

	3.1 Optimize management of human resources
Normal	3.1.1 Recruit and maintain talented faculty and staff
Normal	3.1.1.1 Develop an on-line application process for human resources
High	3.1.1.2 Include wording on job postings to emphasize higher education experience of potential candidates
	3.1.1.3 Include wording on any national announcements that emphasize the attributes of North Central Arkansas
Normal	3.1.1.4 Develop a viable recognition program for faculty (full-time and adjunct)
Normal	3.1.2 Maintain staffing priorities
High	3.1.2.1 Staffing priority need lists of both faculty and staff will be maintained and updated on a regular basis
Normal	3.1.2.2 Advocate for weekly financial aid staff presence at sites
High	3.1.2.3 Advocate for the addition of a full-time administrative support staff position at each site
Normal	3.1.3 Identify additional cross-training opportunities
High	3.1.3.1 Cross Train the the VA representative and the Registrar in meeting the needs of all VA students
High	3.1.3.2 Cross train all financial aid personnel (LL)
Normal	3.1.3.3 Cross train Student Success Specialist for advising of HIM students
Normal	3.1.3.4 TRiO: Attend appropriate professional development training relating to program and financial literacy (DS)
Normal	3.1.3.5 Finance staff will be cross-trained to perform multiple job functions
Normal	3.1.3.6 In conjunction with other programs promote cross training in relation to advising for such as Perkins and ACDEC
Normal	3.1.3.7 Maintain current practices in admissions process, financial aid support, advising, coaching, and supporting students
	3.1.4 Utilize staff more efficiently and effectively
Normal	3.1.4.1 Professional development activity on time management
Normal	3.1.5 Monitor fulltime faculty/adjunct ratio
Normal	3.1.5.1 Create a KPI for this item
Normal	3.1.6 Increase engagement of part-time faculty

Normal	3.1.6.1	Report results of Employee Satisfaction Survey by part-time faculty to identify concerns of this group
Normal	3.1.6.2	Develop a robust part-time faculty professional development program
Normal	3.1.6.3	Develop more professional development opportunities that include our adjunct faculty
	3.1.7	Refine the evaluation system and make job descriptions more concrete
	3.2	Continue sound financial and physical management
Normal	3.2.1	Develop a master plan
High	3.2.1.1	Contract and work with a design firm to create a master plan for the College.
Normal	3.2.2	Identify conservation practices
Normal	3.2.2.1	Collaborate with the local recycling centers to increase on campus recycling
Normal	3.2.3	Identify new development sources
Normal	3.2.3.1	Develop new constituent relationships.
Normal	3.2.3.2	Develop a plan to establish an active alumni association
High	3.2.3.3	Establish and maintain a current list of unfunded priorities for foundation support.
	3.2.4	Provide quality data for decision-making
Normal	3.2.4.1	Work with the various offices of the College to identify KPIs for all areas
Normal	3.2.5	Utilize classroom space more efficiently and effectively
Normal	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
Normal	3.2.5.2	Collaborate with VPAA and Division Chairs to enhance course offerings
	3.3	Improve the professional development program
Normal	3.3.1	Bring professional development to the College
Normal	3.3.1.1	Work with Assessment Academy participants to provide a reading group for the 2011-2012 academic year.
	3.3.1.2	Establish a college wide professional development committee with faculty development possibly as a subcommittee
	3.3.2	Prioritize focus

Normal	3.3.2.1	English Department will attend AWP conference in Chicago in Fall 2011
High	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
Normal	3.3.2.3	Increase the number of professional development opportunities for math faculty-specifically focusing on the use of technology
Normal	3.3.2.4	Increase the number of professional development opportunities for science faculty-focusing on the use of technology and course redesign
Normal	3.3.2.5	Have representatives from the Finance Staff attend annual professional development meetings and seminars related to specific job functions.
Normal	3.3.2.6	Attend required professional development training as outlined by job description
	3.3.3	Grow the professional development collection in Library
Normal	3.3.3.1	Locate resources for professional development that can be used in professional growth
Normal	3.4	Support grant writing and grant sourcing
	3.4.1	Identify and seek grant funding
Normal	3.4.1.1	Work with Gin Brown and Kay Adkins to submit the amphitheater grant.
Normal	3.4.1.2	Work with NATYCC to complete consortium grants
	3.4.1.3	Hire a grant writer when able.
Normal	3.4.2	Seek federal appropriations
Normal	3.4.2.1	Work with NATYCC to identify federal appropriation opportunities
	4.1	Promote an environment of continuous improvement
Normal	4.1.1	Enhance the assessment plan through HLC Academy
High	4.1.1.1	Prepare for and attend the HLC Assessment Academy.
Normal	4.1.2	Enhance assessment so that it is systemic, synchronized, and data driven
High	4.1.2.1	Plan professional development related to learning college and outcomes assessment
Normal	4.1.2.2	Carry out the professional development plan
	4.1.3	Identify focus areas for improvement related to assessment
High	4.1.3.1	Online strategic planning module

Normal 4.1.3.2 Activate use of degree audits

Normal 4.1.3.3 Utilize CCSSE results and other tools (with RH)

Normal 4.1.3.4 Evaluate TRiO SSS technology available to students (DS)

Normal 4.1.3.5 Identify library holdings needing improvement

Normal 4.1.4 Implement an environment of continuous improvement through training and institutionalizing a team approach to problem solving and improving processes.

Normal 4.1.5 Establish an executive dashboard working group