



**Ozarka College  
Planning Addendum  
2009-2010**

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## Planning Addendum History 2009-2010

The Ozarka College Strategic Plan was last updated in May of 2004. A new planning method was adopted in 2006 with the intent of involving all employees in yearly planning as well as to prepare them for the upcoming self-study process. This new method was closely coupled with the Five Criteria for Accreditation of the Higher Learning Commission and added a great advantage to previous planning in that it caused the entire college to interact with these Five Criteria. This interaction provided a hands-on mechanism for facilitating the shared governance process while providing each participant the opportunity to see how the concerted efforts of the College achieve the mission. To further refine this new planning method, the current president proposed weaving a more clearly defined strategic component into the format.

A strategic planning process for the College has been scheduled for April and May 2010 in order to be incorporated into annual planning beginning in January 2010. Meanwhile, to infuse more pertinent strategic direction into annual planning in January 2010 and to update the 2004 stance, a Strategic Planning Direction session was held December 11, 2009. This session was preceded by a SWOT analysis on November 13 and an Employee Satisfaction Survey conducted December 1 - 8 as preparation for the planning meeting. The results of the Strategic Planning Direction session and SWOT are contained within this document.

## Strategic Planning Direction

Members of the Strategic Planning Direction team were charged with the following goal:

Identify strategic direction for the college that fulfills the following two criteria:

- a. We can assume the identified strategic direction to be imminent.
- b. We should begin applying strategies associated with this strategic direction in the upcoming planning cycle (2010-2011) instead of waiting for a full strategic plan to be developed.

The team was composed of the following members who attended the SWOT analysis and/or the Strategic Planning Direction meeting:

Bob Evins, Board of Trustees  
Richard Dawe, President  
Michael DeLong, Vice President of Academic Affairs  
Ron Helm, Vice President of Student Services  
Tina Wheelis, Vice President of Finance  
Karla Rush, Director of Advancement  
Joan Stirling, Director of Planning and Special Projects  
Scott Pinkston, Director of Information Systems  
Wayne Wilson, Director of Adult Education

Holly Ayers, Division Chair  
Ruby Johnson, Division Chair  
Kathryn Langston, Division Chair  
Michael Orf, Division Chair  
Gin Brown, Mountain View Site Director  
James Spurlock, Ash Flat Site Director  
Steven Baltz, Chair of Faculty Council  
Jenny Miller, Chair of Staff Organization  
Joseph Smith, Student Government

## Top Priorities for Strategic Direction 2010-2011 Planning

All areas of the College are charged with incorporating strategies and actions into planning 2010-2011 to advance the College relative to the following strategic planning priorities:

*Priority One:*

**College Climate** - Increase communication, engagement and morale.

*Priority Two:*

**Self-Reflect and Plan** - Engage in college-wide self-reflection, thinking about who we are and who we want to be. Incorporate findings into strategic planning and subsequently into creating a College Master Plan.

*Priority Three:*

**Data Input** - Increase the types and quality of student data input for all levels, from student registration, through advising, to graduation and post graduation.

*Priority Four:*

**Develop New Programs** - Maintain our relevance and increase our competitive edge, including increasing male enrollment.

*Priority Five:*

**Increase Student Success** - Discover methods of enhancing recruitment, advising, retention, persistence, graduation, job placement and transfer success.

*Priority Six:*

**Policy Consistency** - Continuously review college policy and procedures to ensure that they are clearly interpreted and consistently applied.

*In addition, other areas suggested for focus include:*

- Implement a robust, easily accessible, multi-dimensional and valued professional development program
- Further community relationships
- Increase partnerships
- Support consistency at sites
- Enhance development
- Look for ways to enhance the faculty pool

# SWOT: Strengths

## Academics

- Advise for success
- Low student/instructor ratio

## Campus and Sites

- Facilities and grounds
- Locations/campus size
- Multiple sites
- Good coverage across four counties

## Community and External Environment

- We identify with the community
- The community identifies with us
- Positive persona to public
- Meet community needs
- Positive economic impact

## Culture

- Strong college culture
- Student-focused college-wide

## Employees

- Experienced and motivated personnel
- Excellent teamwork
- Well-qualified faculty
- Gifted and dedicated employees
- Employee professional development

## Finances

- Foundation growth
- Fiscally sound
- Affordable to students

## Leadership

- Progressive leadership
- Board-administration communication
- Student-administration communication
- Strong Trustee support

## Programs

- Growing potential; increased enrollment
- Education pipeline (GED to Bachelor)
- Growing programs: AAT, LPN, ARNEC, CA, AST, AA
- Credibility of programs

## Student Services

- Academic support
- Student government
- One stop shop

## Technology

- Information Systems initiatives
- Innovative

# SWOT: Weaknesses

## Academics

- Need more fulltime instructors
- Limited qualified faculty pool
- Math/science pool decreased
- Limited academic offerings
- Placement standards for developmental education entrance
- Need greater focus on developmental education
- Student-faculty communication
- Adjunct faculty training
- Recruitment, retention and graduation can always increase
- Training for technology and employee attendance when offered
- Need to focus on transitioning our students to independence
- Reliance on adjunct faculty

## Community and External Environment

- Need more 4-year/2-year partnerships
- Need programs for local jobs
- Need to increase transfers to 4-year institutions
- Need higher level degrees available locally
- Need to enhance job placement
- Limited service area
- Vo-tech stigma

## Employees

- Need a more robust professional development program
- Historically inconsistent policies and practices

## Leadership

- Many recent transitions
- Faculty and staff to midlevel administration communication
- Midlevel-upper administration communication
- Catalog review
- Need to increase proactive approach

## Planning and Institutional Research

- Need to track why students leave
- Need to track where students go
- Reactive not proactive
- Need more emphasis on long range planning (5-10 years)
- Inadequate data for planning

## Sites and Campus

- Need expanded evening classes scheduled

## Students

- Student engagement
- Some students stay too long
- Many first generation students lacking experiential family support
- Students lack information finding skills
- Need to prepare students to work in diverse environments

## Student Services

- Need more focus on high school bridge
- Support at other sites (IT, SSS, FA)
- Low college going rate for males
- Recruitment, retention, graduation can always increase

## Technology

- No 24/7 support
- Support at other sites (IT, SSS, FA)

# Opportunities

## Academics

- CE use for larger venue of certifications
- Retention rates
- Summer bridge program

## Campus and Sites

- Increased enrollment at sites
- Additional offerings in underserved areas
- Local airport

## Community and External Environment

- Weak economy usually results in greater attendance
- Development-Foundation relations with Foundation growth
- Alumni relations
- Parental awareness
- Partnerships with 4-year institutions
- Partnerships with workforce
- Other external partnerships and consortiums
- Expansion into Fulton County

## Finances

- Grant opportunities
- Foundation capital campaigns
- Increased funding from lottery scholarships
- Position ourselves for future growth

## Leadership

- Energy/synergy of leadership

## Programs

- Local airport for possible new programs
- Programs to draw male students
- Create programs for industry
- Expand RN and LPN programs
- Increase recruiting
- Provide offerings in underserved areas
- Position ourselves for future growth

## Student Services

- Retention rates
- Increased recruiting and marketing
- Recruit males
- Summer bridge program
- Outreach to youth and high schools
- High school career coaches

## Technology

- Continue to develop myOzarka and Sonis

# Threats

## Academics

- Program starts discouraged by ADHE for 2009-2010
- No entrance requirements
- Recent reliance on health care industry for growth and placement

## Community and External Environment

- Slow economic recovery with fiscal uncertainty
- Lack of industry in area
- A culture that may not value higher education
- Competition for community support
- Lack of community involvement
- High school relationships (lost momentum in some areas)

## Employees

- Maintaining morale during a challenging economy
- Complacent attitude
- Regional competition for staff and employees

## Finances

- Fiscal cuts by the state
- Future legislation may increase performance funding
- Retention-based funding possibility
- Economy may cause increased default rate on student loans
- Improper use of student aid within federal guidelines
- Students who fail to matriculate affect program success rates and transfer rates
- Apathy about education resulting in a lack of a tax base

## Leadership

- Somewhat reactive - historically
- Status quo - easy to do things as they have always been done

## Students

- Students recruited by other institutions