

2020 Strategic Plan Final Report

Spring 2020

STRATEGIC OBJECTIVE 1 HELPING STUDENTS LEARN

UA Cossatot will decrease the time students spend in remediation courses, further increasing student success

Goal 1

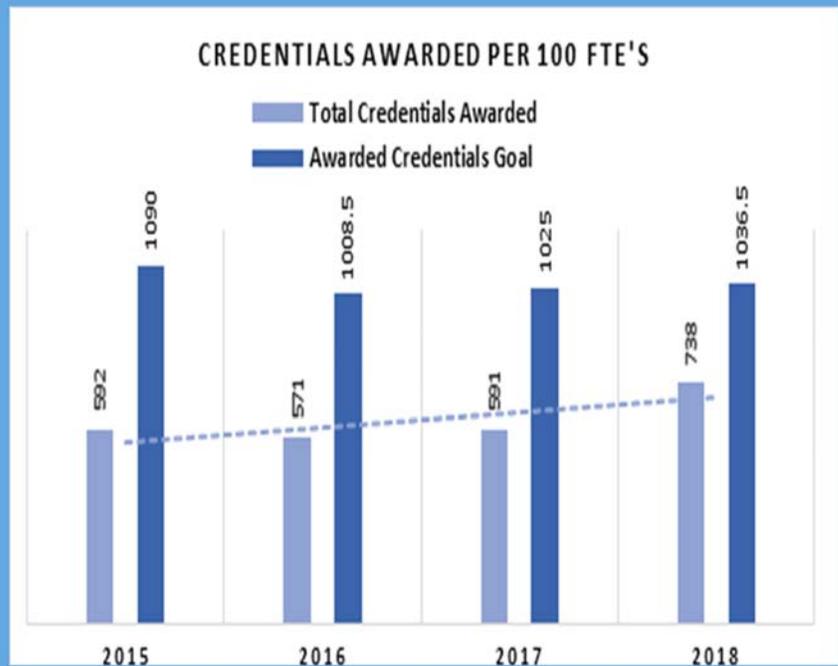
Obtain Integrated Postsecondary Education Data System (IPEDS) 150% of on time graduation rate of 50%.

How we measured up...

2014 Cohort: 41%
2015 Cohort: 42%
2016 Cohort: 42%

Goal 2

Achieve 50 credentials awarded per 100 full-time equivalent (FTE) students



How we measured up...

While we fell just short of our goals, the number of credentials awarded each year showed robust overall growth of 25%.

Strategy 1

Appropriately place remedial students through aligned assessment strategies and intrusive advising methods.

Established multiple measures of placement

Provided more training for advisors

Implemented Math Pathways to introduce Applied Math

Slightly adjusted placement scores

Recommended students with low placement scores to access free college prep through Adult Education

Strategy 2

Implement assessment tools to ensure student learning and gauge student readiness for distance education.

Practiced intrusive advising techniques

Overhauled assessment plan

Implemented a new assessment arsenal into each division/program college-wide

Created rubrics/measuring tools to gauge progress/success

Strategy 3

Closely monitor cohort students using data to ensure these students are properly registered for and completing the correct courses within their degree track.

Admissions Advisors and Faculty Advisors tracked student cohort groups

Admissions advisors closely monitored cohort students grades and progress. Reached out to these students to enroll

STRATEGIC OBJECTIVE 2

MEETING STUDENT AND OTHER KEY STAKEHOLDERS NEEDS

UA Cossatot will produce a successful student with skills and knowledge that transfer colleges and industry partners expect.

Goal 1

Obtain 100% successful student transfer-out rate to other colleges and universities

How we measured up...

UA Cossatot could not develop a process to track students as they transitioned from our institution to another. Complete information to be able to determine these numbers is currently not available at the state level.

Goal 2

Develop within all disciplines a course-outcome based transcript

How we measured up...

While we made some headway towards this goal, we were unable to develop the process or determine what software was needed.

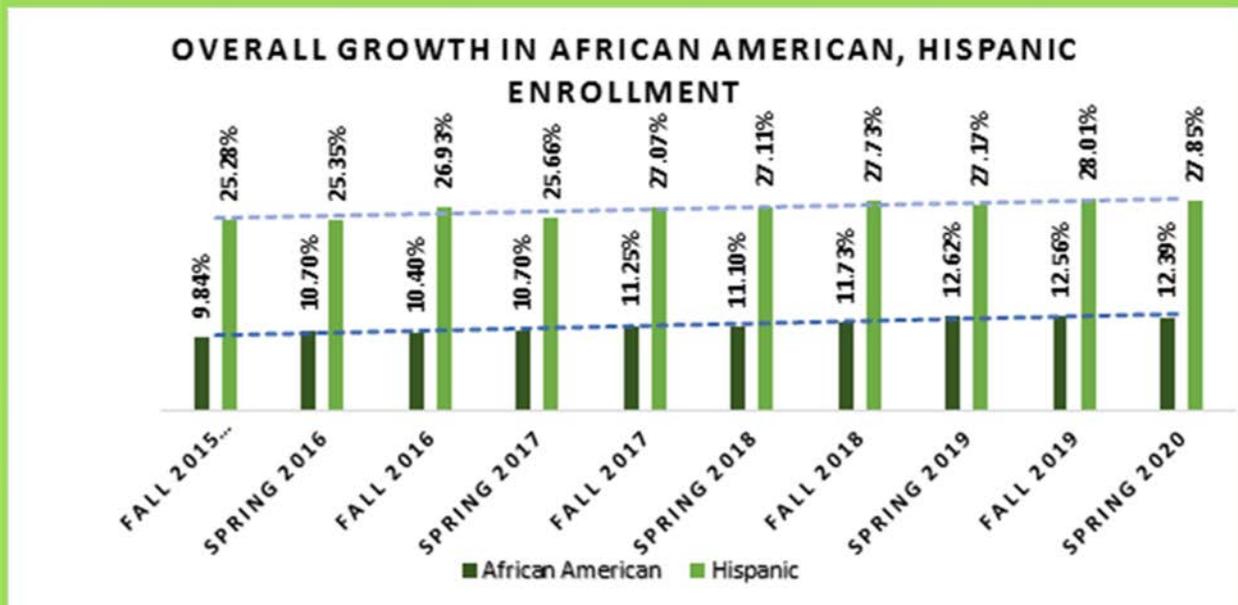
A listed strategy was to obtain grant funds to meet the needs of every student. We especially targeted grants for minorities so that our student demographic reflected the demographics of our stakeholders and our communities.

We collaborated with a professional grant writing company—New Growth—to write several grants:

Federal Youth Build
Federal Title III
Federal HSI Agriculture
Perkins Cybersecurity
Department of Labor
Cybersecurity
Federal NSF Faculty Training

Goal 3

Achieve and maintain 30% Hispanic and 15% African American student enrollment



How we measured up...

While we came up just short of our African American enrollment goal of 15%, we did see enrollment in this group increase by 3% during the Strategic Plan time-frame.

We were only two percentage points short of our goal of 30% Hispanic enrollment.

During the time-frame of our strategic plan, our college did become the first Hispanic Serving Institution (HSI) in Arkansas.

STRATEGIC OBJECTIVE 3 VALUING EMPLOYEES

UA Cossatot will provide every employee the resources needed to perform duties as assigned, have a safe work environment, and use assessments to accurately reflect the performance of every employee

GOAL 1

Provide faculty pay in the top 25% among Arkansas two-year colleges and ensure that all other positions are within 5% of all two-year institution pay averages

How we measured up....

Although we did not hit our goals, and as the college with the third-smallest budget in Arkansas, we still made progress in our pay scales.

According to the 2018-19 Arkansas Community Colleges (ACC) Survey, UA Cossatot ranked 7th out of the 19 reporting colleges in faculty pay. The current average pay for UA Cossatot is within 12% of the highest reported faculty pay recorded in the ACC survey.

Other salaries that reflected a closer than 25% difference in the top reported pay and that of UA Cossatot include Director of Computer Services, Director of Financial Aid and Chief Fiscal Officer.

Goal 2

Improve processes that address deficiencies among employee opinions of the college workplace

How we measured up...

While varying opinions will always be present, the administration is working diligently to improve how employees view the college as an employer. We have worked toward improving communication processes across the entire college. We view the Are We Making Progress survey and make decisions based on the results. We revised the college shared governance structure to allow more employee participation in college committees. We created Blackboard Community as a central repository for all college meeting minutes. We are working toward breaking silos across departments and instead have a community of inclusivity across the workplace.

GOAL 3

Reach 90% satisfaction among all employees in the following categories provided on the Are We Making Progress Survey

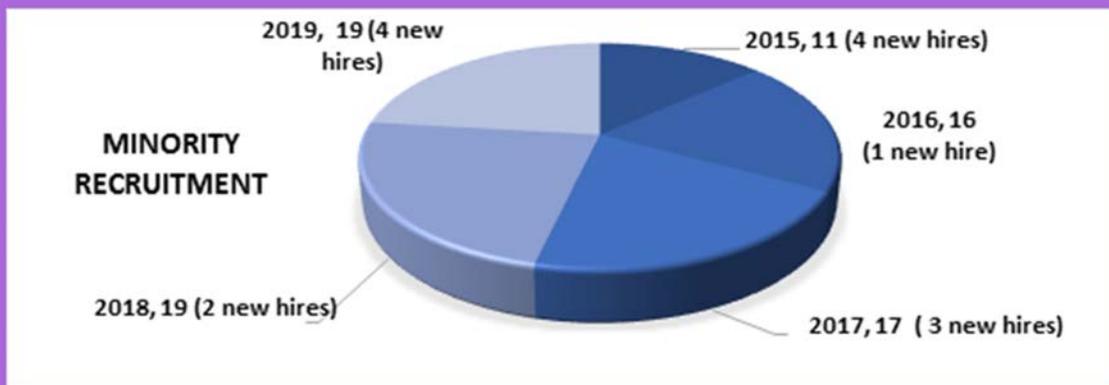
How we measured up....

Survey Question	2015	2016	2017	2018	2019
5d. I am recognized for my work	63.7%	66.4%	66.7%	81.4%	64.4%
5e. I have a safe workplace	89%	90.3%	87.5%	92.2%	89.9%
6a. I can get everything I need to do my job	74.2%	77%	81.6%	83.3%	75.3%
6b. I collect data about the quality of my work	76.3%	68.8%	80.7%	81.4%	86.5%
7i. I am satisfied with my job	84.9%	89.5%	90.9%	93.1%	89.9%

GOAL 4

Deploy employee recruitment plan to ensure minority hiring shows a percentage increase

How we measured up....



Minority recruitment goals were reviewed and updated in an effort to mirror the local demographic in the counties that UA Cossatot serves.

During the period of this Strategic Plan, 14 new employees were hired. That was an increase of 72% over a five-year span.

STRATEGIC OBJECTIVE 4 PLANNING AND LEADING

UA Cossatot will maintain the highest level of a professional and strategic relationship with local high schools and external stakeholders.

GOAL 1

Increase post-secondary enrollment by 20%

How we measured up....



Post-secondary enrollment includes students not enrolled in both college and high school.

While the goal was not met, an upward trend was observed in the data.

In fall 2015 (baseline year), total enrollment was 1586. Of that number, 63% (996) were post-secondary students. In fall 2019, 1521 students were enrolled. Of that number, 999 (66%) were post-secondary students. We achieved an increase of 3%.

We will continue our focus on retaining and recruiting students. As a note, when the unemployment rate is low post-secondary education tends to decrease due to individuals being able to locate jobs rather than access educational training.

GOAL 2

Double the number of workforce and continuing education hours generated

How we measured up....

Baseline	Workforce Hours	Increase/Decrease	% of Change
2014/2015 11,181	2015/2016 14,466	+3,453	+30.8%
2014/2015 11,181	2016/2017 14,784.5	+3,603.5	+32.2%
2014/2015 11,181	2017/2018 11,238.5	+57.5	+0.005%
2014/2015 11,181	2018/2019 12,577.5	+1,396.5	+12.5%
2014/2015 11,181	2019/20 In progress, Concludes June 31, 2020	Pending	Pending

Source: Director of Public Services & Workforce Development, UA Cosstattot

The goal was to double workforce and continuing education training numbers. At the highest performance point, the department realized a 32.2% increase in training hours compared to our reference point of 11,181 in 2014/2015. When setting this goal, it was thought industry partners would want to contract more industrial maintenance courses. Instead, industry leaders and college administrators collaborated to develop customized, credit courses for their employees. These courses became part of the college's curriculum and are now offered at the Lockesburg Industrial Manufacturing Institute (LIMI).

GOAL 3

Begin planning process for Education/Convocation center in Nashville

How we measured up....

Due to budgetary constraints, we did not start the process for the Education/Convocation center.

STRATEGIC OBJECTIVE 5

USING DATA FOR RESOURCE MANAGEMENT

UA Cossatot will provide a modern informational infrastructure for effective handling and processing of student files.

Goal 1

Create and hire Institutional Research Director in fiscal year 17-18

How we measured up...

We filled this position July 2018. During this time, the position has been instrumental in helping the college move forward with assessment and data-driven decision making.

Goal 2

Use data to drive strategic objectives, assessment, decision making, and to better allocate college resources

How we measured up...

The utilization of data has greatly improved. The Assessment Council was formed to fully overhaul the college learning objectives and the college's entire assessment processes. Formal assessment plans were developed for both curricular and co-curricular assessment. A deliberate and committed effort to track data/information in academics and student services allowed the college to make more informed data-driven decisions. An Enrollment Management plan was created and will tie to the college's upcoming strategic plan.

The budget and the strategic plan were coupled so decisions and allocations of funds/resources could be made with more clarity. The majority of employees who were responsible for submitting a budget provided a narrative or map of how requested funds tied back to the strategic plan and mission of the college.