

# Response to Site Visits

## 2000 Comprehensive Visit Findings/Recommendations

1. Accredited until 2010-2011
2. Focused visit 2002 on Division Chair, Curriculum, Program Evaluation
3. Contingency Report in case funding formulas changed

## 2002 Focused Visit Findings/Recommendations

1. Accredited until 2010-2011 and Ash Flat become a degree-granting site.
2. The College has satisfactorily addressed all of the concerns raised by the previous team. New Division Chair structure, curriculum development, assessment, and program review were "working well . . . commendable job" (19)

<b>Comprehensive Visit (CV) Team Report</b>	<b>Focused Visit (FV) Team Report Findings</b>	<i>Possible Respondent(s)</i>
<b>CV Challenge 1: The College needs additional staff in critical areas.</b>	<p>Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report. The team did, however, address the need to prepare for growth. See FV Challenge 2 and FV Suggestion 3.</p> <p>The need to prepare for growth was also referred to in the Comprehensive Visit Suggestions. See CV Suggestions 3, 5, and 8.</p>	VP-Finance has volunteered to create a chart showing a list of staff position in 2000 compared to positions in 2009.
<p><b>CV Challenge 2: The team is concerned about the recent decentralization of academic responsibilities and functions. A new divisional chair structure has just been implemented, and</b></p> <p>See below for CV Challenge 2, cont.</p>	The focused visit team "had no concerns about the efficacy of the new division chair structure" (6). However, since the division chair structure has undergone two revisions since the Focused Visit, it would be appropriate to include a detailed description of the current division of responsibilities between the VPAA and the Division Chairs. Furthermore, the Focused Visit team also suggested that more responsibility for hiring, staffing, and evaluation could be given to Division Chairs. See FV Suggestion 2.	VPAA and Division Chairs  May wish to build case showing history, strengths, and challenges

**Bold=Challenges**

*Italics=Advice/Suggestions*

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<p>CV Challenge 2, <i>cont</i>:</p> <p><b>and several areas, such as assessment and program evaluation are assigned to non-academic areas.</b></p> <p>The Comprehensive Visit team also referred to this issue with CV Suggestion 4: <i>The College should consider making its chief academic officer responsible for the oversight of assessment of student academic achievement as recommended by NCA.</i></p> <p>Also, please refer to CV Challenge 3.</p>	<p>The focused team seemed accepting of Ozarka's response to this challenge, noting in various sections the three co-existing solutions the College implemented.</p> <p>A. The focused visit team found that "the College reassigned responsibility for assessment to the Vice President for Academic Affairs" (8)</p> <p>B. In 2002 an Institutional Assessment Committee was appointed, membership including the VPAA, Division Chairs (8) and students (9). This committee was "responsible for evaluating overall institutional effectiveness as well as student learning" (9) and included an academic curriculum subcommittee and an assessment subcommittee.</p> <p>C. In addition, Division Chair responsibilities showed that they would serve as facilitators for assessment activities and arrange for program advisory committee meetings, in addition to other duties as adjunct mentors and faculty liaisons (6).</p>	<p>VPAA and Division Chairs</p> <p>May wish to build case showing history, strengths, and challenges.</p> <p>Note: Dr. J. replaced the Institutional Assessment Committee with the College Planning and Effectiveness Committee, leaving the VPAA in charge of Assessment of Student Learning</p>
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<p><b>CV Challenge 3. Program evaluation must expand beyond data collection to include analysis and recommendations that will result in continuous quality improvement;</b></p> <p>CV Suggestion 4 applies to this section as well: <i>The College should consider making its chief academic officer responsible for the oversight of assessment of student academic achievement as recommended by NCA.</i></p> <p><b>See below for Challenge 3, cont.</b></p> <p><b>Bold=Challenges</b></p>	<p>The Focused Visit team found the College to be at Level II in the Commission's Levels of Implementation (10), mostly due recent intensive professional development activities (8). In fact, the Focused Visit team found that although most improvements to assessment were recent, "the team is confident that they are sustainable . . . with continued focused professional development and ongoing effort, the College could well find itself at Level III with a relatively short period of time" (10).</p> <p>The Focused Visit team found that Ozarka College developed "a very thorough program review process" and that each program was reviewed against 14 criteria. After interviewing faculty and the Institutional Assessment Committee, as well examining Program Review Self Studies, the team found that "evaluation of the collected data is now taking place and that improvements are being made to the programs as a result of these evaluations." Programs were also reviewed once yearly by advisory committees to insure currency and relevancy. The team added that, "With strong leadership from the Chief Academic Officer, the College has made significant progress in assessment since that time" (8).</p> <p>However, the team still saw room for improvement, especially regarding the assessment of General Education. After discussing the Gen. Ed. Philosophy and Goals with the Institutional Assessment Committee, the team found that there were varying interpretations of the goals. The FV team also found that some goals were not measurable ("Students will communicate accurately and convincing in . . . spoken . . . form") with the CAAP, and that although alternate evaluation mechanisms were in place, the "faculty and Assessment Committee have not been documenting, aggregating, and analyzing the results of these assessments above the level of the classroom" (11). See <b>FV Challenges 1, 3, 4, and 5</b>, as well as <i>FV Suggestion 1</i>.</p> <p><i>Italics=Advice/Suggestions</i></p>	<p>VPAA</p> <p>Question: Do we still use the 14 criteria or other guidelines?</p> <p>Note: Gen. Ed. was revised. We still need to create matrix showing how each program achieves these objectives per program. The old matrix exists and can be updated.</p>
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<p><b>CV Challenge 3 cont.--also, there is little documentation of the existing curriculum process.</b></p> <p>Also see CV Suggestion 2.</p>	<p>The FV team found that Ozarka College had, with input from faculty and administration, "implemented a systematic and effective approach to the curriculum process" (6). A process description follows and concludes with the following sentence: "To complete the curriculum process, a calendar has been established for assessment of outcomes" (6-7).</p> <p>The team did, however, recommend developing a "form that would include substantive documentation of all resources (fiscal and human), availability of credentialed faculty, job opportunities, and library requirements for all new courses and programs" (7).</p>	<p>Chair and past chair of Curriculum Committee</p> <p><b><i>Need a formalized process to dissolve a program if we do not have one!!!!</i></b></p>
<p><b>CV Challenge 4. If changes within the state legislative appropriations occur, such as performance based funding, or if there is diversion of funds from property or sales tax, and/or a decline in enrollment projections, the College should: 1.) initiate plans for financial contingency; 2.) monitor such actions and; 3.) swiftly respond.</b></p>	<p>Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report.</p> <p>However, the team did allude to the need to secure additional funding—see <i>FV Suggestion 9</i>.</p>	<p>VP Finance and Director of Planning and Advancement</p> <p>Note: the College has also increased retention efforts</p>
<p><i>Comprehensive Visit Suggestions</i></p>		

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<p><i>CV Suggestion 1: Create a faculty advisor orientation process with appropriate updates on four year college and university requirements and/or changes</i></p>	<p>Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report.</p>	<p>VPAA</p> <p>May wish to include Advising Taskforce, NACADA , Noel-Levitz, and progress of Advising QIT.</p>
<p><i>CV Suggestion 2: The curriculum committee should develop a step-by-step (flow chart) process for curriculum changes, i.e., program development or change, course development or deletion, certificate or degree requirement adjustments, and course waivers or substitutions. While there is a formal curriculum development process, little is documented at this time.</i></p>	<p>See CV Challenge 3.</p>	<p>Chair and past chair of Curriculum Committee</p>
<p><i>CV Suggestion 3: Ozarka should re-evaluate its job titles to ensure that they accurately and appropriately reflect the functions of each position.</i></p>	<p>Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report. This may have been related to CV Challenge 1, the need for additional staff.</p>	<p>VPF, HR</p> <p>Note: Extensive review by state in 200X. Yearly update in professional evaluations. Internal review and change of job descriptions.</p>

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<i>CV Suggestion 4: The College should consider making its chief academic officer responsible for the oversight of assessment of student academic achievement as recommended by NCA.</i>	See CV Challenge 2.	Done. VPAA
<i>CV Suggestion 5: The College should add a student recruiter to the staff as soon as possible to assist in enrollment management.</i>	Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report. See CV Challenge 1.	Done. VPSS
<i>CV Suggestion 6: Voice Mail would be a positive addition.</i>	Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report.	J. Fulbright can interview VP-Finance and Director of Computer Services  Note: Added 2002?
<i>CV Suggestion 7: The entire administrative council should be actively involved in budget development and decision making.</i>	Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report.	J. Fulbright can interview VP-Finance
<i>CV Suggestion 8: The College should consider development of a matrix for long-range addition of human resource.</i>	Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report. See CV Challenge 1.	Administrative Council  Note: There is a Priorities List

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<i>CV Suggestion 9: Strengthen the long-range resource development and involvement of the Foundation.</i>	Since this item was not listed as an Area of Focus by the CV team, this challenge was not addressed specifically in the visiting team's evaluation report. Also partially addressed in CV Challenge 1 and 4.	Director of Advancement w/input from Development

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	<b>Focused Visit Challenges</b>	
	<b>FV Challenge 1: It is imperative for the College to insure that the quality of the courses and student support services offered at the new site in Ash Flat, as well as the site already established in Mountain View, are comparable to those offered at the main campus in Melbourne. To do this, the College must make certain that its assessments of student learning and overall institutional effectiveness extend beyond the main campus to all of its satellite facilities and course sites. See CV Challenges 2 and 3.</b>	VPAA  Note: Director of Planning has recently written a letter to the HLC regarding these issues (July 2009). We can start with that.
	<b>FV Challenge 2: Until the College either builds new laboratories in Ash Flat or it arranges to make use of the science labs at the local high school, students will have to continue driving to Melbourne in order to fulfill all of their degree requirements. In the evening, and particularly during the winter months, this can be a hazardous drive.</b>	
	<b>FV Challenge 3: The College needs to improve its documentation of changes made as a result of the assessment of student learning and overall institutional effectiveness. See CV Challenges 2 and 3.</b>	VPAA and Division Chairs  Note: Can use Planning Results and Division Reports
	<b>FV Challenge 4: The College needs to do a better job of documenting, aggregating, and evaluating assessment results when assessing those General Education outcomes not covered by the CAAP exam. See CV Challenges 2 and 3.</b>	VPAA and Division Chairs
	<b>FV Challenge 5: The College should review and, where appropriate, revise the wording of its General Education outcome statements and insure that:</b> <ul style="list-style-type: none"> <li>a. Everyone at the College agrees on exactly what is expected of the students.</li> <li>b. All of the outcomes are assessable using direct measures.</li> <li>c. All students, regardless of their degree program, are taking courses that would allow them to meet all of the intended outcomes. See CV Challenges 2 and 3.</li> </ul>	VPAA and Division Chairs  Note: Done in 2003? And again in 2009.

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	<i>Focused Visit Suggestions</i>	
	<i>FV Suggestion 1: The Assessment Committee should consider developing a table or grid that would clearly indicate which classes a student could take to meet all of the General Education outcomes published in the College Catalog. See CV Challenge 3.</i>	VPAA and Division Chairs
	<i>FV Suggestion 2: As enrollments continue to increase and the number of faculty increases in proportion, the College should consider devolving more responsibility for faculty hiring, staffing, and evaluation from the Vice President of Academic Affairs to the Division Chairs. See CV Challenge 2.</i>	VPAA and Division Chairs
	<i>FV Suggestion 3: Ozarka should consider inviting a four-year college or university to deliver upper division courses at the new Ash Flat facility so that students in that area of the state could complete a bachelor's degree, as well as an associate's degree, without the inconvenience of lengthy commutes.</i>	VPAA  Note: Mention AAT/Arkansas Tech. Acc. Bac. Prof. Studies with Tech, Agreement with ASUMH, RN program