  - 1. The myOzarka grade book is used by instructors so that students can view their progress at any time.
- c. The Business Technology Department will work to ensure that the students will have access to the reports of their progress and success in class.
  - 2. The myOzarka grade book is used by instructors so that students can view their progress at any time.

- d. The Business Technology Department will return graded quizzes and exams and homework promptly to students to enable students to learn from the evaluations.
  - 1. Work is returned in time for students to learn from their mistakes.
- e. The Allied Health Division will work to ensure that the students will have access to the reports of their progress and success in class.
  - 1. Students are aware that grades are posted for each student by the instructor and that the student will meet with the instructor at anytime to be updated on grades and progression. This is covered in the Student handbook each semester.
- f. Science instructors will show students their pre-tests in order for them to see more than just a numerical score. Also, they will be told they have the option to review their post test and see comparisons with the class, i.e. class average, range of scores, top ten questions missed, chapter/topic most improved/least improved. (BD) Needs to be implemented. See 2c5h (BD)
  - 1. Still pending implementation. Will be conducted this fall 2009.
- g. The VPAA will continue to ensure all faculty members have access to their classroom evaluations.
  - 1. The SIRII classroom assessments are distributed to the Division Chairs for review and they then distribute them to the instructors for review.
- h. The VPAA will continue to ensure all Classroom Assessment Techniques forms are available to all who has access to myOzarka course listings.
  - 1. The CAT forms have been sent to all faculty members and are posted online on the Ozarka College website.
- i. The VPAA will continue to utilize the CAAP tests to assess student learning. All results will continue to be shared with the appropriate division faculty and students.
  - 1. The CAAP is given to qualified students every fall and spring. Results are provided to the students and to the appropriate divisions. The results are also posted to the assessment "bucket" online.
- j. Adult Education students will be given copies of all TABE and GED pretest results. Official GED scores will be sent to student.

1. Instructors/examiners furnish students with a copy of their preliminary test results. The Testing Center mails official results to each student.
  - k. The Institutional Effectiveness Committee receives updates from the VPAA and departments regarding assessment.
    1. The VPAA serves on the institutional effectiveness committee and gives regular updates at committee meetings.
  - l. Continuing Education course evaluations are collected and kept available for review.
    1. CE evaluations are reviewed to look for ways to improve class offerings and to identify suggestions for additional classes. Evaluations are collected near the end of the class.
  - m. Pass rates and assessment results from academic programs made available to the Advancement Division will be announced by the public relations specialist.
    1. LPN, culinary, automotive and other special certifications are recognized when information is provided to the marketing department via the information news release form.
- 3a5. The organization integrates into its assessment of the student learning the data reported for purposes of external accountability (e.g., graduation rates, passage rates on licensing exams, placement rates, and transfer rates).

#### Actions

- a. The Student Success Specialist will continue to monitor retention and completion and make this information available to internal and external constituents.
  1. Retention data was reported in the retention newsletter.
- b. CAAP test scores are reported.
  1. CAAP scores were used by Math for assessment.
- c. Pass rates and assessment results from academic programs made available to the Advancement Division will be announced by the public relations specialist
  1. LPN, culinary, automotive and other special certifications are recognized when information is provided to the marketing department via the information news release form.
- d. The Business Technology Department will report course assessment results.

1. All course assessments, such as pre- and post-tests, comprehensive finals, timed writings, and the BT Program Assessment developed in PageOut, are reported to the Division Chair, collated, then reported to the VPAA.
  - e. The BT Department will monitor graduation rates and job placement rates.
    1. BT Department assists in placing students in jobs. Graduation rates are also charted.
  - f. Grades and comments are available throughout the semester in myOzarka.
    1. On-going
  - g. The Allied Health Division will continue to utilize the NCLEX PN and RN for the Nursing Students as well as EMT Registry upon completion. We will continue to look at pass rates as well as entrance exams such as the NET for the PN students and the LPN Gap for the RN students.
    1. The NCLEX pass rates for the PN program has shown some decline with adding the two sites at Mt. View and Ash Flat. Even though they are separate sites they are figured in to our overall pass rate.
    2. The NCLEX pass rates for the RN program are much higher than last year, denoting better scores upon entrance.
  - h. TRiO SSS will document the annual report statistics to the institutional effectiveness committee.
    1. TRiO SSS completed all assessment activities and reported those activities to the institutional effectiveness committee.
- 3a6. The organization's assessment of student learning extends to all educational offerings, including credit and noncredit certificate programs.

#### Actions

- a. Continuing education courses are evaluated for student satisfaction and student learning. Results are reviewed to determine areas for improvement or updates.
  1. CE evaluations are reviewed to look for ways to improve course offerings. Students are asked to evaluate the instructor, the course content and to offer suggestions for future classes.
- b. All credit classes will continue to be assessed utilizing the SIR II evaluation instrument.
  1. On-going

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

Actions

- a. The Arts and Humanities Division will check the minimum course descriptions on the Arkansas Course Transfer System Website to ensure expected student learning outcomes meet or exceed outcomes across the state.
  1. All course descriptions are consistent with the Arkansas Course Transfer System as well as student learning outcomes meet or exceed outcomes at the state level.
- b. The Arts and Humanities Division will continue to evaluate student learning through traditional and nontraditional assessment methods.
- c. We will keep documentation of our assessment activities in each class.
  1. Instructors maintain all assessment activities for each class and forward copies of some of the activities to the VPAA office for review.
- d. The Business Technology Department will continue to evaluate student learning through traditional and nontraditional assessment methods.
  1. Instructors have a wide variety of traditional assessment tools available through myOzarka and textbook/internet resources. Each instructor is encouraged to use the tools that are most useful in their courses and that complement their teaching style.
  2. Instructors have access to such professional resources as ***Classroom Assessment Techniques, A Handbook for College Teachers*** by Angelo and Cross, ***Teaching at its Best*** by Nilson, and ***Designing and Teaching an On-Line Course*** by Schweizer, and are expected to be aggressive in assessing student learning.
  3. One instructor attended the Arkansas Association for the Assessment of Collegiate Learning Spring Conference in Little Rock.
  4. Departmental meetings involve discussion of the pros and cons of individual assessment methods which have been tried.
- e. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.

1. Instructors make "real world" experiences and exposure a priority in developing course assignments and materials. These include office simulations, practice sets, professional and advisory web sites, Library research, business plan templates, and case studies.
  2. These projects and materials are monitored and reviewed to ensure quality and value to the course and the student.
  - f. Student grade results in courses will be evaluated.
    1. All instructors have access to grade distribution statistics through my.Ozarka. These stats tell the faculty member how grades were distributed in their classes and student retention.
  - g. Results of Comprehensive Course Content testing will be evaluated to determine deficiencies in learning outcomes.
    1. Completed. No adjustments made at this time.
  - h. Faculty members determine and make necessary changes to course objectives each semester.
    1. On-going
  - 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.
    1. These areas are part of the systematic evaluation plan in which many of these were done in May of 2008, with the exception of the Advisory board which met February, 2008.
  - j. The Science Department will continue to evaluate student learning and make changes where appropriate.
    1. Pre and Post tests are evaluated on a continuing basis. Course Assessment Plans are utilized and adjustments are made to courses based on results.
- 3a8. Faculty and administrators routinely review the effectiveness and uses of the organization's programs to assess student learning.

**Actions**

- a. The Arts and Humanities Division instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.

1. The division chair communicated regularly during the course of the semester with adjuncts about assessing student learning and what instructors did with the results.
- b. The Business Technology department instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
  1. Monthly BT meetings are held to help evaluate assessment of student learning.
  2. Instructors attend professional development activities involving assessment.
- c. The Allied Health Division instructors will communicate with each other, the administrators and the students to ensure that they continue to work towards assessing student learning.
  1. Communication is documented in minutes of meetings held almost monthly, as well as by emails that document interaction for issues that cannot wait for input.
- d. The VPAA will continue to review completed SIR II evaluation report along with student comments.
  1. On-going
- e. Determine if student numbers and educational gains are sufficient to maintain or increase funding. (AE)
  1. Our program exceeded the 80% needed on the negotiated core indicators of performance with a 105.84% to maintain or increase funding.
- f. Determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.
  1. Ozarka's GED pass rate is currently 74%. The state GED pass rate is 85% while the federal GED pass rate is 71%.

Priority

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

Strategies

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

Actions

- a. The Arts and Humanities Division will share instructional materials and resources with one another.
  - 1. On-going
- b. The Arts and Humanities Division will continue to research information on curricular content and the best strategies for teaching the courses in the department.
  - 1. On-going
- c. The Business Technology Department will share instructional materials and resources with one another.
  - 1. BT Department meets to discuss and share teaching strategies.
  - 2. Many course assignments, exams, and syllabi are co-authored by the instructors teaching the course to ensure quality and consistency.
  - 3. Adjunct instructors are mentored or assisted by full-time instructors, and instructional materials and resources are shared to ensure academic integrity and cohesion.
  - 4. Master syllabi are developed for each course.
- d. The Business Technology Department will continue to research information on curricular content and the best strategies for teaching the courses in the department.
  - 1. BT Department meets to discuss and share teaching strategies.
  - 2. Instructors attend sessions involving technology, course content, and teaching strategies at conferences such as AATYC.
- e. The Business Technology Department will continuously review courses to assure they maintain pace with the business/technology environment.
  - 1. The annual program review incorporates the results of course assessments into the goals for the next year.
  - 2. Each instructor reviews and evaluates the success and validity of each course they teach each semester.
  - 3. The Business Advisory Committee is consulted and provides environmental feedback.
- f. The Business Technology Department consists of qualified, Master Degrees, experienced faculty members who monitor curricular content and determine strategies for instruction.
  - 1. All full-time instructors have a Master's Degree in the Business field and are involved in developing and improving curricular content and methods of instruction.

- g. The Allied Health Division will share instructional materials and resources with one another as well as continue to research information on curricular content and the best strategies for teaching the courses in the department.
    - 1. As the sites at Ash Flat and Mt. View continue into their second year, information from all instructors is shared for each semester.
    - 2. Becky Yauilla, was moved from second semester instructor at Melbourne to Ash Flat with the resignation of Leslie Batterton, September, 2008.
  - h. The final touches are being applied to the science curriculum and materials such as the new Biology book will be in the bookstore by the fall of '08. Needs to be implemented (BD)
    - 1. New Biology book has been ordered and the science faculty has met to determine a master syllabus.
  - i. Staff and faculty will meet each August to implement changes in content for instruction. (AE)
    - 1. Adult Education staff and faculty met in August to review instructional strategies and testing procedures.
- 3b2. The organization supports professional development designed to facilitate teaching suited to varied learning environments.

**Actions**

- a. The SSS and the DPSP will attend a retention conference and visit a model institution and budget through Perkins accordingly.
  - 1. Both attended CSRDE Retention Conference in Little Rock and visited ASU Jonesboro for student success class ideas and Pulaski Tech for online tutoring ideas.
- b. The Arts and Humanities Division instructors plan to attend at least one professional conference during 2008-09.
  - 1. Several instructors have attended AAYTC in October and several other workshops and conferences throughout the year.

- c. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri and The League of Innovation Annual Technology Conference in 2008-2009.
  - 1. Unable to attend due to budget cuts.
- d. The Business Technology Department instructors will attend AATYC and participate in sessions related to BT and teaching effectiveness.
  - 1. Complete. Instructors attended AATYC and participated in relevant sessions.
- e. The full time social science faculty will attend at least one state conference and one national conference. The social science budget will reflect this will an increase in the requested budget.
  - 1. Complete
- f. A mathematics instructor (RB) will attend faculty development conferences.
  - 1. One instructor (RB) attended AATYC in the fall of 2008
  - 2. One instructor (RB) was involved in the Pearson testing program to correlate instruction between high and college algebra topics
- g. The Allied Health Division instructors plan to attend at least one conference related to their field during 2008-09, besides AATYC as well as complete current CEU's for renewed licensure and will budget accordingly.
  - 1. No instructors attended AATYC this year, due to hiring of new second semester instructor, Susan Thielemier at Melbourne to replace Becky Yauilla, October, 2008.
  - 2. Katie Wilson and Ruby Johnson, co-taught the senior level class until a replacement for Becky was found, September-October, 2008.
  - 3. Becky did not feel it appropriate to go due to being on the new campus.
  - 4. Katie and Ruby felt that Susan needed mentoring to get her off on the right foot.
  - 5. The others chose not to go this year, they had attended last year.
- h. The full time Science Faculty attended National Science Teachers Association national conference in sp. '07. (BD)
  - 1. Budget restraints prevented national conference attendance as planned for '09. (BD)
  - 2. Three Science faculty members attended AATYC 2008-09. Continued by inclusion in science department budget proposal for 2009-10. (BD)

- i. The VPAA will continue to require all online faculty members to be trained in online instruction.
  - 1. On-going
- j. The VPAA will continue to facilitate professional development opportunities in teaching and learning.
  - 1. Sent several faculty members to advising conferences and other workshops, such as The Teaching Institute in Cedar Rapids, Iowa. On-going
- k. Ash Flat site staff will attend one conference related to their field during 2008-2009.
  - 1. The Ash Flat Site Coordinator planned to attend NISOD in Austin, TX and the Ash Flat Secretary was to attend AATYC, but budget constraints altered these travel plans in the 2008-2009 year.
- l. At least one Ash Flat site staff member will attend AATYC and bring back relevant literature and brief the other Ash Flat site staff members on any innovative or beneficial information that was received.
  - 1. The Ash Flat Site Coordinator attended AATYC and discussed relevant issues with the Ash Flat staff.
- m. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours need to maintain current teaching certificate.
  - 1. All Adult Education personnel attended conferences and workshops that updated them in their particular job.

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

Actions

- a. The Arts and Humanities Division will continue to evaluate teaching strategies in the classroom and in course planning. These evaluation documents will be kept in each class.
  - 1. On-going
- b. The Business Technology Department will continue to evaluate teaching strategies in the classroom and in course planning.
  - 1. BT Department meets to discuss and share teaching strategies.

- c. The Allied Health Division will continue to evaluate teaching strategies in the classroom as well in the clinical areas and in course planning.
  - 1. On-going
- d. The Science Department will continue to evaluate teaching and effectiveness in the classroom.
  - 1. See assessment documents for 2008-09. (BD)
- e. The VPAA will continue to require all classes to be evaluated utilizing the SIR II.
  - 1. On-going

3b4. The organization provides services to support improved pedagogies.

Actions

- a. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC annual Conference in 2008-2009.
  - 1. Due to budget restraints, instructors did not attend the Business Education and Technology Conference or the League of Innovation Conference.
  - 2. All instructors were able to attend AATYC.
  - 3. One instructor attended the Arkansas Association for the Assessment of Collegiate Learning Spring Conference in Little Rock.
- b. Ash Flat site staff will attend one conference related to their field during 2008-2009.
  - 1. The Ash Flat Site Coordinator planned to attend NISOD in Austin, TX and the Ash Flat Secretary was to attend AATYC, but budget constraints altered these travel plans in the 2008-2009 year.
- c. The Allied Health Division instructors plan to attend at least one conference related to their field during 2008-09 as well as keeping up to date through CEUs and recertifications as required to maintain licensure and in the ever-changing healthcare field.
  - 1. 08-09 was a difficult year with new faculty and the tornado, no conferences were attended, but CEUs were maintained by all.
- d. The VPAA will continue to provide conference and seminar opportunities for faculty.
  - 1. On-going

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

Actions

- a. Based on successful approaches from MSCC, Ozarka College utilize volunteer faculty and staff and grant programs and budget for additional academic coaches to run a three-campus Student Success Center utilizing faculty, staff, administration and paid academic coaches.
  - 1. This was completed in 2008-09 with a tutoring schedule made available on the web and in handout form. There was a total of 464 tutee sessions during the 2008-09 academic year. In addition, there were 480 newsletters distributed, 77 students KUDER tested, 90 early alert calls and 251 early alert emails.
- b. Student services personnel will participate in activities at the Student Success Center.
  - 1. Various members of student services assisted with SSC events and offered workshops.
- c. The Vice President for Student Services will utilize survey results from the CCSSE to improve student opportunities.
  - 1. The VPSS will continue to determine appropriate improvements to be made with the student services team and with other members of the administrative team. The CCSSE results will be utilized to implement changes at all three Ozarka College locations.
- d. Student Services will participate in the Student Government organization.
  - 1. Members of student services participated on the task force for student government and along with other staff and faculty members will serve as advisors for the Student Government, also helping with the election process.
- e. The Arts and Humanities Division continues to update teaching strategies using new technology and teaching practices.
  - 1. On-going through e-mail sharing, online sharing, etc.
- f. The Business Technology Department continues to update teaching strategies using new technology and teaching practices.
  - 1. BT Department meets to discuss and share teaching strategies.

- g. All of the Business Technology Department courses, except for the Computer Lab Courses, are offered on Interactive Video. This provides actual recording of classroom sessions which are made available to web course students and in-class students for review and study.
    - 1. Archived lectures are done for all classes taught in the IV room.
    - 2. Instructors are trained in making the recorded videos available to web course students and in-class students for review and study.
  - h. The Allied Health Division will continue to update teaching strategies using new technology and teaching practices to reflect the Healthcare Industry of today. The use of ERI testing package for all Nursing students is budgeted based on the assessment of predictability of passing their licensure exam.
    - 1. ERI testing is completed over content specific to the semester the students are in; this information is used in Benchmarking and is tied to the Planning calendar.
  - i. The Mathematics Department will continue to update teaching strategies and topics.
    - 1. One instructor (RB) attended a meeting, as part of a contingent from Ozarka College, with several faculty members from Melbourne High School to discuss correlation of topics between high and college. Minutes of the meeting were taken and are available for inspection.
  - j. The science faculty continues to evaluate teaching strategies best served in the lecture environment as well as the laboratory environment that utilize both tried and tested techniques as well as new and innovative ideas. (BD)
    - 1. Continues for '09-'10 (BD).
  - k. Based on two years of successful Saturday seminars to enhance student success, TRiO will conduct additional Saturday seminars in the coming year.
    - 1. TRiO SSS partnered with other campus departments to offer a student conference in the fall and spring of the 08-09 year.
- 3b6. The organization supports faculty in keeping abreast of the research on teaching and learning, and of technological advances that can positively affect student learning and the delivery of instruction.

Actions

- a. The VPSS will assist the administration in the utilization of the CCSSE survey results at all Ozarka College locations.
  1. Continued review and discussions will focus on improvements at all Ozarka College locations. The CCSSE results will be shared with all members of the Ozarka College student services and administrative team.
- b. The Arts and Humanities Division continues to update teaching strategies using new technology and teaching practices.
  1. On-going
- c. The Business Technology Department continues to update teaching strategies using new technology and teaching practices.
  1. New technology is reviewed annually and teaching practices are shared between instructors to get new ideas.
  2. Strategies, techniques, and technologies are brought back from seminars, conferences, and professional development in-services to be discussed, tried, and evaluated.
- d. The Allied Health Division will continue to receive organizational support for new ideas and expansion with up to date technology and positive effects on student learning.
  1. New equipment and supplies were obtained through PO's after the February, 2008 tornado, in which the skills lab was destroyed in Mt. View.
  2. There was not money in the Nursing budget for this large purchase of over \$15,000. The organization covered the cost.
- e. Science Dept.
  1. Continues---and the Department utilizes the publications provided, i.e. "Critical Thinking", "The Professor in the classroom" as well as professional periodicals that keep abreast of latest strategies. (BD)
- f. The VPAA will continue to provide information on effective teaching and learning.
  1. The VPAA office sends out e-mails with links to websites focused on teaching and learning, and distributes publications such as; "Critical Thinking", "The Professor in the classroom" as well as professional periodicals that keep abreast of latest strategies.

- g. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate.
    - 1. All Adult Education personnel attended conferences and workshops that updated them in their particular job.
  - h. Annual budget requests will include amounts for travel related to professional development. (Tina Wheelis)
    - 1. Annual budget requests and the annual operating budget included amounts for travel related to professional development.
- 3b7. Faculty members actively participate in professional organizations relevant to the disciplines they teach.

Actions

- a. Each member of the Arts and Humanities faculty will join a professional organization in their area of instruction.
  - 1. Cheri McKee-McSwain is a board member of the Arkansas Craft School. Ozarka College and the craft school have partnered to offer an associate degree in craft entrepreneurship.
  - 2. Completed. Both full time social science instructors have memberships in the Arkansas Historical Association.
- b. A mathematics instructor will join a professional organization.
  - 1. One instructor (RB) is a member of Mathematical Association of America
- c. Business Technology instructors will join an organization relevant to Business Technology, i.e. FBLA, AATYC
  - 1. BT instructors are members of AATYC.
- d. Each faculty member of the Allied Health Division will continue to be a member of a professional organization in their area of instruction.
  - 1. All faculty of the LPN program are members of the Arkansas Licensed Practical Nurses Association and participated in the annual competition held April 4, 5, 2008
- e. The Science Department will continue to be involved in appropriate professional organizations.
  - 1. On-going

- f. The VPAA will continue to encourage faculty to belong to appropriate professional organizations.
  - 1. On-going
- g. Adult Education
  - 1. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate.
  - 2. All Adult Education personnel attended conferences and workshops that updated them in their particular job.

Priority

Initiative 3c. The organization creates effective learning environments.

Strategies

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

Actions

- a. Based on successful approaches from MSCC, Ozarka College utilize volunteer faculty and staff, grant programs and budget for additional academic coaches to run a three-campus Student Success Center.
  - 1. This was completed in 2008-09 with a tutoring schedule made available on the web and in handout form. There was a total of 464 tutee sessions during the 2008-09 academic year. In addition, there were 480 newsletters distributed, 77 students KUDER tested, 90 early alert calls and 251 early alert emails.
- b. The Arts and Humanities Division will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.

1. On-going
- c. The Business Technology Department will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
  1. Tutors are available through the Student Success Center, TRIO, and Pathways. The early alert system is also used.
- d. The social science faculty will review assessment results and implement changes in courses based on these assessments. This information will be review yearly.
  1. On-going
- e. The Allied Health Division will adjust curriculum and pedagogy based on both formal and informal assessment. These assessment techniques will also determine purchases of instructional resources. Instructors will refer students for tutoring, counseling, or other services based on formal and informal assessment.
  1. Students attend orientation each semester. Trio, Career Pathways, and the Student Success Center are invited to share their roles with the students.
  2. Students who are not progressing well are referred to tutoring.
  3. Students who have financial concerns are referred to the finance office of Joyce Goff.
- f. The Science Faculty will utilize assessment tools in determining additions and changes to curriculum.
- g. Based on these results the faculty will use a variety of means to improve student learning, i.e. in-house tutoring (Trio, Student Success Center, etc.), purchase of appropriate instructional resources, new techniques obtained from research in articles from professional periodicals, web resources, i.e. You Tube dissection videos. (BD)
  1. Continues for '09-10.
- h. TRiO SSS will document all improvements and changes to the institutional effectiveness committee.
  1. TRiO SSS documented all improvements and changes to the institutional effectiveness committee.
- i. Based on this fall's assessment, TRiO will make efforts to improve documentation of midterm and semester advising, including entering advising notes into the myOzarka system.

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

Actions

- a. Based on need during fall of 2007, the Director of Planning will continue to provide a women's advocacy program and budget accordingly.
  1. Educational posters were placed four times during the year on the campus and two sites. An educational display, "Empty Place at the Table," was presented on the Melbourne campus. The blog was continued over the year and had over 35 entries.
- b. Career Pathways advisors identify and assist students with social and financial barriers
  1. Career Pathways staff visit Ash Flat and Mountain View sites weekly to conduct appointments with students. The Melbourne office is open throughout the week to serve students at the main campus.
- c. The VPAA will continue to ensure an open classroom environment that facilitates an equal sharing of ideas.
  1. On-going
- d. The Adult Education program will continue to work with students who do not excel in the traditional public school system and offer accommodations to qualified examinees.
  1. Approximately 20% of students enrolled in the Adult Education program are under age 18. Special accommodations were provided for three students.
- e. TRiO SSS will continue to select its students without discriminating according to race, gender, etc.
  1. TRiO SSS continues to insure that program participants are selected without discriminating according to race, gender, etc.
- f. Ozarka College-Mountain View Site Coordinator will continue to contribute financially and assist with fund raising for the Foundation for scholarships.
  1. Evidence of contributions found in Foundation Budget.

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

Actions

- a. The Student Success Specialist will provide career planning opportunities for students and will promote this at student orientations and through other venues.
  1. The Student Success Specialist and the Student Success Coordinator visited classes and 77 KUDER tests were given during the year.
- b. The Perkins grant will provide CDs and learning material throughout 2008-2009 from Noel-Levitz's three spring 08 webinars to be utilized by faculty, staff and administration who did not attend the webinars.
  1. Information was made available through email distribution of most important points by those attending the webinar.
- c. Arts and Humanities Instructors will check rosters to ensure that students appear to be in the correct course. The Advising Taskforce focused on methods to increase the effectiveness of the advising process. Some of these methods will be implemented and then their effectiveness needs to be assessed.
  1. Some students were found to be placed incorrectly based on compass scores. These incidents were reported to the Advising Taskforce.
- d. Business Technology Instructors will ensure that each student has a current Degree Plan handout and is advised and trained to schedule and register through myOzarka. Instructors as advisers will maintain notes in myOzarka of advising process.
  1. The degree plan is available in a handout and a brochure, and is prominent in departmental displays.
  2. Instructors maintain advising notes in myOzarka.
- e. The Allied Health Division Faculty will check rosters to ensure that students appear to be in the correct course as well as those who appear in class that are not on the rosters to register to increase the effectiveness of the advising process.
  1. Faculty members do check rosters for both Fall 08 and Spring 09 to check for inconsistencies, non-attendance and ensuring the students are in the correct class.

2. Continues as a goal. The science department directs students in need of academic help to Student Services. Also, science instructors will volunteer to tutor those in need of life science studies help at the AF campus. (BD)
- f. The VPAA will continue to enhance the advising process to include providing educational opportunities for advisors.
  1. The VPAA sent two faculty members to the NACADA conference. These two provided training to faculty during the fall in-service. We also had two in-house training sessions during the academic year to address concerns and updates.
- g. In the absence of advisors at the Ash Flat site, the site coordinator will advise students as to course work necessary to achieve their respective degree programs.
  1. The Ash Flat Site Coordinator made every attempt to direct students to their assigned faculty advisor per the College's "Be Advised Campaign". The Ash Flat Site Coordinator continued to advise new students during the summer when faculty advisors are unavailable.
- h. COMPASS Test will be installed on computers in the front office, computer lab, and student success center to better facilitate the placement testing and timely advisement of new students and the assessment of student progress in remedial courses.
  1. Installation of the COMPASS Test on computers in the front office, computer lab, and student success center has allowed for immediate and efficient placement testing of new students which allowed students to begin the advising process more quickly. This also allowed the retesting of students enrolled in remedial courses.
- i. Based on assessment of our activities, TRiO SSS will continue to be involved with the FYE classes, provide student success workshops, organize a student seminar each semester and provide quality advising which is focused on individual student achievement and will budget for these activities.
  1. TRiO SSS visited each FYE class to present information about the program.
  2. TRiO SSS offered workshops, videos and information on topics such as student success and finals preparation.
  3. TRiO SSS partnered with other campus departments to offer a student conference during the Fall and Spring semesters.

- j. With the installation of Compass on computers at Ozarka College-Mountain View, the Site Coordinator or Student Service Staff will continue to be able to administer placement testing on a regular schedule and/or as needed.
    - 1. Evidence of Compass testing is available in the secretary's file cabinet.
  - k. In the absence of advisors at Ozarka College-Mountain View, the Site Coordinator will continue to advise students as to course work necessary to achieve their degree program and when desired, to transfer hours to 4-year schools.
    - 1. The Mountain View Site Coordinator made every attempt to direct students to their assigned faculty advisor per the College's "Be Advised Campaign". The Mountain View Site Coordinator continued to advise new students during the summer when faculty advisors are unavailable.
- 3c4. Student development programs support learning throughout the student's experience regardless of the location of the student.

#### Actions

- a. Student Assessment Coordinator will continue to offer assessment supervision at Ash Flat, Mountain View, and Melbourne campuses.
  - 1. The Assessment Coordinator schedules frequent testing and receives scores sent from other sites.
- b. Student Services will evaluate adding NET testing for LPN students on the Ash Flat and Mountain View campuses.
  - 1. Student Services will not be adding the LPN entrance exam at the other sites at this time. A new test is being used, (The TEAS), and due to scheduling of multiple tests it is necessary to keep the testing in a centralized location.
- l. The Student Success Center will operate on all three campuses.
  - 1. The SSC operated on all three campuses with two fulltime employees, one in Melbourne and one in Ash Flat. The Center operated with part-time employees on the Mountain View site and with additional part-time employees in Melbourne and Ash Flat.

- m. The Arts and Humanities Division utilizes the school internet platform myOzarka, to ensure that all students regardless of location have access to the material they need for their educational experience.
  - 1. On-going
- n. Every required Business Technology course will be offered on all three campuses either through Interactive Video, in-class schedules, or Web Classes.
  - 1. All lecture classes are offered to students through IV and/or Internet.
  - 2. There are full-time instructors at each location each semester for in-class scheduling, and IV courses are being delivered from each location.
  - 3. Adjunct instructors are being used to make course scheduling more effective and practical.
- o. The Allied Health Division will continue to utilize the school internet platform myOzarka, to ensure that all students regardless of location have access to the materials they need for their educational experience as well as the ease to obtain information needed to complete their academic studies.
  - 1. All instructors can use myOzarka, students are oriented to content, lecture notes, PowerPoint, schedules, calendars, etc. at the beginning of each semester.
  - 2. Due to a lack of access to videos on MV and AF campuses, the Partners grant will provide for additional videos for those campuses.
- p. The VPAA will continue to explore new learning venues.
  - 1. On-going. The VPAA office subscribes to teaching and learning literature and list-servs along with technology literature to keep abreast of the latest advances.
- q. The Adult Education program will continue to serve at multiple sites and different times across the four counties and budget for these services.
  - 1. Budget restrictions required early closure of off-site classes.
- r. Based on assessment of our activities, TRiO SSS will continue to be involved with the FYE classes, provide student success workshops, organize a student seminar each semester and provide quality advising which is focused on individual student achievement and will budget for these activities.
  - 1. TRiO SSS visited each FYE class to present information about the program.

2. TRiO SSS offered workshops, videos and information on topics such as student success and finals preparation.
  3. TRiO SSS partnered with other campus departments to offer a student conference during the Fall and Spring semesters.
  - s. Based on campus usage, TRiO SSS staff members will continue to budget time to allow us to be located on the Melbourne campus five days a week, and on the Ash Flat and Mountain View campuses at least two days per week.
    1. TRiO SSS staff members were present on the Melbourne campus five days each week. Staff members visited Ash Flat and Mountain View twice a week.
  - t. TRiO SSS provides advising services, tutoring services, workshops and student services on all three campuses.
    1. TRiO SSS staff members were present on the Melbourne campus five days each week. Staff members visited Ash Flat and Mountain View twice a week. Staff members provided advising services, tutoring service, workshops and student services.
- 3c5. The organization employs, when appropriate, new technologies that enhance effective learning environments for students.

**Actions**

- a. Based on regular visits to the DOJ blog, the Director of Planning and Special Projects will maintain a women's advocacy blog during the post DOJ grant period.
  1. This blog has been maintained over the year with over 35 new blog entries. The blog is accessed regularly with about 25 hits weekly.
- b. The Arts and Humanities Division continues to use new technologies in many areas of teaching.
- c. The Business Technology Department will utilize various new technologies as soon as they become available.
  1. New technology is incorporated into the program annually or as instructor materials are made available by the publishers.
- d. The BT Department Software will be updated to stay up with current technology.

1. Software is evaluated and updated annually or as instructor materials are made available by the publishers.
  2. QuickBooks Pro 2009 will be installed for Computerized Accounting before Summer 2.
  3. The Business Advisory Committee feedback and suggestions are also used to determine when software should be updated.
- e. The BT Division will provide current AAS-BT and Certificates of Proficiency handouts and brochures to create awareness of opportunities available to students.
1. Handouts and brochures are available to students, along with prominent departmental displays.
- f. The Allied Health Division will continue to use new technologies in many areas of teaching, not only in the classroom but in the clinical settings as well.
1. New technology in the clinical settings are seen in infusion of blood from knee surgery drains back into the client; needleless systems, IV pumps and new monitoring devices.
  2. Students are encouraged to attend any in-services the clinical sites provide on new equipment or techniques.
- g. To explore ways to advance clinical skills of students prior to the clinical experience, the AHD test the use of the SIMS man on the AF campus.
1. The Sim Man is not on the AF campus, he is currently set up in the Melbourne Nursing Building. Time to train faculty has been the biggest constraint. There is not time to teach faculty, with teaching and administrative duties for 120 students in the nursing program, not counting 100's of pre-nursing, EMT, HIM and CNA.
- h. Use of Clinical excursion software will be used to enhance clinical experience as needed.
1. Clinical excursions have not been needed for 08-09.
- i. The VPAA will send faculty to conferences to learn about new technologies and learning pedagogies.

1. Budget constraints has prevented sending faculty to many conferences this year. Several faculty members and the VPAA attended The Teaching Institute in Iowa to learn more about Process Education.
- j. Information Systems will monitor network security, backups and data storage.
  1. Continuous process. Evidence of activity available upon request through the DIS.
- k. Information Systems will research using Virtual Servers to increase reliability.
  1. Continuous process – migration of some services such as student email was accomplished. We will continue to evaluate services and make transition where feasible
- l. Information Systems will implement wireless upgrades and deploy Enterasys Wireless equipment.
  1. New additions on Ash Flat and Melbourne Campuses. Centralized switch and all access points have been upgraded to latest vendor software editions. Usage is monitored and adjustments are made as needed.
- m. Information Systems will continue to develop myOzarka with feedback from faculty and students.
  1. 597 revision updates were checked in to repository between 7/1/2008 and 6/30/2009
  2. Examples of additions include randomized tests from a pool of questions and adding process to allow faculty to directly upload and attach documents to students' submissions based directly upon feedback between the faculty members and IS department.
- n. Based on usage assessment, TRiO SSS will continue to provide various technology equipment for check-out by TRiO SSS participants and will budget accordingly.
  1. TRiO SSS operates a laptop lending program.
  2. TRiO SSS also checks out digital recorders and calculators to participants.
- o. Based on the success of previous seminars and student evaluations, TRiO SSS will continue to provide workshops and individual tutoring on technology to TRiO SSS participants and will budget personnel time accordingly.
  1. TRiO SSS provided a variety of student success workshops, including a student conference in the fall and spring semesters.
  2. TRiO SSS provided individual technology tutoring to participants upon request or referral

- p. Ozarka College will continue to create effective learning environments by incorporating technology in the classroom and in support of interactive compressed video classes and on-line classes to continue to expand educational opportunities.
    - 1. A person was hired to handle the help desk fulltime. In addition, an automated dialer was added to the interactive video system resulting in a large decrease in help desk calls; numerous adjustments and additions were made to myOzarka improving online courses mechanics; and the quality of off-campus/site access was improved by changing from 3 meg to 10 meg metroethernet, resulting in improvement of access speed and streaming video.
  - q. The Partners for Care grant will utilize interactive video and video archiving to increase versatility in reaching high school concurrent students.
    - 1. This grant reached 67 high school students in 2008-09.
- 3c6. The organization's systems of quality assurance include regular review of whether its educational strategies, processes, and technologies enhance student learning.

#### Actions

- a. Based on the success for the Partners for Care grant to graduate CNA students who pass licensure (100%), that component of the grant will continue to operate as it has been.
  - 1. The CNA component of the Partners for Care grant is continuing with Ozarka students completing and testing in fall and high school students completing and test in spring.
- b. Student Services will provide a Campus Coordinator and a Survey Administrator for CCSSE surveys to involve student engagement in Ozarka's mission.
  - 1. This will be assigned when the CCSSE is scheduled.
- c. Student Services personnel will exhibit an excellent attitude in working with student, faculty, staff, and administration.
  - 1. Positive attitudes in working with students will continue to be encourages and expected.
- d. Admissions will continue to seek ways to work with the Student Success class and with the Student Success Center.

1. The Admissions office continues to work with the Student Success class. During tours of the students are shown the student success center, and during high school visits students are told about services provided by the student success center. During Orientation planning and implementation, the student success coordinator is very involved as a planner and presenter.
- e. The VPAA will utilize the SIR II reports and student comments to ascertain student satisfaction with technologies, materials, and teaching quality.
  1. On-going
- f. Determine if student numbers and educational gains are sufficient to maintain or increase funding. (AE)
  1. Our program exceeded the 80% needed on the negotiated core indicators of performance with a 105.84% to maintain or increase funding.
- g. Determine if the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.
  1. Ozarka's GED pass rate is currently 74%. The state GED pass rate is 85% while the federal GED pass rate is 71%.
- 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.
  1. TRiO SSS completed a review of the CAS results and plans were made to addresses areas of diversity during the 09-10 year.
- i. Ozarka College-Mountain View office staff will continue to respect the dignity and potential of each individual, expressed through fairness, responsiveness, and just treatment for all. We value individual diversity and recognize the unique contribution of all individuals.
  1. Evidence by Student Success Survey.

Priority

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

Strategies

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

Actions

- a. Based on successful approaches from MSCC, Ozarka College utilize volunteer faculty and staff, grant programs and budget for additional academic coaches to run a three-campus Student Success Center.
  1. This was completed in 2008-09 with a tutoring schedule made available on the web and in handout form. There was a total of 464 tutee sessions during the 2008-09 academic year. In addition, there were 480 newsletters distributed, 77 students KUDER tested, 90 early alert calls and 251 early alert emails.
- b. Based on a review of other programs, the SSS will offer career counseling, job placement and Suits for Success through the SSC; participate in the Student Success Seminars; and provide drug and alcohol education for students and budget accordingly.
  1. The Student Success Center gave 77 KUDER tests, instituted a new job placement site on the myOzarka portal, served 8 students with the Suits for Success, presented two Next-Step workshops for graduating LPN students, participated in the TRiO seminars, and provided Fall Festival and Spring Carnival inclusive of drug and alcohol education.
- c. The Business Technology computer labs are available to students when classes are not being conducted in the classrooms.
  1. Computer labs are available to students when there are no classes in session. A schedule of class times and availability will be posted on the door.
- d. The BT computer labs are available to students on Monday-Thursday until 9pm.
  1. Computer labs are available to students when there are no classes in session. A schedule of class times and availability will be posted on the door.
- e. The Allied Health Division will maintain current affiliation agreements with clinical sites and explore avenues of new contracts to ensure the optimal exposure to the student for success.
  1. Clinical affiliation agreements are updated yearly and have been updated for 08-09.
  2. Faculty who are interested in adding additional sites, need to contact the site to see if they have room for the students, on what days and what hours.

3. If there is no conflict the Nursing secretary can send them a contract.
- f. The Library will continue to support the faculty with resources both online and in-house.
  1. Several additions were made to the Professional Development section of the library holdings.
- g. The Library will continue to solicit input from faculty on its book holdings and online resources.
  1. Faculty was contacted in person and email for input into building the collection in their subject area. We had a large portion of our additions to the collection as a result of requests from faculty for holdings in their area.
- h. Ozarka College-Ash Flat Site Coordinator will work with the maintenance and finance departments in the construction and furnishing of the new student center building at Ash Flat.
  1. The new student center building has been constructed and furnished.
- i. Ozarka College-Ash Flat Site Coordinator will assist the LPN Program in moving into their permanent lab facilities in the newly constructed student center building in Ash Flat.
  1. The LPN Department has been relocated into their permanent facilities.
- j. Ozarka College-Ash Flat Site Coordinator 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.
  1. Small scale equipment and supplies continue to be added, but budget constraints prohibited the adding of large cost items.
- k. The Adult Education program will continue to give students access to computer, computer programs and books as needed and budget for these supplies.
  1. The Adult Education program has computer access at all three sites. Laptops are available for offsite classes if needed.
- l. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students. (Amy Pinkston)
  1. The Academy served as a pediatric rotation setting for several LPN students in the fall semester.
- m. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric setting for students to fulfill program requirements. (Amy Pinkston)

1. The Academy assisted AAT students by providing a pediatric setting for the students to fulfill program requirements.
  - n. TRiO SSS will continue to provide a lab which is used for computer usage, tutoring, advising and supplemental instruction to TRiO SSS participants and will budget accordingly.
    1. TRiO SSS opened the lab each day from 8-4:30 for participant use and activities.
  - o. Ozarka College-Mountain View Site Coordinator will evaluate the schedule of classes each semester to assist in full utilization of space available and provide full offering of courses.
    1. Evidence found in each semester's class schedule, on-going.
  - p. Ozarka College-Mountain View Site Coordinator will assist in securing off campus classrooms locations as needed.
    1. LPN program offered at Mountain View High School Technical Center.
- 3d2. The organization evaluates the use of its learning resources to enhance student learning and effective teaching.

#### Actions

- a. The preliminary offering of the Student Success Center will be evaluated at the end of the spring 2008 semester to make adjustments for fall 2008.
  1. The Center showed progress in utilization by students. Minor adjustments have been planned for the next year including marketing the online tutoring through the College Orientation Success Course and promoting the Close Closet at various events.
- b. The student serves team will utilize the CCSSE survey results to improve instruction and to enhance student learning.
  1. The CCSSE results will continue to be the focus of the student services team meetings. Each individual on the team will set priorities for the 2009-2010 semesters.
- c. The Allied Health Division will continue to update textbooks and strive to ensure good clinical experiences as other sources of information to keep up with changes in the Allied Health field.

1. The textbooks were updated in May, 2008
  2. Clinical surveys have been completed by the students and are on file in the DC's office.
  - d. The Library will continue to utilize surveys to gather data from faculty, staff, and students on its effectiveness.
    1. A library survey is done at the end of every spring semester and changes have been made in controlling the noise level in the library as a result of our survey. Other areas were rated high and let us know that we are doing well in those areas.
  - e. Based on an educational functioning level, students will be offered individualized educational plans. (AE)
    1. TABE assessments given upon entry determine what instruction will be utilized for a particular student.
- 3d3. The organization regularly assesses the effectiveness of its learning resources to support learning and teaching.

#### Actions

- a. The Allied Health Division will continue to update textbooks and strive to ensure good clinical experiences as other sources of information to keep up with changes in the Allied Health field.
  1. The textbooks were updated in May, 2008
  2. Clinical surveys have been completed by the students and are on file in the DC's office.
- b. See 3d3d.
- c. TRiO SSS will conduct an annual evaluation by individual participants and will use these evaluations to improve student learning.
  1. TRiO SSS conducted an evaluation at the end of the 08-09 academic year.
- d. TRiO SSS participants who utilized tutoring or supplemental instruction services will complete an evaluation assessing those services and will use these evaluations to improve student learning.
  1. TRiO SSS tutor coordinator conducted an evaluation of tutoring services.

3d4. The organization supports students, staff, and faculty in using technology effectively.

Actions

- a. The Student Success Center will provide another means of assistance for students needing help in technology.
  1. SSC provided a myOzarka workshop on the campus and two sites and served 42 students.
- b. Consideration will be given to the expansion of student services personnel at Ozarka College – Ash Flat to increase student accessibility and enhance student opportunities.
  1. Student Services will work to be more visible at the sites until full-time student personnel are available at each site.
- c. Information Systems will maintain the Helpdesk and respond to all work orders in a timely manner.
  1. Continuous process – the majority of the work orders turned in were closed within minutes from the time of submission
- d. Information Systems will monitor equipment specifications to ensure equipment standards.
  1. As of June 30, 2009 – all campus computers were at minimum specs of 2Ghz processor with 1G ram
- e. Information Systems will hold faculty and staff in-service meetings.
  1. IS held several training sessions both formal and in-formal with faculty and staff
- f. The VPAA will ensure faculty members are trained in the effective use of current and available classroom technology.
  1. No new technology has been added this year except a ScanTron machine to the Melbourne campus. Training was provided in the fall in-service, and the VPAA has personally trained faculty when needed.
- g. Ozarka College-Ash Flat and Ozarka College Mountain View staff will continue to learn/master the use of Sonis, myOzarka, Bookstore, and Microsoft Office software programs.
  1. Ozarka College-Ash Flat and Ozarka College Mountain View staff continued to use and learn about Sonis, myOzarka, Bookstore, and Microsoft Office software in order to apply them more effectively.
- h. Ozarka College-Ash Flat and Ozarka College Mountain View staff will assist students in learning to use myOzarka and the College's website.

1. Ozarka College-Ash Flat and Ozarka College Mountain View staff assisted with on-line courses orientation sessions, myOzarka tutorial seminars, and numerous requests for one-on-one student tech support.
  - i. Ozarka College–Ash Flat and Ozarka College Mountain View staff will improve their bookstore organization and the process for predicting how many books are needed at the individual Sites.
    1. Using information gathered in Sonis and the bookstore, Ozarka College-Ash Flat and Ozarka College Mountain View staff took into account the number of students enrolled in Ash Flat and Mtn. View sections and web sections of courses as well as how long the edition of the textbook had been in circulation. Using this information the Ash Flat and Mtn. View Site Coordinators were better able to project the number of textbooks to have shipped to their sites. Thus limiting the time/effort on the part of Ozarka College staff and limiting the delays of students being able to purchase the textbooks.
  - j. Based on the success of previous seminars and student evaluations, TRiO SSS will continue to provide workshops and individual tutoring on technology to TRiO SSS participants and will budget personnel time accordingly.
    1. TRiO SSS provided individual technology tutoring to participants.
- 3d5. The organization provides effective staffing and support for its learning resources.

Actions

- a. The Student Success Center will employ academic coaches to enhance the faculty and staff volunteer efforts.
  1. There were two coaches employed each on the Melbourne campus and the Ash Flat and Mountain View sites.
- b. All student Services staff will increase knowledge about the use of SonisWeb.
  1. Student Services staff attended various meetings and worked with the IST department to become more knowledgeable and to better utilize the system.
- c. Information Systems will monitor classroom schedules and adjust office hours to ensure coverage.
  1. Continuous process

- d. The AH Division maintains adequate staff for theory and utilizes adjunct pool to meet the ASBN requirement of Nurse to student ratio of 1:10 in the clinical setting
    - 1. The 1:10 student ratio was maintained throughout 08-09.
  - e. The VPAA will continue to ensure adequate staffing in applicable academic areas such as the Library.
    - 1. The part-time position in the library was vacated this summer and will be filled in the Fall.
  - f. The Adult Education program will continue to budget for instructors and program materials to help students acquire their GED.
    - 1. The Adult Education program has continued all off site classes but had to close them down earlier than usual due to budget restrictions.
  - g. Ozarka College-Ash Flat Site Coordinator will work with the VPAA to expand the course offering at the Ash Flat Site as the enrollment growth dictates.
    - 1. Offerings of courses at the Ash Flat site were added as enrollment growth showed the need for additional sections or student feedback show high demand for a new course to be offered.
  - h. Based on annual performance assessment, TRiO SSS will continue to budget for staff members to deliver its successful programming to TRiO SSS participants.
    - 1. TRiO SSS offered a variety of workshops individually, in small groups, and through the student conferences.
  - i. Ozarka College will continue to create an effective learning environment by employing qualified faculty dedicated to teaching and learning.
    - 1. All applications are reviewed by Division Chairs and the VPAA to ensure instructors are qualified to teach the courses assigned.
  - j. Working with the Division Chairs and the VPAA, Ozarka College-Mountain View will continue to offer more in-house courses.
    - 1. The schedules for fall and spring indicate additional classes and sections of classes were added to accommodate growth, on-going.
- 3d6. The organization's systems and structures enable partnerships and innovations that enhance student learning and strengthen teaching effectiveness.

Actions

- a. Staff, faculty and grant personnel will partner to provide three Student Success Centers, one on each campus.
  1. This was completed in 2008-09 with a tutoring schedule made available on the web and in handout form. There was a total of 464 tutee sessions during the 2008-09 academic year. In addition, there were 480 newsletters distributed, 77 students KUDER tested, 90 early alert calls and 251 early alert emails.
- b. The Allied Health Division will maintain current affiliation agreements with clinical sites to ensure the optimal exposure to the student for success and budget for clinical instructors.
  1. Affiliation agreements were updated summer 08 for the 2008-09 school year.
- c. The Allied Health Division will continue to have relationships with clinical sites who offer tuition payment for potential and actual employees, as well as some scholarships that come from individuals within the four county area that want to support students who are in the healthcare field.
  1. WRMC offers scholarships, as well as Baxter Regional. Other facilities offer scholarships for current employees. Several of these have actively recruited the students at Ozarka College during the 08-09 school year.
- d. The Academic Divisions will continue to brainstorm new partnerships and technologies to enhance the learning process through division meetings and Instructional Council.
  1. On-going
- e. Based on successful attendance and good reviews by students, TRiO SSS will continue to partner with Career Pathways, Perkins and Student Services to offer the Saturday seminars and will budget accordingly.
  1. TRiO SSS partnered with other departments to offer a student conference during the fall and spring semesters.
- f. Ozarka College-Mountain Site Coordinator as part of a team representing Ozarka College will work with the Arkansas Craft Education and Support Association and the Ozarka 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.

1. A 2009 catalog of courses has been developed with 14 course sessions scheduled for the spring and summer.

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

Actions

- a. Monies will be dedicated to the operation of three Student Success Centers, one on each campus.
  1. The Perkins budget was dedicated to this initiative (\$87,000), the Student Success Center had its own budget, a tutoring budget was created, and fulltime personnel dedicated time to this venture.
- b. The Social Science Division budget will reflect an increase to accommodate for professional development and guest speakers.
  1. Complete
- c. Budgeting for Professional Development of instructors will be budgeted.
  1. The Professional Development committee is allocated a budget to provide guest speakers, travel for conferences, etc.
- d. The Science Department is increasing opportunities at AF and MV with proposals in budget for 08-09 to purchase equipment and materials to offer microbiology classes at AF in summer of '09 and at MV the summer of 2010. (BD)
  1. Due to the difficulty in transporting the lab equipment between the sites, the instructor and VPAA decided to keep the class in Melbourne for now. As funds are available, equipment will be purchased and classes scheduled.
  2. Due to student interest, reconsideration of the above opportunity needs to be addressed. This will involve an accurate student poll. (BD)
- e. The overall Academic Affairs budget will reflect increases in travel for professional development opportunities.
  1. An increase in the travel budget was requested, but due to direction from the president to plan on a flat year, it was not increased.
- 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.

1. TRiO SSS staff are currently working on a grant proposal for the 2009 grant competition

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

Priority

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

Strategies

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

Actions

- a. **These statements will continue to be published in the Board Manual.**
  - 1. **These statements are present in the recently reviewed Board Manual.**

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

Actions

- a. **Planning and Special Projects will budget for assistance for the Student Success Specialist to attend a master's program.**
  - 1. **The SSS attended graduate classes during the spring and fall semester and successfully completed those classes.**
- b. **Ozarka College offers tuition reimbursement for employees pursuing higher education.**
  - 1. **For college courses, a total of \$22,099 was spent on tuition reimbursements and \$6,880 was awarded to employees in scholarship.**
- c. **Professional development opportunities are budgeted on an annual basis by the departments and incorporated in the annual operating budget. (Tina Wheelis)**

1. The annual operating budget included amounts for professional development opportunities for staff.
- d. The annual operating budget will include \$25,000 for employee tuition reimbursements to complete professional development or personal enrichment opportunities at educational institutions of their choice. (Tina Wheelis)
  1. \$25,000 was included in the annual operating budget for employee tuition reimbursements related to professional development/personal enrichment.
- e. Members of the Finance staff are encouraged to attend professional development workshops and amounts are included in the annual departmental budget request to ensure that funding for the training opportunities is available. (Candace Blevins/Earlene Martz)
  1. The annual operating budget included funding to allow Finance staff members the opportunity to attend the following workshops/professional development meetings during the year: AACUBO fall meeting; SACUBO fall meeting in Savannah, Georgia; AATYC: Higher Ed Leadership Institute; Sales & Use Tax Seminar; Datapath training; AHEC meetings; TAA training; procurement workshops.
- f. The institution plans for an optimum learning environment and sets the example of excellence as a life-lesson for its students, faculty, and staff by facility and grounds up-keep and planning.
  1. **This is evidence by the continual anecdotal data such as the President complimenting Grounds and Maintenance in his introductory speech.**
- g. Grounds will continue to try to be a good model of continued development by providing an example of evolving perfection for students, staff and visitors to experience.
  1. Due to new construction there is a need for initial landscaping of the new Ash Flat building and budgeting for this purchase. (Dave Rush)
    1. Landscaping was budgeted for and completed during FY09.
  2. Due to results of November 2007 survey, there is a need to research the purchase of new furniture for Melbourne grounds and budget for this purchase in 08-09. (Dave Rush)
    1. New furniture was budgeted for and purchased during FY09.
  3. Due to increased demands of maintaining grounds, there is a need to research additional help. (Dave Rush)
    1. Summer Youth Work Program provided additional help during the busy summer months.

4. Due to overlapping responsibilities between grounds and maintenance, there is a need to meet with Dr. Johnston to further define ground's responsibilities such as with outside lighting, parking lots, and sidewalk maintenance so that these areas are not accidentally neglected and budgeting is not duplicated or neglected. (Dave Rush)
  1. Still in progress – working with maintenance to ensure that all areas are provided adequate budget amounts and all work will be completed.
5. Due to the positive comments on the November 2007 survey, there is a need to continue detailed upkeep of the grounds on all three campuses and continue to make improvements. The upkeep and future improvements will come from the general grounds budget. (Dave Rush)
  1. Budget included amounts to continue landscaping at all locations and additions were made at each location during the year.
6. Replacement of timbers and metal edging in some beds last year with landscaping block has created a pleasing visual effect on campus. There is a need this year to continue replacing other beds and budget for these changes. (Dave Rush)
  1. Ongoing project. The Melbourne location received new block bordering for shrub beds, walkways and signage during FY09.
7. Due to new construction in Ash Flat, there is a need to add an additional underground sprinkler system and budget for this system. (Dave Rush)
  1. Completed.
8. An additional sprinkler must be added and budgeted for the Hall Building on the Melbourne campus. (Dave Rush)
  1. Still in progress – will continue as a project for 2010.
- h. Maintenance staff will review building progress of new Nurses/ Student center at Ash Flat. (Ronny Rush)
  1. Completed.
- i. Maintenance will review and monitor renovations of old Nursing Building into the Bookstore and Career Pathways Office Suite. (Ronny Rush)
  1. Completed.
- j. Maintenance will continue to strengthen security measures and crisis preparedness for Ozarka College. (Ronny Rush)

1. Rick Dowdle served on the Campus Safety Committee.
  2. Emergency signage installed in offices and buildings indicating safe rooms and escape routes.
  3. MSDS binders updated for each location.
  4. Maintenance staff participated in fire drill.
  - k. Maintenance will continue researching signage for Mt. View and Ash Flat Campuses. (Ronny Rush)
    1. Still in progress – will work on in 2010.
  - l. Ozarka College will implement actions which demonstrate that it values a life of learning through:
    1. Providing community access to computer labs.
      - a. Computers in the library and the student center are available to the public for use.
    2. Increasing marketing and recruitment of traditional and non-traditional students.
      - a. The active living course was promoted by the PE department to senior citizens.
    3. Initiating programs specific for senior citizens in the service area.
      - a. The Fitness Center added Healthy Eating class, continued the Arthritis class, and expanded the Active Living Every Day class beyond Melbourne to Horseshoe Bend and Mountain View.
    4. Providing wellness and fitness activities for students of all ages.
      - a. The fitness continues to operate offering for credit classes, continuing education classes, and senior classes.
    5. Partnering with community groups and agencies to promote life-long learning.
      - a. The Fitness Center has partnered with the Center on Aging through a grant to promote senior health and wellness.
    6. Providing a wide variety of personal enrichment course offerings
      - a. Some of the personal enrichment courses offered in addition to the Active Living and Healthy Eating included Ballroom Dancing, Cake Decorating, Equine, Quilting, Scrapbooking, Fitness, and Introduction to Computers.
- 4a3. The organization supports professional development opportunities and makes them available to all of its administrators, faculty, and staff.

#### Actions Student

- a. Assessment Coordinator will continue to participate in workshops and conference calls related to testing procedures.
  1. Meetings are scheduled for the Assessment Coordinator to attend appropriate to meeting the needs of students at Ozarka College.
- b. The SSS and the DPSP will visit a model school for retention and attend a retention conference and will budget for these activities through Perkins.
  1. The SSS, DPSP and SSC visited Pulaski Technical College and instituted an online tutoring program based on that visit. In addition, they attended the CSRDE conference in Little Rock.
- c. The DPSP will attend a conference related to women's advocacy, the NCA/HLC conference and AATYC and will budget accordingly.
  1. The DPSP attended the HLC and AATYC conferences and received continuing education on women's advocacy through weekly research for blog entries.
- d. Admissions and Financial Aid will continue to participate in the Ozarka College scholarship program.
  1. Admissions and Financial aid participated in the scholarship committee.
- e. The VPSS and other staff members will attend a Noel-Levitz Conference with the focus being on student retention.
  1. The VPSS attended a student success trip to ASU and a retreat at Gaston's for the restructuring of the College Success Orientation course.
- f. Advancement staff members are encouraged to budget for and attend the annual AATYC conference.
  1. Five members of the Advancement staff attended AATYC in fall 2008. Nancy Dust was elected to represent staff on the AATYC board of directors and Kim Whitten completed a term on the board.
- g. All instructors have the opportunity to attend the AATYC conference in October.
  1. Many instructors elected to not attend this year; however, several instructors did attend the conference in October.
- h. A representation of Business Technology Department instructors will attend a Business Education and Technology conference at the University of Missouri, The League of Innovation Annual Technology Conference, and AATYC annual Conference in 2008-2009.

1. Due to budget restraints, instructors did not attend the Business Education and Technology Conference or the League of Innovation Conference.
  2. All instructors were able to attend AATYC.
  3. One instructor attended the Arkansas Association for the Assessment of Collegiate Learning Spring Conference in Little Rock.
- i. All Allied Health Faculty have the opportunity to attend AATYC each year as well as be a presenter if they would like to.
    1. Due to weather activities and newly hired faculty, no AH faculty attended AATYC for 08-09.
  - j. The Allied Health Division instructors plan to attend at least one conference related to their field during 2008-09 as well as keeping up to date through CEUs and recertifications as required in the ever-changing healthcare field and budget accordingly.
    1. No conferences were attended; however, CEU's were maintained for licensure.
  - k. The Science Department will continue to search out professional development opportunities in the science related fields.
    1. On-going
  - l. The VPAA will support professional development opportunities in-state and out.
    1. The VPAA continues to support professional development opportunities, but budget constraints prevent satisfying all needs. As opportunities arise, a determination is made based on immediate needs and fund availability.
  - m. Personnel attend state conference yearly and national conference for Adult Education when budget permits. Individuals attend workshops, etc. that pertain to their specific area acquiring hours needed to maintain current teaching certificate.
    1. All Adult Education personnel attended conferences and workshops that updated them in their particular job.
  - n. Annual adult education instructor in-service is held to implement changes in content for instruction.
    1. Adult Education staff and faculty met in August to review instructional strategies and testing procedures.
  - o. To obtain professional development and network with representatives from other educational institutions, registration fees and other travel related expenses were budgeted for Finance staff members to attend the

annual SACUBO fall meeting and other professional development meetings. (Michelle Cunningham/Earlene Martz/Karen Owens/Tina Wheelis)

1. The annual operating budget included amounts to allow Finance staff members to attend the following workshops/professional development meetings during the year: AACUBO fall meeting; SACUBO fall meeting in Savannah, Georgia; AATYC: Higher Ed Leadership Institute; Sales & Use Tax Seminar; Datapath training; AHEC meetings; TAA training; procurement workshops.
- p. The annual operating budget reflects an expenditure line item to allow tuition waivers for employees to take courses at Ozarka College. (Michelle Cunningham/Tina Wheelis)
  1. The annual operating budget includes amounts for tuition waivers to employees to take courses at Ozarka College.
- q. The annual operating budget will include \$25,000 for employee tuition reimbursements to complete professional development or personal enrichment opportunities at educational institutions of their choice. (Michelle Cunningham/Tina Wheelis)
  1. The annual operating budget includes \$25,000 for employee tuition reimbursements to complete professional development or personal enrichment opportunities at educational institutions of their choice.
- r. Members of the Finance staff are encouraged to attend and participate in various meeting and workshops on campus and to keep current in campus activities such as AAWTYC. (Karen Owens)
  1. Finance staff members participated in campus activities such as AAWTYC and International Day.
- s. TRiO SSS staff members will attend all relevant Ozarka College professional development opportunities.
  1. TRiO SSS Staff members attended a variety of Ozarka College professional development events.
- t. TRiO SSS staff members will attend and document all appropriate professional development activities which are within budget constraints.
  1. TRiO SSS staff members attended a variety of professional development activities throughout the academic year.
- u. The TRiO director will share ideas with TRiO staff and implement successful strategies learned on an Ozarka sponsored trip to a retention conference.
  1. The TRiO SSS Director shared retention ideas with TRiO SSS Staff at the weekly staff meetings.
- v. Human Resources will attend at least two professional meetings for OPM.

1. Two meetings were attended: New Pay Plan (Libby and Earlene) and Funding of Play Plan (Libby, Tina and Earlene)
- w. Human Resources will attend J. P. Farley workshop in Memphis.
  1. Libby and Earlene the annual meeting and two additional ones in Little Rock.
- x. Ozarka will provide support to ensure that faculty, students, and staff acquire, discover, and apply knowledge.
  1. Two faculty members attended NACADA advising training and returned to present the information to Administrative Council. Subsequently an Advising Improvement Team was appointed, including the two faculty members. The knowledge of these two faculty members has gone into advisor training and in improving advising at Ozarka.
  2. A group of three administrators and one staff person traveled to ASUJ to learn about their mandatory student success course. This information was used for a retreat where a group of 12 faculty, staff and administrators met at Gaston's to help redesign and rework the way College Orientation Success is taught.
  3. Two staff members and one administrator visited Pulaski Technical College and returned with information to begin an online tutoring program that was instituted with the assistance of Information Systems.
  4. Two staff members and one administrator attended the National Symposium on Student Success and returned with information used to improve orientation, improve the College Orientation Success course, improve the handling of early alerts, and address issues in the Advising Improvement Team.
  5. Two administrators and a staff member attended the Digital Natives professional development opportunity and returned with information to encourage the SSC in developing the online tutoring program.
  6. Many other examples exist in various departments.
  7. Of the \$25,000 budgeted in FY 09, employee tuition reimbursements of \$22,098 were made for professional development and personal enrichment activities of Ozarka College personnel.
- y. As a part of professional development activities, Ozarka College-Mountain View Site Director will continue membership in ArkACRAO and SACRAO.

1. The Site Coordinator serves as secretary for ArkACRAO and serves on the Executive Board. She assisted in planning and attended the ArkACRAO Fall Conference in October 2008. She was a part of a team of presented at SACRAO Conference February 2009.

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

Actions

- a. Press releases are distributed to area media to recognize student, alumni and faculty achievements
  1. Student Success Stories are submitted based on news information forms received by departments with specifics highlighting their students. These stories are also added to the campus news online.
- b. TRiO SSS will continue to highlight students in its monthly newsletter.
  1. TRiO SSS highlighted several students for achievements in the monthly newsletters.
- c. TRiO SSS will continue to nominate a TRiO Hall of Fame student and a TRiO Achiever to its state and regional associations.
  1. TRiO SSS nominated a TRiO Hall of Fame student and a TRiO Achiever to the state and regional associations.
- d. Ozarka College will continue to hold a public graduation, including the display of faculty and staff regalia and student honor regalia.
  1. Graduation was held in May 2009. There were four Capping and Pinning ceremonies in 2008-09.
- e. Ozarka College will continue to select staff and faculty members and students of the year.
- f. The President will continue to have a “kudos” section in his monthly report to the Board.
  1. Documentation of this can be found on the website.
- g. Ozarka College-Mountain View will continue to maintain a “History of the Site Scrapbook” containing newspaper clippings and pictures of students, faculty and staff involvement of activities on a campus and in the community.
  1. Scrapbook is available for viewing; ongoing project.

- h. Ozarka College-Mountain View will continue to maintain at least one hall bulletin board that will feature “Students in the News” and campus and community activities.
  - 1. Articles and pictures are on display in hall bulletin boards; ongoing project.
- 4a5. The faculty and students, in keeping with the organization’s mission, produce scholarship and create knowledge through basic and applied research.

**Actions**

- a. In the Arts and Humanities Division, a student’s ability to strive for scholarship and knowledge is evaluated through public speaking, small group projects, art, music, and theater projects.
  - 1. Students in communication classes gave multiple, brief presentations leading up to a major class presentation. Students in drawing, painting and sculpture classes completed numerous works of artworks which were evaluated based on student understanding and execution of course instruction.
  - 2. Students in communication classes were evaluated on their ability to perform organized, meaningful presentations. Art students' ability to stimulate organizational and educational improvements was evaluated based upon displayed efforts as well as the excellence in their artworks.
- b. In the Business Technology Department, a student’s ability to strive for scholarship and knowledge is evaluated through individual hands-on applications, small group projects, and real world simulations and case studies.
  - 1. These production and research experiences have been incorporated into different theory and computer lab courses to develop scholarship and content knowledge throughout the program.
- c. The VPAA will work with the Academic Divisions to create an Honor’s program.
  - 1. Rodney Williams has submitted a proposal that has been approved by the Administrative Council. We will attempt to roll it out in spring 2010.
- 4a6. The organization and its units use scholarship and research to stimulate organizational and educational improvements.

Actions

- a. The SSS will continue to research statistics related to retention and completion at Ozarka College and distribute this information for assessment and planning purposes.
  1. This was done in 2008-09 via SSC retention newsletter.
- b. In the Arts and Humanities Division, a student's ability to stimulate organizational and educational improvements is evaluated through public speaking, small group projects, art, music, and theater projects.
  1. On-going
- c. TRiO will continue to utilize its various evaluations of programming to improve student learning.
  1. TRiO SSS uses activity evaluations to coordinate and plan future events.
- d. **Assessment results will be used for program and institutional improvement.**
  1. The Professional Development committee surveyed the faculty and determined several areas that faculty felt we needed updates/training on, such as assessment. Because of this, Dr. Neil Pagano was brought in to update us on HLC assessment issues and reviewed our assessment policies.
  2. The Cafeteria Task Force resulted in many improvements applied during 2008-09 for the kitchen.
  3. Student and Faculty feedback resulted in an improvement committee forming for the College Orientation Success resulting in a retreat with planned training for instructors.
  4. The assessment of the Planning Results Manual resulted in modified instructions for the planning manual process and was presented in a PowerPoint presentation at In-service Fall 2008.
  5. Building walk-throughs by the VPF resulted in many physical plant improvements during 2008-09.
  6. Feedback from faculty, staff, administration and students resulted in many documented changes to my-Ozarka by Information Systems.
  7. Dissatisfaction with Orientation by the Recruiter resulted in adding active components to Orientation.
  8. Problems with Ozarka Pony Express noted in Administrative Council resulted in VPF modifying the Pony Express protocol by adding sign-out sheets in AF and having Maintenance perform regular trips to AF and MV.

9. Due to a positive response by student to utilize the Career Pathways book loan program, additional funds were put into this initiative by Career Pathways.
  10. Based on the success of the Partners for Care CNA program, Advancement wrote and received a grant to expand the program.
  11. Based on the number of attendees at Fall Festival (>500), a Spring Carnival was held with plans to make these yearly events.
  12. Based on the encouraging data from the first year of the Student Success Center, a fulltime person was hired to work at AF during 2008-09.
- e. **Survey results will be used for program and institutional improvement**
1. See 4a6d
  2. Multiple examples can be found throughout this document. A few examples include library improvements based on surveys, course surveys being used to improve teaching, nursing surveys used formatively in the classroom, Grounds using surveys to direct planning activities, Advancement using surveys to drive marketing, Information Systems using a quick email survey to improve the registration process and the Kitchen using surveys to improve service. More uses of surveys can be found by utilizing the "find" option.
- f. **Ozarka College-Mountain View will use assessment result in planning for institutional improvement, recommendations for course offerings and budget allocation.**
1. Students, grounds and building assessments are taken each semester and information gained was used to develop the yearly budget, recommendations for course offerings and institutional improvements.

Priority

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

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

Actions

- a. The Arts and Humanities Division offers elective courses such as Interpersonal Communication, Global Communication, Studio Art, Painting for Non-majors, and Drawing.
    - 1. These courses continued to be offered as well as the addition of a course on mythology and additional courses in painting and drawing.
  - b. The Business Technology Department will incorporate “real world” projects in addition to standard exams, software updates, and constant review of current text and associated materials.
    - 2. Instructors make "real world" experiences and exposure a priority in developing course assignments and materials. These include office simulations, practice sets, professional and advisory web sites, Library research, business plan templates, and case studies.
    - 1. These projects and materials are monitored and reviewed to ensure quality and value to the course and the student.
  - c. The BT AAS degree plan includes courses in general education, including: English, Mathematics, and Oral Communication.
    - 1. The BT AAS degree includes general education courses in all of these areas.
    - 2. In addition, general education learning outcomes are incorporated into many other courses.
  - d. The Allied Health Division will continue to require the pre-requisite courses of Gen. Ed. for the Nursing programs and is integrated into the HIM degree as well.
    - 1. Pre-requisite courses for the technical certificate of LPN are maintained and offered during 08-09.
    - 2. Those courses are also integrated into the technical certificate for HIM.
  - e. TRiO SSS will continue to support Ozarka’s general education endeavors through its tutoring program and its special programming and will budget accordingly.
    - 1. TRiO SSS continues to provide extensive tutoring service to SSS participants.
- 4b2. The organization regularly reviews the relationship between its mission and values and the effectiveness of its general education.

Actions

- a. Program reviews will continue to be conducted every 5 years.
    - 1. ADHE has recently changed the policy for program reviews. A new time format is being used and Ozarka's list is currently being reviewed for approval.
  - b. The Adult Education Advisory committee meetings are held annually.
    - 1. The Adult Education Advisory Committee met in November.
  - c. **The mission, values and general education guidelines will be reviewed periodically.**
    - 1. **The Mission and Values were revised in 2007-08 and the General Education Guidelines were revised in 2008-09.**
- 4b3. The organization assesses how effectively its graduate programs establish a knowledge base on which students develop depth of expertise.

Actions

- a. The Allied Health Division will continue to assess the effectiveness of student knowledge base by employee surveys and alumni surveys.
    - 1. On-going
  - b. **The College Planning and Effectiveness Committee will continue to monitor assessment of student learning.**
    - 1. The calendar has been updated on assessment activities and responsible individuals.
- 4b4. The organization demonstrates the linkages between curricular and co-curricular activities that support inquiry, practice, creativity, and social responsibility.

Actions

- a. The Arts and Humanities Division offers live theater productions for the students and the community; they have art exhibits and musical performances.
  - 1. Art students in routinely exhibited artworks on the Melbourne campus as well as the Ash Flat and Mountain View sites. They also put together special exhibits for International Day in November of 2008 and April of 2009.

- b. The Social Science department, in conjunction with the office of the VPAA will investigate the feasibility of an honors program at Ozarka College. The program, if approved, will be in place by August 2009.
    - 1. On going.
  - 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.
    - 1. Blood pressures were taken during health fairs
    - 2. BMI measurements were taken by students to aid the school nurses with the volume of students being measured in Izard, Stone, Sharp and Fulton counties
- 4b5. Learning outcomes demonstrate that graduates have achieved breadth of knowledge and skills and the capacity to exercise intellectual inquiry.

#### Actions

- a. The Arts and Humanities Division will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
  - 1. On-going
- b. The Business Technology department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
  - 1. Syllabi have been reviewed and updated to match ACTs agreement requirements.
- c. The Allied Health Division will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry.
  - 1. Syllabi are reviewed prior to each semester and this process is part of the annual systematic evaluation plan for AH.

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

Actions

- a. The Arts and Humanities Division will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
  1. On-going
- b. The Business Technology department will continue to examine course syllabi for each class to ensure that outcomes achieve breadth of knowledge and skills and the capacity to exercise intellectual inquiry. Syllabi should match Arkansas Course Transfer agreement minimum requirements.
  1. Syllabi have been reviewed and updated to match ACTs agreement requirements.
- c. The learning outcomes of the Allied Health Division will continue to demonstrate effective preparation for continued learning of its students to keep up with the ongoing changes in the healthcare field and will budget for ERI Testing, Faculty Professional Development, and purchase of needed equipment and supplies in 08-09.
  1. Outcomes for LPN were reviewed at the Advisory meeting February 2008.
  2. The cost of ERI testing was included in the 08-09 budget.
  3. The equipment and supplies needed were also budgeted and submitted according to the budgeting process
- d. TRiO SSS will continue to offer student transfer trips to TRiO SSS participants in order to facilitate the students' confidence in acquiring continued formal education and will budget for these trips.
  1. TRiO SSS continues to offer a variety of student transfer trips to Arkansas colleges.

Priority

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

Strategies

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

Actions

- a. The Arts and Humanities Division is included in the General Education Program review that is done every 5 years.
  1. On-going
- b. The Business Technology Division is included in the General Education Program review that is completed every 5 years
  1. On-going
- c. For the Allied Health Division--the Nursing Program Reviews are done in accordance with the Arkansas State Board of Nursing which is 5 years. The LPN review will be in June 2008. The RN review was done year 2007 for full approval and will be done again in 2012. The Arkansas Department of Health also did their site visit 2007 for the EMT program. This will be done again in 2012 for RN, 2013 for LPN and 2009 for EMT.
  1. The LPN site visit was completed in June of 08, program review was completed September 08 with full approval for 5 more years.
  2. The EMT program will have their site review February 11, 2009.
  3. The RN program will not have a site review until 2013
- d. Determine if student numbers are sufficient to maintain or increase funding.
  1. The Adult Education program exceeded the 80% needed on the negotiated core indicators of performance with a 105.84% to maintain or increase funding.
- e. Determine if students have demonstrated a significant increase in the educational levels to maintain or increase funding.
  1. The Adult Education program exceeded the 80% needed on the negotiated core indicators of performance with a 105.84% to maintain or increase funding.
- f. Determine the pass rate of GED graduates meets or exceeds the requirements set by state and federal indicators.

1. Ozarka's GED pass rate is currently 74%. The state GED pass rate is 85% while the federal GED pass rate is 71%.

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

Actions

- a. The Arts and Humanities Division will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
  1. On-going
- b. The Business Technology department will continue to examine course syllabi for each class to ensure that outcomes achieve skills and professional competence essential to a diverse workforce.
  1. Course syllabi are evaluated and skill levels adjusted to meet current needs.
- c. The Allied Health Division programs will continue to have competencies and skill checks that students must master in order to graduate as well as progress through the programs.
  1. The students must complete a skills check off booklet before graduation. This is placed in their file to show minimal competencies as required by the Arkansas State Board of Nurses.
  2. Students also have skills check off days at the beginning of each semester, to maintain their skill level

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

Actions

- a. The SSS will develop a mission and learning outcomes for the components of the SSC: academic coaching, career counseling and job placement.
  1. The SSC team has discussed a formalized mission statement but have not reached consensus.

- b. The Arts and Humanities Department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
    - 1. On-going
  - c. The Business Technology department will continue to examine course syllabi for each class to ensure that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies.
    - 1. Course syllabi are evaluated and skill levels adjusted to meet current needs.
  - d. The Allied Health Division will continue to have specific learning outcomes to assist graduates in achieving employment opportunities in their chosen field.
    - 1. Students graduating have minimal competencies in their field as required by the ASBN
    - 2. students are actively recruited each semester prior to graduation by local facilities
    - 3. External constituents continue to recruit graduating students from all arenas of nursing practice.
  - e. TRiO SSS will continue to offer student transfer trips to TRiO SSS participants in order to facilitate the students' confidence in acquiring continued formal education and will budget for these trips.
    - 1. TRiO SSS continues to offer a variety of student transfer trips to Arkansas colleges.
  - f. Based on usage assessment, TRIO SSS will continue to provide various technology equipment for check-out by TRiO SSS participants and will budget accordingly.
    - 1. TRiO SSS provides a laptop lending program.
    - 2. TRiO SSS lends digital recorders and calculators to program participants.
- 4c4. Curricular evaluation involves alumni, employers, and other external constituents who understand the relationships among the course of study, the currency of the curriculum, and the utility of the knowledge and skills gained.

Actions

- a. Planning and Special Projects will conduct an annual alumni survey each spring.
  - 1. Completed in spring and results were distributed college-wide.
- b. The BT Division will provide current AAS-BT and Certificates of Proficiency handouts and brochures.

1. Handouts are available to all students on bulletin board in Hall Building. Also, a new BT brochure was designed and distributed.
  - c. The Business Technology Division will meet with Business Advisory Committee annually to update expectations of industry
    1. An annual meeting of the Business Advisory Committee was conducted.
    2. Minutes are posted in the Business Technology Department folder.
  - d. The Criminal Justice Leadership program will meet once an academic year to review program and determine if changes are needed.
    1. On-going
  - e. The Allied Health Division will continue to have an Advisory Board that is made up of alumni, employers, and other external constituents who meet and provide input for current knowledge, needs and expectations.
    1. The Advisory Board met on February 2008 of which a roster is completed of those attending. Attendance was down from the previous year; however, there is representation of past student, constituent, employer, and faculty. Input was received by completion of the Survey form.
- 4c5. The organization supports creation and use of scholarship by students in keeping with its mission.

Actions

- a. Ozarka College-Mountain View Site Coordinator will continue to contribute financially and assist with fund raising for the Foundation for scholarships.
    1. Evidence of contributions found in Foundation Budget
- 4c6. Faculty members expect students to master the knowledge and skills necessary for independent learning in programs of applied practice.

Actions

- a. The BT Division will assure that specific expectations of knowledge and skill levels are well defined in course syllabi.
  - 1. Course syllabi are evaluated and skill levels adjusted to meet current needs.
  - 2. Expectations of skill level requirements are defined in the course syllabi.
- b. The Allied Health Division will continue to test for mastery or competencies in subject matter as well as performance in the clinical setting.
  - 1. ERI testing for LPN comprehensive predictor was given, the results are posted with the Planning calendar.

4c7. The organization provides curricular and co-curricular opportunities that promote social responsibility.

Actions

- a. Student Services personnel assist with elementary and high school competitions, college-related activities, and community-sponsored events.
  - 1. Evidence may be obtained from the Ozarka College news letter, area newspapers, and from the President's Report. Continued emphasis will be placed on the student services team to participate in events at all Ozarka College locations and in the communities at large.
- b. The VPSS will work with a task force to improve the student government organization.
  - 1. The Vice President of Student Services organized a taskforce to implement the new student government. The finishing touches are being put on the student government structure, and plans are in place to have the first student government elections early in the fall semester
- c. TRIO and Career Pathways partner to provide a student seminar with various topics.
  - 1. TRiO SSS partnered with other departments to provide a student conference in the fall and spring semesters.
- d. The Social Science faculty will provide guests speakers for the Arkansas History course to help supply students with important knowledge. This will be reflected in the budget.
  - 1. Rodney Williams had two guest speakers during 2008-09.

- 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.
  - 1. Flu immunizations were given at Century flooring in October 2008 with all freshman students, B/P booths are utilized during health fairs across the four county area.
  - 2. BMI were scheduled by the school nurses and students actively assisted with the 100's of students to be screened .
- f. The college will continue to support Arbor Day activities.
  - 1. An Arbor Day Celebration is planned for the Melbourne campus in fall of 2009; a geography class planted trees on the Mountain View site in spring 2009.
- g. The VPAA office will support and promote PTK activities.
  - 1. Two faculty members serve as PTK advisors.
- h. Ozarka College-Mountain View staff, students, and faculty will continue to participate in community service and promote social responsibility by sponsor blood drives and support community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest & Championship Outhouse Races, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities, and the Mountain View Area Chamber of Commerce.
  - 1. Ongoing participation with evidence provided in the scrapbook that OC-MV maintains
  - 2. Two students volunteered weekly during the 2008-2009 school year at Mtn. View Elementary School in the PE Department.
- i. Ozarka College-Mountain View site participates in the Stone County Recycling Program
  - 1. Recycling is picked up each Thursday.

Priority

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

Strategies

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

Actions

- a. Ozarka College-Ash Flat staff will advise students of TRiO, Career Pathways, and the Student Success Center and the services that each program provides.
  - 1. Ozarka College-Ash Flat staff informed students about the services provided by TRiO, Career
  - 2. Pathways, and the Student Success Center and the eligibility requirements for each program
- 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.
  - 1. (See 4c7, e)
- 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.
  - 1. TRiO SSS provided a variety of workshops, including two student conferences.
- d. Ozarka College-Mountain View staff will continue to advise students of student success programs, including TRiO and Career Pathways, and the support and services that these programs make available.
  - 1. Evidence provided by the number of students enrolled from the Mountain View Site in these various programs; ongoing project.

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

Actions

- a. The VPAA office will continue to review college and board policies as it pertains to instruction.
  - 1. On-going.

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

Actions

- a. Planning and Special Projects along with Grounds will continue to promote Arbor Day on all three campuses.
  - 1. A tree planting was held on the Mountain View site by the geography class and Arbor Day is planned on the Melbourne campus for fall 2009.
- 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.
  - 1. (See 4c7, e)

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

Actions

- a. TRiO SSS will report all activities to the VP of Student Services.
  - 1. TRiO SSS reported all activities to the VP of student services on a weekly basis.

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

Actions

- a. The BT Department will include specific descriptions of plagiarism in its syllabi.
  - 1. All syllabi include this.
  - 2. myOzarka.
- b. The VPAA will continue to strictly enforce the current policies pertaining to plagiarism.
  - 1. The VPAA worked with the Faculty Council to establish a better defined plagiarism policy.
  - 2. The employee handbook which has academic policies incorporated has been revised.

Primary Goal 5: Engagement and Service

Priority

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

Strategies

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

Actions

- a. The Professional Development Committee assesses the CE requirements of the organization to ensure there is ongoing and progressive measures in place to promote faculty adherence to the organization's mission. (May 2008)
  - 1. The PD committee chairs developed and distributed a survey that captured the faculty's CE needs.
- b. The college scholarship committee awards institutional scholarships to support student retention
  - 1. The scholarship committee awarded approximately 50 scholarships for the 2008-09 year. Only one student did not qualify for renewal of his scholarship based on unsatisfactory academic progress.

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

Actions

- a. Advancement staff will continually obtain feedback from community members to ascertain the needs in the service area.
  - 1. Advancement staff members visit community members with the goal of learning more about perceptions and other feedback useful to the college.
- b. The Allied Health Department will continue to utilize an advisory board.

1. Input from the advisory board remains vital to policy and external constituent input and met in May, 2008.
  - c. The advisory board completes a survey during our annual meeting to reflect what areas of need are in the community. Survey results of the February 2008 meeting are attached to the minutes of that meeting.
    1. Due to ice storms, the spring 2009 meetings were postponed and will be scheduled in fall 2009.
  - d. **Ozarka College will survey all constituencies, initiate focus group meetings, and community forums to analyze its capacity to serve the needs and the expectations of the citizens of north central Arkansas.**
    1. During 2008-09 and External Environmental Scan was performed and results emailed to all employees. In addition, a team of six visited Melbourne High School to learn how we could better serve their students. Members of Advancement regularly attend Chamber meetings in various towns in the service areas, as do the site coordinators. One member of Advancements sits on the Quorum Court.
  - e. **By participating in scheduled assessment activities, Ozarka College-Mountain View is knowledgeable of the satisfaction with the services offered on site and any areas of concern.**
    1. Students, grounds and building assessments are taken each semester and information gained was used to develop the yearly budget, recommendations for course offerings and institutional improvements
- 5a3. The organization demonstrates attention to the diversity of the constituencies it serves.

Actions

- a. **Planning and Special Projects will institutionalize parts of the DOJ grant in order to continue women's advocacy services and will budget accordingly.**
  1. **Information posters were placed on each campus/site, a blog was maintained, a display was shown and students were served.**
- b. **The SSC will provide services to all students on all campuses and will budget for tutors and materials.**
  1. **This was accomplished with a combination of Perkins and Ozarka funds and staff.**

- c. The Professional Development Committee ensures recognition of diversity issues within a developmental framework by periodically addressing concerns within the committee membership, and taking further action when deemed appropriate. (May 2008).
  - 1. On-going. Academics will co-sponsor a diversity workshop for employees in August 2009.
- d. Ozarka College will demonstrate its responsiveness to its constituencies through:
  - 1. Providing program and course offerings that meet the educational and training needs of the service area.
    - a. The Active Living Every Day for senior citizens was expanded to Horseshoe Bend and Mountain View during the past year.
    - b. The Craft School was added in Mountain View during the past year.
  - 2. Providing support services to all participants in Ozarka College programs.
    - a. By the combined effect of TRiO, Career Pathways and the Student Success Center, all students have access to support services in tutoring.
  - 3. Providing transition assistance for students.
    - a. The combination of TRiO and Student Success Center provides information on transferring and job placement.
  - 4. Providing opportunities and support for community development and partnerships.
    - a. A significant addition during 2008-09 has been the Craft School in Mountain View.
  - 5. Providing support and initiatives for partnerships with business and industry.
    - a. CE for electricians, real estate agents, radiology techs, health care class for agency on aging.
- e. Ozarka College-Mountain View Site Coordinator through community activities is a visible community volunteer thus has knowledge of community concerns and needs.
  - 1. Evidence provided through scrapbook, Ozarka Campus calendar, and MV Site Coordinator Calendar; project is ongoing.

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

Actions

- a. The Arts and Humanities Division responds to the community needs in regard to art and culture opportunities for the community members.
  - 1. Community members enrolled in drawing and painting classes at all Ozarka locations. Beginning in 2008 and in conjunction with the Arkansas Craft School, Ozarka offered the Entrepreneurship for Artisans Program.
- 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. (see 4c7, e)
  - 1. Flu immunizations were given at Century flooring in October 2008 with all freshman students, B/P booths are utilized during health fairs across the four county area.
  - 2. BMI were scheduled by the school nurses and students actively assisted with the 100's of students to be screened.
- c. Ozarka College-Ash Flat staff will work with the GED Department to offer an expanded schedule of classes at the Ash Flat site.
  - 1. GED Department has added two afternoon sessions in addition to the two morning sessions and two night sessions already offered at the Ash Flat site
- d. Ozarka College-Ash Flat staff will make the lecture hall available for area high schools to use for standardized testing.
  - 1. Highland High School continues to use the lecture hall for all its standardized testing.
- e. Ozarka College-Ash Flat staff in conjunction with the PBL student organization will sponsor a blood drive each year for the American Red Cross.
  - 1. The American Red Cross held a blood drive twice at the Ash Flat site in 2008-2009.
- f. Ozarka College-Ash Flat staff will work with the Continuing Education Department to offer non-credit courses for area citizens.
  - 1. Two non-credit computer courses were offered at the Ash Flat site.
  - 2. English as a second language was offered in the spring of 2009.
- g. Continuing education staff assess community interest for non-credit courses

1. When requests are made for continuing education classes, these courses are offered on the basis that sufficient enrollment is needed to continue the course. New classes added in 2008-09 include Introduction to Equine, Equine II, Ballroom Dancing, Beginner Quilting and CE for Electricians.
  - h. 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.
    1. A 2009 catalog of courses has been developed with 14 course sessions scheduled for the Spring and Summer
  - i. Working with the Continuing Education Department, Ozarka College-Mountain View will increase the number of continuing education classes offered.
    1. During the Spring Semester 2009, two continuing education introductory computer classes were offered
    2. A 2009 Arkansas Craft School catalog of courses has been developed with 14 course sessions scheduled for the Spring and Summer with continuation credit available
  - j. Ozarka College-Mountain View will sponsor a blood drive each semester for the American Red Cross.
    1. Blood drive held in October 2008 and February 2009
  - k. Ozarka College-Mountain View Site Coordinator, as part of a team representing Ozarka College, is working with the Mountain View Public School to develop a Secondary Career Center.
    1. Funding was not available, thus secondary career center concept was shelved
- 5a5. In responding to external constituencies, the organization is well-served by programs such as continuing education, outreach, customized training, and extension services.

Actions

- a. The Professional Development Committee offers programs to ensure CE is a proactive process within the organization. (May 2008)
  1. The PDC brought in Dr. Pagano in conjunction with Perkins.

- b. The Allied Health Division has expanded its LPN program fall 2007 to the Mt. View and Ash Flat campus as a result of a response to external constituencies in the Health care arena and will continue to operate those programs and budget accordingly.
  - 1. The 08-09 year is the second year for these sites. They have continued to be strong. Students who graduate do not have trouble finding employment. They are satisfied with the instruction and are minimally competent to work upon graduation.
- c. Continuing Education and customized training courses are scheduled upon request from the community
  - 1. When requests are made for continuing education classes, these courses are offered on the basis that sufficient enrollment is needed to continue the course. New classes added in 2008-09 include Introduction to Equine, Equine II, Ballroom Dancing, Beginner Quilting and CE for Electricians.
- d. The VPAA will continue to work with Continuing Education to develop new courses and programs that could possibly be used to develop credit.
  - 1. The VPAA office worked with the CE coordinator to develop Arkansas Craft School classes.
- e. Ozarka College-Ash Flat will continue to work closely with area clubs, organizations, schools, and businesses to provide space for meetings, seminars, and other events.
  - 1. Sharp County Extension Office utilized the lecture hall for most of its 2008-2009 seminars.
  - 2. ASU Childhood Services used rooms several times for child care provider seminars.
  - 3. UAMS/AHEC Prescription Drug Assistance Program has an office at the Ash Flat site.
- f. Ozarka College-Mountain View Site Coordinator will continue to encourage area club, organizations, schools and businesses to use the classrooms for training conferences and meetings.
  - 1. Dates and times of meetings noted in Ozarka College calendar.

Priority

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

Strategies

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

Actions

- a. The Public Relation Specialist maintains effective communication with local media representatives
  - 1. Kim Whitten, PRS, visits regularly with local media representatives in person, by phone and via email. Our area media are provided with press releases in electronic format for their convenience.
- b. The President will continue to make monthly updates available to the Board and staff and give College Updates twice each semester.
  - 1. Monthly Updates and College Updates can be found on the website.
- c. The President will appoint Task Force Committees as needed.
  - 1. An Advisement Improvement Team, Diversity Committee and College Orientation Success Restructuring Committee were formed in 2008-09.
- d. The Administrative Council will continue to meet weekly.
  - 1. Weekly meetings occurred during 2008-09.

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

Actions

- a. Ozarka's foundation board offers cultural and social events throughout the year.
  - 1. The Foundation sponsored music concerts, golf tournaments and receptions at holiday time.
- b. Ozarka college staff members are active in community activities, local fairs and festivals, etc.
  - 1. Ozarka staff readily volunteer for local events. Ozarka organized the Pioneer Day parade, helped with Relay for Life (won two awards for active participation in 2008 and 2009), assisted with Fall Festival and Spring Carnival on campus.
- 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.
  - 1. (See 4c7,e)

- d. TRiO SSS will continue to provide transfer and cultural activities to TRiO SSS participants, which will involve students with the external communities.
    - 1. TRiO SSS provided a variety of transfer and cultural trips to TRiO SSS participants.
  - e. Ozarka College-Mountain View staff, students, and faculty will continue to participate in community service and promote social responsibility by sponsoring blood drives and participating in community activities including Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, Arkansas Beanfest & Championship Outhouse Races, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities and the Mountain View Area Chamber of Commerce.
    - 1. Ongoing participation with evidence provided in the OC-MV scrapbook.
- 5b3. The organization's educational programs connect students with external communities.

Actions

- a. Continuing education and credit fitness courses attract non-traditional students to campus.
- b. The Allied Health Division expects and encourages its students to participate in designated hours of community service as well as the clinical practicum for each program which includes community health.
  - 1. Six hours of community service must be completed for each semester. These are logged and kept in the students file upon graduation
- c. The Ozarka Kids Academy will continue to serve students, area parents, and area children through its operation. (Amy Pinkston)
  - 1. OKA remained at full capacity (42 children) throughout the year serving students, area parents, and area children.
- d. The Academy director will complete the application process and review processes to obtain the approval certification from the state of Arkansas for providing a higher quality child development program. (Amy Pinkston)
  - 1. The Director plans to complete the application process and review processes in the fall of 2009. Due to new regulations, the Academy was unable to receive grant funding to assist in purchasing items needed to achieve the quality approval status last year.

- e. The Academy will continue to participate in the state Child Care Assistance program which allows low income families and those parents receiving services from DHS to be eligible for assistance in paying child care expenses. (Amy Pinkston)
  - 1. The Academy provided care to several children who received state Child Care Assistance funds.
- f. The Academy will continue to work with the Career Pathways Initiative to provide child care services for eligible students. (Amy Pinkston)
  - 1. The Academy provided care to several children who received Career Pathway funds for child care services.
- g. The Academy will continue to offer part time enrollment in the Academy to accommodate students' class schedules. (Amy Pinkston)
  - 1. Due to the extensive waiting list, the Academy began enrolling students on a full-time basis only beginning January 1, 2009.
- h. The Academy staff will attend the Annual Arkansas Early Childhood Education Conference in October of each year and all staff members will attend a minimum of 15 hours in early childhood education per year. (Amy Pinkston)
  - 1. The Academy Director attended and presented training at the Annual Arkansas Early Childhood Education Conference in October. The Academy staff attended the 10<sup>th</sup> Annual Northcentral Arkansas Fall Child Care Conference in Batesville as well as the Best Care trainings offered in Ash Flat to obtain their 15 hours of early childhood education training.
- i. The Academy Director will continue to conduct quarterly staff meetings with all employees. (Amy Pinkston)
  - 1. Quarterly staff meetings were held with all employees.
- j. The Academy Parent Advisory Board will continue to meet on a monthly basis to increase parent involvement, support Academy programs, provide parental input, and promote community outreach. (Amy Pinkston)
  - 1. The Academy PAB did not hold formal meetings due to a low number of parents who were able to serve on the Board. The few parents who were able to serve communicated with the Director via email and phone to plan activities and events.

- k. The Academy staff will maintain certifications in First Aid and Infant, Child, Adult CPR to ensure children's safety. (Amy Pinkston)
  - 1. All Academy staff received First Aid and Infant, Child, Adult CPR in December 2008.
- l. The Academy will continue to conduct monthly emergency drills including fire, severe weather, earthquake, and violence prevention in order to increase emergency preparedness. (Amy Pinkston)
  - 1. The Academy conducted and recorded monthly emergency drills including fire, severe weather, earthquake, and violence prevention in order to increase emergency preparedness.
- m. The Academy Director will research programs which will allow parents or guardians to access the classroom video cameras through a secure website in order to increase parent awareness and security measures. (Amy Pinkston)
  - 1. The Academy Director along with Information Systems Director determined that the need for this type of program was not significant enough to offset the significant costs for this type of program.
- n. In February, the Academy Director will apply for an enhancement grant from the Division of Child Care and Early Childhood Education in order to obtain additional curriculum materials and teacher resources for the staff to use in the classrooms. (Amy Pinkston)
  - 1. Enhancement grants from the DCC/ECE are no longer available unless a program is need of money to assist with a licensing deficiency and/or quality approval requirement so the Academy was unable to apply for grant monies this year.
- o. The Academy Director will continue to work with the IFS department in developing an Academy link on the Ozarka College website to better inform students as well as the community regarding the preschool services provided. (Amy Pinkston)
  - 1. The Director and Information Systems staff continue to work on developing an Academy link on the Ozarka College website. A demo website has been developed and information is being gathered to complete the link so that it will be ready to view.
- p. The Academy Director will review employee policies and procedures as well as the policies and procedures identified in the Parent Handbook on an annual basis and update as needed. (Amy Pinkston)
  - 1. The Employee Policies and Procedures and Parent Handbook were reviewed. Changes were recommended and will be implemented beginning July 1, 2009.

- q. The Academy will continue to collaborate with AAA Therapy and the North Central Arkansas Education Service Center to provide developmental screenings for all children in attendance. Free support services will be provided to children who show developmental delays in order to enhance each child's optimal growth and development. (Amy Pinkston)
  - 1. The Academy continues to work collaboratively with NCAESC to provide developmental screenings to all children 3 to 5 years of age. Screenings were completed on all children enrolled in September of 2008. AAA Therapy no longer provides services to the facility. The Director now works with the Birth to Three program if developmental delays are suspected in children under the age of three.
- r. The Academy will continue to increase parent/guardian involvement and educational opportunities to support and enhance the family and child through family-centered events (Easter Egg Hunt, Mother's Day Tea, Father's Day Breakfast, Pre-Kindergarten Graduation, Fall Festival, and Breakfast with Santa). (Amy Pinkston)
  - 1. The Academy held the following parent involvement activities throughout the year: Easter Egg Hunt and Pre-K Graduation. The Academy assisted with Ozarka College's Fall Festival and Spring Fun Fest which were family-centered events.
- s. To enhance community involvement, the Academy will continue to participate in the St. Jude Children's Research Center Trike-A-Thon and the Cystic Fibrosis Foundation Mini March. The Academy will host a countywide book fair to promote literacy in early childhood. (Amy Pinkston)
  - 1. The Academy participated in the St. Jude Children's Research Center Trike-A-Thon in September of 2008. The Mini March was not offered due to scheduling conflicts this year, but is planned to resume next year. The Academy participated in "Read Across America". This event allowed guest readers to come to the program and read books to the children. The children also participated in a book drive and donated books to the local DHS office, Health Department, Revenue Office, and other city/county offices.
- t. The Academy staff will continue to participate in raising awareness of the importance of early childhood education during Arkansas Children's Week in April. Community leaders, community helpers, parents, and children will all participate in celebrating the week of the young child and provide activities to enhance early childhood development. (Amy Pinkston)

1. The Academy staff planned and participated in Arkansas Children's Week in April. Activities included planting trees donated by the Modern Woodsmen, a visit from the local recycling center as well as collecting recycled items, gathering items to make care packages to send to US troops stationed overseas,
- u. The Academy Director will continue to work with the city of Melbourne in obtaining a grant to help in providing for expansion of the current facility to meet the increasing child care needs of the community and surrounding areas. (Amy Pinkston)
  1. The VP of Finance met with Mayor Cone and WRPD staff to discuss obtaining a grant to expand the current facility, but it was decided that the timing was not ideal since the college did not have a President at the time. The group agreed to look at obtaining a grant in May of 2010 if the college and city were still interested in pursuing a grant.
- v. The Academy Parent Advisory Board and/or Academy Director will continue to provide parents with a monthly newsletter to help educate and inform the parents in regard to upcoming events, policies, early childhood education, and activities to extend into the home and current curriculum goals. (Amy Pinkston)
  1. Monthly newsletters were provided to parents throughout the year.
- w. The Academy will continue to research and obtain additional program funding through federal, state, and local grant opportunities. (Amy Pinkston)
  1. The Academy Director attended a Grant Writing workshop to obtain additional sources and grant opportunities.
- x. The Academy Director will maintain the input of all information in the new Child Care Manager software and maintain information to better assist the Business Office with audit information and yearly tax statements for parents. (Amy Pinkston)
  1. All financial information is collected on both a daily/weekly basis to ensure sound financial record keeping and to assist the Finance Office with audit information. Yearly tax statements were prepared by the Director utilizing the Child Care Manager software.
- y. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students. (Amy Pinkston)
  1. The Academy served as a pediatric rotation setting for several LPN students in the fall semester.

- z. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric setting for students to fulfill program requirements. (Amy Pinkston)
  - 1. The Academy assisted AAT students by providing a pediatric setting for the students to fulfill program requirements.
  
- 5b4. The organization's resources – physical, financial, and human-support effective programs of engagement and service.  
Actions
  - a. Advancement staff are encouraged to participate actively in community service projects
    - 1. All staff members are encouraged to participate in community service projects.
  - b. Marketing funds are used to sponsor a project of choice from each area high school district.
    - 1. Marketing funds were diverted to sponsor athletic programs this year because several local schools had teams achieve competition spots at the state tournament level.
  - c. Ozarka College-Ash Flat Campus Coordinator will attend community functions, meetings, and events to publicize current events, programs, etc. for the College.
    - 1. Ozarka College-Ash Flat Campus Coordinator attends the meetings of the 3 chambers of commerce that operate in the Sharp/Fulton County
    - 2. Ozarka College-Ash Flat Campus Coordinator is a member of the Quad-city Rotary Club.
  - d. Ozarka College-Mountain View Site Coordinator will continue to attend community functions, meetings and events to publicize current events, programs, etc. for the College.
    - 1. Ozarka College-Mountain View Site Coordinator serves on the following committees: Arkansas Folk Festival, Agriculture Appreciation Day, Old Time Gathering on the Square, and Arkansas Beanfest & Championship Outhouse Races, and serves as chair for the Mountain View Area Chamber of Commerce education and by-laws committee
    - 2. Ozarka College Mountain View Site Coordinator serves on the board of Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee and the Arkansas Craft School, serving as chair of the program committee
  
- 5b5. Planning processes project ongoing engagement and service.

Actions

- a. Planning of continued improvement of faculty, clinical sites and curriculum development are ongoing and reviewed annually and periodically.
  1. Two faculty members have been tasked to review and update curriculum. Faculty members have been sent to various PD's, and all clinical sites have been reviewed. For instance, Mountain View Nursing Home was removed from the clinical list due to student and instructor complaints.
- b. The College Planning and Effectiveness committee will continue to monitor planning which indicates engagement and service.
  1. Planning Manuals and Planning Results Manuals are placed on the website and made available to committee members.

Priority

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

Strategies

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

Actions

- a. When feasible, the Professional Development Committee will collaborate with other higher learning organizations and education sectors to provide opportunities for professional development.
  1. The Professional Development Committee collaborated with Perkins to provide for Speaker Pagano during 2008-09.
- b. The Allied Health Division will continue to operate a RN program through membership in a 5-institution consortium and budget accordingly.

1. The RN program had a pass rate of 94.4% for the Ozarka site for the year Jan-Dec 08.
2. Monthly meetings are held in Little Rock to address issues, perform systematic evaluation of the RN program and to make needed changes to enhance the program .
- c. Affiliation agreements are current and maintained annually for each clinical site. New ones are added periodically to meet the needs of the students.
  1. Affiliation agreements are updated every summer according to the systematic evaluation plan for the LPN program .
- d. TRiO SSS will provide opportunities for TRiO SSS participants to gain information about transferring to four-year schools through transfer advising, transfer trips and an annual transfer fair.
  1. TRiO SSS provided a variety of transfer trips, extensive transfer advising and a transfer fair.
- e. Ozarka College will continue to create effective learning environments by initiating partnership programs like the LPN to RN through ARNEC, the Early Childhood Education degree with Arkansas Tech University, and programs with the Arkansas Department of Corrections.
  1. In addition to those mentioned, the College has partnered for the Entrepreneurship for Artisans with the Craft Guild and for the Associate of Arts with an Emphasis in Human Services with ASU. Ozarka has partnered with ASUMH to provide students for transfer into a BSE in mid-level education degree whereby students during their second two years need only go to ASUMH one day per week.
- f. Ozarka College will continue to create effective learning environments by partnerships with service area high schools to provide concurrent enrolment for academic and technical education.
  1. Ozarka continues to offer concurrent enrollment in high schools where masters-prepared instructors are available. Through the Partners for Care grant, Ozarka is offering Health Skills I and II and Medical Terminology to seven area high schools via interactive video. In addition, a part time nursing instructor teaches the three medical-related courses to an eight high school.
- g. Ozarka College-Mountain View Site Coordinator, as part of a team representing Ozarka College, is working with the Mountain View Public School to develop a Secondary Career Center.
  1. Due to funding, secondary career center plans were shelved.
- h. 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.

1. A 2009 catalog of courses has been developed with 14 course sessions scheduled for the Spring and Summer with continuing education credit available.

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

Actions

- a. The VPSS will impute transfer work on Ozarka College transcripts.
  1. The VPSS imputed transfer work on Ozarka College transcripts, and the Student Assessment Coordinator is being trained in this area to insure transcripts may be entered in a timely manner during times when many transcripts are being received.
- b. Transfers from other PN programs are accomplished only with competency testing, due to the different nature of every PN program in Arkansas. This allows students to transfer, but they may not be in the same semester as the school they are graduating from.
  1. Two students were allowed to transfer work into the LPN program, they both have completed the program and both passed their boards on the first attempt.
  2. Transfer credit for pre-requisite courses are accepted.
- c. The VPAA will continue to work on articulation agreements with four-year colleges and course transfers.
  1. On-going. The VPAA office and Michelle Cooper (AAT) worked with ASU to develop a mid-level education program that will be hosted by ASU-Mountain Home with some classes offered here.
- d. TRiO SSS will provide opportunities for TRiO SSS participants to gain information about transferring to four-year schools through transfer advising, transfer trips and an annual transfer fair.
  1. TRiO SSS provided a variety of transfer trips, extensive transfer advising and a transfer fair.

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

Actions

- a. Foundation members support the efforts of Ozarka College by volunteering time and contributing toward fundraisers
    - 1. The Foundation includes 16-20 members on a regular basis from Fulton, Izard, Sharp and Stone Counties. The Foundation's assets total reached the \$1 million mark this past year.
  - b. Through the advisory board members who have community leaders, displays this on their advisory survey they complete at the annual meeting.
    - 1. AH meeting held February 2008 and May 2009 and survey completed.
  - c. Letters of support from community leaders are very substantial.
    - 1. Letters of Support were attained for an upcoming nighttime/weekend LPN program that Allied Health was contemplating.
- 5c4. The organization's programs of engagement give evidence of building effective bridges among diverse communities.

Actions

- a. The Foundation endowment program has grown, allowing more students to receive scholarships.
    - 1. The number of scholarships awarded this year has grown to 25 from 18 last year.
  - b. 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.
    - 1. A 2009 catalog of courses has been developed with 14 course sessions scheduled for the Spring and Summer with continuing education credit available.
  - c. Ozarka College-Mountain View Site Coordinator, as part of a team representing Ozarka College, is working with the Mountain View Public School to develop a Secondary Career Center.
    - 1. Due to funding the plans for a secondary center were shelved.
- 5c5. The organization participates in partnerships focused on shared educational, economic, and social goals.

Actions

- a. Ozarka College hosts an annual meeting on campus for regional economic developers
  - 1. The Advancement Department regularly attends North Central Arkansas Regional Economic Development meetings. In October and April, the NCARED meetings are generally held at Ozarka.
- b. The Allied Health Division will continue to operate a RN program through membership in a 5-institution consortium.
  - 1. Sharing of resources such as the Program Director and Teaching faculty makes this program very unique. Sharing the costly expense of faculty is one way Ozarka College has been innovative. Students have currently a 94.4% pass rate for the Ozarka site.
- c. The Allied Health Division will continue to partner with local hospitals, nursing homes and clinics to provide a clinical experience for its CNA, LPN, EMT and RN programs.
  - 1. Affiliation agreements were updated summer 08 for the 08-09 school year.
- d. Ozarka College-Mountain View Site Coordinator, as part of a team representing Ozarka College, is working with the Mountain View Public School to develop a Secondary Center.
  - 1. Due to funding the plans for a secondary center were shelved.
- e. 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.
  - 1. A 2009 catalog of courses has been developed with 14 course sessions scheduled for the spring and summer with continuing education credit available.

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

Actions

- a. Affiliation agreements are maintained and renewed yearly with specific information as to what is expected of the facility as well as Ozarka College's role.
  - 1. Reviews, revision and new contracts are mailed in summer of 2008 for 2008-09 academic year.

Priority

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

Strategies

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

Actions

- a. The Allied Health Division will continue to evaluate the constituencies served to maintain student learning and effectiveness by surveys and interviews.
  - 1. End of year surveys are completed on each facility May 09, and communication between external constituents, the DC and faculty is open and honest.
- b. Academic Affairs continues to provide course assessments in all courses and venues.
  - 1. All fall and spring classes both traditional and online are provided end of course evaluations. The library also administers a survey to determine need and improvement ideas

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

Actions

- a. The DPSP will continue to serve on the boards for Safe Passage and the Arkansas Urban Forestry Council.
  - 1. These positions were served in 2008-2009.
- b. The Foundation board's activities for fundraising and friend-raising are successfully supported in the four county area.
  - 1. The Foundation includes 16-20 members on a regular basis from Fulton, Izard, Sharp and Stone Counties.

- c. The Allied Health Division activities, such as blood pressure booths, health fairs, etc. are well-received by the communities served and encouraged.
    - 1. Health fairs offered by external constituents call to request students to participate to better serve the community.
  - d. Academic Affairs will continue to support student organizations such as PTK as it assists the community.
    - 1. Two faculty members serve as PTK advisors.
  - 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 & Championship Outhouse Races, Stone County Fair, Stone County Youth Leadership Program, Stone County Drug Abuse Prevention Committee activities, and the Mountain View Area Chamber of Commerce.
    - 1. Ongoing participation with evidence provided in the OC-MV scrapbook.
  - f. Ozarka College-Mountain View Site Coordinator will continue to serve on the Stone County Youth Leadership Board, The Stone County Drug Abuse Prevention Committee, Mountain View Area Chamber of Commerce Committees, and the Arkansas Craft Guild Education and Support Association, Inc. Board, chairing the Program Committee.
    - 1. Evidence of participation is provided in minutes of board meetings.
- 5d3. The organization's economic and workforce development activities are sought after and valued by civic and business leaders.

#### Actions

- a. Business Technology students are sought after and valued by civic and business leaders. Students will be referred to local businesses for employment.
  - 1. Many local businesses contact BT instructors regarding employment opportunities. These opportunities are posted in departmental displays or conveyed to students in the area.

- b. The Allied Health graduates usually have obtained employment before their graduation date. Many Hospitals and nursing homes come to campus to actively recruit potential employees, a short time before graduation.
    - 1. WRMC has provided a meal and recruiting information for senior level students, April 09.
    - 2. Batesville Nursing and Rehab brought Pizza and recruiting information, April 09.
    - 3. The Arkansas Department of Health sent a PowerPoint and information regarding state jobs, April, 09.
  - c. The VPAA will continue to attend Workforce Development seminars and meetings to ensure the community leaders know Ozarka College is involved.
    - 1. On-going
- 5d4. External constituents participate in the organization's activities and co-curricular programs open to the public.

Actions

- a. The Foundation board's activities for fundraising and friend raising are successfully supported in the four county area
    - 1. The Foundation includes 16-20 members on a regular basis from Fulton, Iazard, Sharp and Stone Counties.
  - b. The Allied Health Division will continue to serve up to over 100 constituents during blood pressure booths and health fairs.
    - 1. Doing BMI checks for Iazard County alone served over 300 persons.
  - c. Academic Affairs will continue to support student and faculty led programs that involve the community such as FBLA and co-sponsored fund raisers (LPN/Modern Woodsmen Chili Supper in Mountain View)
    - 1. Nursing instructors and nursing students heavily supported "Walk for the Cure" in June 2009 in Melbourne and in July in Mountain View. Other faculty members and the VPAA also supported one or more of the events.
- 5d5. The organization's facilities are available to and used by the community.

Actions

- a. Ozarka College-Ash Flat staff in conjunction with the PBL student organization will sponsor a blood drive each year for the American Red Cross.
  - 1. The American Red Cross held a blood drive twice at the Ash Flat site in 2008-2009.
- b. Ozarka College-Ash Flat will continue to work closely with area clubs, organizations, schools, and businesses to provide space for meetings, seminars, and other events.
  - 1. Sharp County Extension Office utilized the lecture hall for most of its 2008-2009 seminars.
  - 2. ASU Childhood Services used rooms several times for child care provider seminars.
  - 3. UAMS/AHEC Prescription Drug Assistance Program has an office at the Ash Flat site.
- c. Ozarka College will continue to provide meeting space for Safe Passage, a women's advocacy organization.
  - 1. Safe Passage held all of its Board meetings on the Ozarka Melbourne campus.
- d. Ozarka implemented facilities usage guidelines to ensure fairness and consistency in the availability and subsequent use of campus space.
  - 1. This process is still being implemented across campus and needs additional enforcement.
- e. Community and campus calendar events are posted online and also printed in campus news
  - 1. The community and campus calendars are based on the input from staff. Having the ability to see what activities are scheduled on campus helps with planning internal functions as well as appears friendlier to the community.
- f. Personal Care Aide classes and 2 week CNA classes are held in the AH building as needed.
  - 1. Both of these classes were held during 1008-09 through the Continuing Education Department.
- g. The Wellness Center will be consistently used by the community.
  - 1. Diabetes Support Group Meetings-3 (facilitated by University Extension Arthritis Foundation Exercise Program offered in Summer 2008 (5 participants), Fall 2008 (4 participants) and Spring 2009 (6 participants)
  - 2. Kids College utilized the Fitness Center for one session in Summer 2008-(no head count on this one)
  - 3. Camp Fit n' Fun Youth Activity Session-19 participants
  - 4. Diabetes Support Group Meetings-2 (facilitated by University Extension)
  - 5. Healthy Eating Every Day (7 participants)
  - 6. Active Living Every Day (30 participants)

- h. Ozarka College-Mountain View Site Director will continue to encourage area clubs, organizations, schools and businesses to use the class rooms for training, conferences and meetings.
  - 1. Dates and locations are found on Ozarka College Campus calendar.
- i. Ozarka College-Mountain View will continue to host regular meeting of the Mountain View Area Chamber of Commerce, the Stone County Youth Leadership Committee, and the Arkansas Craft Guild Education and Support Association, Inc. Board.
  - 1. Dates and locations are found on Ozarka College calendar.
- j. Ozarka College-Mountain View will continue to host and moderate the Stone County Youth Leadership Program at least twice during the school year.
  - 1. Dates and locations are found on Ozarka College calendar.
- k. Ozarka College-Mountain View will continue to sponsor a blood drive each semester for the American Red Cross.
  - 1. Blood drive was held in October 2008 and February 2009.

5d6. The organization provides programs to meet the continuing education needs of licensed professionals in its community.

**Actions**

- a. Continuing education courses are available for realtors, radiology technicians, electricians and others.
  - 1. CE licensure requirement training was offered in 2008-09 for realtors, radiology technicians and electricians. A CE update for insurance agents has been added for 2010.
- b. CEU's for license renewal of AH faculty are usually obtained through workshops, seminars and conferences. These must be area specific. No CEU's are granted for AATYC, therefore the Nurse Educator conference in Memphis will be attended and has been budgeted for three of the newest faculty members for March of 2009.
  - 1. The nurse educator conference was not attended due to the Ice storm in Feb. 09, it was felt that the students needed the time to stay on track and make up for what time had been lost. CEU's required for licensure was maintained by the faculty.

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

Actions

- a. The cafeteria will continue to explore the offering a wider variety of menu options to better serve the students and staff. (Brenda Morris)
  1. Menu was modified to offer additional meal options daily.
- b. The cafeteria will continue to provide quality dining experiences for students, staff, and community and civic groups. (Brenda Morris)
  1. Cafeteria served students, staff, and community throughout the year.
- c. An annual survey to obtain feedback concerning the selection and services offered by the cafeteria will be completed. (Brenda Morris)
  1. Survey was completed on-line.
- d. A departmental budget will be prepared and monitored to ensure that operational costs are held to a minimum. (Brenda Morris)
  1. Departmental budget was submitted and monitored to ensure that operational costs were 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. (Brenda Morris)
  1. Staff assignments were monitored and utilized areas of each employee's personal strengths.
- f. The annual budget request submission will include an amount for cafeteria personnel to attend meetings for sanitation training and certification. (Brenda Morris)
  1. Amounts were included in budget and new employee attended training.
- g. The cafeteria staff will continue to provide nutritional meals for the Ozarka Kids Academy. (Brenda Morris)
  1. The cafeteria provided nutritional means for the 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. (Brenda Morris)

1. Inventory records were maintained and submitted to the VP for Finance for inclusion in the financial statements.
- i. The VPAA and the Continuing Education offices will continue to be involved with the Arkansas Craft Guild to develop the Arkansas Craft School, a venue to develop credit and non-credit programs for the Mountain View (and national) area.
  1. Non-credit courses in marketing of craft and others have been offered in Mountain View.

Long Range Planning  
Spring 2008

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

1. Provide high-quality, relevant education
  - a. Academic programs
  - b. Technical programs
  - c. Developmental education programs
  - d. Workforce and professional education programs
  - e. Non-credit, continuing education, and community service programs
  - f. Adult basic education, GED, and literacy programs
  
2. Provide high quality, relevant student services and outreach programs.
  - a. Recruiting
  - b. Admissions
  - c. Registration
  - d. Advising
  - e. Tutoring
  - f. TRIO
  - g. Career Pathways
  - h. Student Success Center
  
3. Promote goodwill through partnerships, effective communication and information efforts.
  - a. Public relations-newspaper, radio, TV, etc
  - b. Community meetings
  - c. Legislative meetings and elected officials
  - d. Employee participation in community service, cultural enrichment, and recreational activities
  - e. College and high school partnerships

- f. Economic development activities
- 
- 4. Value college personnel who accept the challenges of teaching and learning and who are committed to providing an atmosphere of respect, dignity, and cooperation.
    - a. Recruit and retain quality and qualified faculty and staff
    - b. Ensure appropriate funding for compensations and fringe benefits
    - c. Support annual effective performance reviews of all faculty and staff
  - 5. Ensure that facilities and resources will be provided to enhance high quality, relevant programs and services.
    - a. Responsible budgeting and accounting of funds
    - b. Generation of local, state, and federal funds
    - c. Appropriate planning and construction of facilities
  - 6. Provide technological infrastructure and support to promote high quality, relevant instructional programs and student services.
  - 7. Provide high quality, relevant administrative process, programs, and functions that value employees, promote shared governance, and ensure attainment of the mission of the college.

## SWOT Analysis 2006

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1. Student-friendly	1. Growing pains	1. Off campus site growth	1. Competition from other community colleges in Fulton/Stone/Sharp Counties
2. Cost effective (affordable)	2. Rural area	2. Community need	2. Legislation
3. Quality facilities	3. Funding	3. Career counseling-awareness	3. Perception
4. Staff & faculty	4. Salaries of personnel	4. "Change lives" via college enrollment	4. Consistency of state, federal, and private funds
5. Technology	5. Cultural bias against education	5. Improve community	5. Small-town talk
6. Youth programs – kids college look to future	6. Economic issues	6. Jobs at Ozarka boost the community	6. Student retention
7. Area school support	7. Place-bound students	7. Cultural enrichment	7. Technology and other time-consumers
8. Community support	8. Need for instructors	8. Attract business and industry	8. Faculty salaries
9. Help students succeed	9. Unsaturated programs	9. Improve retention rates	9. Building loss – students, finances, myOzarka
10. Advertising/recruitment	10. Lack of student engagement	10. Follow-up of graduate success	
11. Concurrent	11. Available space such as for culinary	11. Review organizational structure	
12. Accessibility (campuses, online, scheduling)	12. Place bound graduates	12. 60+ program	
13. TRIO & Perkins Tutor, Title III support	13. OPM	13. Beef up dev. Ed	
14. Grounds – esthetics	14. Resistance to change	14. Teach responsibility/ethics	
15. Adult Ed	15. Off campus coverage	15. Increase expectations while providing tools for success	
16. Financially solvent	16. Off campus connection	16. Time of + change immersion education	
17. Work environment – climate	17. Friday attendance	17. Fitness Center	
18. Good transfer relations/articulation	18. Off campus underdevelopment		
19. Accredited	19. Lower expectations		
	20. Lack of job opportunities		
	21. Job placement		

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, Goals 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, and Actions. Goals, Strategies, and Actions for upcoming cycle discussed in professional review.
- Administration, faculty, and staff finalize action plans for upcoming strategic plan cycle (July 1-June 30)
- Actions, Strategies, Priority Initiatives, and Primary Goals for the upcoming strategic plan cycle are reviewed by the Planning and Effectiveness Committee, Administrative Council, and approved by the President

March

- Departmental budgets are 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 a Planning Results Manual for the present cycle strategic plan
- Finance department completes the draft of the college budget for the upcoming fiscal year

May

- The completion of the Actions are documented in the Planning Results Manual by Academics
- Final draft of budget for upcoming fiscal year completed
- Budget for upcoming fiscal year approved by the Board of Trustees

June

- Other Offices of the College document completion of Actions in the Planning Results Manual
- 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 is scheduled to review the Planning Results Manual from the previous year and the Planning Manual for the coming year to ensure appropriate planning for future actions

August

- Review of the Planning Results Manual of previous year and the Planning Manual for the coming year with all administration, faculty, and staff to ensure appropriate planning for future actions
- Committee members for upcoming cycle finalized

September

- Review of the Planning Results Manual of previous year and the Planning Manual for the coming year 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, that is not only proposed by the best insight of its own personnel and community members, but that will include 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.

## **Directions for Planning**

1. After reviewing your assessment form the previous year and the recent fall semester, make a list of what you want to accomplish in the coming year.
2. Read the skeleton to the planning manual and find a Goal, Priority Initiative and Strategy under which to place your Action.
3. While reading through the Goals, Priority Initiatives and Strategies, make a list of things you should be doing that you are not. Use this list for further planning (see # 2).
4. If you cannot find an appropriate place for your Action, contact the Director of Planning and Special Projects to create one.
5. Tie Assessment to Planning and Planning to Budgeting where possible.

Step by Step Planning	
Use one chart per entry	
1. Determine need (assessment)	
2. List need	
3. Write perfect entry including a. Assessment b. Plan c. Budget	
4. Find place in Five Criteria	
5. Review Five Criteria for additional entries (list areas you need to go back to such as 3c1, 4a2, etc.)	