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Ozarka College Vision Statement for 2009

- Ozarka College will provide high quality instruction and equal services to enrolled students regardless of attendance location.
- By continuing to capitalize on the delivery options available through technology, the college will deliver education and services to students throughout the service area. As student numbers increase at distance sites, there will be a greater reliance on the classroom instructor for high enrollment areas and technology used to enhance variety for lower enrollment areas.
- Increased enrollment will result from Ozarka further aligning itself with community service, including that to service area high schools and in the areas of adult education, continuing education, and the development of educational options on all campuses. Ozarka will continue to attract and retain high quality personnel and strive for high retention of its students.
- Ozarka will expand educational opportunities including exploring additional four-year options for the service area, attain the third level of implementation in the Higher Learning Commission's *Assessment of Student Academic Achievement*, and continue to develop itself as a learning college. Ozarka, having just completed a rapid growth phase, will begin to focus itself on reaching exemplary status as a community college.
- Ozarka will align itself with community needs and "best practices" extolled by the Higher Learning Commission and others, promoting high quality, lifelong learning.

Ozarka College Planning 2006-2007 History

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

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

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

The following definitions and structure are used in the model:

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

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

Strategies – action plans for accomplishment of Priority Initiatives.

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

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

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

Once the model was completed in its early form, members of the Administrative Council began to test the process by generating planning for the 2006-2007 year through the model. With initial success at this level, the call for planning was extended to Division Chairs, Faculty, and all areas of the College. The Division Chairs met with Planning on the afternoon of August 11, 2006 for training in the new planning process, after which, they led their divisions. Planning participants were requested to fit their planning into the model and Actions received with out 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 planning cycle was considered complete on September 29, 2006.

Ozarka Strategic Planning 2006-2007

The Four Themes

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

Please use the color coding:

President

VPAA or Supervised by VPAA

VPSS or Supervised by VPSS

VPF or Supervised by VPF

Director of Advancement or Supervised by DA

Director of Information Systems or Supervised by DIS

Director of Human Resources or Supervised by DHR

Director of Planning/Special Projects or Supervised by DPSP

Academy

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 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. Completed spring 2007 and as a result a Task Force was appointed to review the mission statements and to make recommendations for future changes.
 - 2. The task force recommendations will be reviewed by the administrative team and any changes will be suggested to the Board in the fall 2007 semester.
 - b. The College will periodically (every five years) reaffirm the mission documents through formal action of the Board of Trustees.
 - 1. The Board reaffirmed the mission statements at the March 2007 meeting and also gave support to the review by a task force.
 - c. The College will clearly publish the mission documents in the college catalog and on the website.
 - 1. Completed and ongoing. The mission documents are well defined in the new 07-08 catalog and the website.
- 1a2. The mission, vision, values and goal documents define the varied internal and external constituencies the organization intends to serve.

Actions

- a. The College will periodically review (every five years) the mission documents with internal and external constituencies to ensure that constituencies are defined and served.
 - 1. Completed with faculty and staff reviews in meetings and college update sessions during 06-07.
 - 2. Completed with board members during board meetings and with constituents in various community meetings.
- b. The Colleges Strategic Plan and Priority Initiatives will be developed to ensure that all constituencies are served.
 - 1. Complete fall 2006 through committee and faculty meetings.
- c. Periodic environmental scans (every three years) will indicate that Ozarka College serves its internal and external constituencies with a scan done in early spring 2007.
 - 1. A telephone scan exploring the need for law enforcement training was completed with results showing the more distant a law enforcement agency was from Black River Technical College, the greater the desire for Ozarka to add a program.
 - 2. The President invited area high school superintendents to a campus meeting to get feedback for high school needs.

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

Actions

- a. The College will periodically (every five years) review the mission documents with the faculty council to ensure a strong commitment to academic standards that sustain and advance excellence in higher learning.
 1. Completed spring 2006 and supported appointment of a task force to review mission documents and make suggestions for change.
- b. Ozarka College will continue to develop and enhance course and program offerings at the campuses in Melbourne, Ash Flat, and Mountain View.
 1. Ongoing—new courses were added during the fall and spring semesters of 06-07. Nursing program expansions are planned for fall 07. High school health skills courses developed and will begin fall 07.
- c. Ozarka College will provide support programs and services to support teaching and learning to perpetuate the mission of the College.
 1. The Perkins grant provided guest speaker Jerry Amada and developed the Teacher Toolkit.
 2. TRiO and Perkins provided tutoring programs on all three campuses.
 3. A course on internet teaching was developed for faculty.
 4. The DOJ grant provided services to victims of domestic violence who attended classes on campus.
 5. The Big Read grant promoted life-long learning by promoting reading and literature.
 6. The Artmobile grant provided an art display to enhance art appreciation classes and to promote art appreciation for Ozarka students and the general public.
 7. Ozarka developed a Career Pathways program to begin fall 07.
 8. Ozarka wrote into the 07-08 Perkins grant a Student Success Specialist position to enhance retention and completion.

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

Actions

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

2. The President appointed a Mission, Vision and Goals Task Force that made recommendations to the administrative team and faculty.

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

Actions

- a. The College will annually review mission documents with the Board of Trustees, administrative team, faculty, and staff and make revisions when appropriate.
 1. The Board of Trustees reviewed the current mission statement in March.
 2. The President appointed a Mission, Vision and Goals Task Force that made recommendations to the administrative team and faculty with discussion and adoption to take place in fall 07.
- b. Ozarka College will maintain processes that promote review and refinement of mission, organizational structure, policies, procedures, practices, and processes.
 1. Seven task forces for improvement were completed during 06-07 including advising, registration, financial aid, payroll, business office, facility usage, retention, and graduate follow-up/placement.
 2. Improved Board Policy promoted by the DOJ grant to reduce violence against women went into effect in fall 06.

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

Actions

- a. 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. Completed for 06-07 and ongoing.
- b. The College will regularly (every five years) survey internal constituencies and external constituencies to ensure people are aware of the mission documents and have an understanding of the documents.
 1. Continues as a goal. This survey will take place at the end of 07-08 following promotion of the new mission, vision and values.
- c. Advancement will announce mission goals when possible in public forums, civic meetings and during on campus events such as orientation and graduation.
 1. Pending adoption of new mission statement and goals.

- 2. Currently the old mission appears in the printed and online catalog.
- d. Advancement will display the mission statement on signage at visible locations on each Ozarka College site.
 - 1. Pending adoption of new mission statement and goals.
 - 2. Currently the old mission appears in the printed and online catalog and in the Ozarka Library.
- e. Advancement will increase Foundation Board awareness via review of their mission and its coordination with the institutional mission on an annual basis.
 - 1. Foundation Board reviewed mission and goals at retreat in Fall 2006.
 - 2. Foundation Board guidebook includes the mission statement and goals.
- f. The Library will house the mission documents and make them available upon request.
 - 1. Completed

Priority

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

Strategies

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

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure that they address the community values and common purposes it considers fundamental to its mission through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 - 1. Accomplished in some respects. Continues as a goal.
- b. The College will annually examine the demographics of the service area to provide knowledge of and definition to the constituencies the college serves.
 - 1. The president maintains relations with many community groups and seeks feedback at meetings on an anecdotal basis.
 - 2. The Office of Planning and Special Projects maintains a current copy of the *Arkansas Statistical Abstract* for use by college personnel.
 - 3. Data Day held in May revealed student demographic data.

- c. The College will realize increased enrollment by providing opportunities for the 55+ student.
 - 1. Admissions has worked with Physical Education and Continuing Education to increase enrollment for the 55+ student. The Director of Admissions visits nursing facilities, businesses, and churches. This will continue to be a priority for the 2007-08 school year.
 - 2. Continued emphasis: Student Services will continue to work with Academic Affairs to provide opportunities for the 55+ student. Fitness center I and II have provided positive opportunities and a significant increase to our enrollment.
- d. The Library will make resources available which will allow the College to stay aware of current nationwide educational trends such as the Chronicle of Higher Education, Community College Journal, databases, etc.
 - 1. Completed

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

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure that they present the organization's function in a multicultural society through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 - 1. The mission was evaluated in 06-07 and continues to be evaluated by a task force for improvement.

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

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure they affirm the organization's commitment to honor dignity and worth of individuals through internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 - 1. Accomplished 06-07 and continues.
- b. The College will prominently include the mission statement during orientation for new employees.
 - 1. Mission statement is on the website and will be included in the revision of the employee handbook in 2007-08.

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

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure that 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. Accomplished 06-07 and continues.
- 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. Continues as a goal. A specific evaluation will occur 07-08.
 2. Additions to the Employee and Student Codes of Conduct went into effect in fall 06 as a result of activity by the Department of Justice Office of Violence Against Women grant.

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

Actions

- a. The College will regularly evaluate (every five years) the mission documents to ensure they provide a basis for the organizations basic strategies to address diversity though internal surveys of faculty, staff, and students as well as external surveys in the service area and with organized focus groups.
 1. Accomplished and ongoing.
- b. 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 Partners for Care grant was written to provide high school scholarships for books, fees and tuition. High school students are often prevented from attending due to lack of funds.
 2. The Partners for Care grant was written with additional scholarships for LPN students and CNA students to assist those desiring to attend who needed additional support.
 3. A Career Pathways grant was written to encourage those least likely to walk through college doors to attend.
 4. Ozarka encouraged the attendance of the 55+ group to attend via fitness courses.
 5. Ozarka teamed with a fitness center in Ash Flat to make attendance easier for persons from that area.
 6. Additional evening classes were added so that those with fulltime jobs could attend.
 7. The Ozarka Foundation and the Advancement Department worked throughout the year to raise money for additional scholarships.

8. The Nursing Department planned for the addition of two nursing classes of 20 students each, one class in Mountain View and one in Ash Flat, making attending easier for students from those areas.
9. The diversity of the students attending Ozarka (2005 IPEDS) are comparable to the service area (2000 census): white (service area 97.1%, students 97.2%); black (service area 0.57%, students 1.1%); Hispanic (service area 0.91%, students 0.7%); American Indian/Alaska Native (service 0.68%, students 0.9%); Asian/Pacific Island (service area 0.14%, students 0.2). Note: Other and Two or More Races comprised 1.46% of the service area population but was not calculated for students and are included in the previous statistics.
- c. The College will encourage diversity when filling position openings on campus and monitor the proportion of both staff and student diversity on campus compared to the service area.
 1. Currently there is a Hispanic faculty member and two American Indian faculty members, resulting in greater than 3% of the employee positions being of ethnic diversity.
- d. The College will evaluate marketing and recruiting materials to ensure a diversity of students, faculty, and staff is represented in proportion with the actual student, faculty and staff diversity ratio.
 1. Current publications reflect campus diversity. New publications will be developed accordingly.

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. The College will annually survey board members, faculty, staff, and students to determine their understanding and support of the organizations mission.
 1. Continues as a goal. Survey will be accomplished 07-08.
- b. 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. Continues as an ongoing goal.
- c. Advancement will print occasional commentaries regarding the mission in the campus newspaper.
 1. Appropriate announcement will be given once the mission statement is reviewed and approved by the board.

- d. The College will provide the opportunity for all Ozarka employees to realize that he/she is an important contributing factor in the success of our students.
 - 1. Student Services members have participated in “Team Meetings” and served as contributing members on several “Task Forces.” The scholarship committee is another example of group participation.
 - 2. The large variety of participants selected for Task Forces and Selection Committees has provided opportunity for many to contribute.
 - 3. Presidential Updates twice a semester for and the delivery of the Presidents Report monthly to all employees evidences the President’s respect for the knowledge and opinions of all employees.
- e. 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. Accomplished. The mission is continually expressed as Ozarka College makes plans to meet the education needs of students and citizens of north central Arkansas.

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

Actions

- a. The Strategic Plan actions will be mission driven.
 - 1. Accomplished as exhibited by the strategic plan.
- b. The Strategic Plan actions will be focused on meeting the expectations of the HLC/NCA Criterion for Accreditation.
 - 1. Accomplished as exhibited by the strategic plan.
- c. Annual review of the Strategic Plan by the administrative council will indicate that the strategic plan is congruent with the mission.
 - 1. Upon review, the Planning Manual 2007-2008 appears to be mission driven and consistent with the mission. (JS)

1c3. The organization’s planning and budgeted priorities flow from and support the mission.

Actions

- a. The planning and budgeted process will indicate that the priorities flow from and support the mission of the college.
 - 1. Accomplished in the 2006-2007 planning and budgeting process and supported by the strategic planning calendar.

- b. The budget will be reviewed annually to ensure that resources are adequately dedicated to supporting the mission of the college.
 - 1. Accomplished. The budget was reviewed by faculty, staff, administration, and the board.
- c. 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. Accomplished and supported by the printed budget process expectations.

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

Actions

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

Actions

Priority

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

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

Actions

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

Actions

- a. Student Services will demonstrate effective leadership characteristics that will enhance a "student friendly" educational environment.
 - 1. Professional reviews were conducted for all members of the Student Services team. In addition, informal observations provide snap shots of attitude toward students and evidence of being helpful to the student. The Student Services department will move into a "one stop shop" setting for the 2007-08 school year. This should enhance the quality of student services activities.

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

Actions

- a. The College will review employee position descriptions and see that they are clearly written and discussed with individual staff persons.
 1. Position descriptions have been reviewed and updated where needed.
 2. New position descriptions have been written for new Career Pathways personnel.
 3. A new position description has been written for a Student Success Coordinator.
- b. The College will utilize the “task force” concept with defined assignments to evaluate and improve all aspects of the college.
 1. Student Services will implement appropriate changes recommended by the “Task Forces” and the administrative team. Continued evaluation will occur.
- c. Student Services will focus on improvement through “team meetings” to clarify process and procedures and to implement necessary changes.
 1. Increased emphasis on “Team Meetings” has occurred this year. The “One Stop Shop” concept will increase the likelihood of student services working together.

- 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 Curriculum Committee will meet three to four times per semester.
 1. Curriculum Committee met 3 times per semester.
- b. The Faculty Council will met three to four times per semester and approve/disapprove Curriculum Committee recommendations.
 1. The Faculty Council met seven times during 06-07.
- b. The Institutional Assessment Committee will meet each semester and review the assessment process.
 1. Accomplished. The committee name has been changed to College Planning and Effectiveness during 06-07.

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

Actions

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

Actions

- a. Yearly and strategic planning will include input from all areas of the college.
 1. Planning 2007-2008 included all areas as did Planning 2006-2007.
- b. All grants written will include the appropriate communication network.
 1. The Big Read Grant and Forestry Grant communicated via email, the newsletter, the news paper and by posters.
 2. The DOJ grant held monthly Coordinated Campus Response Meetings and with weekly meetings with grant personnel via interactive video.
- c. The College will utilize the campus listserv mechanism to provide efficient and effective communication.
 1. Campus email is the primary source of announcement to staff (and students).
- d. Advancement will schedule regular presentations from the President to maintain communication.
 1. The President holds quarterly updates on campus.
 2. The Advancement office is exploring community forums for 2007-08 with the President.
- e. Finance Department will conduct staff meetings on a regular basis to effectively communicate departmentally.
 1. The Finance Department began having quarterly meetings in 2007. The first meeting was held on March 2, 2007. Another meeting is scheduled for June 11, 2007.

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

Actions

- a. The Director of Planning/Special Projects will attend DOJ management training in November.
 1. Completed.
- b. The Finance Department staff will attend SACUBO meeting in October

1. Michelle Cunningham, Karen Owens and Tina Wheelis attended the SACUBO Fall Drive-in Workshop in Little Rock. The meeting was held on October 29 – 31, 2007.
- c. The President will assign review committees to review structures and processes at Ozarka College.
 1. Seven task forces were assigned and accomplished in 06-07. Task force reports are posted on the College Effectiveness webpage.

Priority

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

Strategies

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

Actions

- a. Marketing and advertising messages will reflect accuracy of mission.
 1. Done.

1e2. The board exercises its responsibility to the public to ensure that the organization operates legally, responsibly, and with fiscal honesty.

Actions

- a. The Finance Department will follow policies and procedures outlined by the Business Task Force committee and adopted by the Board of Trustees on 9/26/06.
 1. Policies and procedures outlined by the Business Task Force Committee were implemented by the Finance Department beginning with the Fall 2006-2007 semester.
- b. The College will promote professional integrity and ethics as related to mission, organizational structure, policies, procedures, practices, and processes.
 1. Accomplished
- c. The Board of Trustees meets four times per year to provide leadership, guidance, analysis and decisions for the College.
 1. Accomplished with minutes posted on the College Effectiveness webpage.
- d. The President communicates College business regularly to the Board via the Monthly President's Report.
 1. Accomplished with reports posted on the College Effectiveness webpage.

- 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. The Ozarka Foundation Board will order an annual audit of their records and file appropriate tax reports.
 1. Annual audit was conducted with no discrepancies by Hughes Welch and Milligan.
- b. The organization's internal constituency becomes familiar with the FOIA.
 1. FOIA information will be distributed when faculty/staff return in Fall 2007.
 2. FOIA handbook information is on file with the receptionists' offices.
- c. An annual audit will be conducted by the Legislative Auditors.
 1. Legislative Auditors were on campus to conduct the 2005 – 2006 annual audit from March 6 – April 9, 2007.
- d. The Finance staff will attend Procurement 101 class offered by DF&A in August and October.
 1. Candace Blevins, Michelle Cunningham, and Jill Yancey attended the Procurement 101 class sponsored by the AR Office of State Procurement on August 17, 2006 in Little Rock.
 2. Earlene Martz, Karen Owens, and Tina Wheelis attended the Procurement 101 class sponsored by the AR Office of State Procurement on October 5, 2006 in Little Rock.
 3. Michelle Cunningham and Tina Wheelis attended the Procurement 201 class sponsored by the AR office of State Procurement on December 5, 2006 in Little Rock.
- e. The Finance staff will attend AR Procurement Officers meetings in August.
 1. Michelle Cunningham, Tina Wheelis, and Jill Yancey attended the AR Procurement Officers meeting held on August 11, 2006 in Jonesboro.
 2. Tina Wheelis and Jill Yancey attended the AR Procurement Officers meeting held on March 9, 2007 in Little Rock.
- f. The Library will provide resources that outline current laws and regulations on educational law, etc.
 1. The library carries American Law Books and The Law of Higher Education as well as access to online databases that give access to educational law.
- g. The Director of Planning will attend DOJ training to increase knowledge of federal regulations in grant management.
 1. Completed.

- 1e4. The organization consistently implements clear and fair policies regarding the rights and responsibilities of each of its internal constituencies.

Actions

- a. The Finance Department will follow policies and procedures outlined by the Business Task Force committee and adopted by the Board of Trustees on 9/26/06.
 - 1. Policies and procedures outlined by the Business Task Force Committee were implemented by the Finance Department beginning with the Fall 2006-2007 semester.
- b. A task force will review the faculty salary schedule and make recommendations for standardization.
 - 1. Accomplished with faculty, administration, and board review. The salary schedule is included in the 07-08 budget book.

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

Actions

- a. Information systems will explore options regarding online Credit Card payment, Bookstore online sales, student financial aid online award posting, and Financial Aid and HR online job postings.
 - 1. Bookstore online sales continue as a goal, additional bookstore personnel to handle the load of packaging and shipping remains the issue.
 - 2. Students can now pay on accounts online, job postings are online and student financial aid awards are posted online.
- b. Club, bookstore and daycare funds are handled by the Finance Office and are subject to the same regulations and audit of the Finance Office.
 - 1. Funds are received from the various clubs, bookstore and Kids Academy and are receipted in the Finance Office. The annual audit was conducted in the spring of 2007 for the 2005 – 2006 fiscal year.

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

Actions

- a. A Business Task Force will review Finance policies and procedures for “student friendliness” and make recommendations for changes.

1. The Business Task Force Committee held meetings from June 14 – July 17, 2007 to review policies and procedures for “student friendliness.” Policies and procedures outlined by the Business Task Force Committee were implemented by the Finance Department beginning with the Fall 2006-2007 semester.
- b. Purchases in excess of \$5000 will be competitively bid.
 1. AR Procurement Laws were followed and purchases in excess of \$5,000 were competitively bid. Reports were submitted to the State of AR with information pertaining to these purchases.
- c. A task force will review College usage by external constituencies.
 1. Completed

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

Actions

- a. Public Service Announcements by Advancement will be distributed with accurate information and in a timely fashion.
 1. Accomplished but is ongoing
- b. All publication designs by Advancement will reflect accurate information about the institution.
 1. Accomplished and ongoing
- c. Publication updates will be conducted annually (during the spring term) by Advancement to include changes and new data about the college.
 1. Necessary updates were made in conjunction with the Admissions Office.
- d. Monthly financial reports will be prepared for the Board and posted on the web.
 1. Monthly financial reports were submitted to the Board of trustees with the monthly President’s Report. These reports were then posted to the web.
- e. The Library will provide house copies of past and current informational publications, articles, etc
 1. The library has 10 databases that cover some 6,000-10,000 publications.
- f. Information Systems will research a better method for inventory control.
 1. Continues as a goal
- g. Information Systems will research ways to increase efficiency in reporting for TRIO software.
 1. TRIO purchased new software in Spring 2007, this continues as a goal
- h. Information Systems will assist in returning old equipment to M&R.
 1. Several loads have been returned to M&R. Continues as a goal.

1e8. The organization documents timely response to complaints and grievances, particularly those of students.

Actions

- a. The Library will maintain a Challenged Materials Policy.
 1. The Library keeps a copy of this policy in the Library Policy and Procedures handbook.
- b. All areas of the College will follow the Board Policy Manual in responding to complaints and grievances.
 1. Accomplished

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. Yearly evaluation of planning by the College will indicate a high level of attainability.
 1. College planning yielded a success/partial success rate of greater than 91%.
- b. Division Chairs will assist the VPAA with scheduling of classes to serve the optimum number of student while helping to maintain the financial integrity of the College.
 1. BT Div Chair prepared schedules of classes for BT Division. Enrollment increased 200 students in the BT Division for Spring 2007.
 2. Schedules of recent semesters, expected enrollment the current semester, examination of cancelled classes and polling of instructors completed this goal. (RW)
- c. Departmental budgets and expenditures will be available for daily review by department heads, supervisors and administration in the Finance Office.
 1. Departmental budget and expenditure information was available at any time by contacting the Finance Office. In addition the information can be accessed by administration, department heads and supervisors on a daily basis via Sonis or MyOzarka.
 2. Departmental budgets were periodically reviewed. (RW)
- d. The organizational budget will be presented at the annual staff meeting by the VPF.

1. The operating budget was presented to the staff at the College Update Session on September 14, 2007.
 - e. Information Systems will research alternative plans for connectivity (I T1 and local DSL coverage).
 1. Pricing and reliability are issues, this continues as a goal
 - f. Ozarka College will ensure that appropriate strategic planning processes provide data and information to assist in resource allocation decisions.
 1. Accomplished with evidence of the strategic planning process and budget process resulting in the 07-08 approved budget.
- 2a2. The organization's planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization.

Actions

- a. An environmental scan will be conducted every three years. Evaluation of the planning documents by the Administrative Council will indicate that emerging factors are considered.
 1. Evaluation of the planning document shows continuing advancement of technology with extensive use at multiple levels from students and employees such as developments in MyOzarka, use of internet courses and interactive video, and use of multimedia in instruction and by students. The advanced technology used at Ozarka, along with its continuing emphasis in all aspects of the college from registration through MyOzarka, increases the efficacy of students in today's globalized society. The scheduling process in spring 06 for fall 07 included demographic consideration of high school students, the 55+ population, and the working student, resulting in record enrollment in fall 07.
- b. Advancement will annually review the Entering Student Survey to evaluate emerging trends in media changes to direct budget decisions.
 1. Entering student survey data is reviewed in order to select media contracts and method of delivery of advertising.
- c. Technology purchases will be reflected in the organizational budget.
 1. Technology purchases were budgeted in the 2006-2007 operating budget. The budgeted amounts are detailed in the Director of Information Services departmental budget request.
- d. The Library will make available information concerning national trends.
 1. Information is found in journals in print and online databases and updated technology books.
- e. Admissions will increase the non-traditional population (+55) and enrollment from local high schools with poor participation through visiting churches, businesses, and increasing visits to area high schools.

1. The Admissions Director will continue to focus on approaches to accomplish this goal. The Director will communicate with counselors and principals to determine if additional concurrent classes are possible. The Fitness Center enrollment with the 55+ student is doing well and should increase during the 2007-08 school year.
2. The Partners for Care grant included a high school component with scholarships and is delivered by interactive video.
3. The PE department proposed and received a grant for the 60+ population to provide fitness and nutritional guidelines and assistance.

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

Actions

- a. A yearly review of the planning documents will indicate that it provides for student function in a multicultural society.
 1. The culinary department well prepares students to perform beyond the local level as exhibited by success in national competitions.
 2. The nursing department utilizes diversity training.
 3. An English faculty member shares a PowerPoint on her over seas travel.
 4. Various grants added to the diversity experience (Big Read, DOJ).
 5. See other areas including 1b5, 3a7, 3c2, 4b4, and 5a3.

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

Actions

- a. An environmental scan will be conducted every three years or as often as needed.
 1. High school superintendents were surveyed by phone for need of health care interactive video concurrent courses with 7 schools opting to join the Partners for Care grant.
 2. The President held a superintendents' meeting March 2 to scan for community needs.
 3. A law enforcement environmental scan was completed.
 4. The President is constantly scanning through contact in the service-area communities while attending Chamber of Commerce meetings of Salem, Melbourne, Spring River and Mountain View six times yearly; Workforce Investment Board quarterly meetings; County Fairs of Fulton, Izard, Sharp and Stone

counties; city council meetings in Ash Flat, Cherokee Village, Melbourne and Mountain View at least yearly; and meetings of civic groups such as the Lions Club and the Optimist Club.

- b. Community members will be encouraged to share comments and ideas about their perception of the institution directly to the administration or via a Board of Trustee member.
 - 1. Ongoing. For clarification, board member names and photos were added to the website with assistance from information systems.
 - 2. See 2a4a4.
- c. Campus advisory committees will serve dually as a resource for institutional awareness of external needs.
 - 1. Ongoing as committees meet.
- d. AST instructor will meet with the AST Advisory Committee at least once per year.
 - 1. Done.
- e. The PE department will develop a referral network of physicians, local public health, senior centers, mental health centers and civic organizations to serve as an advisory panel and focus group to more adequately serve the target populations.
 - 1. Completed referral network partner list. Will begin advisory panel and/or focus group meetings in Fall 07 (HA).
- f. Advancement will annually review the Entering Student Survey to evaluate emerging trends in media changes to direct budget decisions.
 - 1. Survey results are reviewed each semester for trend changes in effective media.
- g. The Library staff will meet with the Library Advisory Committee at least twice a year.
 - 1. The advisory committee met in the Fall and June, 2007.
- h. 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. Accomplished and ongoing as a goal. Continued evidence of scans will be posted to the College Effectiveness webpage. The President attends quarterly meetings of the Higher Education Board and meets with presidents of the other 22 community colleges quarterly. (See 2a4a4)

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

Actions

- a. Student and employee surveys will indicate that the college is progressive and supports innovation and change.
 - 1. Surveys not done. New surveys to be developed/adopted in 07-08.

- b. Surveys will indicate a comfort level toward presenting ideas for change to the administration.
 - 1. Surveys not done. New surveys to be developed/adopted in 07-08.
- c. Business policies and procedures will be reviewed yearly for efficiency and student friendliness.
 - 1. The Business Task Force Committee held meetings from June 14 – July 17, 2007 to review policies and procedures for “student friendliness.” Policies and procedures outlined by the Business Task Force Committee were implemented by the Finance Department beginning with the Fall 2006-2007 semester.
- d. The College will be able to list examples of innovation and change at the end of each academic year.
 - 1. Accomplished and published by the president’s office as Fall 06 Accomplishments and Spring 07 Accomplishments.

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

Actions

- a. Organization’s history and heritage will be updated biannually and documented in “History of College” on website and catalog by Advancement.
 - 1. Not done.
- b. To preserve the history of the College, the Library will preserve newspaper clippings and copies of the Ozarka newsletter.
 - 1. Completed

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

Actions

- a. The college organizational chart will be available as public record.
 - 1. Available in library.
- b. The Library will house the College Organizational Chart in the employee handbook and on file to make it available to internal and external constituencies.
 - 1. Completed

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. The Foundation Board will work to raise funds in compliment to the identified needs of the institution.
 1. The Foundation has been charged with endowment building by the college administration.
 2. Foundation ICON scholarship programs have evolved in each of the four counties Ozarka serves.
- b. Student services will implement a plan to increase quality student activities at Melbourne, Ash Flat and Mountain View.
 1. Student Services, TRiO, and Student Council have worked together and provided increases activities during the 2006-07 school year. Examples of these activities include: Fall Fest, Ollabelle concert, a Saturday TRiO seminar, and several speakers including Mary Worthen author of *Journey Not Chosen*. Increased activities are planned for the 2007-08 school year.
 2. The Forestry and Big Read grants provided activities for students.
- c. Departments will submit annual budget requests reflective of their needs.
 1. Budget requests for the 2006-2007 fiscal year were submitted to the Finance Office by the departments on April 7, 2006.
- d. 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. Continues as a goal.

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. Grants written during the current year will contribute to the education (formally and/or informally) of the students, employees and other constituents.
 1. The Perkins grant will hire a student success specialist to focus on retention of students.
 2. A no-cost extension for the DOJ grant will enable education about sexual assault, domestic/dating violence and stalking to continue.

- 3. Funds from the Partners grant will allow for high school health care courses for seven area high schools and an additional LPN program in Ash Flat.
- b. PE department will increase wellness program funding through federal, state and local grant opportunities.
 - 1. Prepared and submitted 3 grant applications in 06, received one grant from the Division of Aging for senior program funding (ALED).
- c. The math department will remain within the departmental budget.
 - 1. Completed (RW)

2b3. The organization uses its human resources effectively.

Actions

- a. The Finance staff will begin to cross-train to assure optimum performance of the department when various staff members are absent due to illness or vacation.
 - 1. Payroll cross-training was completed on March 15, 2007. This was the most needed area to be addressed, but cross-training for all positions will be an on-going process.
- b. Information Systems will research utilization of a single domain to increase efficiency.
 - 1. Continues as a goal
- c. Information Systems will apply FundRaising software enhancement to increase the efficiency of database utilization by an administrative secretary staff person.
 - 1. Continues as a goal
- d. An English instructor will increase student enrollment by teaching more courses in sequence (JF)
 - 1. Scheduling has prevented this, but the idea will be revisited in Spring 08.
- e. An English instructor will streamline recordkeeping of activities/occurrences in the classroom (JN)
 - 1. Completed.
- f. The Academy will continue to employ 5 full time and 1 part time employee as well as 6 federal work study students to ensure proper staffing, offer hours which accommodate student schedules, and provide a quality program for children and families.
 - 1. Continues as a goal.
- g. The College will effectively use work study assistance to assist full time employees.
 - 1. Accomplished as evidenced by the work study funding allocations, the work study job descriptions, and the work study personnel.

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

Actions

- a. Specific grants will include allocations for professional development of employees.
 1. The Perkins grant allowed for professional development for English faculty, Science faculty, Culinary Arts faculty, Early Childhood faculty and other faculty members.
 2. The Perkins grant provided two trainings for the Perkins administrator.
 3. The DOJ grant provided training in Columbus for 4 persons and Boston for 4 persons.
 4. The DOJ grant held 8 trainings for the Coordinated Campus Response Team.
 5. The DOJ grant held the conference on sexual assault, domestic/dating violence and stalking and invited all faculty and staff as well as participants from throughout the state.
 6. The Forestry grant provided AUFC conference travel for the grant administrator.
 7. The Big Read grant provided travel for two administrators and a community member.
- b. Student Services will incorporate financial aid with the admissions process.
 1. Done.
- c. The Finance staff will participate in development opportunities such as Procurement Class and SACUBO workshops.
 1. Candace Blevins, Michelle Cunningham, and Jill Yancey attended the Procurement 101 class sponsored by the AR Office of State Procurement on August 17, 2006 in Little Rock.
 2. Earlene Martz, Karen Owens, and Tina Wheelis attended the Procurement 101 class sponsored by the AR Office of State Procurement on October 5, 2006 in Little Rock.
 3. Michelle Cunningham and Tina Wheelis attended the Procurement 201 class sponsored by the AR office of State Procurement on December 5, 2006 in Little Rock.
 4. Michelle Cunningham, Karen Owens and Tina Wheelis attended the SACUBO Fall Drive-in Workshop in Little Rock. The meeting was held on October 29 – 31, 2007.
- d. The Library staff will attend professional meetings and conferences to keep abreast of changes in the Information field.
 1. Completed
- e. The yearly budgeting process will provide for professional development of employees.
 1. Done.
- f. Various grants provide for professional development of employees.
 1. See 2b4a

- 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. Student Services will enhance the sound system in the John E. Miller auditorium.
 1. Phase One – Complete. Phase Two planned for the 2007-08 school year.
- b. The College will continue to plan for a new technology center.
 1. After discussion and review the plans for a new technology center were placed on hold.
- c. The College will begin to operate the newly renovated Fitness Center.
 1. The Fitness Center began offering classes in July 2006. The Fitness Center is open Monday through Friday from 6:00 am to 8:00 pm and Saturday from 6:00 am to 12:00 pm.
- d. The Library will continue to expand and improve its holdings and resources.
 1. Completed
- e. The Institutional Improvement Committee will continuously scan the College for needed improvements.
 1. Much improvement to the physical plant occurred in 06-07 including grounds (tree island, additional beds); the Hall Building (new entrance, walk-through scan by administration improvements); completion of new maintenance building; improvements to the Main Building (dining room renovations, conference room renovations, walk-through scan by administration improvements, painting of back side of outer building, concentration of student services in one area, renovations to Finance); and renovation of the old Maintenance shop. These improvements were channeled through grants, administration and grounds.
- f. Information Systems will place computer battery backup power for key offices and research scalability for MyOzarka and the Bookstore.
 1. Completed
- g. The VPAA will research options for continuing classes during a flue epidemic via distance education resources and contingency assignments.
 1. In process (MLD).
- h. The Culinary Arts Department will maintain equipment in an organized manner and work closely with maintenance for any needed equipment repairs and in modeling this procedure to its students will teach them proper upkeep of equipment.
 1. Completed

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

Actions

- a. The Director of Planning and Special Projects will continue to develop grant writing skills during the coming year to enhance the College's ability to respond to new ideas through grant utilization.
 1. The writing of the Big Read grant was successful. It was written partially in response to a limited advertising budget as means of promoting learning and Ozarka College.
 2. The writing of the Perkins grant was successful.
 3. The Director wrote several grants for AUFC on her own time to improve grant-writing skills.
 4. The Director reviewed grants for NSF to improve skills.
 5. The Partners for Care grant provided scholarships for high school, college health care and LPN students and provided for the start-up of an LPN program on the Ash Flat campus.
- b. Yearly planning will be adjusted to meet the college's needs.
 1. The planning cycle is revisited each year to allow for the changing environment.
- c. Contingency will be built into the yearly budget.
 1. A contingency amount of 92,774 was built into the 2006-2007 operating budget.
- d. The College will demonstrate flexibility when needed.
 1. Ongoing as a goal. Evidence is provided in class scheduling, CIS program adjustments, Allied Health courses, LPN expansion, and Ash Flat building plans.

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

Actions

- a. A review of the yearly planning will indicate a high level of attainment.
 1. Progression or completion for 06-07 was greater than 91%.
- b. The yearly planning review will show modifications or justifications for goals not met.
 1. Of the planning goals not met, most were continued as goals.
- c. The Annual Budget Report will be submitted at the end of each year with variance analysis.
 1. The 2006-2007 Budget Report and Variance Analysis will be submitted in July 2007.

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. The Institutional Assessment Committee will yearly review academic and institutional assessment.
 1. Continues as a goal for 07-08.
 2. All areas of the college have reviewed its 06-07 planning and analyzed its effectiveness.
- b. 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. Continues as a goal. The President attended regular meetings with the 22 other two-year college presidents. Data Day compared Ozarka College statistics to that of other two-year colleges.

- 2c2. The organization maintains effective systems for collecting, analyzing, and using organizational information.

Actions

- a. The Institutional Assessment Committee meets quarterly throughout the year to assure institutional effectiveness.
 1. Completed.
 2. The Perkins grant analyzed last year's data from the Perkins report to write the current grant.
- b. The Institutional Assessment Committee will make a check-list of the documents it will review.
 1. Not completed in 06-07 but scheduled for 07-08.
- c. Marketing and Information Systems will coordinate to develop and implement entering and exiting surveys online.
 1. Ongoing.
- d. The annual ADHE reports and biennium reports will be made available on the "I" drive.
 1. The 2006-2007 ADHE reports will be completed in September 2007 and made available on the "I" drive.

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

Actions

- a. Part of the check list of the Institutional Assessment Committee will include documented evidences from all areas of the college of the existence of feedback loop advancement.
 1. Not completed.
 2. The Perkins grant analyzed last year's data from the Perkins report to write the current grant.
 3. Administrative walk-throughs yielded physical plant improvements on campus.
 4. Continuing education uses evaluations to improve programs.
 5. Technical programs and the library utilize Advisory Committees to improve programming.
 6. Faculty members use the end of semester student surveys to improve teaching in subsequent semesters.
 7. The library uses student surveys to improve services.
 8. Faculty members utilized CATS formatively to improve student learning within a semester.
 9. Task Forces are used to improve student learning and institutional effectiveness.
 10. The kitchen surveys are used to improve services.
 11. Marketing surveys are used to improve effectiveness.
 12. The President participates in various groups and attends various meetings to investigate and improve institutional effectiveness.
 13. Faculty members use pre and post tests to improve instruction and student learning.
- b. The Library will use focus groups of seven students to evaluate all of the online data bases.
 1. Completed
- c. A Library survey will continue to be done each spring to determine Library strengths and weaknesses.
 1. Completed
- d. All faculty members will be asked to participate in Collection Evaluation following written procedures.
- e. 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. Continues as a goal.

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

Actions

- a. The AST instructor will assess annually to ensure that NATEF requirements and re-certification requirements are met.

1. NATEF visited in February for a recertification visit and Ozarka College was approved.
- b. Departmental reviews by departments and the VPAA will be prepared for ADHE on a rotational basis and these reviews used to outline improvement for programs.
 1. BT Division is preparing review for 2006-2007 due in November 2007.

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

Actions

- a. The Institutional Effectiveness Committee will meet quarterly to evaluate assessment in the college.
 1. The Committee met March 2007.
- b. The VPAA will schedule time for gathering information about and assessment of student learning by faculty.
 1. Ongoing

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. The planning process for 2006-2007 will experiment with tying Ozarka planning to the NCA/HLC criteria. All areas of the NCA/HLC criteria are compatible with Ozarka's current mission documents.
 1. The process was completed in 2006-2007 and utilized again in January 2007 for planning 2007-2008.

2d2. Planning processes link with budgeting processes.

Actions

- a. A strategic planning process will include a flexible funding program to connect resource allocation with the goals outlined in the strategic plan.
 1. Planning preceded budgeting.

- b. The planning to be submitted will either be allotted for in the 2006-2007 budget or the budget will be adjusted as needed.
 - 1. The planning process was completed prior to the budget process for 2007-2008 and the planning done by individuals and groups was used in the budget process.

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

Actions

- a. Capital purchases for instructional equipment will be purchased prior to December each fiscal year.
 - 1. Capital purchases were encouraged to be made prior to December. Due to the availability of prior year GIF funds, some purchases were made after this date.
- b. Review of planning for 2006-2007 will indicate a high level of attainment.
 - 1. Review of the planning results manual indicates satisfactory progress/attainment levels of 91%.

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

Actions

- a. Thorough environmental scanning will be completed every three years prior to strategic planning with its results made known for use in strategic planning.
 - 1. The Institutional Effectiveness Committee is in the process of developing a matrix to include environmental scans to be completed in 2007-08.
 - 2. See 2a4a.
- c. The strategic plan will be reassessed yearly with appropriate changes made.
 - 1. Strategic planning was done in 2006-2007 and again in 2007-2008.

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 planning document will be assessed for multiple evidences of relationships among educational quality, student learning, and the diverse, complex, global, and technological world in which the organization and its

students exist.

1. The Planning Manual shows evidence of assessment of student learning with the intent of increasing educational quality.
2. The technological sophistication of teachers and learners at Ozarka is high.
3. The culinary department well prepares students to perform beyond the local level as exhibited by success in national competitions.
4. The nursing department utilizes diversity training.
5. An English faculty member shares a PowerPoint on her over seas travel.
6. Various grants added to the diversity experience (Big Read, DOJ).

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

Actions

- a. Through environmental scanning will be done every three years with other scanning done as needed involving the proper internal and external constituents.
 1. Two environmental scans were completed in 2006-07 (high school, law enforcement) and the Institutional Effectiveness Committee is in the process of defining future scans.
 2. See 2a4a.
- b. The planning process will involve all areas of Ozarka College.
 1. Planning 2006-2007 and 2007-2008 involved all areas of the college.
- c. Internal scanning will be done to direct planning.
 1. Assessment of student learning, various reports (Perkins, TRiO, DOJ, Data Day, advisory boards, etc.), surveys (Advancement, etc.), etc. were used in planning 07-08.

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 PE department will work to ensure that 60% of the participants achieve increase in self-reported stage of change level post-program.
 1. Post-program surveys from Spring 07 are currently being evaluated. Thus far, 92% from Summer 06, 74% from Fall 06 reported at least 1 level increase in maintained physical activity. (HA)
- b. Learning goals will be included in syllabi by all instructors and reviewed by the office of the VPAA
 1. Learning Goals are included in syllabi of BT Instructors and have measurable outcomes.
 2. I have reviewed my syllabi and will make minor changes in all 6. (RB)
 3. Completed (RW)
 4. Completed (LT)
- c. Business Technology will ensure measurability of objectives.
 1. All learning objectives are measurable and have been assessed.
- d. Business Technology will research the feasibility of and develop a new degree plan and certificate of proficiency.
 1. The Business Technology Division developed a new AAS-BT degree plan and 4 certificates of proficiency in Accounting, Management, Computer Operations, and IST.
- e. Business Technology will change Records Management to include Windows, Outlook, and Access in addition to manual records (KT).
 1. Completed.
- f. Business Technology instructor will utilize MyOzarka in class curriculum (JM).
 1. My Ozarka is being used in 80% of BT Courses.
- g. Business Technology instructor will increase the proficiency of students registering in MyOzarka (JM).
 1. Students were instructed on how to register online in My Ozarka.
- h. The Library will continue to work with faculty to assure educational resources are available.
 1. Completed.
- i. The Culinary Arts Department will organize an effective briefing to include more detailed instructions on Lab/Function guidelines, classroom expectations (Dos and Don'ts), and what the students can expect from the instructors and the instructors from the students.
- j. The Culinary Arts Department will teach classes so that all students learn and participate in class discussions and labs.

1. Accomplished (LT)
 - k. The Culinary Arts Department will utilize color coding during cooperative learning exercises.
 1. Not done this year. (LT)
- 3a2. Assessment of student learning provides evidence at multiple levels: course, program, and institutional.

Actions

- a. The Science department will provide pre-post tests for all classes to effectively demonstrate that learning has taken place.
 1. Finding it difficult to provide evidence for all classes; work in progress (BD)
 2. Completed for Physical Science classes.(MM)
 - b. A Foundations instructor will develop and use a pre and post test for Quest (BE).
 1. Done(BE)
 - c. The ECD instructor will complete the application and review process yearly to re-certify the Ozarka College EDC program with the Arkansas Division of Child Care and Early Childhood Education.
 1. Completed.
 - 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. See 3a3.
 - e. All Faculty members will use CATS during the semester for formative assessment.
 - f. Programs will be evaluated on a rotational basis.
 1. AA and Culinary Arts keep up with the rotation
 - g. Programs with industry certifications will successfully complete the process as scheduled.
 1. Completed for AST.
 - h. The Institutional Assessment Committee will meet as scheduled.
 1. Done.
 - i. The Culinary Arts Department will develop feedback forms for the student lab functions.
 1. On-going (LT)
- 3a3. Assessment of student learning includes multiple direct and indirect measures of student learning.

Actions

- a. All fulltime instructors will utilize CATS in their classrooms and hand in at least one example of how they have used CATS during the semester to improve students learning
 1. Tried a couple and will continue more for 07-08.(MM)
 - b. Business technology instructor will use more frequent testing to give student more frequent feedback (KT).
 - c. A Communication Instructor will re-vamp and update assignments and exams in Communication and Fine Arts Theatre classes (JC).
 1. Completed (JC)
 - d. A Communication Instructor will research new assignments for in-class classes to include student self assessments and small group exercises in Communication class (JC).
 1. Completed (JC)
 - e. A Communication Instructor will use a new pre and post test in Communication class called the Hind Sight Bias Test (JC).
 1. Completed (JC)
 - f. A Foundations instructor will include at least 3 CATS on a regular basis in her classroom (BE).
 1. Completed (BE)
 - g. A Foundations instructor will develop a way to track Developmental students and their progress at Ozarka will help from Information Systems (BE).
 1. Continuing to work on this – Probably to be incorporated into new “Success For You” program (BE)
 - h. An English instructor will use CATS such as “Directed Paraphrasing,” “Paper or Project Prospectus,” and “Course-Related Self –Confidence Surveys” (ST).
 1. Completed: Comp II, Native Lit. and Practical Writing
 - i. English instructors will incorporate some new classroom assessment techniques (JF, JN).
 1. Completed, JF
 - j. Ozarka College will continuously initiate multiple measures of student learning develop appropriate assessment data for course and programmatic decision-making.
 1. CATS, pre-/post-tests, program evaluations, CAAP test, student evaluation of course surveys, evaluation of new courses, standardized test scores and Data Day information were used for decision-making.
- 3a4. Results obtained through assessment of student learning are available to appropriate constituencies, including students themselves.

Actions

- a. Assessments results (LPN pass rates, CAAP test results, retention/graduation, etc.) will be published each academic year in readable format to the general service area by Advancement.
 1. As the information is received from departments, appropriate press releases are distributed.
 - b. NATEF results are to be shared with students and appropriate institutional personnel.
 1. NATEF results received, waiting for fall term (MLD).
 - c. Math department will grade papers fairly and return them promptly.
 1. Completed (RB)
 2. Completed (RW)
 3. Completed (BE)
 - d. Math department will refer students having difficulty to an appropriate tutoring service.
 1. Completed (RW)
 2. Completed (BE)
 - e. A Science instructor will keep students' test scores and averages posted in MyOzarka (BD).
 1. On going by semester(BD) (MM)
 - f. Business Technology instructors will use MyOzarka to provide readily accessible feedback to student (KT, SB).
 1. My Ozarka is being used to record student assignments and grades.
 - g. The Library will house College assessment statistics.
 1. Done.
 - h. MyOzarka and the Ozarka Website will house College assessment statistics.
 1. Developing new document server, continues as a goal
- 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. Graduation rates for the AST program are calculated annually and trends noted to drive improvement if indicated.
 1. Done.
- b. The Library will house College assessment statistics.
 1. Completed.
- c. MyOzarka and the Ozarka Website will house College assessment statistics.

1. Developing new document server, continues as a goal

- 3a6. The organization's assessment of student learning extends to all educational offerings, including credit and noncredit certificate programs.

Actions

- a. Noncredit course evaluations will be conducted at end-of-course and monitored by the continuing education staff.
 - 1. Noncredit course evaluations are collected and reviewed.
 - 2. The Conference on Sexual Assault, Dating/Domestic Violence and Stalking collected evaluations from pharmacists, nurses, lawyers and general CE attendees and analyzed that data for future implications for future events.

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

Actions

- a. Syllabi for the Math and the AST program are updated annually.
 - 1. Completed (RB)
 - 2. Completed (RW)
- b. The Science department will review and change outcomes/objectives in all course syllabi as deemed from various assessment tools.
 - 1. Completed (BD)
 - 2. Completed, will continue reviewing and making changes when necessary. (MM)
- c. The Science Department will review course syllabi outcomes each semester to determine if student learning is being achieved.
 - 1. Completed (BD)
- d. Business Technology instructor will increase student-teacher interaction via MyOzarka as a strategy to assess student learning achievement (JM).
 - 1. Student-teacher interaction has been increased by using My Ozarka in all BT courses.
- e. A Foundations instructor will increase higher level thinking skills questions on tests (BE).
 - 1. completed (BE)

- f. An English instructor will increase the diversity experience and improve the learning experience for her students by creating some slide shows for Lit classes with pictures taken during her past trips to Europe (ST).
 - 1. Completed. I did have some technology issues with uploading pictures.
- g. An English instructor will create new quizzes and exams for the new World Literature books (ST).
 - 1. Completed.
- h. A Quest instructor wants to modify the Portfolio project and will request suggestions from another Quest instructor (ST).
 - 1. Completed. Ongoing due to redesign of the course.

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

Actions

- a. The AST instructor will ensure that NATEF and re-certification requirements are met yearly.
 - 1. Done

Priority

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

Strategies

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

Actions

- a. PE Faculty will review and select an appropriate text for Concepts of Physical Activity as well as consistent instructional techniques to include emphasis on lifetime fitness, increased fitness testing, and behavior modification techniques.
 - 1. Completed, will continue (HA).
- b. The science department will write and implement new microbiology and biology lab materials.
 - 1. Completed (TM).

- c. The science department introduce to microbiology students quality control procedures that may be used in the health care industry.
 - 1. Completed (TM).
- d. A Science instructor will write and implement chemistry lab manual (MM).
 - 1. Not accomplished (MM)
- e. A Science instructor will introduce more demonstrations into physical and chemistry classes (MM).
 - 1. Accomplished. Results were outstanding, students loved them! (MM)
- f. Update and finish PowerPoint lectures for all courses.
 - 1. Accomplished (MM)
 - 2. Completed (HA)
- g. A Science instructor will coordinate the composition and achievement of an in house general biology lab (BD).
 - 1. See 3b1c above
- h. A Science instructor will change course agenda to include more general biology issues as opposed to emphasis on human anatomy and physiology (BD).
 - 1. Not completed this time line (BD)
 - 2. Planning in process; to be implemented fall 2007 (TM).
- i. The Curriculum Committee will continue to review proposed curricular changes and monitor the success of those changes.
 - 1. CC reviewed proposals and received reports to close the loop on prior changes.
- j. Business Technology instructor will modify courses by adding “real world” business activities such as GIS in business application and GIS in current events and will review and generate new classroom learning activities (JM).
 - 1. Simulations were added in Accounting Courses. GIS program has been deleted.
- k. An experienced Culinary instructor will assist the new instructor during her first year of teaching.
 - 1. Accomplished & on-going (LT)
- l. The Library resources will stay current and relevant to courses taught.
 - 1. Done.
- m. A Communication instructor will update the choice of play productions watched in the Fine Arts course (JC).
 - 1. Completed New DVD’s purchased (JC)
- n. A Communication instructor will revamp the research paper assignments for the Fine Arts Theatre class (JC).

- 1. Completed (JC)
 - o. A Foundations instructor will incorporate more active learning into her classes (BE).
 - 1. Completed (BE)
 - p. A Foundations instructor will research changing Beginning Writing and Practical Writing texts (BE).
 - 1. Completed (BE)
 - q. An English instructor will increase the diversity experience and improve the learning experience for her students by creating some slide shows for literature classes with pictures taken during her past trips to Europe (ST).
 - 1. Completed. However, I had some technical issues with uploading pictures.
 - r. An English instructor will research writing an Ozarka Composition II book (JF).
 - 1. After discussion, the department determined that we do not have time. However, we are still considering putting together a packet of handouts and not using our current book, OR using a different book.
 - s. An English instructor will increase quiz frequency in Beginning Writing, Practical Writing and Composition I (JF).
 - 1. Completed. This did not increase attendance as expected.
 - t. An English instructor will make a clearer distinction between assignments in Beginning and Practical Writing (JF).
 - 1. Progress has been made. New books will be adopted in both of these classes that will assist in this distinction.
 - u. An English instructor will review syllabi and texts for the upcoming year (JF).
 - 1. Completed.
 - v. An English instructor will get a list of a hundred cross-curricular essay questions, hand out the list to students, and discuss what type of essay would be appropriate for each question (JF).
 - 1. Only about fifteen were collected. This will be a project in the upcoming year.
 - w. An English instructor will change the policy in syllabi for late assignments, makeup for exercises, and procedures for paper assignments (JN).
 - 1. Completed
- 3b2. The organization supports professional development designed to facilitate teaching suited to varied learning environments.

Actions

- a. Dr. Gerry Amada will speak before faculty on the disruptive student.
 1. Completed (MLD).
 2. Perkins grant produced a Teacher Toolkit.
- b. Fitness center staff will receive the appropriate training required to provide programs to diverse populations (example: Arthritis Foundation Exercise Program, Group Fitness Leader Certification, CPR and First Aid Certification, etc.) as well as participating in AAPHERD and American Council on Exercise associated activities, meetings and trainings.
 1. Arthritis and CPR certifications completed, will recertify in Summer 07 (HA)
- c. The science faculty will attend the NSTA national conference Spring 2007.
 1. Completed 4-03-07(BD)
 2. Completed (MM)
- d. Various members of the science faculty will attend at least 2 UAMS summer seminars 2007.
 1. Not done. (BD)
- e. Various members of Ozarka faculty will attend AATYC as Ozarka has funds available.
 1. Completed (JC)
 2. Completed (RW)
 3. Completed (CMM)
- f. Various members of the Business Technology faculty will attend training, seminars, and meetings.
 1. Done.
- g. Library staff will attend the ALA Conferences in the spring and fall.
 1. Not done.
- h. Various members of the Business Technology faculty will attend training and seminars including the ASU Beebe and UCA conferences for business technology.
 1. See f above.
- i. A Foundations instructor will attend ArkADE in fall of 2006 (BE).
 1. Completed (BE)

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

Actions

- a. AST will use student, self, peer, and administrative evaluations to improve teaching.
 1. Done.

- b. Ozarka instructors will assist in the peer evaluation procedure.
 - 1. Still working on this procedure
- c. The Humanities Division will continue to work as a team, rotate QUEST instructors and share best practices.
 - 1. Completed – We have 5 new instructors to add to the rotation
- d. Ozarka faculty will select an “Outstanding Faculty Member of the Year.”
 - 1. Completed
- e. Ozarka faculty will be evaluated yearly.
 - 1. Done.
- f. An experienced Ozarka faculty member will author a “Faculty Toolkit” to give to new instructors under the Perkins Grant.
 - 1. Completed (BME)
- g. Faculty members assess their semester courses to give feedback for continual improvement of student learning.
 - 1. After assessing my courses this semester, I have made 2 changes in the Survey of Calculus course. Sections 4.1 and 4.2 will be combined into 1 day and Section 6.2 will be covered over a 2 day period.
 - 2. KL assessed courses and made revisions for improved student learning.

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

Actions

- a. Various faculty members will attend various conferences.
 - 1. Done. (AATYC; Perkins sponsored trips for Science, English, HLC/NCA, Business, Culinary, Early Child Development; and others).
- b. A Social Studies instructor will collect additional audio visual material for the Arkansas history course (WP).
 - 1. Dr. Wally Pittman died in early January. A new Social Science faculty member will be hired for the upcoming Fall classes. The VPAA will discuss this further with him/her once hired (MLD).
- c. A Social Studies instructor will read and include additional Arkansas history in courses (WP).
 - 1. See 3b4b1 above.
- d. Dr. Gerry Amada will speak before faculty on the disruptive student.
 - 1. Completed (JS).

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

Actions

- a. This year there will be improvements made to the AST work environment.
 1. Done.
- b. Business Technology student will continue to receive experience via applied life experiences such as development of the campus security plan on all three sites and a tree inventory (JM).
 1. Done.
- c. The Library will provide resources to support innovation.
 2. Completed.
- d. Business Technology will develop additional online training tutorials.
 1. Links to textbook learning sites have been added to most courses in the content module of My Ozarka.
- e. A Communications instructor will utilize cooperative learning methods in class (CMM).
 1. Class participated in attending TRIO-sponsored leadership presentation.
- f. An English instructor will use more cooperative learning such as group projects that require students to research and report on a particular author and having students debate each other (ST).
 1. Completed. Comp II and Practical Writing (*Grapes of Wrath*)
- g. An English instructor will increase the diversity experience and improve the learning experience for her students by creating some slide shows for literature classes with pictures taken during her past trips to Europe (ST).
 1. Completed.
- h. An English instructor will find guest speakers for Beginning and Practical Writing (JF).
 1. This created too many scheduling problems.
- i. TRiO will increase student contact, follow-up and advising.
 1. TRiO Staff have improved in the area of student contact, follow-up and advising as evidenced by the student files (DS).
- j. A TRiO staff member will increase the visibility of each learning center (TC).
 1. TRiO staff members are present on the Ash Flat and Mountain View campuses twice a week and also available for additional appointments other than the times scheduled (DS).
- k. A TRiO staff member will increase the participation from off campus students (TC).
 1. Increased event advertisement through website, mailings and posters (DS).
 2. Increased number of workshops offered at the Ash Flat and Mountain View campuses (DS).

- l. The Perkins grant will continue to fund a tutor for technical student to compliment the TRiO program.
 - 1. Perkins sponsored tutoring on all three campus/sites.
 - m. All faculty members will experiment with CATS from the book on this subject they received in May of 2006.
 - 1. Done but plan to more fully integrate CATS into all classes.
- 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. Automotive instructor will attend at least two professional meetings per year.
 - 1. Done: Skills USA and National Auto Diesel College for 30 hours of training.
- b. The microbiology instructor will visit hospital microbiology laboratories to keep current on day to day operations.
 - 1. Scheduled for summer 2007 (TM).
- c. A Science instructor will attend all Ozarka sponsored seminar/workshops pertaining to teaching, learning and technologies (BD).
 - 1. On going completed for this time line (BD).
- d. Annual budget requests will include amounts for travel reimbursements for faculty professional development.
 - 1. Budget requests for the 2006-2007 fiscal year were submitted to the Finance Office by the departments on April 7, 2006. Departmental budget requests varied with respect to the amount of travel budgeted for various professional development activities.
- e. The Library will provide periodicals and current publications pertaining to higher education trends.
 - 1. The Library provides print and online publications on higher education.
- f. A Social Studies instructor will develop an online version of World History II and American History I & II (MO).
 - 1. Work in progress
- g. A Social Studies instructor will improve online general psychology and developmental psychology classes (MO).
 - 1. Completed through adding adjunct instructors who have improved online classes.
- h. A Social Studies instructor will improve his knowledge and delivery of interactive video courses (WP).
 - 1. See 3b4b1 above.

- i. A Social Studies instructor will become more familiar with MyOzarka and utilize it and email to improve communication in telecourses.
 - 1. See 3b4b1 above.
- j. A Communication instructor will pursue further postgraduate study (CMM).
 - 1. Family emergency prevented this from happening.
- k. TRIO will increase the use of the website as a means of distribution of information and increase technology education for SSS participants.
 - 1. Completed (DS). The website is used to advertise events and workshops, post schedules and provide general information.
- l. A Student Services staff member will see to the installation of COMPASS on 10 computers on both Mountain View and Ash Flat sites and install CLEP on two computers in the small learning lab (JS).
 - 1. Installed on a sufficient number of computers at each location for our current student population. This will be analyzed for the 2007-08 school year.
- m. Seven faculty members will attend Title III Technology College in 2006.
 - 1. Done.
- n. IS continually updates computers/technology on campus via its strategic plan.
 - 1. Done.

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

Actions

- a. Automotive instructor and math instructor will attend at least two professional meetings per year
 - 1. Done, see 3b6a
- b. Fitness center staff will receive the appropriate training required to provide programs to diverse populations (example: Arthritis Foundation Exercise Program, Group Fitness Leader Certification, CPR and First Aid Certification, etc.) as well as participating in AAPHERD and American Council on Exercise associated activities, meetings and trainings.
 - 1. Completed Arthritis and CPR training. Will recertify in summer 07 and continue to provide educational opportunities for staff members (HA)
- c. Three science instructors will attend the NSTA conference in spring 2007.
 - 1. Completed 4-03-07(BD)
 - 2. Completed (MM)

- d. A Science instructor will maintain memberships in National Science Teachers Association and Biology Teachers Association.
 - 1. On going completed for this time line (BD)
- e. A Math instructor will be a member of National Council of Teachers of Mathematics.
 - 1. Completed (RB) I will join Mathematical Association of America next Year.
- f. Business Technology instructor will promote PBL membership for students (JM).
 - 1. Done.
- g. Business Technology instructor will attend ACTEB and PBL conference this year (SB).
 - 1. Done.
- h. The Library staff will attend ALA meetings and professional growth seminars.
 - 1. Library staff belongs to the ALA on the national and state level. Participated in on-line webcast on e-books and electronic resources.
- i. A Social Studies instructor will become a member of AACHT and the Arkansas Historical Association (MO).
 - 1. Became a member of the Arkansas Historical Association and will join AACHT in fall 07.
- j. A Social Studies instructor will remain a member in the SSSA, AHA, and APSA and attend a national or regional professional meeting (WP).
 - 1. See 3b4b1 above. (MLD)
- k. A Communication instructor will join a related professional organization (JC).
 - 1. Completed (JC) and (CMM)
- l. English instructors will attend a national English conference.
 - 1. The English Department attended the NCTE Conference in Nashville, TN, Nov. 2006.
- m. The ECD instructor will present workshops at local and state early childhood education conferences in September and October.
 - 1. Completed, will continue as an on-going goal.
- n. The ECD instructor will maintain membership in all early childhood education professional organizations including local, state, regional, and national organizations and attend conferences to stay abreast of current topics.
 - 1. Completed. Will continue as an on-going goal.
- o. The ECD instructor will attend local early childhood organization meetings, which are held on a quarterly basis.
 - 1. Completed, will continue as an on-going goal.

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. AST will use student, self, peer, and administrative evaluations to improve teaching.
 1. Done.
- b. A Science instructor will utilize technology from library resources, laboratory (Vernier) equipment, affiliated web sites, and publisher web sites, etc., to enhance student learning (BD).
 1. Completed for this time line (BD)
- c. The Library will provide current, relevant and useful resources.
 1. Access to the patrons includes print and online databases that update weekly and daily.
- d. Assessment results indicate the need for Business Technology to develop additional simulations, practice sets, handbook and help sheets and to make archived video of course sessions available online. The BT department will do so.
 1. Additional simulations were developed for accounting courses; archived videos are available for all IV courses with web courses having access to the IV archive.
- e. A Social Studies instructor will review pre and post test results to improve instructional methods (MO).
 1. In progress
- f. The Social Studies Division Chair will assist the VPAA in scheduling and staffing of courses.
 1. Ongoing (MLD).
- g. A Social Studies instructor will assist the Division Chair in producing an optimum schedule.
 1. Ongoing (MLD).
- h. An English instructor will have Comp II student write two small research papers instead of one longer paper. Instructor anecdotal assessment of the learning experience indicates that her students learn more from writing the smaller papers (ST).
 1. Completed: Native Lit., Practical Writing, and Comp II
 2. Completed.

- i. An English instructor will review previous pre and post tests to suggest areas to emphasize because poor attainment and to include areas that seem to encourage learning because of the enjoyment motivation factor (ST).
 - 1. Practical Writing, Comp I and Comp II utilized pre and post tests to assess and improve the student learning experience. World Lit I and II still need improvement in utilizing this as an effective assessment technique.
- j. An English instructor will reduce the frequency of cooperative learning exercises that do not seem to be working and introduce new exercises (JN).
 - 1. Done
- k. In order to clarify paper requirements in students' minds, an English instructor will add a smaller paper at the beginning of the semester, spend more time on use of sources in papers during the semester and reduce the number of papers and reexamine group projects in World Literature (JN).
 - 1. Completed
- l. The ECD instructor and Division Chair will complete the application process needed to allow Ozarka College to offer a Technical Certificate in Early Childhood Education rather than just a Certificate of Proficiency.
 - 1. This goal was moved under the VPAA and no longer under ECD. ECD Instructor continues to follow-up on this goal; however it is still in process.

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

Actions

- a. Advancement will publicize unique stories on individuals with diverse backgrounds/experiences.
 - 1. Several feature stories have been prepared and printed for external and internal view.
- b. The Library will remove physical barriers for physically challenged persons.
 - 1. Students can access all stacks and computers, study rooms and help is always available.
- c. As discussed during Dr. Amada's talk, an English instructor will utilize longer response intervals after questions to give other students more time to answer questions (JN).
 - 1. Attempted – largely successful – but the English instructor still needs to work on this.
- d. The DOJ grant will continue to support students who are victims of domestic violence, stalking and sexual assault.

1. Done.
- e. The Big Read grant will provide activities for nursing home patients (video showings) and for fitness center participants (MP3 players with *The Grapes of Wrath* downloaded).
 1. Done.

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

Actions

- a. Placement scores will be used for scheduling incoming students to set them up for success.
 1. I have done this and will continue to do so. (RB)
 2. I have done this and will continue to do so. (JS)
- b. Faculty will post office hours and be available to students.
 1. Completed (HA)
 2. Completed (BE)
 3. Completed (RB)
 4. Completed (MM)
 5. Completed (RW)
 6. Completed (MC)
 7. Completed (CMM)
 8. Completed (BE)
- c. The ATT advisor will advise students in transfer work to ATU.
 1. Completed. All students who enroll in any ATU class have met with me. (MC)
- d. Assist in advising students as to course work necessary to achieve their degree program and transfer hours to 4 year schools.
 1. Completed (RB)
 2. Completed (RW)
 3. Have assisted several students, spending much time in this regard, and requested advisees to contact me! (CMM)
 4. Completed and on-going (MM)
- e. I will advise scheduling and give advisees an AA worksheet.
 1. Partially completed, have not met with all advisees. (CMM)
- f. I will post office hours for tutoring and advising purposes.
 1. Done.

- g. A Communications instructor will improve advising by maintaining closer contact with advisees and improve record keeping.
 - 1. Completed (JC)
 - h. A Student Services staff member will set up a schedule for administering COMPASS during the summer months and a timeframe for retaking placement tests (JS).
 - 1. Completed.
 - i. The President will appoint a task force to review the Ozarka advising process.
 - 1. Accomplished. The report is on the College Effectiveness webpage.
- 3c4. Student development programs support learning throughout the student's experience regardless of the location of the student.

Actions

- a. The ATT advisor will be available to students on all three sites.
 - 1. I am available at Melbourne on M W F, Fall at AF TR, and Spring at MV TR. (MC)
- b. A Science instructor will coordinate my classes between Ash Flat and Melbourne so as to be consistent in effectiveness for the benefit of all students enrolled in my classes (BD).
 - 1. On going completed for this time line (BD)
- c. The VPSS will enhance the curricular offerings and counseling opportunities at the North Central Unit in Calico Rock.
 - 1. The number of courses offering will continue to be determined by the availability of grant funding. Continued rotation of curricular offerings will assist students in the completion of 1-2 years of college.
- d. Business Technology Instructor will co-sponsor PBL student for trip to spring competition (KT).
 - 1. No Student Interest.
- e. The Library will maintain a research skills environment.
 - 1. The Library will maintain a research skills environment.
- f. The Humanities Division Chair will work closely with other members of the division on scheduling classes so that the students on all three campuses will have access to all needed classes during the year.
 - 1. Completed
- g. The Ash Flat site will have increased student service personnel during the coming year.
 - 1. TRiO Student Support Services and academic advisors spent more days on OC-AF Campus.
- h. Admissions will explore recruiting by having schools tour local sites in Ash Flat and Mountain View.
 - 1. Stone County high schools toured the Ozarka Mountain View.

- i. TRIO will increase services at the Ash Flat and Mountain View sites.
 - 1. A TRiO staff member visited the Ash Flat and Mountain View campuses twice per week. (DS)
 - j. The DOJ grant will provide support on the main campus and at both sites for Ozarka students and employees.
 - 1. Done.
 - k. The Perkins grant will provide tutoring on the main campus and at both sites.
 - 1. Done.
- 3c5. The organization employs, when appropriate, new technologies that enhance effective learning environments for students.

Actions

- a. The science department will implement the GIS forestry mapping into the biology lab student's learning (BD).
 - 1. Not completed (BD)
- b. A Science instructor will provide PowerPoint lecture notes, websites, and other content for students utilizing the Content Module of MyOzarka (MM).
 - 1. Completed (MM)
- c. The Library will provide current, up-to-date research products.
 - 1. The Library provides online databases and maintains the card catalog online for students on all campuses.
- d. The Library will provide one-on-one instruction in the use of new technologies in the delivery of instruction such as video streaming in the AETN telecourse.
- e. Information Systems will ensure security, backup and reliable data storage via VPN and SAN additions.
 - 1. Completed
- f. Information Systems will research disaster preparedness options by instituting redundancy at Ash Flat or Mountain View.
 - 1. Continues as a goal
- g. Information systems will research the use of remote power management for IV rooms at Ash Flat and Mountain View to increase effectiveness of delivery of IV courses.
 - 1. Continues as a goal
- h. Information Systems will research the effectiveness of changing user storage drive migration to a single server on SAN.

- 1. Completed
 - i. Information Systems will develop a Backup Policy.
 - 1. Not done.
 - j. Information Systems will improve the Fitness Center tracking software by tying it to MyOzarka.
 - 1. Continues as a goal
 - k. Information Systems will furnish all classrooms with multimedia equipment over the next three years.
 - 1. On target for completion
 - l. Information Systems will research the role of portable video storage devices (IPODS) for student learning options.
 - 1. Continues as a goal
 - 2. The Big Read Grant provided the fitness center with MP3 players with *The Grapes of Wrath* downloaded on them.
 - m. Information Systems will research wireless network improvements including utilizing a separate wireless network, placing HotSpot signs with Ozarka logo, and wireless authentication use.
 - 1. New centralized management wireless switch and access points deployed. Sign request was turned in to marketing
 - n. Information Systems will reinforce security and perform network upgrades including antivirus, spam firewall, web content filter, and OS upgrades.
 - 1. Completed – continues as a goal
 - o. Information Systems will keep knowledgeable about and/or test alternative operating systems such as Linux, Apple and Vista.
 - 1. Completed – continues as a goal
 - 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 new class for teaching instructors how to teach more effectively online has been built and will be offered beginning this summer. Also a new online class assessment rubric has been developed. A online education teaching manual is in the works
- 3c6. The organization’s systems of quality assurance include regular review of whether its educational strategies, processes, and technologies enhance student learning.

Actions

- a. A Science instructor will provide pre-post testing for all science department classes and review outcomes from syllabi assuring effectiveness.
 - 1. Not totally completed (BD)
- b. Student Services personnel will exhibit an excellent attitude in working with students, faculty, staff, and administration.
 - 1. Professional reviews have been completed. Attitude and “student friendly” are important components in this process. Student surveys will administered during the 2007-08 school year.
- c. The Library will conduct a survey in the spring of 2007.
 - 1. Completed.
- d. The Library will use focus groups to evaluate online databases.
 - 1. Completed.
- e. Ozarka faculty members will serve on committees charged with reviewing process and procedures.
 - 1. Payroll Task Force (RB)
 - 2. Budget Task Force (RW)
 - 3. Job Placement(MC)
 - 4. Planning & Effectiveness (CMM)
- f. Information Systems will develop policy for website governance including POC being consistent with local policies on Logo usage, POC for every Ozarka hosted site and responsibility for the lead tech.
 - 1. Summer 2007
- g. Information Systems will develop an account creation form for end users.
 - 1. Completed
- h. Ozarka College will continuously initiate multiple measure of institutional effectiveness to develop appropriate assessment data for policy, procedure, process, and practice changes to support effective learning and teaching.
 - 1. Measures are in effect and additional ones are scheduled for 07-08.

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. This year there will be improvements made to the AST work environment.
 1. Done.
- b. The AAT instructor will provide students will field sites to observe the educational process.
 1. Completed (MC)
- c. The Library will continue to provide current, relevant resources of all types to students on the main campus and its two distant sites.
 1. The card catalog is online as well as all databases are available online. Also, the intralibrary and interlibrary loan process is available to all students on each of the distant sites. A small reference library is available offsite.
- d. In order to continue to provide Business Technology students with state of the art business technology computer laboratory courses, the department will update textbooks and software programs.
 1. Textbooks updated. Microsoft Office 2007 to be installed for Fall 2007.
- e. The Fine Arts Department will purchase a podium, Art and Theatre posters, art supplies, and new DVD's of play productions.
 1. Posters, art supplies and DVD's were purchased. We got a podium from another classroom.
- f. The Ash Flat site coordinator will get propane hooked up in the science laboratory and order other equipment for the science lab to accommodate chemistry and microbiology and explore the possibility of offering expanded LPN classes.
 1. Propane in place. Continuing to acquire equipment and supplies needed to offer chemistry and microbiology. LPN program to being classes in Fall 2007. New building to house LPN program in the planning phase.
 2. Completed fall 06(BD)
- g. The Academy will collaborate with the Ozarka College LPN program to provide a pediatric rotation setting for students.
 1. Completed, will continue as an on-going goal.
- h. The Academy will collaborate with the Ozarka College AAT program to provide a pediatric setting for students to fulfill program requirements.
 1. Completed, will continue as an on-going goal.

- i. The ECD instructor will work in conjunction with the Library to increase the early childhood book selection.
 - 1. Completed, will continue as an on-going goal.

3d2. The organization evaluates the use of its learning resources to enhance student learning and effective teaching.

Actions

- a. A Science instructor will utilize library resources, laboratory (Vernier) equipment, affiliated web sites, publisher web sites, etc., to enhance student learning (BD).
 - 1. On going completed for this time line (BD)
- b. The library will continue to research and modify its effectiveness through student survey analysis and the feedback improvement process.
 - 1. Changes have been made after survey results were studied.
 - a. A cell phone policy was instituted to reduce noise level.
 - b. One data base supplier made changes recommended by a student focus group.
- c. A Communication Instructor will seek materials and texts to improve the learning experience for students and self (CMM).
 - 1. Completed. (CMM)
- d. A member of the TRiO staff will spend more time getting to know students and becoming informed of what students need from the TRiO program.
 - 1. Needs continued improvement (DS).

3d3. The organization regularly assesses the effectiveness of its learning resources to support learning and teaching.

Actions

- a. A Science instructor will effectively align syllabi outcomes with results of pre-post testing to assure learning and teaching are compatible (BD).
 - 1. Completed for this time line (BD)
- b. A Communication instructor will improve awareness and value of art via developing that course study further for students and by creating a gallery for students, visitors and personnel.

1. This project is growing. We had two temporary art showings on the Melbourne and the Ash Flat campus this year.
2. The Artmobile visited the Melbourne campus and was visited by students from the Mountain View campus also.

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

Actions

- a. The science department will introduce more scientific instrumentation to microbiology and A&P (autoclave).
 1. Done (BD)
 2. Completed (TM).
- b. Seven faculty members will attend Title III sponsored Technology College.
 1. Accomplished July 2006 (MM).
 2. Done. (JS)
- c. The Library staff will receive MyOzarka training.
 1. Completed.
- d. Information systems will develop user manuals to assist others in the event of absence of the IS Director including MyOarka user and technical manuals, bookstore manual, and a phone system manual over the next three years.
 1. On-going – continues as a goal.
 2. Manual for interactive video was completed.
- e. Information Systems will continue to adjust staffing hours to meet the needs of faculty and students.
 1. On-going – continues as goal.
- f. A Communication instructor will organize her H drive and filing cabinet (JC).
 1. In process.
- g. A Communication instructor will gain expertise in technological areas of education (CMM).
 1. Have gained only minimally. (CMM)
- h. A Foundations instructor will improve the organization of her H drive (BE).
 1. Completed (BE)
- i. English instructors will reorganize folders in H-Drive and effectively use her planner and Outlook calendar (ST, JF, JN).

1. ST—Worked to organize my H-Drive; however, would like to continue this process.
2. JF—Completed
- j. Admissions will work closely with IS to use Sonis to the fullest capability such as researching the ability to run data reports that can track students as they move through the enrollment funnel.
 1. Continued: Progress has been made during the 2006-07 school year.
- k. A Student Services staff member will increase knowledge about Sonis (JB).
 1. Accomplished and continued when up-dates to Sonis occur.
- l. A Financial Aid staff member will master Sonis and become familiar with other changes instituted by IS (JG).
 1. Accomplished and continued when up-dates to Sonis occur.

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

Actions

- a. The fitness center will employ four part time and one full time employee to ensure proper staffing and extended hours for students.
 1. Completed (HA)
- b. The Culinary Arts Department will enhance its effectiveness through practical scheduling of functions and events, optimum use of office hours, and through personal fitness improvement in the fitness center.
 1. Practical scheduling was accomplished and will be a continuing process in our department. Instructor & student personal fitness accomplished by 100% for instructors & 50% of student involvement. (LT)
- c. The Library will continue to be staffed adequately with two fulltime and two part time employees.
 1. Done.
- d. A Communication instructor will recruit QUEST instructors (CMM).
 1. Completed (CMM)
- e. The Ash Flat site will host more in-house courses.
 1. From Fall 2005 to Fall 2006 in-house courses increased from 30 to 37 (+23.3%)
 2. From Spring 2006 to Spring 2007 in-house courses increased from 26 to 42 (+61.5%)
 3. Completed
- f. Ozarka College will continue to create effective learning environments by employing qualified faculty dedicated to teaching and learning.
 1. Accomplished through an effective hiring process and a revised professional review process.

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

Actions

- a. The fitness center will develop a referral network within the four county service area to include physicians, local public health, senior centers, mental health providers and civic organizations. The network will serve as an advisory panel and variety of focus groups to more adequately serve the target populations.
 1. Completed referral network, will begin advisory panel/focus groups in Fall 07 (HA)
- b. The Library will continue to utilize an advisory committee consisting of library staff, students, and faculty members, community members and public and high school librarians.
 1. The Library Advisory Committee met in fall and June 2007.
- c. The Library will continue to partner with two and four year college libraries and public libraries through OCLC to give students access to additional resources via the Interlibrary Loan program.
 1. The interlibrary loan process continued.
- d. A Communication instructor will increase the frequency using cooperative teaching (CMM).
 1. Incomplete. (CMM)
- e. The Nursing Department will continue to cooperate with area facilities for the clinical experience for students.
 1. Done.
- f. The AAT program will partner with area schools to provide hands-on experience for future teachers.
 1. Completed (MC)
- g. The Geology instructor will partner with area landowners to provide field trips.
 1. Completed (DL by rw)
- h. The Culinary Arts Department will develop fair testing to evaluate the ProStart students that enter the program.
 1. On-going, hope to have completed 2007/2008 (LT)
- i. The Culinary Arts Department will teach and develop teamwork in BOH and FOH functions with the students through Gourmet/Restaurant Night meals.
 1. Accomplished by doing 1 large Restaurant Night & 3 gourmet nights plus other College & Off-premise catering functions. (LT)

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

Actions

- a. A budget will be developed yearly for AST to include up-to-date equipment and tools and the department will remain within the bounds of the budget.
 1. Done.
- b. Fitness center director will increase fitness and wellness program funding through applying for federal, state, and local grants.
 1. Submitted 3 applications in 06, received funding from the Division of Aging for senior fitness program (HA)
- c. Division chairs will assist instructors with budgeting.
 1. BT Division budget was approved.
 2. Completed with additional funding for PE and Science from contingency fund. (RW)
- d. The college budgets annually for professional development of its faculty.
 1. Done.
- e. The Library will continue to give priority for collection development to new program areas.
 1. The Library is cataloging books for the new nursing sites.

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. The Library will continue to teach research skills that enhance the student's ability to be a life-long learner.
 1. Completed and on-going. The Library is making plans to team-teach with new college success class in the fall 2007 semester.

- 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

- b. Continuing education course costs are kept to a minimum through utilization of adjunct instructors or full-time staff members who wish to teach noncredit courses.
 - 1. Ongoing.
 - 2. This method of course delivery has been successful and is coordinated with the VPAA.
 - 3. CE for nurses, lawyers, educators, law enforcement and general was accomplished with volunteer speakers for the Conference of SA, DV and Stalking.
- c. Professional development opportunities are budgeted on an annual basis by departments.
 - 1. Budget requests for the 2006-2007 fiscal year were submitted to the Finance Office by the departments on April 7, 2006. Departmental budget requests varied with respect to the amount budgeted for various professional development activities.
- d. Professional development opportunities are budgeted on an annual basis by departments.
 - 1. BT budgeted for conferences and seminars.
 - 2. Planning budgeted for professional development.
 - 3. The Perkins grant budgeted for professional development including a speaker; trips by Science, English, Division Chairs and Faculty Council Chair (NCA), Business, Early Childhood; and production of a Faculty Toolkit.
 - 4. The Forestry Grant provided AUFC conference attendance for one.
 - 5. The DOJ grant provided for four to attend a conference in Columbus and for four to attend in Boston.
- e. Tuition reimbursement guidelines have been established for employees to obtain degrees at other institutions.
 - 1. The Administrative Team adopted tuition reimbursement guidelines in July 2006. These guidelines were implemented in the 2006-2007 year.
- f. The College will provide free tuition for persons 60 years and older.
 - 1. Done.
- g. Various members of the Business Technology faculty will attend training and seminars.
 - 1. Attended meeting in Springfield for BT, attended AATYC, attended NCA annual meeting.
- h. The ECD instructor will collaborate with Financial Aid, Student Services, and other applicable entities to promote awareness of the Child Development Associate Scholarship Program offered by the Arkansas

Department of Health and Human Services.

1. Completed. Will continue as an on-going goal.
- i. 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. Grounds will plant Bradford trees on the north side of the Miller building to add structure and to help give shade for energy savings.
 - a. Done on west side.
 2. Grounds will plant crape myrtles along College Drive and crepe myrtles and pines on the west side to add color in the summer and greenery in the winter.
 - a. Done but transplanted elsewhere.
 3. Grounds will place raised shrub beds in front of the Miller building to add structure to what was a very desolate and vacated appearing area.
 - a. Completed
 4. Grounds will place large rocks and bordered them with evergreens to increase the esthetics of the campus.
 - a. Completed
 5. Grounds will plant pines on the Ash Flat campus. Other trees, done.
 6. Grounds will plan and execute the plan for drainage, sprinklers, and landscaping of the front of the Hall Building.
 - a. Completed
 7. Grounds will add one or two tree islands to the Miller parking lot to provide shade that increases the life of the parking lot surface, reduce energy necessary for cooling vehicles, and prevent the heat sink effect of city parking lots, serving as examples of global environmental responsibility.
 - a. Completed
 8. Maintenance will see to the completion of the new Maintenance Building.
 - a. Completed
 9. Maintenance will install ceiling fans in the Fitness Center
 - a. Completed.
 10. Maintenance will research signage for Ozarka Mountain View and Ash Flat.
 - a. On going
 11. Maintenance will research converting part of the old nursing building into adjunct offices.
 - a. On going
- j. Admissions will further organize the non-federal scholarship program.

- 1. Continued: A Scholarship committee has been established to aid in this effort.
- k. A Financial Aid staff member will complete her AA degree at Ozarka College.
 - 1. Complete.
- l. TRiO staff member will attend trainings and workshops in order to keep up-to-date on reporting, budgeting and regulations related to TRiO.
 - 1. TRiO staff members attended the AASAP conference in Fall 2006. (DS)
 - 2. TRiO staff member attended a COE sponsored workshop on reporting and budgeting. (DS)
- m. Ozarka College will implement actions which demonstrate that it values a life of learning through:
 - 1. Providing community access to computer labs.
 - 2. Increasing marketing and recruitment of traditional and non-traditional students.
 - 3. Initiating programs specific for senior citizens in the service area.
 - 4. Providing wellness and fitness activities for students of all ages.
 - 5. Partnering with community groups and agencies to promote life-long learning.
 - 6. Providing a wide variety of personal enrichment course offerings.
 - 7. The Big Read Grant promoted reading across the college, service area high schools (14 schools) and service area communities (11 libraries).

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

Actions

- a. Continuing education course discounts are available for employees who enroll in fitness courses or other non-credit courses related to their work at the college.
 - 1. Continues to be available to employees.
- b. Various members of the finance department will attend SACUBO and procurement training
 - 1. Candace Blevins, Michelle Cunningham, and Jill Yancey attended the Procurement 101 class sponsored by the AR Office of State Procurement on August 17, 2006 in Little Rock.
 - 2. Earlene Martz, Karen Owens, and Tina Wheelis attended the Procurement 101 class sponsored by the AR Office of State Procurement on October 5, 2006 in Little Rock.
 - 3. Michelle Cunningham and Tina Wheelis attended the Procurement 201 class sponsored by the AR office of State Procurement on December 5, 2006 in Little Rock.

4. Michelle Cunningham, Karen Owens and Tina Wheelis attended the SACUBO Fall Drive-in Workshop in Little Rock. The meeting was held on October 29 – 31, 2007
 - c. Various members of the faculty will attend the AATYC conference.
 1. Completed (RW)
 2. Completed (BE)
 3. Completed (HA)
 - d. The Perkins grant will provide for professional development for instructors of technical students.
 1. Completed. See 4a2d3.
 - e. Tuition waivers are available for employees to take courses at Ozarka.
 1. Ozarka College offers tuition waivers for employees to enroll in courses at Ozarka College. Several employees take advantage of this benefit each semester.
 - f. The Library will request that funds be budgeted for ALA meetings.
 1. Completed.
 - g. Ozarka will provide support to ensure that faculty, students, and staff acquire, discover, and apply knowledge.
 1. Budget line items included for faculty and staff. All college employees were invited to attend AATYC.
 2. Tuition wavers are available for employees.
 3. Tuition reimbursement was utilized by several employees.
 - h. The DOJ grant will provide for Administrators to receive training in areas concerning reducing violence against women.
 1. Completed with 7 employees or contracted employees receiving training in Boston and Columbus.
 - i. The Director of Planning will receive training on financial grant management and in Title III proposal writing.
 1. Done.
 - j. The DOJ grant will provide in-house training at monthly CCaRT meetings.
 1. Done.
 - k. The Title III grant will provide development training for five employees.
 1. Done with trip to Philadelphia.
 - l. The Artmobile will provide a continuing education experience for the art instructor.
 1. Done.
- 4a4. The organization publicly acknowledges the achievements of students and faculty in acquiring, discovering, and applying knowledge.

Actions

- a. Any recognition reported to the marketing department will be considered for publication both internally and throughout the service area, in the state and otherwise as appropriate.
 1. Ongoing.
- b. Student of the semester, student of the year, and students who excel on the NATEF will be recognized annually.
 1. Completed (LW)
- c. News releases will be issued at the end of each semester to acknowledge the success of participants who are making strides to improve their life through fitness and wellness activities.
 1. Completed, will continue (HA)
- d. The Library will continue to maintain scrapbooks of all related news articles about the College and its students and employees.
 1. Completed and on-going.
- e. All areas of the College select students of the semester/year and Stafford faculty members of the year.
 1. Completed (RB)
 2. Completed (RW)
 3. Completed (MC)
- f. The Culinary students placing in state and national competitions will be featured in the newsletter.
 1. Done.

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

Actions

- a. Provide evidence of student learning and teaching effectiveness through review of pre/post test results aligned with syllabi outcomes.
 1. Completed (BE)
- b. A Social Studies instructor will research new information to improve the teaching of history and psychology courses (MO).
 1. History is in progress

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

Actions

- a. The Library provides resources for basic and applied research.
 1. Completed through online and print resources.
- b. Environmental scans will be done every three years or as needed.
 1. Done. See 2a4a.
- c. Assessment results will be used for program and institutional improvement.
 1. Done.
- d. Survey results will be used for program an institutional improvement.
 1. Done.

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. Business Technology instructor will incorporate additional general education requirements (writing assignments and oral presentations) to some of the business and computer courses taught (SB).
 1. Writing assignments are included in Microcomputer applications, Business law, Business Communications, Economics, Management, Human Relations, Small Business Management, and Marketing Courses.
- b. The Library will continue to teach research skills.
 1. Taught in group and individual sessions throughout the year.
- c. All Technical Certificates include general education requirements.
 1. According to the new catalog, “Students in technical certificate programs are required to complete three hours of English and three hours of mathematics. The usual English course selected is Practical Writing. These students, however, may also meet the requirement by completing English Composition I. (MLD)

4b2. The organization regularly reviews the relationship between its mission and values and the effectiveness of its general education.

Actions

4b3. The organization assesses how effectively its graduate programs establish a knowledge base on which students develop depth of expertise.

Actions

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

Actions

- a. Planning and Special Projects will offer at least two “Diversity Series Lectures” during the coming year.
 - 1. The Big Read Grant sponsored many events based on *The Grapes of Wrath* with poverty as an underlying theme.
 - 2. The DOJ grant sponsored the showing of “Behind Closed Doors,” a DVD promoting awareness of victims’ feelings after an acquaintance rape.
 - 3. The Perkins grant distributed 60 copies of *Bridges out of Poverty*.
- b. The Library will use monthly displays for educational purposes as well as special educational speakers and events.
 - 1. The Library changed displays monthly and celebrated National Library Week with special displays and events.

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

Actions

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

Actions

- a. Fitness center participants will be surveyed pre- and post- seminar to verify adequate understanding and adaptation to lifetime wellness techniques, practices, and knowledge.
 1. Completed (HA).
- b. The science department will implement more lab practices that resemble a 4-year institution science lab, thus making the student more competent and comfortable upon transfer.
 1. Completed (BD).
 2. Completed (TM).
- c. A Science instructor will change the course agenda to include more general biology issues as opposed to as much human anatomy and physiology.
 1. Not completed this time line(BD)
- d. The Library will continue to teach research skills which can be used at any other institution and analyze its effectiveness through pre and post tests.
 1. Used Library of Congress cataloging and tested library skills through scavenger hunts.
- e. Culinary Arts students will be taught to maintain a once a month freezer and storeroom inventory.
 1. On-going with full implementation Fall 2007. (LT)

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. A Science instructor will adjust course curricula to include environmental, cultural, issues and utilize technology whenever possible (BD).
 1. Completed this time line-an ongoing action(BD)
- b. A Science instructor will assist in the peer evaluation program (BD).
 1. On going completed this time line (BD)
- c. A Science instructor will assist in coordinating classes taught by other instructors so as to enhance student academic achievement (BD).

1. On going completed this time line (BD)
- d. Business Technology department will assess the future of GIS courses and program.
 1. GIS program has been deleted.
- e. The Library will continue to embrace new technologies and keep library resources current.
 1. Done.
- f. An English instructor will increase the diversity experience and improve the learning experience for her students by creating some slide shows for literature classes with pictures taken during her past trips to Europe (ST).
 1. Completed.
- g. The Culinary Arts department will evaluate the Culinary Curriculum and Advanced Culinary Program and submit changes to the curriculum committee during Fall 2006.
 1. Completed. (LT)
- h. Ozarka College will assess the usefulness of its curriculum to students who live and work in a global, diverse, and technological society.
 1. Continues as a goal.

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

Actions

- a. A Science instructor will provide opportunity for guest lecturers (BD).
 1. One used, completed this time line, on going (BD)

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

Actions

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. The AST Advisory Committee will meet annually.
 - 1. Done
- b. The PE department will develop a referral network of physicians, local public health, senior centers, mental health centers and civic organizations to serve as an advisory panel and variety of focus groups to more adequately serve the target populations.
 - 1. Completed referral network, will begin panel/group meetings in Fall 07 (HA)
- c. The Library will continue to use area librarians and professional community members to serve on the advisory committee.
 - 1. Completed.

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

Actions

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

Actions

- a. Fitness center staff will ensure that 60% of participants achieve an increase in self reported stage of change level post program.
 - 1. Post-program surveys from Spring 07 are currently being evaluated. Thus far, 92% from Summer 06, 74% from Fall 06 reported at least 1 level increase in maintained physical activity. (HA)
- b. With anecdotal feedback from students of having their learning reinforced by archived videos, the Business Technology department will archive additional classes for student use.
 - 1. Done.

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

Actions

- a. The Business Technology Department will continue to reinforce responsible use of knowledge through its human relations course and in teaching computer ethics and security.
 - 1. Human relations and computer ethics and security are core required courses for the AAS-BT Degree.
- b. Admissions will seek ways to strengthen the ambassador program and increase their participation on campus.

1. Ambassadors participated in many required and non-required events this year.
- c. The Business, Nursing and other departments will promote social responsibility through their student activities and organizations.
 1. Done.
- d. Various grants have promoted social responsibility during 06-07 including the DOJ grant with articles, posters, DVD showings, CCaRT meeting and the Conference on SA, DV and Stalking; The Big Read Grant with the promotion of reading of *The Grapes of Wrath*; and the Forestry Grant with Arbor Day.
 1. Done.

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. AST instructor will advise incoming and returning students to ensure graduation requirements are met
 1. Done.
- b. Math will work with TRIO and other support and tutoring services to provide a flow to the activities in call and tutoring sessions.
 1. Completed (RB)
 2. Completed (RW)
- c. The Business Technology department will continue to reinforce responsible use of knowledge through its in-house training of seniors.
 1. Many ESD students have been retrained through BT Division.
- d. An English instructor will add a section to her syllabus that includes an "Honor Code" (ST).
 1. Ongoing research must be continued before implementation. I would like to know what other instructors are doing.
- e. The Culinary Arts department will focus on teaching good work ethics to its students and instill in them personal pride in a job well done.

1. On-going, a process that will span the student's full two-year program. (LT)

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

Actions

- a. Policy and procedures will be adopted for proctoring tests at the off campus sites for online and interactive testing.
 1. Not done.
- b. The Library will continue to provide effective training of all staff and work study students to strengthen its implementation of information technologies and ethical conduct in its use.
 1. Each semester, work-study students are trained in the use of library resources and all staff members are updated on use of computers and programs.
- c. An English instructor will add a section to her syllabus that includes an "Honor Code" (ST).
 1. Ongoing research must be continued before implementation. I would like to know what other instructors are doing.
- d. The Culinary Arts Department will develop a more definite way of grading and assessing student skills, both written and practical.
 1. Accomplished, also on-going and changes made as needed. (LT)

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

Actions

- a. The Business, Nursing and other departments will promote social responsibility through their student activities and organizations.
 1. Done
 2. See 4b4a.

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

Actions

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

Actions

- a. Fitness center rules and regulation agreement form will be reviewed and signed by each participant. These will also be posted in various locations throughout the facility. Staff and faculty will receive these guidelines via email.
 - 1. Completed (HA)
- b. The Library will continue to adhere to copyright laws and keeps policies on hand.
 - 1. Completed.

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 Library will continue to evaluate advice from student surveys and its advisory committee and update all print and electronic information to ensure it continually meets the needs of its users.
 - 1. Budgeted updates occur yearly.
 - 2. Student surveys were used to make suggested changes to database vendors.
- 5a2. The organization practices periodic environmental scanning to understand the changing needs of its constituencies and their communities.

Actions

- a. Ozarka faculty will continue to utilize advisory boards as a means of community environmental scanning due to community members being part of those boards.

1. Done and on-going. (MLD)
- b. The Library will continue to provide resources dealing with current nationwide and global student trends.
 1. Completed.
- c. The Business Technology department will continue periodic environmental scanning via holding advisory committee meetings annually.
 1. Annual meeting will be in Fall 2007.
- d. A Communications instructor will become more visible in the community and become more knowledgeable of local community concerns.
 1. On going process (JC)
 2. Ongoing process with me too! (CMM)
- e. 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. Done, see 2a4a.
- f. Internal and external environmental scans will be performed one a scheduled basis.
 1. Done, see 2a4a. In addition, the institutional effectiveness and assessment committee will update the assessment calendar.

5a3. The organization demonstrates attention to the diversity of the constituencies it serves.

Actions

- a. The college foundation board includes representation from each of the four counties in the service area.
 1. All four counties are represented on the Board.
 2. The Foundation created a “membership committee” in 2007 to address the invitation of new candidates to the board.
- b. The PE department will utilize creative marketing and outreach programs to ensure diverse enrollment and disparate inclusion.
 1. Completed (HA)
- c. The Library will continue to provide informative displays highlighting various cultures, ethnic groups, etc.
 1. Celebrated Black History Month; used displays from different ethnic groups and highlighted Women’s History Month.
- d. A Communications instructor will become more visible in the community and become more knowledgeable of local community concerns

1. Completed: Newspaper coverage of Beatnik Day at local restaurant in Melbourne; Irish Limericks Day in local restaurants in Mountain View and Melbourne. (CMM)
- e. Admissions will work closely with Advancement to develop new print materials for recruiting.
 1. Ongoing.
- f. Admissions will seek through recruiting to increase enrollment at each satellite campus.
 1. Ongoing. The Admissions Director will continue to visit area churches, high schools, and businesses.
- g. 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. Done.
 2. Providing support services to all participant in Ozarka College programs.
 - a. Done.
 3. Providing transition assistance for students.
 - a. Development of College Success Class occurred in 06-07.
 4. Providing opportunities and support for community development and partnerships.
 - a. Partners for Care grant new in 07.
 5. Providing support and initiatives for partnerships with business and industry.
 - a. CE for lawyers, educators, nurses and pharmacists new in 07.

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

Actions

- a. Advancement will explore requests for community education courses to determine interest level.
 1. Ongoing.
- b. The PE department will increase fitness programs to ensure disparate inclusion (arthritis class, walking group, meal planning, health education opportunities, learning library, etc.) and increase collaboration between community resource network
 1. Added strengthening, arthritis, walking group, lunch n' learn program, health observance education/awareness programs (HA)
- c. The Ash Flat site will offer an expanded schedule of GED classes and non-credit classes for area senior citizens.
 1. GED enrollment at the OC-AF site continues to grow. Non-credit Conversational Spanish and Beginning Computers offered at OC-AF.

- d. The Ash Flat site coordinator will make the lecture hall available for area high schools to use for standardized testing.
 - 1. Highland High School uses lecture hall for their standardized testing.
- e. The Academy will continue to provide excellent day care options for our students and the community.
 - 1. Completed, will continue as an on-going goal.

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. Continuing education and customized business/industry training programs will be scheduled year-round.
 - 1. Ongoing
- b. Ozarka's business outreach program will develop partnerships with other area colleges to partner and share resources to meet industry training demands.
 - 1. Ongoing
- c. Ozarka officials will participate in regional economic development meetings on a regular basis.
 - 1. Ongoing. Advancement staff participate in monthly meetings of NCARED (North Central Arkansas Regional Economic Development)
 - 2. Karla Rush is co-chair of a regional education study action team for NCARED
- d. The Ash Flat site coordinator will encourage area clubs, organizations, schools and businesses to use the lecture hall, conference room and class rooms for training, conferences and meetings.
 - 1. Numerous area clubs and organizations utilize the facilities at OC-AF as evidenced by the month reports to the OC Board of Trustees.
- e. Ozarka College Ash Flat will host the Sharp County Arts Fair with support from the site coordinator.
 - 1. Sharp County Arts Fair was held in September of 2006 with an estimated attendance of 300. Sharp County Council for the Arts has decided to use OC-AF as its location for the annual arts fair for the foreseeable future.
- f. The ECD instructor will offer at least five Child Care Orientation Training classes for area child care providers.
 - 1. Completed; however, due to scheduling conflicts, four Child Care Orientation Training classes were offered.
- g. The DOJ grant will host a conference and offer CE to lawyers, nurses, pharmacists, educators and others.

1. Done.

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

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

Actions

- a. The Nursing students and faculty will be involved in volunteer activities such as assisting in flu shot clinics, taking blood pressures at local and regional fairs, cancer drives, adopt-a-mile trash pickups, and determining BMI's for area public schools.
 1. Done.
- b. PTK will continue to do Coats-for-Kids and Christmas toy drives for the community and Easter egg hunts for the Academy.
 1. Completed.
- c. The Communications Department will provide plays and the Art mobile for area schools and the general public, do communication/theatre workshops at Viola School, and judge the talent contest at the local fair.
 1. Done
- d. The College Ambassadors will be involved in College Planning Day when area financial institutions, representatives from colleges across the state and representatives of the armed forces set up booths for area high school students to learn of post-high school options. The Ambassadors will also be involved in Ozarka registration, orientation, Fall Festival, Foundation Board events and graduation.
 1. Done
- e. Various grants accomplished this goal including the DOJ grant with the conference; the Forestry grant with Arbor Day and working with city officials and Master Gardeners for Melbourne Tree City USA; The Big

Read Grant working with high schools, public libraries, area bookstores, nursing homes and the public in general; the Partners for Care grant working with high schools and clinical sites.

1. Done.

f. See 5b4 for more information pertaining to this Action.

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

Actions

a. The Advancement Department will allow opportunities for students to volunteer in college or foundation events.

1. Done at the Gala.

b. The Advancement Department will schedule lunches or other casual meetings for scholarship recipients and donors to meet.

1. The first scholarship reception is scheduled for September 6, 2007 to honor award recipients and to recognize donors.

2. Done at the Judge Harold Crawford golf tournament.

c. A Communications instructor will become more visible in the community and become more knowledgeable of local community concerns.

1. On going process

d. The AAT program will schedule Ozarka students for observations in area K-12 schools.

1. Completed(MC)

e. Nursing program will schedule Ozarka students for clinicals in area facilities.

f. The Culinary Arts program will continue to do catering and restaurant nights.

1. Completed – 1 Restaurant night, 3 gourmet nights, 4 off-premise catering functions, 2 on-premise catering functions & 8 Ozarka College functions during Spring 2007. (LT)

2. Completed - 3 Gourmet nights, 4 off-premise catering functions, 2 on-premise catering function & 8 Ozarka College functions during Fall 2006. (LT)

g. See other examples 5b4

5b4. The organization's resources – physical, financial, and human-support effective programs of engagement and service.

Actions

a. Math instructor will promote Ozarka college at least one community function or event.

1. Completed (RW)
- b. The Advancement Department will utilize promotional resources to support local school districts' educational and extra-curricular activities within the service area.
 1. \$500 sponsorships were given to each service area school for a special project in 2006-07.
 2. Money was budgeted for 2007-08 to continue the sponsorship program.
- c. The Advancement staff will attend community functions, meetings and events to publicize current events, programs, etc. for the College.
 1. Ozarka is now a member of several chambers of commerce and staff members attend regularly.
- d. The Library staff will promote Ozarka College at least one community function or event.
 1. Took active role in the Big Read project.
- e. Other examples of engagement/service of employees/community and/or students/community in 06-07 include:
 1. GIS students doing tree inventories for Melbourne and a safety plan for the college
 2. Nursing students: Allied Health 2006, Cystic Fibrosis, Relay for Life, Food Bank, Domestic Violence training, Blood Pressure Checks, Influenza injections for Century Flooring, Health Fairs across four counties, Influenza injections for Nursing Homes, Trash Pick Up, Breast Cancer Awareness, and Blood Donations.
 3. Math instructor (RB) helping to cut wood for community members unable to cut or buy wood and is serving on the Board of Directors for the Sharp County Fair.
 4. PTK collecting toys and coats.
 5. HA and DS involved in the IZARD County Family Community Theatre.
 6. DS and DJ officers for the Optimist Club.
 7. SD and KR involved in the Central Ozarks Task Force for Economic Development
 8. KR co-chair of the North Central Arkansas Regional Economic Development Committee
 9. KR president of the Melbourne Industrial Development Corporation
 10. KR secretary for the Melbourne Area Chamber of Commerce
 11. KR, DJ, DR, and JR are members of the Melbourne Tree City Board
 12. LC serves on the board for the Melbourne Housing Authority
 13. PBL hosted Red Cross Blood Drives on the Melbourne and Ash Flat campuses and sold beanie babies for the March of Dimes
 14. HA served on the Ozarka Kids Academy Parent Advisory Board
 15. HA classes for Personal Health and Wellness volunteered at the Manna House and Safe Passage thrift store

16. HA classes for Concepts of Physical Activity volunteered at the Senior Center assisting with exercise classes
17. The theatre department sponsored four plays for the community in 2006
18. JC did a communication workshop at Viola Elementary School for 4th graders
19. SB treasurer of the Stone County Area Industrial Development Committee
20. SB secretary of the Mountain View Lions Club
21. RH operates sound and lights for several public school and community events yearly
22. RH is member of Optimist Club
23. RH assists TRiO in providing the Fall Festival
24. Blood Drive hosted on the Mountain View campus.
25. JN participated in Clean-up Arkansas
26. ST received training in women's advocacy
27. GB: Mountain View Area Chamber of Commerce President, Past President, Chairperson of By Laws Committee, co-chair of Banquet Committee; Chairperson for the 43rd Annual Arkansas Folk Festival Committee; Chamber Manager (temporary); Planning Committee for the 23rd Annual Arkansas Beanfest and Championship Outhouse Races; committee member for the Agriculture Appreciation Day, July 4th activities; Harps Grocery Store Grand Opening; representative at Gateway Tourism Council meeting and banquet; Topping Out Ceremony for Stone County Medical Center; US Forestry Service planning meeting on land usage; speaker at 2nd Annual President's Service Award for community volunteer service and received Bronze Award; from 100 to 249 hours of volunteerism.
28. GB board member of the Stone County Youth Leadership Program, participated in Cope Retreat Weekend at 4-H camp.
29. GB member of Stone County Drug Abuse Prevention Committee and participated in Town Hall Meeting on Drug Abuse Prevention; hosted follow-up meeting on MV site; helped organize Red Ribbon Car Show; Stone County Economic Development Committee member
30. Ozarka College Foundation Board Member JS: Chamber of Commerce Board, Folk Festival and Beanfest Committees, Stone County Youth Leadership Board Member, Stone County Drug Abuse Prevention Committee member, Stone County Economic Development Committee Member, Bronze award for volunteerism
31. Ozarka College foundation Board Member SK: Chamber of Commerce Board, Chairperson of the Christmas decorating committee, co-chair of the banquet committee, Stone County Scholarship Committee, Bronze award for volunteerism.
32. JN, ST, CC, CMM, SB: Beanfest, Folkfest, and or Red Ribbon Car Show participants

- 33. JS, JF serve on the Board for Safe Passage
- 34. JS serves on the Board for Arkansas Urban Forestry Council
- 35. Nursing students/clinical experience
- 36. Students/victim advocates
- 37. Business students/high school competition
- 38. Automotive students/automobile repairs

5b5. Planning processes project ongoing engagement and service.

Actions

- a. A review of the planning manual will indicate that planning for engagement and service are College priorities.
 - 1. Done

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. The Library will continue its reciprocal agreements with area school libraries and state and national libraries via its interlibrary loan program.
 - 1. Completed.
- b. 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. ARNEC in line to expand to 20 students
 - 2. Additional courses scheduled at the Department of Corrections
- c. 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. Partners for Care grant offering CNA and other health care courses
2. Ozarka President and Mountain View High School superintendent collaborating on providing a Secondary Center
3. Other high school concurrent courses offered
- d. Ozarka will co-author a grant with ASUMH and UACCB to include offering technical concurrent classes at service area high schools.
 1. Grant approved; see 5c1c1 above.

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

Actions

- a. The Registrar's office will effectively input transfer transcript course on Ozarka transcripts.
 1. This is accomplished in a timely manner.
- b. TRIO students will be offered transfer trips to all appropriate four-year institutions within a day-trip distance.
 1. TRiO offered 23 transfer trips during the 06-07 year. Approximately 65 students attended these trips. (DS)
- c. The Tech-Prep program will continue to operate on the Ozarka campus.
 1. Tech-Prep operated during 06-07 but the program was dropped by the state at the end the spring semester

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

Actions

- a. The City of Melbourne will elect to co-sponsor an AUFC grant with Ozarka College
 1. Grant written and funded with Melbourne becoming a Tree City USA.
- b. High schools, nursing homes and hospitals will support the UACCB/ASUMH/Ozarka Dept. of Labor grant proposal.
 1. Support received and grant funded.
- c. All area nursing homes, high schools and libraries will partner with Ozarka to submit The Big Read Grant.
 1. Eight nursing homes, 14 high schools, 3 bookstores and 11 libraries participated

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

Actions

- a. A proposal will be written for The Big Read, a reading program that will touch a cross-section of our entire service area.
 1. Written and funded.
- b. All grant projects and other special programs will be supported by Advancement through promotion by public service announcements and news releases.
 1. The Big Read grant was supported greatly by the advancement staff
 2. Title III accomplishments were promoted heavily by the advancement staff
- c. The City of Melbourne will elect to co-sponsor an AUFC grant with Ozarka College
 1. Written and funded.
- d. High schools, nursing homes and hospitals will support the UACCB/ASUMH/Ozarka Dept. of Labor grant proposal.
 1. Written and funded.
- e. Mountain View High School approached Ozarka College to partner on a Secondary Center.
 1. Done and Ozarka accepted the invitation.

- 5c5. The organization participates in partnerships focused on shared educational, economic, and social goals.

Actions

- a. The business outreach coordinator chairs the local industrial development corporation.
 1. Karla Rush continues to serve as the president of the Melbourne Industrial Development Corporation.
 2. Karla Rush and Suellen Davidson served on a task force to bring jobs to IZARD County. The task force successfully completed this work with the announcement of two new industries coming to Melbourne.
- b. The Library will participate in outside library planning projects.
 1. Helped advise new library acquisitions at Horseshoe Bend Public Library.
- c. All area nursing homes, high schools and libraries will partner with Ozarka to submit the "Big Read Grant."
 1. Done, see 5c3c.
- d. The AAT program will schedule Ozarka students for observations in area K-12 schools.
 1. Done
- e. Nursing program will schedule Ozarka students for clinicals in area facilities.

- 1. Done
- f. The City of Melbourne will elect to co-sponsor an AUFC grant with Ozarka College
 - 1. Done.
- g. High schools, nursing homes and hospitals will support the UACCB/ASUMH/Ozarka Dept. of Labor grant proposal.
 - 1. Done.
- h. Ozarka College will partner with the Sheriff Departments from Stone, Sharp and IZard Counties and from victim advocacy groups from those counties for the DOJ grant.
 - 1. Done.

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

Actions

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 AST Advisory Committee meets yearly.
 - 1. Done
- b. AST instructor will promote the AST program within the service area to enroll future graduates to serve the area.
- c. The PE department will develop a referral network of physicians, local public health, senior centers, mental health centers and civic organizations to serve as an advisory panel and focus group to more adequately serve the target populations.
 - 1. Referral network completed, group meetings will begin in Fall 07(HA)

- d. The Library will utilize a student survey and an advisory committee.
 - 1. Completed.
 - e. Grants evaluated services
 - 1. DOJ conference was evaluated by attendees with very positive results.
 - 2. Big Read Grant was evaluated by participants with very positive results.
- 5d2. Service programs and student, faculty, and staff volunteer activities are well-received by the communities served.

Actions

- a. Ozarka Nurses have adopted a section of Highway 9 for litter control.
 - 1. Done.
- b. Ozarka College is represented in local parades with a float.
 - 1. Done.
- c. Annually the College participates in all county fairs and the district fair within its service area by providing information on educational opportunities.
 - 1. Booths were set up at all county fairs and the District Fair in September 06.
 - 2. Karla Rush was appointed to the IZARD County Fair Board.
 - 3. Kim Whitten serves on the Sharp County Fair board committee.
- d. In Mountain View, three staff/faculty members will present programs for the Stone county Youth Leadership program and one staff member will serve on the Leadership Board.
 - 1. Completed for 2006-07 and will continue for 2007-08 (GB)
- e. Mountain View staff/faculty will volunteer for the Stone County Fair, Folk Festival, Bean Fest, and 4th of July activities.
 - 1. Volunteered for Stone County Fair and 4th of July Activities and serve on planning committees and volunteer for Folk Festival and Bean Fest (GB)
 - 2. Volunteered for Stone County Fair and Bean Festival. (CMM)
 - 3. Volunteered for Folk Fest , County Fair, and Bean Fest Activities (ST)
- f. A Mountain View staff member serves on the Chamber of commerce Board.
 - 1. Serve on Chamber of Commerce Board and serve on various committees (GB)
- g. The talents and expertise of Ozarka employees are made available on the local, regional, and state level through volunteer service.
 - 1. For additional information see 5b4

- h. Grant activities were well received
 - 1. DOJ Conference evaluations were excellent.
 - 2. Big Read Grant surveys yielded positive results.
 - 3. The assistance of the Forestry Grant for attaining Tree City USA was publicly acknowledged by the Melbourne Mayor.

5d3. The organization's economic and workforce development activities are sought after and valued by civic and business leaders.

Actions

- a. The business outreach coordinator chairs the local industrial development corporation.
 - 1. Karla Rush continues to be president of the Melbourne Development Corporation.

5d4. External constituents participate in the organization's activities and co-curricular programs open to the public.

Actions

- a. The community participates in the Foundation activities such as the Gala, golf tournament and concerts.
 - 1. The Gala, golf tournament and five concerts were successful and generated funds for Foundation scholarships.
- b. The Library will sponsor events open to the public such as book signings.
 - 1. Displayed antiques from 1930s as part of the Big Read project.
 - 2. Held publishing workshop and book signing of *Yesterday Again* and *D.O.C.: Department of Corrections* by Steve Whisnat in June.
 - 3. Participated in the Mary Worthen lecture and book signing sponsored by Student Services.
- c. The Ozarka Kids Academy serves students, area parents, and area children through its operation.
 - 1. The Academy director will complete the application process and review processes to receive the approval certification from the state of Arkansas for providing a higher quality child development program.
 - a. Application has been submitted. A "mock" review process was completed to identify any areas of improvement. Currently, the Academy is waiting to be notified as to a date for the final review process.

2. 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.
 - a. Completed, will continue as an on-going goal.
3. The Academy will continue to offer part time enrollment in the Academy to accommodate students' class schedules.
 - a. Completed, will continue as an on-going goal.
3. 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.
 - a. Completed, will continue as an on-going goal.
5. The Academy Director will continue to conduct quarterly staff meetings with all employees.
 - a. Completed, will continue as an on-going goal.
6. 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.
 - a. Completed, will continue as an on-going goal.
7. The Academy staff will maintain certifications in First Aid and Infant, Child, Adult CPR to ensure children's safety.
 - a. Completed, will continue as an on-going goal.
8. Academy will continue to conduct monthly emergency drills including fire, severe weather, earthquake, and violence prevention in order to increase emergency preparedness.
 - a. Completed, will continue as an on-going goal.
9. 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.
 - a. Still in process of researching programs, will continue as a goal.
10. In May, the Academy Director will apply for an enhancement grant from the Division of Child Care and Early Childhood Education in order to obtain new curriculum materials for the staff to use in the classrooms.
 - a. Application for Enhancement Grant was postponed by the DCCECE to August 2007. Application will be made at that time.

11. The Academy Director will continue to work with the IFS department in establishing an Academy link on the Ozarka College website to better inform students as well as the community regarding the preschool services provided.
 - a. Still in process of completing the website link, will continue as a goal.
12. 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.
 - a. Completed.
16. 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.
 - a. Completed, will continue as an on-going goal.
17. 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, Fall Festival, and Christmas Party).
 - a. Completed, Fall Festival was conducted in October, Christmas Party was conducted in December, Easter Egg Hunt conducted in March, and Parent Appreciation Picnic is scheduled for August.
18. 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 Minim March. The Academy will host a county wide book fair in November to promote literacy in early childhood.
 - a. Completed.
19. 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.
 - a. Completed in April. The Mayor of Melbourne signed and presented a proclamation to the Academy, local organizations participated in providing activities for the children, and many other events and activities took place.
20. 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.
 - a. Completed application and submitted by May 1st deadline. Currently awaiting an answer.

21. The Academy Parent Advisory Board will continue to provide parents with a monthly newsletter to help education and inform the parents in regard to upcoming events, policies, early childhood education, and activities to extend into the home, and current curriculum goals.
 - a. Completed, will continue as an on-going goal.
 22. The Academy will continue to research and obtain additional program funding through federal, state, and local grant opportunities.
 - a. Completed, will continue as an on-going goal.
 23. The Academy Director will input 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.
 - a. Completed, will continue as an on-going goal.
 24. The Academy collaborates with the Ozarka College LPN program to provide a pediatric rotation setting for students.
 - a. Completed, will continue as an on-going goal.
 25. The Academy collaborates with the Ozarka College AAT program to provide a pediatric observation setting for students to fulfill program requirements.
 - a. Completed, will continue as an on-going goal.
- d. Grant activities were well attended.
1. Master Gardeners participated in the Forestry Grant
 2. Public libraries (11), nursing homes (8), High Schools (14), book stores (3) participated in the Big Read Grant as well as the general public.
 3. Seven high schools elected to participate in the Partners for Care Grant.
 4. Approximately 90 outside participants attended the DOJ grant conference.

5d5. The organization's facilities are available to and for use by the community.

Actions

- a. Policy, procedures and staffing recommendations will be developed for facility usage by the community during evenings and weekends.
 1. A task force submitted policy and procedure recommendations for facilities usage to the administrative council.
 2. The Administrative council reviewed the task force recommendations and prepared an enhanced recommendation for the board of trustees

- b. The Mountain View site will host Reserve Deputy training program involving Stone, Independence, and Van Buren counties for 120 hours of training in fall 2006.
 - 1. Completed (GB)
 - c. The Mountain View site will regularly host monthly meetings of the MV Chamber of Commerce.
 - 1. On going (GB)
 - d. The Mountain View site will host various community committee meetings including those for the Folk Festival, Bean Fest, Stone county Youth Leadership, and other meetings as requested.
 - 1. Done for year and on going (GB)
 - e. The Mountain View site will host the Stone County Youth Leadership program twice.
 - 1. Completed for 2006-07 and will continue for 2007-08 (GB)
 - f. A copy of the Ozarka Calendar will indicate that the community extensively uses the Ozarka campus and sites.
 - 1. A review of the calendar reveals extensive use of the college during 06-07 by high school, civic groups, businesses and the community.
- 5d6. The organization provides programs to meet the continuing education needs of licensed professionals in its community.

Actions

- a. Annual real estate continuing education courses are offered for realtors.
 - 1. Real Estate Continuing Education updates were available in April and June 2007.
- b. The History department offers Arkansas History for area teachers.
 - 1. Done.
- c. The DOJ grant will provide CE for lawyers, nurses, pharmacists, teachers and others.
 - 1. Done.

S.W.O.T.

Strengths:	Weaknesses:	Opportunities:	Threats:
<ol style="list-style-type: none"> 1. student-friendly 2. cost effective (affordable) 3. quality facilities 4. staff & faculty 5. ☺ technology 6. youth programs – kids college look to future 7. area school support 8. community support 9. help students succeed 10. advertising/recruitment 11. concurrent 12. accessibility (campuses, online, scheduling) 13. TRIO & Perkins Tutor, Title III support 14. Grounds – esthetics 15. Adult Ed 16. Financially solvent 17. Work environment – climate 18. good transfer relations/articulation 19. accredited 	<ol style="list-style-type: none"> 1. growing pains 2. rural area 3. funding 4. salaries of personnel 5. cultural bias against education 6. economic issues 7. place-bound students 8. need for instructors 9. unsaturated programs 10. lack of student engagement 11. available space such as for culinary 12. place bound graduates 13. OPM 14. Resistance to change 15. Off campus coverage 16. off campus connection 17. Friday attendance 18. Off campus underdevelopment 19. Lower expectations 20. Lack of job opportunities 21. Job placement 	<ol style="list-style-type: none"> 1. off campus site growth 2. community need 3. career counseling-awareness 4. “change lives” via college enrollment 5. improve community 6. jobs at Ozarka boosts community 7. cultural enrichment 8. attract business and industry 9. improve retention rates 10. follow-up of graduate success 11. Review organizational structure 12. 60+ program 13. Beef up dev. Ed 14. Teach responsibility/ethics 15. Increase expectations while providing tools for success 16. time of + change immersion education 17. PE 	<ol style="list-style-type: none"> 1. competition from other community colleges in Fulton/Stone/Sharp Counties 2. legislation 3. perception 4. consistency of state, federal, and private funds 5. small-town talk 6. student retention 7. technology and other time-consumers 8. faculty salaries 9. Building loss – students, finances, MyOzarka

OZARKA COLLEGE
Strategic Planning
Annual Cycle

January

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

February

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

March

- Actions, strategies, priority initiatives, and primary goals for upcoming strategic plan cycle reviewed by the Planning and Effectiveness committee, administrative council, and approved by the President
- Departmental budgets completed based upon actions identified in the upcoming strategic plan cycle.

April

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

May

- Follow-up of current cycle action plans with accomplishments and appropriate data completed
- Final draft of budget for upcoming fiscal year completed
- Budget for upcoming fiscal year approved by the Board of Trustees

June

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

July

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

August

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

September

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

October

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

November

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

December

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