












	Reporting Department	Reporting Party	Responding Party	External/Internal	Qualitative/Quantitative/Single Completion	Peer Comparison Available	Stakeholder	Measure	Notes	Goal	Data Sheet	Baseline Year	Baseline Status	2011 Strategy or action plan	2011	2012 Strategy or action plan	2012	2013 Strategy or action plan	2013		2014 Strategy or Action Plan
<b>Communication</b>																					
<i>SouthArk will facilitate a transparent campus culture.</i>																					
Key Performance Indicators																					
	College	CIEAO	Executive Cabinet	External	Qualitative	Yes	Faculty and Staff	Great Colleges to work for Survey: Shared Governance Satisfaction	Conducted through email by the Chronicle of Higher Education. The email time frame includes SouthArk's spring break so participation has been low.	Obtain a "Good" satisfaction rating or better. This rating is defined as 65% satisfaction or greater.	Report on Website	2011	51%	Web posting of meeting minutes	51%	Ad hoc committee formed to review committee structure	45%	Redesign of Communications Model	47%		Implement the new communications model
	College	CIEAO	Executive Cabinet	External	Qualitative	Yes	Faculty and Staff	Great Colleges to work for Survey: Communication Satisfaction	Conducted through email by the Chronicle of Higher Education. The email time frame includes SouthArk's spring break so participation has been low.	Obtain a "Good" satisfaction rating or better. This rating is defined as 65% satisfaction or greater.	Report on Website	2011	60%	Barb's Wire, Web posting of meeting minutes	60%	Campus Conversations, Ad hoc committee formed to review committee structure	61%	Redesign of Communications Model	55%		Implement the new communications model
	College	CIEAO	Academic Deans	External	Qualitative	Yes	Students	CCSSE Question 4k: In your experiences at this college during the current school year, about how often have used e-mail to communicate with an instructor?		At least 70% of respondents will indicate "often" or "very often".	Report on Website	2010	60%	faculty requests that all student email communication be done with SouthArk address	63%	Facebook posts reminding that email is a primary communication tool with students, flyers reminding that email is a primary communication tool with students, continued 2011 strategy	67%	Continued 2011 & 2012 Strategy	69%		Continue 2011 & 2012 Strategies




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	College	CIEAO	Academic Deans	External	Qualitative	Yes	Students	CCSSE Question 4l: In your experiences at this college during the current school year, about how often have you discussed grades or assignments with an instructor?		At least 65% of respondents will indicate "often" or "very often".	Report on Website	2011	52%	see early alert plan	52%	see early alert plan	55%	see early alert plan	59%		see early alert plan
	College	CIEAO	Academic Deans	External	Qualitative	Yes	Students	CCSSE Question 4m: In your experiences at this college during the current school year, about how often have you talked about career plans with an instructor or advisor?		At least 50% of respondents will indicate "often" or "very often".	Report on Website	2011	37%	See retention plan and advising guidelines	37%	See retention plan and advising guidelines	41%	See retention plan and advising guidelines	42%		See retention plan and advising guidelines; The CAS standards are also in progress
	College	CIEAO	Academic Deans	External	Qualitative	Yes	Students	CCSSE Question 4o: In your experiences at this college during the current school year, about how often have you received prompt feedback (written or oral) from instructors on your performance?		At least 70% of respondents will indicate "often" or "very often".	Report on Website	2010	54%	Blackboard training on Gradebook, shared best practices on student feedback	59%	Continued best practice sharing	60%	Continued best practice sharing	56%		In development
	College	CIEAO	Academic Deans	External	Qualitative	Yes	Students	CCSSE Question Promising Practices 7: During the current term at this college, my instructors clearly explained a class attendance policy that specified how many classes I could miss without penalty.		At least 90% or respondents will indicate all or most of their instructors explained the attendance policy.	Report on Website	2011	87%	Required attendance policy in syllabi, shared best practice of communicating attendance policy.	87%	Continued	91%	Continued	93%		Continued






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A. Increased stakeholder satisfaction with internal communications	College	CIEAO	Academic Deans/ Counseling/ Advising/ Early Alert Personnel	External	Qualitative	Yes	Students	CCSSE Question Promising Practices 17: Someone at this college contacts me if I am struggling with my studies to help me get the assistance I need.		At least 50% of the students indicating that they struggle will also indicate that they were contacted.	Report on Website	2011	29%	Began early alert through Title III grant for courses in the grant	29%	Held in service training and improved faculty interface for early alert system	39%	Re-held in service training and additional training sessions with the Title III activity coordinator.	39%		Held In service session with a faculty member sharing her positive results through early alert	
	Website	Webmaster	Webmaster	Internal	Quantitative	No	Faculty, Staff, Students and Visitors	Number of non-unique visits to the website	Prior to 2012 southark.edu was hosted by GoDaddy.com. AWStats was included in our hosting package. That account was closed in 2012. No data is available.	A 30% increase in visits from 2012 to 2013 and a 10 % increase from 2013 to 2014	<a href="#">data sheet</a>	2012	321144	Increase the number of trained web editors and improve the design of the website so that it becomes an actively updated and engaging information resource.	no data, see note	Implement the redesign focusing on cascading menus, thereby reducing the number of clicks to commonly used information.	321144	Redesign the website with more student input to increase the ease of access to commonly used information. 2013 totals will be amended at the end of the year.	659,946 (+205%)	 	Implement the new website design.	
	Website	Webmaster	Webmaster	Internal	Quantitative	No	Faculty, Staff, Students and Visitors	Number of non-unique mobile visits to the website	Prior to 2012 southark.edu was hosted by GoDaddy.com. AWStats was included in our hosting package. That account was closed in 2012. No data is available.	A 15 % increase in mobile website traffic each year	<a href="#">data sheet</a>	2014										Implement the new mobile friendly website.
	Financial Aid	Director Financial Aid	Director Financial Aid	Internal	Quantitative	No	Students and Visitors	Number of non-unique visits to the Financial Aid section of the website	Prior to 2012 southark.edu was hosted by GoDaddy.com. AWStats was included in our hosting package. That account was closed in 2012. No data is available.	A 10% increase in the number of non-unique visits to the Financial Aid section of the website each year	<a href="#">data sheet</a>	2013	1933					Redesign the financial aid page, scholarship information, and digitize financial aid forms so that students have easier access to requested info.		1933		Continue improvements and modify as necessary for mobile access.

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	Financial Aid	Director Financial Aid	Director Financial Aid	Internal	Quantitative	No	Students and Visitors	Number of form downloads from the Financial Aid section of the website	Prior to 2012 southark.edu was hosted by GoDaddy.com. AWStats was included in our hosting package. That account was closed in 2012. No data is available.	A 10% increase in the number of form downloads from the Financial Aid section of the website each year	<a href="#">data sheet</a>	2013	1073					Redesign the financial aid page, scholarship information, and digitize financial aid forms so that students have easier access to requested info.	1073		Continue improvements and modify as necessary for mobile access.
	Advancement	CIEAO	CIEAO	Internal	Quantitative	No	Faculty, Staff, and Visitors	Number of downloads from the Institutional Research section of the website	Prior to 2012 southark.edu was hosted by GoDaddy.com. AWStats was included in our hosting package. That account was closed in 2012. No data is available.	A 10% increase in the number of form downloads from the IR section of the website each year	<a href="#">data sheet</a>	2013	792					Redesign the front page layout of the IR section of the website to better direct people to the desired information.	792		Continue improvements and modify as necessary for mobile access.
	Advancement/ Advising	CIEAO	CIEAO	Internal	Quantitative	No	Faculty, Staff, and Visitors	Number of downloads from the Gainful Employment section of the website	Prior to 2012 southark.edu was hosted by GoDaddy.com. AWStats was included in our hosting package. That account was closed in 2012. No data is available.	A 10% increase in the number of downloads from the gainful employment section of the website each year	<a href="#">data sheet</a>	2013	81		Redesign the gainful employment report to provide valuable advising information to the students.		Promote the use of the gainful employment documents among the advisors.	81		Add a tab to each program area for gainful employment so that this information is easy to access and won't redirect from the program pages.	
	Counseling	Counselor	Counselor, Advising	Internal	Quantitative	No	Students and Visitors	Number of non-unique visits to the Counseling/ Advising section of the website	Prior to 2012 southark.edu was hosted by GoDaddy.com. AWStats was included in our hosting package. That account was closed in 2012. No data is available.	A 10% increase in the number of non-unique visits to the Counseling/ Advising section of the website each year	<a href="#">data sheet</a>	2014								####	Redesign the counseling and advising sections of the website so that students can easily find the most commonly requested materials and information.
B. Improved assessment model [separate sheet and narrative]																					

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	Marketing	Coordinator of Marketing	Coordinator of Marketing	External	Qualitative	No	High School Counselors. Potential Students	High School Counselor Survey	The next survey will be sent out in the winter of 2013	75% or more surveyed high school counselors will have a positive opinion about SouthArk based on our marketing materials		2012	77.8% rated SouthArk as high quality. 89% say that the ads convey both friendliness and academic strength		Marketing using regional students, especially in targeted ads.	77.8% rated SouthArk as high quality. 89% say that the ads convey both friendliness and academic strength		Continue marketing using regional students, especially in targeted ads. Add the "SouthArk Smart" tag line.			
	Marketing	Coordinator of Marketing	Coordinator of Marketing	Internal	Qualitative	No	Students	Student Focus Group Opinions	SAS classes were used to get student opinions on advertising and whose opinion or image they would follow when making college choices. Students were shown upcoming ad campaigns and mock ad campaigns and asked for their feedback.	The 75% of focus group participants will respond positively to current SouthArk marketing materials featuring regional student profiles. This will be indicated by positive statements about the marketing materials and saying that a friend or peer's recommendation did or would encourage them to go to SouthArk.		2012	88.9%	Advertising featured regional students, especially in targeted regional or age group ads.	18 students: 88.9% responded positively to the ads. 94% said their peers were a major influence in their decision to attend SouthArk.		Continue marketing using regional students, especially in targeted ads.	6 students: 100% responded positively to the ads. 100% said their peers were a major influence in their decision to attend SouthArk.			
	Marketing	Coordinator of Marketing	Coordinator of Marketing	External	Quantitative	No	Public	Total number of news releases published	Eventually, this measure may plateau and the goal will need to be reevaluated.	A 10% increase over the previous year in news releases published the regional media outlets.		2012	January-June= 229 items published (146 were submitted); July-December= # items published (# were submitted) Total=		Expand the region for publishing and send more regional student news releases.	January-June= 229 items published (146 were submitted); July-December= 268 items published (223 were submitted)		Continue strategy (the first 6 months show a 13% increase)	Jan. - June 2013= 258 items published (165 were submitted) July-Dec. 2013=231 items published (182 were submitted)		

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C. Enhanced/ maintained image of SouthArk through marketing and campus improvements	Marketing	Coordinator of Marketing	Coordinator of Marketing	External	Quantitative	No	Public	"Likes" on Facebook	Goal will be amended to account for the newly placed ads and the addition of twitter.	Increase by 300 likes each year.		2011	1039	Campaign to "Break 1,500 Likes!"	1039	Increased posting frequency and immediate photo posting of events to attract new "likes".	1509	Added click through ads on Facebook.	3117	<input checked="" type="checkbox"/>	Continue to promote the Facebook page at events and through twitter.
	Marketing	Coordinator of Marketing	Coordinator of Marketing	External	Quantitative	No	Public	Click throughs on Pandora Radio Ads	Added these ads in late summer.	At least 1.5 (1.1 is "very good" by Pandora standards) click throughs for every 100 impressions on Pandora each year.		2013	2.4 click throughs per 100 impressions.			Implemented the Pandora Radio campaigns.		2.4 click throughs per 100 impressions.			Continue
	College	CIEAO	Coordinator of Marketing, Recruiter	External	Qualitative	Yes	Students/Public	CCSSE question 26: Would you recommend this college to a friend or family member?	This question is used as a gauge of public perception of the college.	The college will not have fewer than 93.0% (small college three year average) "yes" responses to the recommendation question.	Report on Website	2010	95.70%		95.60%	Increased marketing campaigns highlighting students from each region. This campaign is intended to get the students and public to identify their peers as successful SouthArk students.	94.20%	The regional student campaign was continued along with the "SouthArk Smart" Campaign	94.50%	<input checked="" type="checkbox"/>	Continued

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	College	CIEAO	Coordinator of Marketing, Recruiter	External	Qualitative	Yes	Students/Public	CCSSE question 15: How supportive are your friends of your attending this college?	This question is used as a gauge of public perception of the college.	The college will maintain at least 79.9% (small college three year average) of students responding with "Quite a bit" or "extremely" to the friend support question.	Report on Website	2010	80.80%	Focus on academic quality and regional students in advertising	83.30%	Continued	73.90%	Continued	75.20%		Continued
	College	CIEAO	Coordinator of Marketing, Recruiter	External	Qualitative	Yes	Students/Public	CCSSE question 16: How supportive is your immediate family of your attending this college?	This question is used as a gauge of public perception of the college.	The college will maintain at least 87.5% (small college three year average) of students responding with "Quite a bit" or "extremely" to the family support question.	Report on Website	2010	87.80%	Focus on academic quality and regional students in advertising	87.30%	Continued	86.70%	Continued	89.40%		Continued
	College	CIEAO	Director of the Physical Plant	External	Qualitative	Yes	Faculty and Staff	Great Colleges to work for Survey: Facilities Satisfaction	Conducted through email by the Chronicle of Higher Education. The email time frame includes SouthArk's spring break so participation has been low.	Maintain a "Good" satisfaction rating or better. This rating is defined as 65% satisfaction or greater.	Report on Website	2011	71%	In 2011, the college opened new specially designed health science facilities and began renovations on the existing classroom building. The college also occupied the student services area of the El Dorado Conference Center.	71%	Renovated Whitfield and built/ redesigned the tech building patio	73%	Complete smaller renovation projects: Library, Welding, Automotive, McGhee Kitchenette	66%		Continue small renovation projects and begin Heritage Plaza
<b>Engagement</b>																					
<i>SouthArk will engage and support students in their educational endeavors.</i>																					
Key Performance Indicators																					




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A. Increased student retention	College	CIEAO, Dean of Enrollment Services	Dean of Enrollment Services, All faculty and staff	Internal	Quantitative	Yes	Students	Fall to Fall retention of First-Time Full Time students		Improve the Fall to Fall retention rate by 3% each year to meet or exceed the national three year average for SouthArk's Carnegie Classification of 55%	<a href="#">data sheet</a>	2010 (2009 cohort)	47%	see retention plan	51%	see retention plan	51%	see retention plan; because this is a IPEDS/ADHE measure results won't be available until late 2013.	51%		see retention plan
	College	CIEAO, Dean of Enrollment Services	Dean of Enrollment Services, All faculty and staff	Internal	Quantitative	Yes	Students	Fall to Fall retention of First-Time Part Time students		Improve the Fall to Fall retention rate by 3% each year to meet or exceed the national three year average for SouthArk's Carnegie Classification of 41%	<a href="#">data sheet</a>	2010 (2009 cohort)	40%	see retention plan	32%	see retention plan	37%	see retention plan; because this is a IPEDS/ADHE measure results won't be available until late 2013.	39%		see retention plan
	College	CIEAO, Dean of Enrollment Services	Dean of Enrollment Services, All faculty and staff	Internal	Quantitative	No	Students	Fall to Spring retention of all students		The college will attempt to increase the Fall to Spring persistence rate by 1% each year to at least 78%.		2011	70.70%	see retention plan	70.70%	see retention plan	71.90%	see retention plan	71.50%		see retention plan
	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	150% time college completion rate of first-time, full-time students		Improve the 150% completion for first time, full time students by at least 3% each year to meet or exceed the state average of 20%	ADHE	2010	7.1% (44.4% success)	see retention plan	10.2% (40.9% success)	see retention plan	11.2% (43.5% success)	see retention plan	11.6% (39.7% success)		see retention plan, and College Completion Initiative
	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	200% time completion rate of first-time, full-time students		Improve the 200% completion first time, full time by at least 3% each year to meet or exceed the national three year average for SouthArk's Carnegie Classification, 34%	<a href="#">data sheet</a>	2010 (2006 cohort)	19%	see retention plan, and College Completion Initiative	13%	see retention plan, and College Completion Initiative	30%	see retention plan and College Completion Initiative; because this is a IPEDS/ADHE measure results won't be available until late 2013.	18%		see retention plan, and College Completion Initiative







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B. Higher graduation rates and percentage of program completion	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	Total Number of credentials awarded within a year (September 1 to August 31 of the following year)	The national college completion agenda goal is double the number of graduate form 2011 in the year 2020. PBF measure goals for credential type are set to meet funding requirements for up to FY 2018,	912 graduates in 2020. To achieve this, each years total completions must be at least 46 more than the previous year.	ADHE	2011	456	Added a health science advisor under the SAHO grant to assist students in those areas with academic planning. All faculty and staff signed the college completion initiative.	456	Added a business advisor under the PACE grant to assist those students with academic planning. Pushed the "Go, grow, graduate!" campaign. Advisors worked with students who had qualified for certificates but had not previously	631	Institutionalized the health advisor position and continued the other activities.	800		Continue
	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	Total Number of Associate degrees awarded within a year (September 1 to August 31 of the following year)	The number 172 was amended from the previous goal of 150 which was inadequate given the number of graduates in 2013.	At least 172 associate degrees will be awarded each year.	ADHE	2010	136	Added a health science advisor under the SAHO grant to assist students in those areas with academic planning. All faculty and staff signed the college completion initiative.	136	Added a business advisor under the PACE grant to assist those students with academic planning. Pushed the "Go, grow, graduate!" campaign. Advisors worked with students who had qualified for certificates but had not previously	158	Institutionalized the health advisor position and continued the other activities.	185		Continue
	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	Total Number of certificates of proficiency awarded within a year (September 1 to August 31 of the following year)	The number 250 was amended from the previous goal of 200 which was inadequate given the number of graduates in 2013.	At least 250 technical certificates will be awarded each year.	ADHE	2010	158	Added a health science advisor under the SAHO grant to assist students in those areas with academic planning. All faculty and staff signed the college completion initiative.	163	Added a business advisor under the PACE grant to assist those students with academic planning. Pushed the "Go, grow, graduate!" campaign. Advisors worked with students who had qualified for certificates but had not previously	193	Institutionalized the health advisor position and continued the other activities.	199		Continue
	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	Total Number of technical certificates awarded within a year (September 1 to August 31 of the following year)	The number 299 was amended from the previous goal of 250 which was inadequate given the number of graduates in 2013.	At least 299 certificates of proficiency will be awarded each year.	ADHE	2010	143	Added a health science advisor under the SAHO grant to assist students in those areas with academic planning. All faculty and staff signed the college completion initiative.	157	Added a business advisor under the PACE grant to assist those students with academic planning. Pushed the "Go, grow, graduate!" campaign. Advisors worked with students who had qualified for certificates but had not previously	280	Institutionalized the health advisor position and continued the other activities.	316		Continue



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	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	The rate of credentials awarded per 100 FTE.		At least 40 credentials will be earned for every 100 FTE in a year.	ADHE	2010	32	Added a health science advisor under the SAHO grant to assist students in those areas with academic planning. All faculty and staff signed the college completion initiative.	33	Added a business advisor under the PACE grant to assist those students with academic planning. Pushed the "Go, grow, graduate!" campaign. Advisors worked with students who had qualified for certificates but had not previously applied for graduation.	46	Institutionalized the health advisor position and continued the other activities.	63	<input checked="" type="checkbox"/>	Continue
	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	Total Number of credentials awarded to minority students within a year (September 1 to August 31 of the following year)	The goal number will be slightly adjusted each year for the long term goal of maintaining the PBF point	At least 310 credentials will be earned each year by minority students.	ADHE	2010	155	See minority recruitment and retention plan/ College Completion Initiative	173	Added a retention specialist with a charge of focusing on minority males; See minority recruitment and retention plan/ College Completion Initiative	279	See minority recruitment and retention plan/ College Completion Initiative	337	<input checked="" type="checkbox"/>	See minority recruitment and retention plan/ College Completion Initiative
	College	CIEAO	Dean of Enrollment Services, Academic Deans, Advisors, Executive Cabinet	External	Quantitative	Yes	Students	Total Number of credentials awarded to minority students within a year (September 1 to August 31 of the following year)	The goal number will be slightly adjusted each year for the long term goal of maintaining the PBF point	At least 310 credentials will be earned each year by minority students.	ADHE	2010	155	See minority recruitment and retention plan/ College Completion Initiative	173	Added a retention specialist with a charge of focusing on minority males; See minority recruitment and retention plan/ College Completion Initiative	279	See minority recruitment and retention plan/ College Completion Initiative	337	<input checked="" type="checkbox"/>	See minority recruitment and retention plan/ College Completion Initiative





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C. Improved student engagement in campus activities	Student activities	Recruiter		Internal	Quantitative	No	Students	Number of students attending student activities	Orientation was removed from the total because it is multi department organized event and will be reported in a separate field.	A 25% increase in student activity participation each year.		2011	225 @ Spring Fling, 25 @ student forum; Total: 250	Begin a student government association and start a Spring Fling event.	225 @ Spring Fling, 25 @ student forum; Total: 250	Add a Fall Fest Event and give more planning responsibility to student organizations	211 @ Spring Fling, 205 @ Fall Fest, 15 @ student forums; Total: 431	Expand the activities for the existing events and send email reminders to instructors as well as students.	187 @ Spring Fling, 200 @ Fall Fest, 51 @ the student forums; Total: 674	<input checked="" type="checkbox"/>	Add a college knowledge week for the Fall 2013 term.
	Student activities	Recruiter	Recruiter	Internal	Quantitative	No	Students	Number of active student organizations on campus		Add at least one new student organization each year until 2016.		2011	7	Goal established so no plan was in place	7	Add Student Government Association	8	Add a military support organization	9	<input checked="" type="checkbox"/>	To be determined in Fall 2013
	College	CIEAO	Recruiter		External	Qualitative	Yes	Students	CCSSE Question 10c.: About how many hours do you spend in a typical 7-day week do you spend participating in college-sponsored activities (organizations, campus publications, student government, intercollegiate or intramural sports, etc.)		The percentage of students responding that they never participate will drop by 3% each year with a long term goal of 65% or fewer students (75% average for small schools) indicating that they do not participate in college activities.	Report on Website	2010	82.70%	Begin a student government association and start a Spring Fling event.	79.10%	Add a Fall Fest Event and change new student orientation.	75.70%	Expand the activities for the existing events and send email reminders to instructors as well as students.	74.0%	<input type="checkbox"/>
<b>Success</b>																					
SouthArk will focus on improving student success through systematic program review and outcomes assessment.																					
Key Performance Indicators																					
A. Increased graduate employment	College	Academic Deans	Academic Deans	Internal	Quantitative	No	Students	Percentage of contacted graduates indicating that they are employed (excluding those not seeking employment)			<a href="#">Data Sheet</a>	2012	73.50%			Work with advisory committees to ensure that program curriculum aligns with the workforce needs.	73.50%	Continue to work with advisory committees, host career fairs on campus, and created the virtual career center.	83.20%	<input checked="" type="checkbox"/>	Continue previous activities and develop internship opportunities with local businesses.

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B. Improved employer satisfaction with our training programs	College	Academic Deans	Academic Deans	Internal	Quantitative	Yes	Students, employers	Licensure Rate	Many fields require licensure for employment. The licensure rate of graduates is an indicator that their knowledge is adequate for the employers needs. If the student passes the licensure test on a second or third attempt, the percentage will be amended.	80% or more of the programs which require licensure will meet or exceed the state/national licensure pass rate within a year of student degree completion.	<a href="#">data sheet</a>	2010	63%	Individual program improvement plans	80%	Individual program improvement plans	50%	Individual program improvement plans	Available in 2014		Individual program improvement plans
	College	Academic Deans	Academic Deans	Internal	Qualitative	No	Students, employers	Annual review of curriculum by the program advisory boards		All program advisory boards will review the program curriculum annually and all feasible changes will be sent to the curriculum committee for approval.		2010	All advisory boards reviewed curriculum	deans and program directors will make sure that the curriculum is presented to the advisory board and changes processed through shared governance.	All advisory boards reviewed curriculum	Continued	All advisory boards reviewed curriculum	Continued	All advisory boards reviewed curriculum		Continue
	College	Program Directors/ Perkins	Program Directors/ Perkins	Internal	Qualitative	No	Students, employers	Satisfaction rating on internship evaluations	The forms are currently in development under the new Perkins objective.	90% of employers in the internship program will be satisfied with the knowledge and skills of the participating students.		2014								####	Develop the internship program
C. More A.A. completers continuing their education at 4-year schools	Liberal Arts/ Transfer	Dean LA/ Union County Career Coach, CIEAO	Dean LA/ Union County Career Coach	External	Quantitative	No	Students	Percentage of AA graduates enrolling in a 4-year college within 3 years of graduating from SouthArk		SouthArk will increase the percentage of AA graduates enrolling in a 4-year college within 3 years of graduating from SouthArk by 2% each year to the at least 75%.		2012	68.50%			Develop and promote MOUs for 4 year universities and use assessment to guarantee that the ACTS learner outcomes are met for the available transfer classes.	68.50%	Continue previous actions and allow 4 years to come onto campus and advise graduating students who wish to transfer.	70.50%		Continue

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	Liberal Arts/ Transfer	Dean LA/ Union County Career Coach, CIEAO	Dean LA/ Union County Career Coach	External	Quantitative	No	Students	Percentage of AA graduates who enrolled in a 4-year college graduating within 3 years of graduating from SouthArk	40% may seem low but that was set to account for the non-academic barriers to completion such as financial aid and scheduling around work. The AR 4-year college average graduation rate for 150% time is 33%.	At least 40% of AA graduates who enrolled in a 4-year college graduating within 3 years of graduating from SouthArk.		2012	45.80%			Develop and promote MOUs for 4 year universities and use assessment to guarantee that the ACTS learner outcomes are met for the available transfer classes.	45.80%	Continue	45.70%		Continue
D. Increased Progression and Course Success	College	CIEAO, Academic Deans	Academic Deans, Early Alert personnel, Tutor Coordinator	External	Quantitative	Yes	Students	The rate of remedial courses completed relative to remedial courses attempted.		70% of all students enrolled in a remedial course will complete the course with a "C or better"		2010	41.80%	See retention plan and early alert; Investigated new teaching options for the remedial math classes and piloted My Math Lab.	50.80%	See retention plan and early alert; Fully implemented My Math Lab and added supplemental grammar assignments to writing	62.30%	See retention plan and early alert; Continued with previous improvements and modified testing policy to allow some students to place out of remediation with retesting.	71.30%		See retention plan and early alert; Continuing with previous improvements and redesigning/piloting a language arts class to replace reading and writing.
	College	CIEAO, Academic Deans	Academic Deans, Early Alert personnel, Tutor Coordinator	External	Quantitative	Yes	Students	The rate of non-remedial courses completed relative to non-remedial courses attempted.		85% of all students enrolled in a non-remedial course will complete the course with a "D or better"		2010	73.10%	See retention plan and early alert	80.90%	See retention plan and early alert; added a tutor coordinator under the PACE Grant	82.50%	Continue	81.30%		Continue
	College	CIEAO, Academic Deans	Academic Deans, Early Alert personnel, Tutor Coordinator	External	Quantitative	Yes	Students	The rate of students that complete either 18 hours or a credential.		66% of degree seeking students will complete at least 18 credit hours or a degree within a 2 year period ( cohort is a year behind the review year)		2010	66.40%	See retention plan and early alert	62.80%	See retention plan and early alert; added a tutor coordinator under the PACE Grant	63.10%	Continue	Available in late 2014.		Continue

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	College	Early Alert Coordinator	Academic Deans, Early Alert personnel, Tutor Coordinator, Faculty	Internal	Quantitative	Yes	Students	The percentage of students reported on Early Alert that successfully complete the course that they are reported for.	Students reported for early alert are on a potentially unsuccessful path in the course. The percentage success is naturally lower than non early alert peers.	The percentage of students reported on Early Alert that successfully complete the course that they are reported for will increase by 3% each year to at least 40%.		2012	26.00%		Held in service training and improved faculty interface for early alert system	26.00%	Re-held in service training and additional training sessions with the Title III activity coordinator.	29.20%		Held In service session with a faculty member sharing her positive results through early alert	
<b>Resource Development</b>																					
<i>SouthArk will support college programs and personnel by fostering innovations and strengthening fiscal, physical, and human resources.</i>																					
Key Performance Indicators																					
	Advancement/ Fiscal Affairs	Director of Foundation and Advancement	Director of Foundation and Advancement	Internal	Quantitative	No	Faculty, Staff, Students, and Public	Foundation Assets		Goal to be set by the Foundation Board	<a href="#">Data Sheet</a>	2010	\$ 1,568,187	See SouthArk Foundation Strategic Plan	\$ 1,569,321	See SouthArk Foundation Strategic Plan	\$ 1,887,834	See SouthArk Foundation Strategic Plan	\$ 2,567,373		See SouthArk Foundation Strategic Plan
A. New and Increased External Funds	Advancement/ Fiscal Affairs	Director of Foundation and Advancement	Director of Foundation and Advancement	Internal	Quantitative	No	Faculty, Staff, Students, and Public	Number of Grants applied for within the current year		At least 5 grants will be applied for each fiscal year through the office of advancement (this does not include standing grants such as Perkins, and CPI)		2010	3	Change the grant submission process to ensure quality control by the Director of the Foundation and Advancement. See APM policy.	9	Invited grant writer to campus to host a workshop.	16	Brought the grant writer back to campus for an advanced grant writing workshop.	9		Improve the web based resources for employees who choose to pursue grants.
	Advancement/ Fiscal Affairs	Director of Foundation and Advancement	Director of Foundation and Advancement	Internal	Quantitative	No	Faculty, Staff, Students, and Public	Percentage of grants applied for within the current year that were awarded		At least 50% of the grants will be applied for each fiscal year through the office of advancement will be awarded. (this does not include standing grants such as Perkins, and CPI)		2010	100%	Change the grant submission process to ensure quality control by the Director of the Foundation and Advancement. See APM policy.	44%	Invited grant writer to campus to host a workshop.	81%	Brought the grant writer back to campus for an advanced grant writing workshop.	55% (2 are still being processed)		Improve the web based resources for employees who choose to pursue grants.

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B. Improved productivity and efficiency of all departments at the college [ Different sheet for Customer Service Survey]	Advancement	CIEAO	All departments through the VPs	Internal	Qualitative	No	Faculty and Staff	Internal Customer Service Survey	The survey began in 2011 but goal is for improvement by the following year. This means that the first data set is from 2012.	All departments showing a negative to positive ratio on the customer service survey will show improvement in the following year.	<a href="#">data sheet</a>	2012	5 out of 6 departments showed improvement; 1 department had the same score	Individual department improvement plans		Individual department improvement plans	5 of 6 departments showed improvement	Individual department improvement plans	3 of 4 departments showed improvement		Individual department improvement plans
	College	CIEAO	Executive Cabinet	External	Qualitative	Yes	Faculty and Staff	Great Colleges to work for Survey Overall Job Satisfaction/ Support	Conducted through email by the Chronicle of Higher Education. The email time frame includes SouthArk's spring break so participation has been low.	Maintain a "Good" satisfaction rating or better. This rating is defined as 65% satisfaction or greater.		2011	73%	Initial baseline showed a "good" rating. Sub-areas needing improvement included communication and teaching environment. These areas will be worked on.	73%	Continued	74%	Continued	72%		Continued
	College	CIEAO	Executive Cabinet	External	Qualitative	Yes	Faculty and Staff	Great Colleges to work for Survey: Faculty, Administration, and Staff Relations	Conducted through email by the Chronicle of Higher Education. The email time frame includes SouthArk's spring break so participation has been low.	Obtain and maintain a "Good" satisfaction rating or better. This rating is defined as 65% satisfaction or greater.		2011	51%	Initial baseline showed a "warrants attention" rating. "Barb's Wire" was added to improve communication about administrative activities.	51%	"Barb's Wire" has been continued plus campus conversations to give faculty and staff the opportunity to meet with administrators. Also, the president, began "Breakfast with the Boss" to casually engage faculty and staff in small groups.	54%	Continued	49%		Continued

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C. Increased job satisfaction for SouthArk employees	College	CIEAO	Executive Cabinet, Academic Deans	External	Qualitative	Yes	Faculty and Staff	Great Colleges to work for Survey: Teaching Environment	Conducted through email by the Chronicle of Higher Education. The email time frame includes SouthArk's spring break so participation has been low.	Obtain and maintain a "Good" satisfaction rating or better. This rating is defined as 65% satisfaction or greater.		2011	48%	Initial baseline showed a "warrants attention" rating. In 2011, the college opened new specially designed health science facilities and began renovations on the existing classroom building. Early alert was also added to improve communication and student services support for the faculty.	48%	Renovations were completed on Whitfield. Early alert was improved and additionally training was conducted.	56%	Smaller renovation projects for classroom space were completed: Welding and automotive areas. Early alert was continued.	56%		Continue
	Community Education	Community Education Coordinator	Community Education Coordinator, VPL	Internal	Quantitative	No	Faculty and Staff	Number of CEUs of professional development for all employees within a year		The number of CEUs earned by SouthArk employees will increase by at least 10% for the next 3 years.		2010	46 CEUs	Develop a needs inventory and seek out new professional development opportunities for employees.	46 CEUs	Purchase and promote I stream	44 CEUS (-4% change)	Continued	173 ( + 293%)		Continue
	Human Resources	Director of Human Resources	Director of Human Resources, Executive Cabinet	Internal	Quantitative	Yes	Faculty and Staff	Reduced employee turnover.		70% or full time non-grant funded employees will be retained at least 3 years.	<a href="#">data sheet</a>	2010	67.10%	See other employee satisfaction strategies	67.80%	See other employee satisfaction strategies	61.70%	See other employee satisfaction strategies	66.70%		See other employee satisfaction strategies
	Human Resources	Director of Human Resources	Director of Human Resources, Executive Cabinet	Internal	Quantitative	Yes	Faculty and Staff	Reduced employee turnover.		50% or full time non-grant funded employees will be retained at least 6 years.	<a href="#">data sheet</a>	2010	50.70%	See other employee satisfaction strategies	50.70%	See other employee satisfaction strategies	45%	See other employee satisfaction strategies	47.90%		See other employee satisfaction strategies
<b>Partnerships</b>																					
<i>SouthArk will expand and build partnerships to strengthen the region.</i>																					
Key Performance Indicators																					



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A. New and expanded partnerships with regional businesses and industries	Continuing Education	Dean of Continuing Education	Dean of Continuing Education	Internal	Quantitative	No	Business and Industry	The total number of partnerships with business and industry		Add five new partners for business and industry training each year.		FY 2010	114	Expand the region of partnerships by pursuing new industries outside of Union County.	120	Approach local business as well as industry to recruit potential partners.	131	Form new partnerships and revisit previous partners with whom we have had a limited training arrangement.	143		Continued
	Continuing Education	Dean of Continuing Education	Dean of Continuing Education	Internal	Quantitative	No	Business and Industry	The total number of hours training the personnel of business and industry		At least 86,000 a year. This number will secure the PBF point for AY 2017 and AY 2018 cycles. The high baseline value is the result of the Lion oil turn around.		2010	153,659	Expand the region of partnerships by pursuing new industries outside of Union County.	102,262	Approach local business as well as industry to recruit potential partners.	68,670	Form new partnerships and revisit previous partners with whom we have had a limited training arrangement.	73,445		Continued
	Transfer	Union County Career Coach	Union County Career Coach	Internal	Quantitative	No	Students	Number of students enrolled in college preparation programs in partnership with the school	ACT Academy, Bridge to College Algebra			2011	24 B2CA; Total: 24	Renew Bridge to College Algebra Agreement	24 B2CA; Total: 24	Continue B2CA and apply for the College Bound Academy Grant	24 B2CA, 52 College Bound Academy; Total: 76	Continue B2CA and apply for / Implement the College Bound Academy Grant for AY 14	23 B2CA; Total: 23		Continue B2CA and restart the College Bound Academy for AY 14
	Transfer	Union County Career Coach	Union County Career Coach	Internal	Quantitative	No	Students	Number of unique students enrolled in concurrent classes		The number of concurrent enrollments will increase by 5% each year.		2010	166		Created the position of Union County Career Coach/ Transfer Advisor to promote the concurrent classes. Also, engage the school districts in discussions to better meet their concurrent needs.	188 (+13%)	174 (-7%)	Continue	223 (+28%)		Continue

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B. A strengthened bond with the K-12 schools leading to increased college preparation	Transfer	Union County Career Coach	Union County Career Coach	Internal	Quantitative	No	Students	Number of duplicated enrollments in concurrent classes.		The number of concurrent enrollments will increase by 5% each year.		2010	327	Transfer advisor goes to the high schools during the registration period.	358 (+9%)	Created the position of Union County Career Coach/ Transfer Advisor to promote the concurrent classes. Also, engage the school districts in discussions to better meet their concurrent needs.	364 (+2%)	Continue	511 (+40%)		Continue
	Secondary Technical Center	Director of the Secondary Technical Center	Director of the Secondary Technical Center	Internal	Quantitative	No	Students	Number of unique students enrolled in secondary career center classes		The number of unique students enrolled in secondary career center classes will increase by 5% each year.		2010	112	Director goes to the high schools during the registration period.	122 (+9%)	The director brings along some program directors for recruiting.	121 (-1%)	Continue	119 (-2%)		In the process of hiring a new program director.
	Transfer	Union County Career Coach		Internal	Quantitative	No	Students	Percentage of Concurrent Students enrolling in SouthArk immediately after High School		The percentage of former concurrent students enrolling at SouthArk subsequent to their high school graduation will increase by 2% each year.		2012	12.10%	Sent Recruiting materials to concurrent students homes.		Continued with recruiting materials and met with super intendants to promote SouthArk and improve our concurrent offerings.	12.10%	Continued	18.80%		Continue
	Secondary Technical Center	Director of the Secondary Technical Center		Internal	Quantitative	No	Students	Percentage of Secondary Technical Center Students enrolling in SouthArk immediately after High School		The percentage of former Secondary technical center students enrolling at SouthArk subsequent to their high school graduation will increase by 2% each year.		2012	40.30%	The director talks to the students about attending SouthArk after they graduate.		Give the students compass tests and applications immediately prior to graduation.	40.30%	Continued	39.20%		Continue
	Academics/Transfer	VPL		Internal	Quantitative	No	Students	Number of unique 4-year schools with signed MOUs		SouthArk will partner with at least one new 4-year college each		2011	1/in progress	The transfer advisor will make contact with the regional 4-year colleges to begin the MOU development process.	5	The VPL took over the responsibility of MOU signing mid year. Contacts and negotiations continued.	6 with.	Work on MOU with UAMS. Identify other colleges and programs to partner	6		Work on MOU with Grambling, UAMS and UAPB. Identify other colleges and programs to partner with.

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C. Expanded collaborations with other colleges and universities	Academics/Transfer	VPL		Internal	Quantitative	No	Students	Percentage of 4-year schools within 100 miles with signed MOUs		100% of all public 4-Year colleges within 100 miles will have at least 1 MOU signed with SouthArk by the end of 2014.		2011	0	The transfer advisor will make contact with the regional 4-year colleges to begin the MOU development process.	50%	The VPL took over the responsibility of MOU signing mid year. Contacts and negotiations continued.	63%	Work on MOU with UAMS the 6th and final location within 100 miles	62.50%		Sign MOU with Grambling, UAMS and UAPB the 6th and 7th locations within 100 miles
	Academics/Transfer	VPL		Internal	Quantitative	No	Students	Number of total MOUS (by program) signed		The total number of MOUs ( by program) by at least 2 per year.		2011		The transfer advisor will make contact with the regional 4-year colleges to begin the MOU development process.	12	The VPL took over the responsibility of MOU signing mid year. Contacts and negotiations continued.	23	Work on MOU with UAMS. Identify other colleges and programs to partner with.	25		Work on MOU with Grambling, UAMS and UAPB. Identify other colleges and programs to partner with.