

STRATEGIC PLANNING

UA Cossatot's strategic planning process occurs every five academic years. UA Cossatot prepares for this process by creating a strategic planning committee that oversees the conception and completion of the UA Cossatot strategic plan. This committee is created one year prior to the release of the strategic plan and works under the oversight of the Chancellor's Cabinet and ensures that the strategic planning process and procedures are current and properly serve the needs of the college and stakeholders. The strategic planning committee consists of persons recommended by the Chancellor including representation from administration, at least three faculty members and two current students.

HLC Criterion: 1A.1; 5B; 5C

Policy History:

September 9, 2019

CONTINUOUS QUALITY IMPROVEMENT CYCLE

UA Cossatot is committed to improving the lives in our region by providing quality education that serves the needs of students and the community. The College aims to achieve this overarching goal by providing affordable, convenient learning opportunities and relevant industry training. In order to ensure the College is making progress toward our mission and strategic goals, all of the College's departments and programs must engage in an ongoing assessment and continuous improvement process. UA Cossatot assessment involves the collection, analysis, and interpretation of data in order to determine if institutional performance is meeting expectations. At the institutional level, the College conducts an annual assessment of student outcomes, College operational accomplishments, and resource allocation.

UA Cossatot has developed an infrastructure that provides resources to support a culture of quality. The College ensures continuous quality improvement and is making an evident and widely understood impact on institutional culture and operations by documenting evidence of performance in its operations. The system for continuous quality improvement that the College employs for learning from its operational experiences is sustained through: 1) Strategic Planning; 2) Division/Department Annual Planning; 3) Annual Performance Review; 4) Department and Academic Program Reviews or Specialized Accreditation Reviews; This cycle of Continuous Quality Improvement is illustrated in Figure 1.

Components of the CQI cycle include: 1) Gathering data; 2) Analyzing data results; 3) Developing action plans that address the analysis; 4) Implementing the action plans; and 5) Evaluating the action plans. This process provides a systemic methods approach to continuous quality improvement for most tasks related to carrying out the College mission.

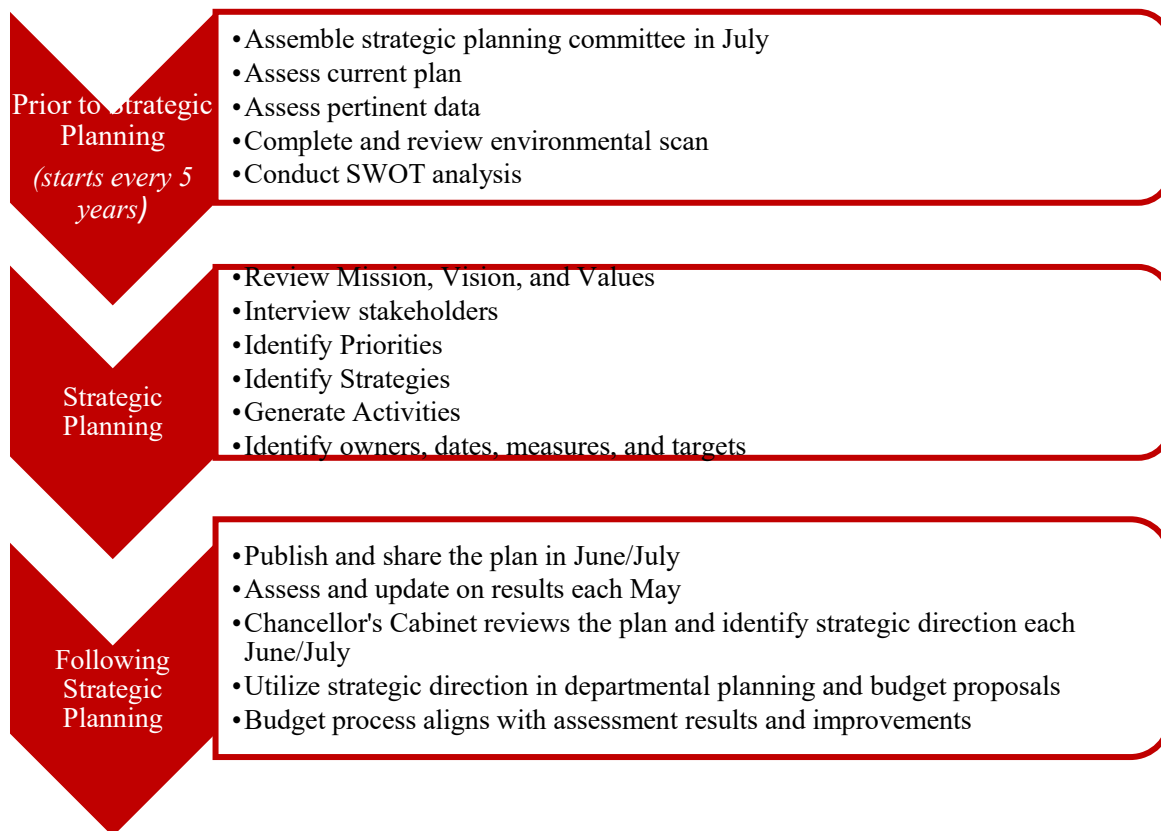
Figure 1: UA Cossatot, Continuous Quality Improvement Cycle



The Strategic Plan

The source for documentation of evidence of performance begins with the UA Cossatot strategic planning process that is an inclusive college-wide process generating a document that articulates College Goals and Strategic Initiatives to be implemented and evaluated over a five-year period. UA Cossatot prepares for this process by creating a strategic planning committee that oversees the conception and completion of the UA Cossatot strategic plan. This committee is created one year prior to the release of the strategic plan and works under the oversight of the Chancellor's Cabinet and ensures that the strategic planning process and procedures are current and properly serve the needs of the college and stakeholders. The strategic planning committee consists of persons recommended by the Chancellor including representation from administration, at least three faculty members and two current students. All college employees, the entire student body, and community members participate in the SWOT analysis and stakeholder survey processes.

The strategic planning process is outlined below:



College-wide assessment is not limited to academic programs or even programs that provide direct services to students. Every UA Cossatot department plays an important role in supporting student success and providing high-quality educational experiences to students and the communities we serve. The push for continuous quality improvement centers on:

- 1) the desire to know how well each department or unit is doing relevant to its mission
- 2) the need to inform strategic planning and resource allocation at the College.

Most importantly, the assessment of quality provides valuable feedback to departments regarding their own achievements, and the assessment process engages unit staff and leadership in discussions about the department's goals and its contributions to the strategic plan. Program review assessment informs the College's strategic plan results, specialized accreditation, and ADHE and Arkansas Legislative requirements for academic program review. Below is an illustration of the relationship and alignment for the continuous quality improvement for institutional effectiveness:

Division/Department Annual Plans

Division/Department Annual Plans (DAP) are developed and implemented on an annual basis. The department plans align with the goals and objectives of the strategic plan, using the results, analysis, and action plans for continuous improvement at the departmental and institutional levels. Table 1 below provides an example of a departmental annual plan.

Table 1: Instructional Example for Division/Department Annual Plan

Division/Department: General Education		DEVELOP Date: 5/1/2016
Division/Department Lead:		EVALUATE Date: 4/1/2017
DEVELOP	Strategic Goal: Student Success	
	Strategic Objective: Achieve the required points or higher on mandatory Performance Funding Measures	
	Measurement: Course Completion Rate through students' access to and use of tutoring and instructional support	
	Strategic Initiative (Action Plan): Increases in F2F tutoring; online tutoring through greater communication	
EVALUATE	Results: Course completion rate increased by 2	
	Analysis: Met target	
	Next Steps: For 2017-18, course completion rate target will increase by an additional 2%.	

Table 2: Non-Instructional Example for Division/Department Annual Plan

Division/Department: Human Resources		DEVELOP Date: 5/1/2016
Division/Department Lead:		EVALUATE Date: 4/1/2017
DEVELOP	Strategic Goal: Engagement	
	Strategic Objective: Increase employee satisfaction	
	Measurement: Increase PACE results for the question to employees, "Do you believe UA Cossatot supports employee development?"	
	Strategic Initiative (Action Plan): Increase professional development opportunities from previous year	
EVALUATE	Results: PD rate increased by 2%. Are We Making Progress results for this question increased by 1%	
	Analysis: Met target	
	Next Steps: For 2017-18, PD rate target will increase by an additional 2%.	

Instructional Departments may use Key Performance Indicators appropriate to the mission of the department. The following are examples of KPIs for instructional departments.

- Academic Program Completion Rate
- Program Learning Outcomes Mean/Average
- Course Completion Rates
- Graduates
- Employment Rate
- Enrollment
- Retention Rate
- Average Class Size
- Transfer Rate if applicable
- Success at 4-year institution if applicable

Non-Instructional Departments may use Key Performance Indicators appropriate to the mission of the department. The following are examples of KPIs for non-instructional departments.

- Are We Making Progress results
- Stakeholder satisfaction
- Training programs
- Awards and recognitions
- Marketing activity
- Analysis of work flow
- Efficiency of performance
- Advisory group activity
- Environmental scanning results
- Contribution to student learning

The College publishes through college communication and discusses faculty/staff meetings the status of strategic planning. At the conclusion of each academic year, programs/departments present their outcomes, analyses, and improvement plans in a college-wide venue.

Division/Department Annual Plan and Program Review Timeline

The following timeline sets the dates when various stages of the program review process is completed. The timeline coincides with the strategic planning cycle and individual academic years in the event that one of these dates falls on a weekend, the completion date is the first working day following the set date.

The DAP form is located in Appendix A

July 1—June 30	Division/Department Annual Plans (DAP) action plans cycle
End of Each Semester	IR posts results of traditional Key Performance Indicators (graduation rate, completion rate, retention rate, etc.)
April 1	Evaluation of the DAPs (Results, Analysis, and Next Steps from previous year)
May 1	Current Fiscal Year DAP's due to VC/Chancellor
June 1	New Fiscal Year DAP's due to VC/Chancellor (annually) Program and Department Reviews due to VC/Chancellor (on cycle)
First Friday Meetings and EOY	College-wide presentations program and department reviews Strategic Plan Status Reports

Future Objectives -- PART OF ANNUAL EVALUATION

Each spring all employees of UA Cossatot are evaluated by their supervisor for performance, and for meeting individual goals. The evaluation should include an employee's short and long-term goals and what can the College do to assist the employees in meeting their goals.

PDP Goals align with strategic, departmental, position or career goals allowing alignment with the CQI cycle through employee, department, and institutional goals. Each employee must list any resources needed for accomplishment of the stated goals, which connects to the budget. Supervisors and IR maintain aggregated data on how the Personal Development Plans have contributed to the Departmental Annual Plans which informs the Institutional Effectiveness Report.

Academic Program Reviews (follow strategic plan cycle and ADHE program review cycle)

A regular program review provides the following benefits:

- Provide opportunity for the self-evaluation of the department/program by the faculty and/or staff;
- Identify department/program needs and the basis for determining those needs;
- Establish a procedure for the systematic improvement of departments/programs;
- Assist in faculty and staff development;
- Ensure currency and quality of curricula and programs;
- Suggest means of appropriately allocating the resources of the institution.
- Departmental reviews align with the strategic planning cycle outlined on page 8

All certificate and degree programs offered by public colleges and universities in Arkansas are reviewed through the Existing Academic Program Review Process. This review process includes the following parameters:

- An average of four (4) graduates per year for career and technical education certificates (CTE) and career and technical associate degree programs (AAS);
- An average of six (6) graduates per year for transfer associate degrees (AA, AS, and AAT) and bachelor's programs;
- A comprehensive self-study that is reviewed by the program consultants. Components of the self-study will include, but not be limited to, information related to: **program need/demand, curriculum, faculty, resources, course delivery methods, student outcomes, and recent/planned program improvements.**

Role of the Supervisor of the Program/Department

Supervisors prepare the report of a program/area from the overall perspective of the department.

Role of the Vice Chancellor

The Vice Chancellor reviews the report of a program/area from the overall perspective of the particular area. The Vice Chancellor's specific duties include:

1. Reviewing the report and all supporting documentation;
2. Preparing an assessment and attaching it to the report;
3. Forwarding the entire report to the Chancellor.

Role of the College Chancellor

The Chancellor reviews a program/area from the perspective of the chief executive officer of the college. The Chancellor's specific responsibilities include:

1. Reviewing all materials;
2. Conferring with the vice chancellor and director of program and participating in the development of an action plan and implementation strategies as needed.

Appendix A
Division/Department Annual Plan Template
(to be completed each year)

Division/Department:	DEVELOP Date: Click here to enter a date.
Division/Department Lead:	EVALUATE Date: Click here to enter a date.

DEVELOP	Strategic Goal:
	Strategic Objective:
	Measurement:
	Strategic Initiative (Action Plan):
EVALUATE	Results:
	Analysis:
	Next Steps:
DEVELOP	Strategic Goal:
	Strategic Objective:
	Measurement:
	Strategic Initiative (Action Plan):
EVALUATE	Results:
	Analysis:
	Next Steps:

DEVELOP	Strategic Goal:
	Strategic Objective:
	Measurement:
	Strategic Initiative (Action Plan):
EVALUATE	Results:
	Analysis:
	Next Steps:

Appendix B
Review Submission Page

(Department/Division)

Submitted on _____
(Date)

Chair/Director (Program Review Developer)

Comments:

Vice Chancellor

Comments:

Chancellor

Comments:

Procedure History:

November 4, 2024
