Southeast Arkansas College

FY2020

Annual Scorecard

SEARK College Annual Scorecard

Purpose

This is the inaugural edition of the SEARK Scorecard. This look back over the previous year is designed to provide a recap and to establish a foundation from which to prioritize strategic planning in the coming year.

Design

The primary structure is an extension of the Key Initiatives outlined in the College's Strategic Plan and represent factors that are critical to our college's success. The College's Key Initiatives are in harmony with the Five Forces: Change and Growth, Education, Economic Workforce Development, Intervention, and Support.

Faculty, staff, students, and external community members were engaged to develop the rubric and fundamentally designed presented in this scorecard. Through the discussion and design phase, it was identified that some actions completed in the previous year may not always generate quantifiable numbers (at least not at first launch) but are relevant in the appraisal of the institution's embodiment of the Strategic Plan. This recognition resulted in the establishing of two core components.

> *Actions of Significance*: Specific listing of projects and tasks completed in the previous year.

> *Key Performance Indicators*: Quantifiable data sets that measure performance of specific meaningful measures that are trackable from year-to-year. These measures provide a multi-year comparison (when possible) to evaluate the institution's performance. By design, these data sets are scalable and meant to be further developed/expanded with each edition of the scorecard. *Note that in this first scorecard some data sets will be built in the year ahead.

Additionally, a Strategic Analysis section was included to document specific insights generated through the development of the annual scorecard. This analysis will provide additional insight into the numbers and establish a foundation for the prioritizing of strategic initiatives in the future.

Review and Dissemination:

A review of information will begin in June of each year with the final document presented to the campus community before the start of a new academic year. Dissemination will include email, video message, and presentation during convocation activities.

Future Growth and Development:

The scorecard is designed to evolve with the institution. With each iteration, the campus community will be engaged to identify the meaningful measures that both evaluate and challenge the institution. As growth occurs there is an expected evolution that will occur. This scorecard will grow and maintain relevance as the institution grows.

1. **Reaffirmation of Accreditation: We must ensure our entire campus community is prepared for and fully-engaged in the re-accreditation process that will culminate on March 16 – 18, 2020 when a site team from the Higher Learning Commission (HLC) visits SEARK College.**

   For reaffirmation of accreditation, SEARK composed a systems portfolio to describe the College's processes and outcomes. The portfolio includes:
   - An Organizational Overview
   - Description of SEARK College Processes, Results and Improvements (AQIP Categories)
   - Index to the HLC Criteria for Accreditation

   A group of 6 different committees, made up of a large cross-section of faculty and staff from all areas of the College worked together to compose the sections of the systems portfolio. The sections were combined and edited by the VPAA. SEARK submitted its final Systems Portfolio on the AQIP Pathway in June of 2019. The College received a Systems Appraisal of the Portfolio and a Quality Checkup following the virtual site visit by HLC reviewers in March 2020. A verification site visit is scheduled for September 2020. The resulting outcome of the process will be issued by the Institutional Actions Council in late 2020 detailing SEARK's reaffirmation of accreditation status, the assignment of a new pathway (either Standard or Open) for accreditation, and any recommendations for monitoring.

   Strategic Analysis:
   Through the reaffirmation process, SEARK College has grown to better align with the characteristics of high performing institutions. Projects in assessment, strategic planning, and student services established a foundation for future growth and expansion. These projects have been built with future sustainability as a core component ensuring that changes and investments made are part of the expected campus operations, responsibilities, and duties.


2. **Student Success: Our students will realize increased success through initiatives that promote retention and accelerate completion.**

   Actions of Significance:
   - New Pathways in Math and English with an emphasis in co-requisite developmental courses
   - Establishment of multiple measures for course placement (in development).
   - Re-establishment Early Alert System
   - Engagement with ATD Holistic Student Services (HSS)

Key Performance Indicators:

Degrees Awarded:

Total Credentials Awarded
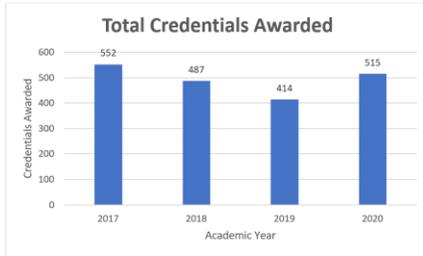
Breakdown of Credentials Awarded

Breakdown by numbers						Breakdown by percent				
Degree Type	2017	2018	2019	2020		Degree Type	2017	2018	2019	2020
AA	35	32	23	28		AA	6%	7%	6%	5%
AAS	117	89	94	71		AAS	21%	18%	23%	14%
AGS	87	86	73	81		AGS	16%	18%	18%	16%
CGS	64	58	43	56		CGS	12%	12%	10%	11%
TC	120	115	92	125		TC	22%	24%	22%	24%
CP	129	107	89	154		CP	23%	22%	21%	30%
Total	552	487	414	515		Total	552	487	414	515

Fall to Fall Retention:
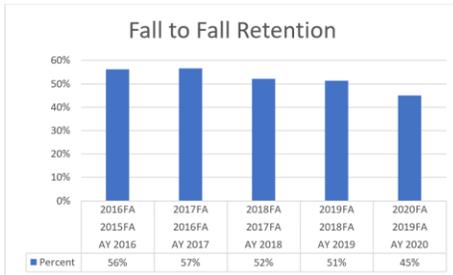
Fall to Fall Retention

Academic Year	Start Term	Retained Term	Percent
AY 2016	2015FA	2016FA	56%
AY 2017	2016FA	2017FA	57%
AY 2018	2017FA	2018FA	52%
AY 2019	2018FA	2019FA	51%
AY 2020	2019FA	2020FA	45%

Strategic Analysis:

The decline in the fall-to-fall retention is largely attributed to the COVID-19 pandemic however the established trend shows a decline over the last several years. Efforts are underway to target and engage students who are stopping out through the year. Most notable efforts include:

- Targeted engagement efforts, using texting, as a primary engagement medium. Early indicators suggest that regular engagement through texting allows for stronger and more consistent communication with the student.
- Creation of the Student Success Coordinator position. This position will lead retention efforts and be focused on engaging students in crisis.
- Re-Establishment of the Early Alert notification. Faculty can report students who are displaying signs of concern to the Student Success Coordinator who engages and helps students navigate the challenges in both their academic and personal lives.
- Expanded services offered through Tutoring Central. This includes the proper dissemination information about the available services to the student body.
- Development of incentive campaigns to encourage early enrollment in courses.

3. **Closing the Achievement Gap: We will develop programming that reduces academic achievement gaps—particularly with our low-income and first-generation students.**

   <u>Actions of Significance:</u>
   > Launch of Tutoring Central
   > Launch of Tutor Tracks
   > Creation of Virtual Advising Model
   > Establishment of Student Success Coordinator
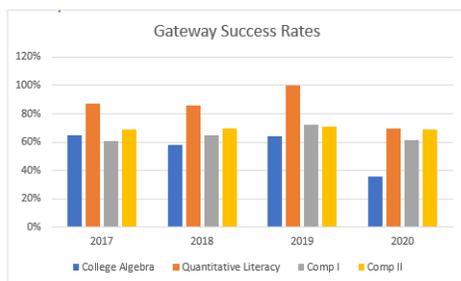   > Expanded Modular Reading Course Offerings

   <u>Key Performance Indicators:</u>

   Success in Math, English, and Reading Remediation Courses

Success in Remediation Courses
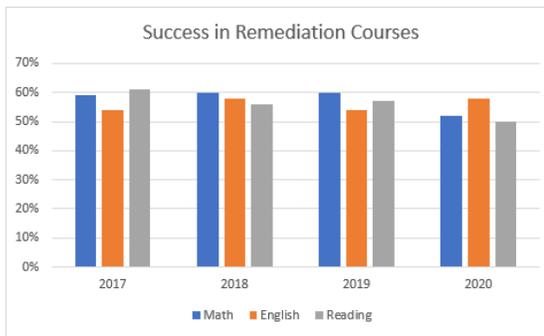
AY	Math	English	Reading
2017	59%	54%	61%
2018	60%	58%	56%
2019	60%	54%	57%*
2020	52%	58%	50%*

   Success in Gateway Courses

Gateway Success Rates

	Math Gateway Pass Rate			English Gateway Pass Rate		
AY	College Algebra	Quantitative Literacy		AY	Comp I	Comp II
2017	65%	87%		2017	61%	69%
2018	58%	86%		2018	65%	69%
2019	64%	100%		2019	72%	71%
2020	35%	69%		2020	61%	69%

   <u>Strategic Analysis:</u>
   As noted with the * in the "Success in Remediation Courses" the data provided an important finding specifically the success rates in Reading Remediation. Specifically, the success rates between the 16-week courses and the shorter 8-week modular reading course. The number provided is an average of all modalities which was 57% in 2019 and 50% in 2020. Upon further drill down, the 16 Week success rates in 2019 were 43.1% and in 2020 28.6% (note COVID impact). This when compared to the 8-week modular reading success rates of 71.4% in both AY2019&2020 suggests a dramatic degree of success for students in the shorter modular design. This information provides credence and support for the evolved course offerings (more 8-week formats especially for remedial courses) that are planned for the Fall 2020 and Spring 2021.

4. **Faculty and Staff Engagement: We will continue to improve our campus culture through focused professional development activities, faculty and staff campus events, and fellowship opportunities both on and off-campus.**
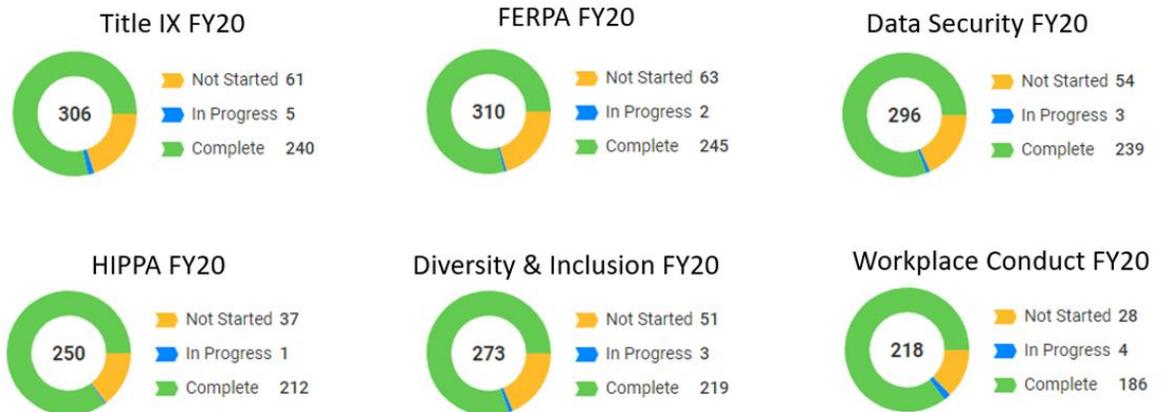
   Actions of Significance:
   - Launch of Everfi Academy
   - Multiple In-house and professional training opportunities

   Key Performance Indicators:

   Digital Training (Everfi)

   EVERFI – Faculty and Staff Training FY 20

Title IX FY20		FERPA FY20		Data Security FY20	
306	Not Started 61 In Progress 5 Complete 240	**310**	Not Started 63 In Progress 2 Complete 245	**296**	Not Started 54 In Progress 3 Complete 239
HIPPA FY20		Diversity & Inclusion FY20		Workplace Conduct FY20	
250	Not Started 37 In Progress 1 Complete 212	**273**	Not Started 51 In Progress 3 Complete 219	**218**	Not Started 28 In Progress 4 Complete 186

   In-house and Professional Development Opportunities
   - Several in-house pieces of training and professional development opportunities have been made available for faculty during the Fall and early Spring of 2019-20 AY
   - Spring and Summer of 2020, several virtual pieces of training and development sessions were provided to prepare faculty for the implementation of a HyFlex model of delivery for the return to campus in the fall.
   - Access to Go-to-Knowledge and Innovative Educators online training has been made available to faculty, as well as various webinars hosted by technology and textbook companies.
   - Mental Health First Aid Training for Faculty and Staff.
   - Training led by the College E-learning Coordinator and the Vice President of Academic Affairs,
   - A series of four webinars led by Dr. Sean Glassberg, educator and trainer and operator of edtrain.net,
   - Recordings of the in-house training are also made available in the Faculty Policies and Procedures shell in Moodle for faculty to be able to access, or for those unable to attend to view at a later date.

Strategic Analysis:
The launch of the Everfi Academy brought a series of high-quality training topics to the faculty and staff. These programs provide important topics including FERPA, HIPPA, and Title IX. Continued training via this service will be maintained in FY 2021.

Covid-19 suddenly changed how campus operations were conducted. Extensive training was conducted for Faculty and Staff concerning the "new normal" and the changes needed to offer a high-quality course/service while at the same time mitigating risk to our Faculty Students and Staff. While this changed was rapid many of the changes will be maintained beyond the pandemic. Constant review, evaluation, and improvement are both anticipated and embraced by the campus.

Professional development plans for the 2020-21 AY include assessment strategies and scoring, alignment of outcomes, pedagogy and classroom management, and diversity and sensitivity training.

A growth opportunity for this Key Initiatives is to recognize more of the social efforts made to build the culture for the campus. Specific projects include the formation of the Swim with Sharks Task Force that will look for opportunities to maintain a healthy and productive work environment during this on-going challenging time.

5. **Student Engagement and Campus Culture: We will build extra-curricular opportunities that will increase student engagement and retention.**

   Actions of Significance:
   - Launch of Minority Male Initiative (MMI)
   - Host multiple events on-campus and at Seark@Seabrook
   - Blue and You Foundation Grant funded the expansion of a 2nd Monthly food pantry disbursement
   - Weekly food pantry disbursement during May 2020.
   - Seark@Seabrook offered programming opportunities that included intramural sports competitions, individualized workout programs, and a virtual 5.5K.

Key Performance Indicators:

Events hosted through Student Activities

Campus Activities Offered through the Office of Retention and Advising in AY 2020	
Name	Date
New Student Orientation	8/15/2019
Back to School Bash	9/12/2019
lunch and Learn 1	9/17/2019
MMI 1	9/15/2019
Resource Fair	9/25/2019
Career Fair (Fall)	10/9/2019
Health Fair	10/16/2019
Lunch and learn 2	10/22/2019
Understanding Aces (mmi 2)	10/30/2019
Lunch and Learn 3	11/19/2019
Christmas Cheer	12/3/2019
Grad Expo	12/9/2019
NSO Spring	1/16/2020
Build A Shark	2/13/2020
lunch and Learn 4	2/18/2020

Campus Activities Offered through the Office of Retention and Advising		
	# of Events	# of Participants
AY 2017	29	2924
AY 2018	18	2239
AY 2019	17	1611*
AY 2020	15	1268**

* equipment malfunction at largest event in the spring
** reflects multiple events cancelled due to COVID-19

Food Pantry Distributions

Food Pantry Service Numbers			
	2019	2020	% change
Boxes	509	532	5%
Individuals	1386	1508	9%
Meals	12000	13572	13%

Seark@Seabrook Facility Use (by students, faculty, and staff)

The facility usage tracking methodology was changed from 2019 to 2020. 2020 Facility usage numbers only tracked daily users rather than including attendance at special events and partner events.

Facility usage numbers for 2019 were estimated at 1600. The 2020 tracked number was 1762. Total usage for 2020 is estimated to be more than 10,000

Strategic Analysis:
Engagement of students (especially socially) during the pandemic offers a challenge. The ability to mitigate risk while creating a non-classroom college experience is difficult. While plans are in development the exact events and formats are still to be determined.

With that said, continued need exists with students as it relates to food insecurity, housing, transportation, technology availability, and financial stability. In anticipation of this continued (and expanded) need, SEARK College will launch in the Fall of 2020 the first collection of the colleges in-take form. This effort is part of the college's Holistic Student Services (HSS) project. This form will survey students to both identify global campus needs and also to engage students on specific needs that they identify. The results of this effort will be critical in the planning of future student support efforts.

6. **New Program Development: Our future success is dependent upon relevant and sustainable growth. We will develop and implement new credit and non-credit programs.**

   Actions of Significance:
   - AAS Hospitality Management
   - TC in Construction Technology
   - Sterile Processing
   - AAS Cyber Security
   - AAS in Industrial Maintenance (Reformatted Electromechanical)
   - Phlebotomy (reactivated)

   Key Performance Indicators
   Measurements to be established using data collected in AY2021

   Strategic Analysis:
   New program development is a process that can take more than a year to complete. The availability of data from those programs will take additional time to monitor KPI's such as enrollment, progression, and completion. An opportunity exists to establish a multi-year program growth evaluation that can be used to monitor the growth of these new programs of study.

7. **Technology & Infrastructure: We will continue to invest in contemporary technology for our classrooms, offices, and an online learning environment.**

   Actions of Significance:
   - Launch of 21st Century Classrooms
   - VMWare procurement, installation, and deployment
   - Launch of New Website
   - Virtual Processes including Zoom Rooms, virtual offices hours, and growth
   - The use of tablets and Swivl devices to outfit classrooms with versatile tech for remote instruction from the classroom
   - of resources available through Moodle
   - Addition of CRM Advise (launch in fall 2020)
   - Refinement of CRM Recruit
   - Argos Reporting Software
   - COVID Tracing using the SEARK App
   - Microsoft Forms for easy and private self-reporting
   - Addition of Docusign for documents requiring electronic signatures, both employees and students

Key Performance Indicators:
Measurements to be established using data collected in FY2021

Strategic Analysis:
The scale of the technological projects that have been conducted by the institution in the past year has had (and will have) a dramatic impact on how the campus engages its students, faculty, staff, and external community members. Each project reflects SEARK Colleges' dedication to accessibility for all. Most notably the launch of VMWare will make software and campus access available to all students with a minim of technological requirements.

8. **Community Development: We will further engage our communities and partners throughout SEARK's six-county service delivery area through literacy initiatives, community education programs, and other value-added collaborations.**

    Actions of Significance:

    - SEARK Adult Education returned to campus.
    - Jefferson Area Technical Career Center (JATCC) brought to campus and course work aligned with credit courses
    - Kingsland Site launched. To include Adult Education services and first classes in fall 2020.
    - Delta Literacy Council opened in partnership with the Adult Education Program.
    - SEARK@Seabrook hosted the Continental Youth Football League, YBL basketball League and partnered to launch PBBL Youth Baseball League.
    - Hosted multiple local partners on campus for meetings and training. Including (but not limited to) Walmart, Pine Bluff Rotary, Jefferson County Chamber of Commerce, and Pine Bluff Police Department.
    - Launch of United Way Campaign on the SEARK Campus.

    Key Performance Indicators
    Measurements to be established using data collected in FY2021

    Strategic Analysis
    SEARK College is dedicated to the community of Pine Bluff, Jefferson County, its six service counties, and in general to people no matter where they are located. Relationships are being developed for mutual collaboration to improve the region. Members of the SEARK Campus serve on a variety of boards and engage the institution when opportunities exist. Many different community members serve on advisory committees, campus boards, and assist with the dissemination of information about the institution.

    An opportunity exists to track this engagement tracking facility use, volunteer hours, and community engagement.

9. **Non-Traditional Revenue: We will develop new conduits for revenue through grants, contracts, donations, and annual giving campaigns.**

Actions of Significance:
- Adult Education Services expand
- SEARK Foundation Fundraising efforts expand
- Development of Facility Use and Concession revenue at Seark@Seabrook.

Key Performance Indicators:

Office of Development Fundraising

Funds Raised for Scholarships	$15,571
Other Funds Raised	$41,696
Scholarships Awarded	$

Grants Received

Career Pathways	$241,998
TRIO Student Support Services	$275,105
Adult Basic Education	$843,458
Perkins Funds	$102,731
Blue and You Grant	$7,700

Facility Use Agreements

Total from facility use agreements	$63,000

SEARK@Seabrook Revenue

Concession/Facility Use Fees	$25,889

Strategic Analysis:

The development of non-traditional revenue is critical to the future operations of the institution. The College has committed to maintaining the current levels of tuition and fees through the upcoming year. A challenge is the availably of the time and resources needed to train, pursue, and prepare existing grant/program applications.

Looking forward there will be an extended impact of COVID-19. In the past year, multiple events were canceled or postponed, several existing funding sources will be reduced and the opportunity to generate revenue through supportive efforts (concession at Seark@Seabrook) will be reduced because those events will not be held.

10. **Campus Facility Improvements: We will develop a plan to construct contemporary learning facilities on our campus.**

   Actions of Significance:
   - General Studies North and South scheduled to be removed (July 2020)
   - New Facility planned (in the location of GSN/GSS)
   - Restripe of Parking Lots
   - RFP for Energy Performance Contract (suspended due to pandemic)

   Key Performance Indicators:
   Measurements to be established using data collected in FY2021

   Strategic Analysis:
   The Energy Performance Contract is set to be finalized in the fall of 2020. This project will systematically improve the existing physical campus environment, improve safety on campus, and maximize energy efficiencies on campus. This effort will also make tracking and providing measurable data possible in the future.