

	Measure	Notes	Goal	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	2014	2015 Action Plan	2015
<b>Communication</b>															
SouthArk will facilitate a transparent campus culture.															
Key Performance Indicators															
	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.	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	57%		Not conducted in 2015, 2016 data will be available in the Fall of 2016
	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.	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	61%		Not conducted in 2015, 2016 data will be available in the Fall of 2016
	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".	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	72%	Continue to promote the use of emails among faculty and make sure that email use is included in new student orientation	74%
	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".	2011	52%	see early alert plan	52%	see early alert plan	55%	see early alert plan	59%	see early alert plan	57%	see early alert plan	64%
	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".	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	46%	See retention plan and advising guidelines; The CAS standards were removed	42%
	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".	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	57%	See quality matters and distance learning best practices for those classes using BlackBoard	60%

	Measure	Notes	Goal	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	2014	2015 Action Plan	2015	
A. Increased stakeholder satisfaction with internal communications	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.	2011	87%	Required attendance policy in syllabi, shared best practice of communicating attendance policy.	87%	Continued	91%	Continued	93%	Continued	This promising practices question was not conducted in 2014	Continued	This promising practices question was not conducted in 2015	
	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.	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	This promising practices question was not conducted in 2014		This promising practices question was not conducted in 2015	
	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	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	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	659,946 (+205%)	Implement the new website design.	1,188,465 (80%)	Modify the front page to improve wayfinding	2015 annual totals will be available in January 2016	
	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	2014								Implement the new mobile friendly website.	103,786		2016 annual totals will be available in January 2016	
	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	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.	3,275 (+69%)	Continue improvements and modify as necessary for mobile access.	2017 annual totals will be available in January 2016
	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	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.	1,345 (+25%)	Continue improvements and modify as necessary for mobile access.	2018 annual totals will be available in January 2016

	Measure	Notes	Goal	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	2014	2015 Action Plan	2015
	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	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.	990 (+25%)	Continue improvements and modify as necessary for mobile access.	2019 annual totals will be available in January 2016
	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	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.	111 (+35%)	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.	2020 annual totals will be available in January 2016
	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	2014									Redesign the counseling and advising sections of the website so that students can easily find the most commonly requested materials and information.	71	
B. Improved assessment model [separate sheet and narrative]															
	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)	Continue Strategy (the first 6 months show a 13% increase)	Jan.-May 2014= 188 items published (175 were submitted) July-Dec. 2014=139 items published (134 were submitted)	Continue Strategy	Jan.-May 2015= 112 items published (91 were submitted)
	"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	Continue to promote the Facebook page at events and through twitter.	5068	Continue to promote the Facebook page at events and through twitter.	5,991 (as of November 1, 2015)



	Measure	Notes	Goal	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	2014	2015 Action Plan	2015
A. Increased student retention	Fall to Fall retention of First-Time Full Time students *Students who graduate included in the percentage.		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%	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.	50%	see retention plan	50%	see retention plan	50% (Official in Spring 2016)
	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%	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	44%	see retention plan	52% (Official in Spring 2016)
	Fall to Fall retention of Full-Time First Time Transfer Students		Improve the Fall to Fall retention rate by 3% each year to meet or exceed the state three year average of 49.8%								68% (Abnormally small Cohort)	see retention plan	57%	see retention plan	54%
	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	72.1% (+0.6%)	see retention plan	71.80%
	Percentage of licensure pass rates for those programs where a graduate must pass to work in the field		The College's average pass rate on registry exams will be at or greater than the state or national average each year.									The College's average pass rate on registry exams will be at or greater than the state or national average each year.	82.88%	The College's average pass rate on registry exams will be at or greater than the state or national average each year.	91.73%
	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%	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	13%	see retention plan, and College Completion Initiative	Available Winter 2016

Measure	Notes	Goal	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	2014	2015 Action Plan	2015
150% college completion rate of transfer, full-time students											see retention plan, and College Completion Initiative		see retention plan, and College Completion Initiative	Fall 2012 Cohort 47.5% Fall 2013 Cohort will be available Fall 2016
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%	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	21%	see retention plan, and College Completion Initiative	Available Winter 2016
200% time college completion rate of transfer, full-time students														Fall 2012 Cohort 52.5% (prelim until Fall 2016) Fall 2013 Cohort available Summer 2017
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.	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 applied for graduation.	631	Institutionalized the health advisor position and continued the other activities.	800	Continue	736	Continue	663

Measure	Notes	Goal	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	2014	2015 Action Plan	2015	
B. Higher graduation rates and percentage of program completion	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.	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 applied for graduation.	158	Institutionalized the health advisor position and continued the other activities.	185	Continue	161	Continue	164
	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.	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 applied for graduation.	193	Institutionalized the health advisor position and continued the other activities.	199	Continue	294	Continue	262
	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.	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 applied for graduation.	280	Institutionalized the health advisor position and continued the other activities.	316	Continue	281	Continue	237
	The rate of credentials awarded per 100 FTE.		At least 40 credentials will be earned for every 100 FTE in a year.	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	Continue	62	Continue	51 (Official in Spring 2016)

	Measure	Notes	Goal	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	2014	2015 Action Plan	2015
	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.	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	See minority recruitment and retention plan/ College Completion Initiative	295	See minority recruitment and retention plan/ College Completion Initiative	278 (Official in Spring 2016)
C. Improved student engagement in campus activities	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	Add a college knowledge week for the Fall 2013 term.			224 @ SouthArk4U Social, 83 @ Fall Fest (More events to come)
	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	To be determined in Fall 2014	10	To be determined in Fall 2015	6, 3 will be active after Jan. 2016
	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.	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%	Add a college knowledge week for the Fall 2013 term.	65.7%		77.7%
<b>Success</b>															
SouthArk will focus on improving student success through systematic program review and outcomes assessment.															
Key Performance Indicators															
A. Increased graduate employment	Percentage of contacted graduates indicating that they are employed (excluding those not seeking employment)			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%	Continue previous activities and develop internship opportunities with local businesses.	83.30%	Continue previous activities and develop internship opportunities with local businesses.	76.60%



	Measure	Notes	Goal	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	2014	2015 Action Plan	2015
B. Improved employer satisfaction with our training programs	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.	2010	63%	Individual program improvement plans	80%	Individual program improvement plans	50%	Individual program improvement plans	Available in 2014	Individual program improvement plans	Available in 2015	Individual program improvement plans	90%
	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	All advisory boards reviewed curriculum	Continued	All advisory boards reviewed curriculum	Continued	All advisory boards reviewed curriculum	Continue	All advisory boards reviewed curriculum	Continue	All advisory boards reviewed curriculum
C. More A.A. completers continuing their education at 4-year schools	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	68.29%	Continue	67.90%
	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	46.40%	Continue	53.60%
D. Increased Progression and Course	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	71.30%	See retention plan and early alert; Continuing with previous improvements and redesigning/piloting a language arts class to replace reading and writing.	62.80%	See retention plan and early alert; Continuing with previous improvements and redesigning/piloting a language arts class to replace reading and writing.	67.2% (Official in 2016 PBF Report)
	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	79.30%	Continue	78.2% (Official in 2016 PBF Report)

	Measure	Notes	Goal	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	2014	2015 Action Plan	2015
Retention and Course Success	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	65.40%	Continue	Available in late 2015	Continue	Won't have until 2016 PBF Report
	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	22.00%	Held In service session with a faculty member sharing her positive results through early alert	22.00% Unofficial until 2016
Resource Development															
SouthArk will support college programs and personnel by fostering innovations and strengthening fiscal, physical, and human resources.															
Key Performance Indicators															
	Foundation Assets		Goal to be set by the Foundation Board	2010	\$ 1,568,187	See SouthArk Foundation Strategic Plan	\$ 1,569,321	See SouthArk Foundation Strategic Plan	\$1,887,834.00	See SouthArk Foundation Strategic Plan	\$2,567,373.00	See SouthArk Foundation Strategic Plan	\$2,457,993.00	See SouthArk Foundation Strategic Plan	\$2,700,00.00
A. New and Increased External Funds	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.	7	Improve the web based resources for employees who choose to pursue grants.	3 Unofficial until June 2016
	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.	29%	Improve the web based resources for employees who choose to pursue grants.	33%

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	B. Improved productivity and efficiency of all departments at the college [ Different sheet for Customer Service Survey]	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.	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	7 of 7 departments showed improvement	Individual department improvement plans	Survey Rescheduled to Fall 2015 because of the conflicts
C. Increased job satisfaction for SouthArk employees	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	73%	Continued	74%	Continued	72%	Continued	Not conducted in 2014, 2016 data will be available in the Fall of 2016	Continued	Not conducted in 2015, 2016 data will be available in the Fall of 2016
	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	Not conducted in 2014, 2016 data will be available in the Fall of 2016	Continued	Not conducted in 2015, 2016 data will be available in the Fall of 2016
	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	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	Not conducted in 2014, 2016 data will be available in the Fall of 2016	Continue	Not conducted in 2015, 2016 data will be available in the Fall of 2016
<b>Partnerships</b>															
<i>SouthArk will expand and build partnerships to strengthen the region.</i>															
Key Performance Indicators															
A. New and expanded partnerships with	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	Continued	Continued	See Partnership Grid

	Measure	Notes	Goal	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	2014	2015 Action Plan	2015
partnerships with regional businesses and industries	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	24,013	Continued	PBF available in Spring 2016
B. A strengthened bond with the K-12 schools leading to increased college preparation	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	24 B2CA, 52 College Bound Academy; Total: 76	Continue B2CA and apply for the College Bound Academy Grant	19 B2CA; Total 19
	Number of unique students enrolled in concurrent classes		The number of concurrent enrollments will increase by 5% each year.	2010	166		188 (+13%)	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.	174 (-7%)	Continue	223 (+28%)	Continue	182 (-18%)	Continue	187
	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	324 (-37%)	Continue	367
	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.	113 (-5%)	In the process of hiring a new program director.	119

	Measure	Notes	Goal	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	2014	2015 Action Plan	2015
	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	17.20%	Continue	8.00%
	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	38.50%	Continue	25.40%
C. Expanded collaborations with other colleges and universities	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	Work on MOU with UAMS. Identify other colleges and programs to partner with.	6	Work on MOU with Grambling, UAMS and UAPB. Identify other colleges and programs to partner with.	4	Work on MOU with Grambling, UAMS and UAPB. Identify other colleges and programs to partner with.	4
	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.	21	Work on MOU with Grambling, UAMS and UAPB. Identify other colleges and programs to partner with.	23