



Ozarka College

Ozarka College Strategic Plan 2011-2015

Full Strategic Plan

As of May 12, 2011

Prepared by M3 Planning

MISSION STATEMENT

Ozarka College provides life- changing experiences through education.

VISION STATEMENT

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

CORE VALUES

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

- **Learning**

Ozarka College values learning and scholarship for our students, our employees, and the community. We value personal growth and provide access to diverse learning experiences in a technological, supportive environment so that our students can achieve their educational goals. We seek to continuously learn as an organization, promote life- long learning, and be responsive to our changing environment.

- **Caring**

Ozarka College values people and ideas. We respect the dignity and potential of each individual, expressed through fairness, responsiveness, and just treatment for all. We value individual diversity and recognize the unique contributions of all individuals. We promote open and respectful communications and the free exchange of thoughts and ideas.

- **Quality**

Ozarka College strives for excellence and integrity in all we do. We are committed to provide a quality, educational environment, being innovative in our course and program offerings, and maintaining quality in all aspects of our work. We continuously assess to determine avenues for improvement.

- **Community**

Ozarka College values community - both the community we serve and the community we create within. As students, faculty, and staff, we have a responsibility to our community that is expressed through involvement. We actively pursue collaborative partnerships with the community, providing cultural learning opportunities, business outreach, and facilities usage. We value our college community and encourage engagement through participation, collaboration, and communication.

PRIORITIES

Priorities at Ozarka College are Access to Education, Student Success, Management of Resources, Continuous Improvement, Community Engagement and Service, Collaborative Partnerships, and Workforce and Economic Development.

STUDENTS AND SERVICE AREA

OZARKA COLLEGE STRATEGIC PLAN 2011-2015 AT- A- GLANCE

Overall Strategic Plan Priorities & College Strategies

1 Access to Education: Ozarka College will ensure access to life- changing educational opportunities.

- 1.1 Maximize early access pathways
- 1.2 Expand and maximize current access
- 1.3 Identify pathways for jobs and careers
- 1.4 Promote four- year degrees
- 1.5 Facilitate transfer

2 Student Success: Ozarka College will be a learning- centered college preparing students for transfer, workforce, and life enhancement.

- 2.1 Promote student engagement and involvement
- 2.2 Expand services at all sites
- 2.3 Improve retention and completion
- 2.4 Provide student success related professional development
- 2.5 Further develop the online component to student success

3 Management of Resources: Ozarka College will ensure effective and efficient management of resources in support of the College Mission.

- 3.1 Optimize management of human resources
- 3.2 Continue sound financial and physical management
- 3.3 Improve the professional development program
- 3.4 Support grant writing and grant sourcing

4 Continuous Improvement: Ozarka College will utilize assessment as a catalyst for continuous improvement.

- 4.1 Promote and environment of continuous improvement
- 4.2 Provide training
- 4.3 Identify KPIs for Strategic Plan and all areas of the College
- 4.4 Continue to leverage technology
- 4.5 Celebrate achievements

5 Community Engagement and Service: Ozarka College will promote engagement and dialogue within the service region that will result in strong and mutually supportive community relationships.

- 5.1 Bring the community to campus
- 5.2 Maximize CE program and educational seminars
- 5.3 Promote service learning and volunteerism in the classroom
- 5.4 Encourage employee engagement and impact
- 5.5 Provide leadership in poverty reduction

6 Collaborative Partnerships: Ozarka College will develop and maintain supporting partnerships to provide opportunities throughout the service region.

- 6.1 Enhance service area partnerships
- 6.2 Enhance regional and state partnerships

7 Workforce and Economic Development: Ozarka College will provide leadership and opportunities to enhance economic viability within the service region.

- 7.1 Participate in local activities
- 7.2 Generate new ideas to promote economic development
- 7.3 Enhance relationships with employers
- 7.4 Encourage entrepreneurship

Customer Priorities & College Strategies

Internal/ Operational Priorities & College Strategies

People and Learning Priorities & College Strategies

OZARKA COLLEGE STRATEGIC PLAN 2011-2015 - DETAIL

Overall Strategic Plan Priorities & College Strategies

1 Access to Education: Ozarka College will ensure access to life- changing educational opportunities.

Office and Team Member Strategies	Measure	Target	Start Date, End Date
1.1.1 Maximize early access pathways	Measure:	Target:	
1.1.1 Develop additional high school pathways (Student Services)	Overall percentage increase per year within two years of graduation	1%	07/01/11 06/30/12
1.1.1.1 Collaborate with high schools to provide more "in- house" services (Zeda Wilkerson)	Number of tests given	400	08/22/11 05/10/12
1.1.1.2 Complete a plan to pilot a college planning program with Highland High School. (Zeda Wilkerson)	Completed plan	1	02/03/11 07/29/11
1.1.1.3 Work with High School Counselors and Principals (Michael DeLong)	Number of pathways developed	1	01/31/11 08/05/11
1.1.1.4 Check with local high schools to ensure all qualified faculty teach concurrent classes when schedule allows. (Michael Orf)	All qualified high school teachers will be identified.	100%	02/01/11 12/23/11
1.1.1.5 The Financial Aid Director will expand the number of Financial Aid Nights at service area high schools. (Ron Helm)	Number of work shops conducted.	9	02/01/11 12/28/12
1.1.1.6 Maintain and expand articulation agreements with area high schools. (Zeda Wilkerson)	List of courses articulated.	25	02/14/11 07/31/12
1.1.1.7 Develop and offer an admissions and financial aid open house.Participating sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of students attending	50	03/03/11 06/30/12
1.1.1.8 Collaborate with VPAA and Division Chairs to increase concurrent offerings at area high schools. (Gin, James, Anthem Coordinators)	Number of new concurrent offerings	3	03/03/11 12/30/11
1.1.1.9 Increase presence at area high schools. Collaborate with admissions and financial aid offices to offer more assistance to students with financial aid and college admissions procedures at the area high schools. (Gin, James, Anthem Coordinators)	Percentage of high school seniors participating	25%	08/15/11 06/15/12
1.1.1.10 Collaborate with financial aid office to offer financial aid workshops at area high schools.Participating sites: Ash Flat, Mammoth Spring (Gin, James, Anthem Coordinators)	Percentage of area high school seniors participating	25%	08/15/11 06/15/12
1.1.1.11 Collaborate with admissions office to enhance relationships with area high school counselors and principals.Participating sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of personal contacts made	6	08/15/11 06/15/12
1.1.1.12 Bring in high school students to observe in the Library (Michael DeLong)	Development of program	1	04/07/11 06/30/12
1.1.2 Enhance GED as a pathway (Student Services)	Overall percent increase per year	10%	07/01/11 06/30/12
1.1.2.1 Provide admissions packets to Adult Education to be passed out to students while enrolled in courses. (Zeda Wilkerson)	Number of GED graduates enrolling	30	08/22/11 01/16/12
1.1.2.2 Develop a GED to College Transition seminar. (Zeda Wilkerson)	Number of participants	25	03/01/11 12/31/12
1.1.2.3 Continue to market GED in all newspapers (Michael DeLong)	Increased enrollment in GED classes		
1.1.2.4 Provide needed space for any planned expansions of GED classes, testing, or basic literacy training.Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of classroom hours available annually	500	08/15/11 05/11/12
1.1.3 Develop technical education centers in partnership with high schools (Academics)	Number of centers developed	1	07/01/11 06/30/14

1.1.3.1 Coordinate with Gerald Cooper, the Melbourne School District Superintendent, to further the concept (Michael DeLong)			02/14/11 07/08/11
1.1.4 Conduct an Ozarka Summer Insititute for area junior high students (Academics)	Number of students attending	45	04/01/11 07/14/11
1.1.4.1 Participate in the Ozarka College Summer Institute and provide student services staff as needed. (Ron Helm)	Student served	45	07/11/11 07/14/11
1.1.4.2 Establish a plan for follow- up opportunities with Summer Institute participants (Suellen Davidson)			
1.1.4.3 Form Committee to develop Ozarka Summer Institute (Michael DeLong)	Number of students	45	12/09/10 07/14/11
1.1.5 Scouting (President)	Coordinate sponsorship for year	1	04/07/11 06/30/12
1.1.5.1 Continue to support scouting by serving as a charter organization and supporting regional scouting activities (Richard Dawe)			
1.1.5.2 Visit the troop that meets on campus to explain programs (Michael DeLong)			
1.1.6 Continuing Education (Academics)	Increase the number of classes by 20 per over 2010-2011	20%	04/07/11 06/30/12
1.1.6.1 Institute CE for CNA at Melbourne (Ruby Johnson)	To offer CNA for those who did not enroll for credit class	15	06/01/11 06/30/11
1.1.6.2 Institute CE for CNA at Ash Flat (Ruby Johnson)	to meet the need for CNA's in the area that did not take the it college credit	15	07/05/11 07/29/11
1.1.6.3 Institure CE for CNA in October on the Melbourne site. (Ruby Johnson)	to give the opportunity to meet market demand for non credit	15	10/03/11 10/31/11
1.1.6.4 Develop a system to track CE activity and provide the information to Admin council and the college community as appropriate (Michael DeLong)			
1.1.6.5 Collaborate with VPAA to expand and promote noncredit course offerings at the sites.Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Increase number of on campus CE offerings	1	07/01/11 06/30/12
1.1.6.6 Collaborate with Arkansas Craft School to expand and promote noncredit offerings that help support the AS and CP - Entrepreneurship for Artisans Programs.Participating Sites: Mountain View (Gin, James, Anthem Coordinators)	Increase number of CE courses offered	2	07/01/11 06/30/12

1.2 Expand and maximize current access

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
1.2.1 Increase credit programs (Academics)	Number of programs	5	04/07/11 06/30/12
1.2.1.1 Develop AA in Teaching- Middle School Math and Science Track program of study (Holly Ayers)	number of program additions- AAT	1	02/01/11 08/01/12
1.2.1.1.1 Develop curriculum proposal for Precalculus and Survey of Calculus (Holly Ayers)	Increase college level Math course offerings	2	02/01/11 09/01/11
1.2.1.2 Develop AAS in Corrections by Fall 2011 (Michael Orf)	Program will be in place	100%	02/01/11 08/22/11
1.2.1.3 Establish partnership to bring BSE in Social Sciences to campus (Michael Orf)	degree will be on campus	100%	02/01/11 05/01/13
1.2.1.4 Develop AAT- Middle School Language Arts/ Social Studies Track program (Holly Ayers)	number of AAT programs offered	1	02/01/11 08/01/13
1.2.1.4.1 Work with Humanities Division Chair and faculty to develop curriculum proposal for Comparative Grammar- directed english elective (Holly Ayers)			02/01/11 08/01/13
1.2.1.5 Develop new non- credit (CE) courses and programs with Division Chairs and faculty (Michael DeLong)			02/10/11 08/12/11

1.2.1.6 Advocate for expansion of ECD and CNA programs (Gin, James, Anthem Coordinators)	Number of programs offered	3	03/03/11 06/30/12
1.2.1.7 Collaborate with VPAA and Division Chairs to determine feasibility of, approval for, and resources for new programs at the sites. Participating sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Approved new program offerings	1	07/01/11 06/22/12
1.2.1.8 Add ASB degree plan to Ozarka College Catalog. Need completed approval through CC committee process. Need Business Statistics course approval completed through CC process. Need Business Calculus Course developed and sent through CC process. This degree plan needs to be in place with students enrolled and/ or completed in order to have students to enroll in ASU Bachelor of Business Management degree. (Kathryn Langston)		1	03/30/11 08/01/11
1.2.2 Enhance Mammoth Spring location (Academics)	Increase student numbers by 30% over spring 2011	30%	04/07/11 06/30/12
1.2.2.1 Continue to post the date and time for all services provided by Admissions, Financial Aid, Assessment, Career Pathways, TRiO, and Student Success,	Number of students served.		01/31/11 06/30/11
1.2.2.1.1 Check postings. (Ron Helm)	Check postings at each location	1	01/31/11 06/30/11
1.2.2.1.2 Evaluate placement of postings. (Ron Helm)	Check postings	1	01/31/11 06/30/11
1.2.2.2 Add AAS- BT courses. (Kathryn Langston)	Courses appear on MS schedule of classes	2	02/01/11 04/15/11
1.2.2.3 Expand part- time student success services - advising and tutoring. (Zeda Wilkerson)	Number of students served.	25	01/10/11 07/31/11
1.2.2.4 Develop and start a LPN program (Ruby Johnson)			02/01/11 08/20/12
1.2.2.5 Yearly advertising with local Mammoth Spring/ Thayer radio (KKountry)			07/01/11 06/29/12
1.2.2.6 Additional billboard north on Highway 9 toward Salem			07/01/11 06/29/12
1.2.2.7 Obtain HLC approval for location status at Mammoth Spring (Michael DeLong)	Approval of location	1	04/07/11 06/30/12
1.2.2.7.1 Complete change form (Michael DeLong)	Change form submitted	1	04/07/11 06/30/11
1.2.3 Expand weekend and night course availability (Academics)	One cohort begins	1	04/07/11 01/30/12
1.2.3.1 Increase number of online science offerings (versus hybrid offerings) (Holly Ayers)	Number of online science offerings	2	02/01/11 06/01/12
1.2.3.2 Increase the number of science hybrid courses offered (Holly Ayers)	Number of new science courses offered in a hybrid format	2	02/01/11 06/01/12
1.2.3.3 Increase evening and weekend GE offerings (Michael DeLong)			
1.2.3.4 Develop Diesel program (Michael DeLong)			02/01/11 08/22/11
1.2.3.5 Collaborate with VPAA and Division Chairs to develop a full AA course offering at night/ online for the sites. Participating Sites: Ash Flat, Mountain View (Gin, James, Anthem Coordinators)	Student's ability to get full AA at night/ online	1	07/01/11 06/30/12
1.2.4 Enhance distance education opportunities and technologies (Academics)	Development of plan	1	04/07/11 06/30/12
1.2.4.1 Hire a distance education director/ coordinator (Michael DeLong)			
1.2.4.2 Add Bank1013 Principles of Banking and Bank 2013 Law and Banking Principles online for Fall 2011 (Kathryn Langston)	Banking courses developed and on schedule	1	02/17/11 05/19/11
1.2.5 Online AA offering (Academics)	Complete AA available online	1	04/07/11 08/30/11

1.2.5.1 Increase the number of AA online course section offerings. (Holly Ayers)	Number of online course section offerings	10%	02/01/11 08/01/12
1.2.5.2 Offer a fully online option for AA (Michael DeLong)			
1.2.5.3 Advocate that remedial courses remain classroom based, not online based. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	No increase in number of remedial courses offered online		07/01/11 06/30/12
1.2.6 Analyze course offerings at each location and ensure balance across sites			
1.2.6.1 Hire additional faculty in social sciences to teach all social science courses at all campuses. (Michael Orf)	Additional social science faculty hired	1	02/01/11 06/30/12
1.2.6.2 Hire additional Math (1), Science (1), Education (1), and Developmental Education (2) full-time faculty members to adequately staff 4 instructional sites (Holly Ayers)	Number of full-time faculty members in the Math, Science and Education Division	5	02/01/11 07/01/15
1.2.6.2.1 Hire one additional full-time math faculty member (Holly Ayers)	number of full-time math faculty	1	02/01/11 07/01/11
1.2.6.2.2 Hire one additional full-time developmental education faculty (Holly Ayers)	number of developmental education faculty	1	02/01/11 07/01/12
1.2.6.2.3 Hire one additional full-time science faculty (Holly Ayers)	number of additional full-time faculty hired	2	02/01/11 07/01/13
1.2.6.2.4 Hire one additional full-time education faculty member (Holly Ayers)	number of full-time faculty-education	1	02/01/11 07/01/14
1.2.6.2.5 Add one additional developmental education faculty (Holly Ayers)	number of full-time faculty-dev ed	1	02/01/11 07/01/15
1.2.6.3 Hire additional English faculty for all locations. (Michael Orf)	Four additional English faculty will be hired	4	02/01/11 06/30/15
1.2.6.4 Hire 2 Business Technology Instructors to replace 2 who left. (Kathryn Langston)	Instructors in place to balance full-time instructor teaching loads	2	02/17/11 05/17/12
1.2.6.5 Collaborate with VPAA and Division Chairs to enhance course offerings at the sites to allow students to receive currently offered degrees without taking online courses. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Increase number of courses taught by on-site faculty	2	07/01/11 06/30/12
1.2.7 Increase numbers of students in programs (Academics)	Number of available seats in programs	10	04/07/11 06/30/12
1.2.7.1 Increase Culinary Arts Facility to accommodate more students so that we can enroll more students. Add exhaust vent to lab area with more cooking equipment. Add work tables with power source close by with places to hang equipment. Add stove and cooking space for students. Add walk-in cooler. Add larger dish washer with hot water source. (Kathryn Langston)	More students are allowed into the culinary program.	1	02/02/11 06/29/12

1.3 Identify pathways for jobs and careers

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
1.3.1 Collect and publish Ozarka stories of success as model pathways (Planning and Institutional Research)	Stories published	30	05/09/11 06/30/12
1.3.1.1 Add a request to the Alumni Survey to gather additional success stories (Joan Stirling)	Stories identified	3	03/01/11 04/15/11
1.3.1.2 Identify and recommend past/ present Ozarka College students for examples of success. (Ron Helm)	List of number identified.	5	02/01/11 12/30/11
1.3.1.3 TRiO: Publish stories demonstrating success at Ozarka College and transfer. (Ron Helm)	Number of stories published	5	02/01/11 12/30/11
1.3.1.3.1 Advertise the need for student stories in the weekly newsletter. (Ron Helm)			02/01/11 08/31/11
1.3.1.3.2 Reach out to TRiO SSS alumni for success stories. (Ron Helm)			02/01/11 08/31/11

1.3.1.4 Add a student or alumni story to each issue of the Connection (Richard Dawe)			
1.3.1.5 Utilize the Student Success Newsletter to highlight individual student success. (Zeda Wilkerson)	Document by Student Success Newsletter.	5	01/10/11 12/30/11
1.3.1.6 Identify Ozarka College BT, Culinary, and Automotive graduates for success stories. (Kathryn Langston)	Stories discovered and distributed	2	02/17/11 01/01/12
1.3.2 Develop a Career Center (Student Services)			
1.3.2.1 Explore additional pathways and identify for students potential employment both local and distance (Zeda Wilkerson)	Pathways to jobs identified	5	05/09/11 06/30/12
1.3.2.1.1 Use advising as a method to engage students regarding multiple pathways and use research to assist students regarding pathways to potential employment (Zeda Wilkerson)	Documentation of student assistance		05/09/11 06/30/12
1.3.2.2 Develop the plan for instituting a Career Center (Ron Helm)	Plan for Career Center	1	05/12/11 06/30/12

1.4 Promote four- year degrees

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
1.4.1 Promote online four- year degrees (Student Services)	Completed brochure	1	05/12/11 12/20/11
1.4.1.1 Inform students of availability of online 4 year programs. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of referrals to student support services	6	06/01/11 06/30/12
1.4.2 Research making four- year degrees available locally (Academics)	Degree available	1	05/01/11 08/20/11
1.4.2.1 Work towards a four- year degree in social sciences (Michael Orf)	degree offered either on campus or through compressed video	100%	02/01/11 08/01/12
1.4.2.2 Research components of offering a 4- year degree in Interdisciplinary Studies. (Holly Ayers)	Number of 4- year degree offerings	1	02/01/11 08/01/13
1.4.2.3 Establish at least one four year degree offering through ASU this year			
1.4.2.3.1 Get with ASU (Dr. Glen Jones) to determine when ASU can start the approval process with ADHE (Michael DeLong)			02/14/11 03/31/11
1.4.2.4 Contact UCO to determine when they can offer programs on the Ozarka campus			02/01/11 05/13/11
1.4.2.5 Get with UA- Fort Smith to determine approximately when they can start to offer classes at Ozarka College (Michael DeLong)			02/14/11 05/13/11

1.5 Facilitate transfer

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
1.5.1 Teach library skills to make transfer to four year schools easier (Academics)			02/10/11
1.5.1.1 Continue team teaching in College Success Class (Mary Ellen and Dan) (Michael DeLong)			02/10/11 05/13/11
1.5.2 Explore offering transfer trips to other students in addition to TRiO (Student Services)	Report to Administrative Council	1	05/12/11 12/20/11
1.5.3 Explore ways advisors can assist student who intend to graduate with transfer (Academics)	Report to Administrative Council	1	05/12/11 12/20/11

2 Student Success: Ozarka College will be a learning- centered college preparing students for transfer, workforce, and life enhancement.

2.1 Promote student engagement and involvement

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
2.1.1 Educate for a global and responsible society (Planning and Institutional Research)	Positive change on diversity survey item that Ozarka has contributed to my appre	4.10	05/12/11 06/30/12
2.1.1.1 Work with the Diversity Committee to identify a list of ideas for faculty to include course design. (Joan Stirling)	Number of additional instructors who include diversity initiatives in classroom	5	08/22/11 05/10/12
2.1.1.1.1 Make every effort to balance diversity committee programs and learning events on all sites. (Joan Stirling)			08/22/11 05/10/12
2.1.1.2 Ensure the diversity committee is properly funded (Tina Wheelis)			
2.1.1.3 In conjunction with Career Pathways provide a parenting Workshop. (Zeda Wilkerson)	List of work shop participants.	25	02/10/11 12/30/11
2.1.1.4 Work with Diversity Committee to promote diversity on campus (Rodney, Mary Ellen) (Michael DeLong)			02/10/11
2.1.1.5 Collaborate with social science faculty and IS department to offer SKYPE sessions with Gorno- Altaisk State University in Siberia.Participating Sites: Mountain View (Gin, James, Anthem Coordinators)	Number of sessions conducted annually	2	07/01/11 06/30/12
2.1.2 Promote goal identification and attainment (Academics)	Percent of Completers with goals in College Success	100%	05/12/11 06/30/12
2.1.2.1 Increase the number of students who have developed an educational goal and timeline during their College Success Orientation course. (Holly Ayers)	number of student goal and timeline advising sheets submitted	40%	08/01/11 08/01/12
2.1.2.1.1 Establish 100 percent as an objective for establishing an educational goal and timeline (Holly Ayers)		100%	08/01/11 08/01/12
2.1.2.2 Ensure all first- time/ full- time students are enrolled in College Success class (Michael DeLong)	The number of student enrolled in the Student Success class	100%	01/10/11 05/13/11
2.1.3 Enhance student technology skills (Academics)	Number of classes with increased technology based curriculum	5	05/12/11 06/30/12
2.1.3.1 Develop curriculum that incorporates more technology based work (Michael DeLong)	The number of classes that have increasedtechnologybased curriculum	5	01/10/11 08/22/11
2.1.4 Increase use of papers and presentations in class (Academics)			05/12/11 12/20/11
2.1.4.1 Track progress and provide results for review (Michael DeLong)			
2.1.4.2 Provide workshops related to papers and presentations such as Microsoft Word and Plagiarism Workshops. (Zeda Wilkerson)	List of participants.	25%	01/10/11 01/31/12
2.1.5 Increase participation in co- curricular activities (Student Services)	Number of students active in co- curricular activities	100	05/12/11 06/30/12
2.1.5.1 Continue SGA development of co- curricular activities. (Ron Helm)	Report of activities at each location by SGA President. (each semester)	5	02/01/11 05/01/11
2.1.5.2 Career Pathways partners with TRiO to offer the Student Seminar each semester. (Ron Helm)	Document number of participants.	50	01/10/11 12/30/11

2.1.5.3 Career Pathways will offer an employment workshop for graduating Culinary and HIM students. (Ron Helm)	List of participants.	10	01/10/11 12/30/11
2.1.5.4 Career Pathways will offer TEAS test preparation workshops for students applying for the LPN program. (Ron Helm)	List of participants	25	01/10/11 12/30/11
2.1.6 Make the cafeteria, central areas, and online destinations	New activities (2 per campus)	10	05/12/11 06/30/12
2.1.6.1 Provide at least two events per semester (Michael DeLong)			
2.1.7 Add nutritional changes for the cafeteria			
2.1.7.1 Develop an action plan (Tina Wheelis)			
2.1.8 Enhance College Success class (Academics)			
2.1.8.1 Schedule a retreat for all College Success instructors before the start of the Fall semester (Holly Ayers)			02/10/11 07/29/11
2.1.8.2 Continue giving "SUCCESS" tshirts to students who successfully complete course			07/01/11 06/29/12

2.2 Expand services at all sites

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
2.2.1 Enhance academic advising with degree audits (Student Services)	Utilization online	100%	05/12/11 06/30/12
2.2.2 Optimize a summer plan for advising and tutoring (Student Services)	Plan made and utilized (Zeda)	1	05/12/11 05/30/11
2.2.2.1 Student Success staff will advise and register primarily technical students at all locations. Staff will assist with these duties at mammoth Spring on a rotating part- time basis. Tutoring will be provided at all Ozarka College locations. (Zeda Wilkerson)	List of students served.	50	06/01/11 07/29/11
2.2.2.2 Maintain current advising methods used for previous summer semesters.Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of advising sessions	30	05/16/11 08/12/11
2.2.3 Expand financial aid services and financial literacy (Student Services)	Workshops conducted	10	05/12/11 06/30/12
2.2.3.1 Financial Aid Workshops will be conducted at all Ozarka College locations for the fall and spring semesters. (Ron Helm)	Number of financial Aid workshops conducted	8	02/01/11 12/28/12
2.2.3.1.1 The workshops will be advertised and posted on the Ozarka College home page. (Ron Helm)	Evaluation of promotion	10	02/01/11 12/28/12
2.2.3.2 Financial Aid staff will post available services at each Ozarka College location. (Ron Helm)	Observations of postings.	4	02/01/11 12/28/12
2.2.3.3 TRiO: Expand financial literacy education for all participants. (Ron Helm)	Quantity of materials distributed.	200	02/01/11 08/31/11
2.2.3.3.1 Provide financial literacy materials to all TRiO SSS students per grant requirement. (Ron Helm)	Provide evident of distrubition.	200	02/01/11 08/31/11
2.2.3.4 Student Success: Sponsor financial aid workshops for students. Provide financial aid training to student success staff. Research best practices and policies in financial aid and financial literacy. (Zeda Wilkerson)	Document number of workshops and document evaluation of each.	5	01/10/11 02/29/12
2.2.3.5 Collaborate with financial aid department on seminars and workshops both on and off campus. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of workshops offered	2	08/15/11 05/31/12
2.2.3.6 Archive financial aid workshops and put online (Ron Helm)	Workshop online and available to students	1	05/12/11 12/20/12

2.3 Improve retention and completion

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
2.3.1 Enhance developmental education and placement effectiveness (Academics)	Establish baseline (Holly)	1	05/12/11 06/30/12

2.3.1.1 Assist the Developmental Redesign Committee to report out useful data on a semester basis (Joan Stirling)	Regular reporting	12	08/31/11 07/31/12
2.3.1.2 Work with the AATYC Developmental Education Initiative Statewide Workgroup to implement and evaluate intervention strategies (Holly Ayers)	Number of Developmental Education Initiatives piloted	2	02/01/11 06/01/13
2.3.1.3 Redesign developmental math sequence to decrease time to completion and increase retention/ graduation rates in mathematics (Holly Ayers)	Number of instructional sites offering modularized dev ed math sequence	4	02/01/11 08/01/13
2.3.1.4 Develop and implement cut- score placement/ Adult Basic Education partnership project intervention (Holly Ayers)	Number of pilot projects implemented to address ABE partnership	1	02/01/11 06/01/13
2.3.2 Address ability to benefit			
2.3.2.1 Contact students referred to us and who contact us to explain the ability to benefit option. Typically reserved for students beyond high school age. Also work with WIA to identify these students (Zeda Wilkerson)	Document each student contact.	5	01/10/11 07/29/11
2.3.3 Provide and use data driven assessment for improvement	KPIs identified in all offices of the college	7	05/12/11 06/30/12
2.3.3.1 Work with the HLC Assessment Team to identify identify performance measures for retention and completion (Joan Stirling)	Number of performance measures identified related to retention and completion	2	05/01/11 08/31/11
2.3.3.2 Continue to survey student satisfaction with the services they receive. (Zeda Wilkerson)	Evaluation of completed cards.	50	01/10/11 12/30/11
2.3.4 Ensure retention and completion initiatives are properly funded (President)			

2.4 Provide student success related professional development

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
2.4.1 Optimize learning college philosophy			
2.4.1.1 Advise students for placement into College Success course in accordance with Ozarka College policy. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Percentage of students properly enrolled	50%	07/01/11 06/30/12
2.4.1.2 Adopt outcomes for courses and programs with objectives (Michael DeLong)	Percent of courses/ programs changed	50%	05/12/11 06/30/12
2.4.1.3 Add question about understanding of the learning college philosophy to employee survey to determine knowledge about the learning college (Joan Stirling)	Percent who say they have an increased understanding	75%	05/12/11 06/30/12
2.4.1.4 Include learning college educational components	Learning college educational opportunities	3	05/12/11 06/30/12
2.4.2 Continue to improve advising			
2.4.2.1 Continue personalized advising for HIM students to increase retention and program completion. (Ruby Johnson)	completion rates will increase from 1 to 10 students for HIM	10	01/31/11 05/31/11
2.4.2.2 Attend advising and student success conferences and adapt ideas for practice. Assist with training for advisors. Use Perkins funding to bring in speakers for advising related issues. (Zeda Wilkerson)	Document conferences, speakers, and training.	5	01/10/11 12/30/11
2.4.2.3 Career Pathways staff will participate in academic advising training such as the Arkansas Student Success Symposium. (Ron Helm)	Document attendance and training.	2	01/10/11 12/30/11
2.4.2.4 Seek opportunities to improve advising through remaining current on trends and best practices. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of off campus workshop/ seminars attended. Literature reviewed	1	07/01/11 06/30/12
2.4.2.5 Advisors identify if advisees have 1-3 courses left for completion (Michael DeLong)	Students identified	100%	05/12/11 06/30/12

2.5 Further develop the online component to student success (Academics) (06/30/12)

Measure: Online course offered

Target: 1

Office and Team Member Strategies	Measure	Target	Start Date, End Date
2.5.1 Continue to improve the college success class (Academics)	Improvements		06/30/12
2.5.1.1 Develop online format and screening mechanism for college success course (Holly Ayers)	Number of College Success Orientation course sections offered online	4	02/01/11 08/01/12
2.5.1.2 Plan a conference/ meeting to assess the the College Success Class and discuss actions for continued improvement (Michael DeLong)			
2.5.2 Develop communities for online students (Student Services)	Online community developed	1	05/12/11 12/20/12

3 Management of Resources: Ozarka College will ensure effective and efficient management of resources in support of the College Mission.

3.1 Optimize management of human resources Measure: Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
3.1.1 Recruit and maintain talented faculty and staff (Academics)	Changes made to process	4	05/12/11 06/30/12
3.1.1.1 Develop an on- line application process for human resources. (Tina Wheelis)	Employment application will be found on website and can be completed on- line.	100%	02/01/11 06/30/11
3.1.1.2 Include wording on job postings to empasize higher education experience of potential candidates. (Tina Wheelis)	Job postings will include higher educaiton experience preference.	1	02/01/11 02/28/11
3.1.1.3 Include wording on any national announcements that emphasize the attributes of North Central Arkansas. (Tina Wheelis)			
3.1.1.4 Develop a viable recognition program for faculty (full- time and adjunct) (Michael DeLong)			
3.1.2 Maintain staffing priorities (Finance)	Updated priority lists per year	2	05/12/11 06/30/12
3.1.2.1 Staffing priority need lists of both faculty and staff will be maintained and updated on a regular basis.	Staffing priority needs list will be updated at least twice per year.		01/01/11 12/31/11
3.1.2.2 Advocate for weekly financial aid staff presence at sites.Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of weeks financial aid staff is present at site.	12	07/01/11 06/30/12
3.1.2.3 Advocate for the addition of a full- time administrative support staff position at each sites.Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of postions added	3	07/01/11 06/30/12
3.1.3 Identify additional cross- training opportunities	Number of new persons cross- trained	4	05/12/11 06/30/12
3.1.3.1 Cross Train the the VA representative and the Registrar in meeting the needs of all VA students. (Ron Helm)	List of students served		03/01/11 04/29/11
3.1.3.2 Cross train all financial aid personnel. (Ron Helm)	Evaluation of job description	3	03/01/11 03/31/11
3.1.3.3 Crosstrain Student Success Specialist for advising of HIM students (Ruby Johnson)	Schedule crosstraining activities	1	01/31/11 04/30/11
3.1.3.4 TRiO: Attend appropriate professional development training relating to program and financial literacy. (Ron Helm)	Documentaion of attendance.	2	02/01/11 08/31/11
3.1.3.4.1 TRiO will share information with financial aid and other student services staff. (Ron Helm)			02/01/11 08/31/11
3.1.3.5 Finance staff will be cross- trained to perform multiple job functions. (Tina Wheelis)	Each finance staff member will be able to perform job functions other their own.	8	02/01/11 06/30/11

3.1.3.6 In conjunction with other programs promote cross training in relation to advising. Examples Perkins and ACDEC. (Zeda Wilkerson)	Document all training	10	01/10/11 12/30/11
3.1.3.7 Maintain current practices in admissions process, financial aid support, advising, coaching, and supporting students. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Positive results/ comments from student satisfaction surveys	75%	07/01/11 06/30/12
3.1.4 Utilize staff more efficiently and effectively			
3.1.4.1 Professional development activity on time management (Joan Stirling)	Professional development opportunity	1	05/12/11 06/30/12
3.1.5 Monitor fulltime faculty/ adjunct ratio (Academics)			
3.1.5.1 Create a KPI for this item (Joan Stirling)	KPI is identified and reported regularly	1	02/01/11 03/31/11
3.1.6 Increase engagement of part- time faculty (Academics)			
3.1.6.1 Report results of Employee Satisfaction Survey by part- time faculty to identify concerns of this group (Joan Stirling)	Part- Time Employee Satisfaction Report	1	02/01/11 02/28/11
3.1.6.2 Develop a robust part- time faculty professional development program (Michael Orf)	Increase number of part- time faculty professional development opportunities	50%	02/01/11 12/16/11
3.1.6.3 Develop more professional development opportunities that includes our adjunct faculty. (Michael DeLong)	The number of professional development events per semester	2	08/08/11 05/18/12
3.1.7 Refine the evaluation system and make job descriptions more concrete			

3.2 Continue sound financial and physical management Measure: Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
3.2.1 Develop a master plan (Finance)	Completed Facilities Master Plan for Melbourne	1	05/12/11 06/30/12
3.2.1.1 Contract and work with a design firm to create a master plan for the College. (Tina Wheelis)	Ozarka College will have a completed master plan document.	1	02/01/11 06/30/11
3.2.2 Identify conservation practices (Finance)	Number of practices adopted or improved	3	05/12/11 06/30/12
3.2.2.1 Collaborate with the local recycling centers to increase on campus recycling. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of recycling bins on site	2	07/01/11 06/30/12
3.2.3 Identify new development sources (Advancement)	Number of new constituent and alumni relationships	52	05/12/11 06/30/12
3.2.3.1 Develop new constituent relationships. (Suellen Davidson)	Number of new constituents added	2	01/31/11 12/31/11
3.2.3.1.1 Create and maintain a list of potential new supporters to develop a relationship. (Suellen Davidson)			01/31/11 12/31/11
3.2.3.2 Develop a plan to establish an active alumni association (Suellen Davidson)			
3.2.3.3 Establish and maintain a current list of unfunded priorities for foundation support. (Suellen Davidson)			
3.2.4 Provide quality data for decision- making			
3.2.4.1 Work with the various offices of the College to identify KPIs for all areas (Joan Stirling)	The seven Offices of the College will have identified pertinent KPIs	7	02/01/11 07/31/11

3.2.4.1.1 completed by mid summer at the latest (Joan Stirling)			02/01/11 07/31/11
3.2.5 Utilize classroom space more efficiently and effectively (Academics)	Increased offerings (site coordinators)	7	05/12/11 06/30/12
3.2.5.1 Work with the Director of Information Systems to present a report of the current status of classroom utilization to the Administrative Council (Joan Stirling)	Report presented to Administrative Council and made available to College	1	02/01/11 05/31/11
3.2.5.2 Collaborate with VPAA and Division Chairs to enhance course offerings. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Increased number of courses offered at each site.	2	07/01/11 06/30/12

3.3 Improve the professional development program Measure: Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
3.3.1 Bring professional development to the College (President)	New committee established	1	05/12/11 06/30/12
3.3.1.1 Work with Mary Ellen, Suellen, and a faculty member to provide a reading group for the 2011-2012 academic year. (Joan Stirling)	Ten meetings will be held during the spring and fall semesters	8	08/21/11 05/31/12
3.3.1.1.1 what is the intent here Joan? Following the lead of NWACC and Phillips to provide this type of PD activity. Phillips uses it for their Poverty Reduction initiative and NWACC uses it in general for PD.			08/21/11 05/31/12
3.3.1.2 Establish a college wide development committee vice only for faculty. Faculty dev can be a sub committee. (Richard Dawe)			
3.3.2 Prioritize focus			
3.3.2.1 English Department will attend AWP conference in Chicago in Fall 2011 (Michael Orf)	Faculty will attend and report back to division	100%	08/22/11 12/16/11
3.3.2.2 Increase the number of professional development opportunities for developmental education faculty specific to student success, course redesign, outcomes based learning, accelerated course sequencing, and advising for developmental education students (Holly Ayers)	Number of yearly prof dev opportunities attended by dev ed faculty	5	02/01/11 06/01/12
3.3.2.3 Increase the number of professional development opportunities for math faculty- specifically focusing on the use of technology (Holly Ayers)	Number of attended prof dev opportunities	4	02/01/11 06/01/12
3.3.2.4 Increase the number of professional development opportunities for science faculty- focusing on the use of technology and course redesign (Holly Ayers)	number of professional development opportunities attended	4	02/01/11 08/01/12
3.3.2.5 Have representatives from the Finance Staff attend annual professional development meetings and seminars related to specific job functions. (Tina Wheelis)	Finance Staff will attend professional development meetings and seminars.	1	02/01/11 06/30/11
3.3.2.6 Attend required professional development training as outlined by job description. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Development trainings attended	1	07/01/11 06/30/12
3.3.3 Grow the professional development collection in Library (Academics)	Brochure of collection (Mary Ellen)	1	05/12/11 08/20/11
3.3.3.1 Locate resources for professional development that can be used in professional growth (Michael DeLong)			02/10/11 05/13/11

3.4 Support grant writing and grant sourcing (Planning and Institutional Research) (06/30/12) Measure: Number of grants submitted across the college Target: 3

Office and Team Member Strategies	Measure	Target	Start Date, End Date
3.4.1 Identify and seek grant funding			
3.4.1.1 Work with Gin Brown and Kay Adkins to submit the amphitheater grant.	Submitted grant	1	01/28/11 02/25/11
3.4.1.2 Work with NATYCC to complete consortium grants (Joan Stirling)	Number of grants submitted	2	01/28/11 06/30/12
3.4.1.3 Hire a grant writer when able. (Richard Dawe)			

4.2.1.5 Provide appropriate training and orientation to all staff and faculty as needed. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Completed orientation documentation	3	07/01/11 06/30/12
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4.3 Identify KPIs for Strategic Plan and all areas of the College

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
4.3.1 Upon completion of initial online strategic plan, identify in the Planning and Assessment Council KPIs to go with each Priority (Planning and Institutional Research)	Priority Key Performance Indicators	21	04/01/11 05/31/11

4.4 Continue to leverage technology

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
4.4.1 Develop a plan to ensure we are ready to fully employ AREON/ BTOP technology (Information Systems)			
4.4.2 Use all available technology resources for delivery of information to all sites (Academics)			
4.4.2.1 Locate databases and other information to deliver (Michael DeLong)			02/10/11 05/13/11
4.4.3 Continue to scan peer insitutions to find best practices in utilizing technology in the classroom (Academics)			

4.5 Celebrate achievements

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
4.5.1 Help plan HLC Celebration following official report (Planning and Institutional Research)	Celebration	1	03/01/11 05/31/11
4.5.1.1 Coordinate with administration, public relations, and advancement director community announcement and published media for site specific achievements/ celebrations. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of announcements made	3	07/01/11 06/30/12

5 Community Engagement and Service: Ozarka College will promote engagement and dialogue within the service region that will result in strong and mutually supportive community relationships.

5.1 Bring the community to campus

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
5.1.1 Promote a movie night			
5.1.2 Sponsor Kids College			
5.1.3 Provide speakers			
5.1.3.1 Help identify four local speakers to potentially bring outside groups to the campus. (Joan Stirling)	Number of speaking engagements	4	02/02/11 06/30/12
5.1.4 Develop an alumni organization including a reunion			
5.1.5 Create forums for input and dialog			
5.1.5.1 Complete a high school student survey (Joan Stirling)	Number of high schools completing surveys and subsequent report	14	02/02/11 02/28/11

5.1.5.2 Community meetings (Coffee at the College) (Suellen Davidson)	6 in attendance	12	07/01/11 06/29/12
5.1.6 Apply for additional TRiO grants			
5.1.7 Continue to support scouting.			
5.1.8 Library and Friends of the Library sponsor a Lecture Series and Workshops for the community (Academics)			
5.1.8.1 Start developing a plan before the end of the Spring semester for Fall (Michael DeLong)			02/10/11 05/13/11
5.1.9 Involve area schools in Library projects and displays (Academics)			
5.1.9.1 Develop a list of schools willing to participate with dates of projects or displays (Michael DeLong)			02/10/11 03/31/11
5.1.10 Develop Continuing Education opportunities that brings our communities to the various campuses. (Academics)	The number of CE activities within a semester	5	03/07/11 05/31/11

5.2 Maximize CE program and educational seminars

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
5.2.1 Continue to cooperate with the Co-op			
5.2.1.1 Work with Michael Orf and Holly Ayers to research getting a speaker on service learning, obtain CE approval for K-12 educators, and invite the service area teachers to the talk. (Joan Stirling)	Speaker event with CE approval for K-12	1	02/02/11 06/30/12
5.2.2 Share speakers with communities and businesses			
5.2.3 TRiO: Develop a financial literacy session directed toward decreasing the level of poverty for TRiO participants (Student Services)	List of participants	25	02/01/11 08/31/11

5.3 Promote service learning and volunteerism in the classroom

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
5.3.1 Provide a Service Day			
5.3.1.1 Work with the administrative council and the SGA in the planning of a service day at each Ozarka College location. (Ron Helm)	Number of participants	50	02/01/11 04/28/11
5.3.2 Provide professional development and resources for instructors for service learning			
5.3.2.1 Invite speaker to speak to faculty and staff on service learning. (Michael Orf)	Speaker will give presentation and faculty will implement some of the ideas.	40%	02/01/11 06/30/12

5.4 Encourage employee engagement and impact

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
5.4.1 Conduct an Economic Impact Study			
5.4.1.1 Facilitate the completion of this survey (Joan Stirling)	Completed survey	1	02/02/11 02/08/11
5.4.2 Promote volunteerism at the employee level			
5.4.2.1 Maintain yearly compilation of Ozarka employee volunteerism and service and create an award for each August (Joan Stirling)	Compiled list for selection of yearly award	1	02/02/11 04/30/11

5.4.2.2 Participate in local area chamber, municipal, and civic organizations. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Number of activities attended	36	07/01/11 06/30/12
5.4.3 Increase employee interaction with students outside of class at sponsored events, service learning activities, and through student success initiatives			

5.5 Provide leadership in poverty reduction

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
5.5.1 Maintain an active membership in the North Central Arkansas Poverty Reduction Consortium and the ADHE poverty reduction initiative (Planning and Institutional Research)	Number of maintained memberships	2	02/14/11 06/30/12
5.5.1.1 Conduct poverty simulations (Joan Stirling)	Number conducted	3	02/14/11 06/30/12
5.5.1.2 Provide leadership for starting poverty reduction groups in each county of the service area (Joan Stirling)	Number of groups started	4	02/14/11 06/30/12
5.5.1.3 Work with STudent Services to identify ways to help students in need (Joan Stirling)	Initiatives identified	2	02/14/11 06/30/12

6 Collaborative Partnerships: Ozarka College will develop and maintain supporting partnerships to provide opportunities throughout the service region.

6.1 Enhance service area partnerships

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
6.1.1 Enhance high school partnerships			
6.1.1.1 Maintain consistent with local high schools and counselors. Collaborate with VPAA and Division Chairs to promote expanded concurrent course offerings. Participating Sites: Ash Flat, Mammoth Spring, Mountain View (Gin, James, Anthem Coordinators)	Increase number of concurrent courses offered	1	07/01/11 06/30/12
6.1.2 Develop additional internships			
6.1.3 Work with the local WIB to grow programs			
6.1.4 Provide for cooperative professional development			

6.2 Enhance regional and state partnerships

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
6.2.1 Continue with active role in AATYC, NATYCC			
6.2.1.1 Continue to represent the College with NATYCC (Joan Stirling)	Months representing the college	17	02/02/11 06/30/12
6.2.1.2 Career Pathways staff will attend AATYC and offer presentations when applicable. (Ron Helm)	Document all conference attended.	1	01/10/11 05/31/11
6.2.2 Continue with active role in NCAEC, NCARED, AHEC, and ARNEC			
6.2.2.1 Represent the College on the ARNEC Board (Joan Stirling)	Months on Board	17	02/02/11 06/30/12
6.2.2.2 Provide office space for AHEC representative at sites. Participating Sites: Ash Flat (Gin, James, Anthem Coordinators)	Number of days office space is available	40	07/01/11 06/30/12
6.2.3 Partner with area colleges to share resources and programs			

6.2.4 Partner to make available bachelor and master programs			
6.2.5 Develop additional grant consortia proposals			
6.2.5.1 Work with NATYCC to develop additional proposals (Joan Stirling)	Number of proposals developed	2	02/02/11 06/30/12
6.2.6 Identify sites for internships			
6.2.6.1 Establish new and maintain Affiliation Agreements for Allied Health students to obtain internship opportunities. (Ruby Johnson)	To support classroom learning in the workplace	5	01/31/11 09/30/11
6.2.7 Research Clinton School partnerships			
6.2.7.1 Research availability of Clinton School students to work on Ozarka initiatives (Joan Stirling)	Report to Administrative Council	1	02/02/11 07/31/11
6.2.8 TRiO: Continue with active role in AASAP, SWASAP, COE, and programs at other Arkansas Colleges and Universities. (Student Services)	List of conferences attended	3	02/01/11 08/31/11
6.2.9 Develop the Ozarka College University Center (Academics)	The number of four-year colleges partnering with Ozarka per semester	1	03/07/11 05/20/11
6.2.10 Develop partnership with local high schools to offer courses and programs. (Academics)	The number of high schools we partnerships with	2	03/07/11 08/31/11

7 Workforce and Economic Development: Ozarka College will provide leadership and opportunities to enhance economic viability within the service region.

7.1 Participate in local activities

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
7.1.1 Increase activity with NCARED			
7.1.1.1 President join NCARED Board (Richard Dawe)			
7.1.1.2 Identify NCARED activities to host on OZARKA facilities			
7.1.2 Promote Career Readiness Certificate with Career Pathways			
7.1.2.1 Introduce in Administrative Council the possibility of adoption of the Career Readiness certificate for all positions except faculty (Joan Stirling)	Introduced as an Administrative Council agenda item for discussion	1	07/01/11 06/30/12
7.1.2.2 Inform and encourage service area employers to recognize career readiness certificates in the hiring process.	Number of employers contacted		03/01/11 06/30/11
7.1.2.3 Career Pathways will require all LPN's who receive services from CP to earn a CRC. (Ron Helm)	List of LPN served.	25	01/10/11 05/31/12
7.1.2.4 Career Pathways will continue to work with DWS to provide personnel and a testing facility for industry CRC requirements. (Ron Helm)	Document all contact and participation.	15	01/10/11 12/30/11
7.1.2.5 Work with Faculty Council, Administrative Council, and Board of Trustees to make the CRC a graduation requirement for all technical programs (Michael DeLong)	All technical program graduates have to take the CRC	100%	03/07/11 12/16/11
7.1.3 Ensure we are represented at all career day events in the service area. (Student Services)	Monitor advertised events in the service area	100%	02/02/11 06/30/11
7.1.3.1 Review and monitor career day events to ensure we achieve full coverage (Zeda Wilkerson)			02/02/11 06/30/11

7.2 Generate new ideas to promote economic development

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
7.2.1 Identify ways to promote the area			
7.2.1.1 TRiO: Conduct a career related workshop during the spring 2011 semester. (Ron Helm)	List of participants.	25	02/01/11 06/30/11
7.2.2 Establish a career education and counseling center			
7.2.2.1 Identify and pursue grant resources to establish a center			02/02/11 06/30/11
7.2.2.1.1 Contact colleges that have established career centers to gain information and ideas for possible funding sources			02/02/11 06/30/11
7.2.3 Support small business with training and resources			
7.2.3.1 Advertise contract education resources throughout the service area			
7.2.3.2 Provide seminars and training to interested businesses			

7.3 Enhance relationships with employers

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
7.3.1 Contact HR representatives in area businesses to discuss options for contract education and training (Academics)			
7.3.1.1 Establish and maintain an active contact tracking list that includes possible training areas of interest.			

7.4 Encourage entrepreneurship

Measure:

Target:

Office and Team Member Strategies	Measure	Target	Start Date, End Date
7.4.1 Approve additional entrepreneur classes to be offered in established degree and certificate programs (Academics)			
7.4.2 Join the Entrepreneurship Consortium and identify faculty sponsor/ lead (Academics)			

PLAN IMPLEMENTATION

The following are actions we will take to implement the strategic plan on an ongoing basis:

APPENDIX A: STRATEGIC PLANNING TERMS

Strategic Planning Term	Definition
Core Values/ Guiding Principles	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
Core Purpose/ Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
Organization- Wide Strategies	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
Long- Term Priorities (3+ years)	Long- term, broad, continuous statements that address all areas of your organization. If you have a five- year vision, these would be three- to four- year intermediate guideposts on the way there. What must we focus on to achieve our vision?
Short- Term Strategies and Action Items (1 year)	Short- term Strategies that convert the Priorities into specific performance targets. Effective Strategies clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, Time bound (SMART). What must we do to achieve our long- term Priorities?
Key Performance Indicators (KPIs)	Metric and non- metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to Strategies. How will we know we have achieved our Strategies?