

**OAKLAND COMMUNITY COLLEGE®**

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**BOARD OF TRUSTEES**

**REGULAR MEETING AGENDA**

The Regular Meeting of the Board of Trustees of Oakland Community College will be held on Tuesday, February 21, 2023, 6:00 p.m., at the Auburn Hills Campus, Room G240, 2900 Featherstone Road, Auburn Hills, Michigan.

**AGENDA**

**1. CALL TO ORDER**

**2. ATTENDANCE**

**3. APPROVAL OF AGENDA**

**4. APPROVAL OF MINUTES**

- 4.1 January 10, 2023 Special Meeting Minutes
- 4.2 January 10, 2023 Regular Meeting Minutes

**A – ACTION  
B – ACTION**

**5. COMMUNICATIONS**

- 5.1. Community Comments
- 5.2. Student Government Report
- 5.3. Academic Report
  - 5.3.1. Academic Senate Update
  - 5.3.2. Provost Update
- 5.4. Chancellor’s Comments

**6. MONITORING REPORT**

- 6.1 Fall Monitoring Report

**C – INFORMATION**

**7. ACTION ITEMS**

- 7.1 2023-2024 Tuition Rates

**D – ACTION**

**8. INFORMATION ITEMS**

**CONSENT CALENDAR – INFORMATION ITEMS**

Items 8.1 to 8.5 listed below on the Consent Calendar – Information Items are considered to be routine by the Board and will be enacted by one motion. There will be no separate discussion of these items unless a Board member or the Chancellor so requests, in which event the item will be removed from the general order of business and discussed separately.

- 8.1. Finance Quarterly Report
- 8.2. College Facilities Quarterly Report
- 8.3. Information Technology Quarterly Report
- 8.4. OCC Foundation Quarterly Report
- 8.5. Strategic Plan Update

**E - INFORMATION  
F - INFORMATION  
G - INFORMATION  
H - INFORMATION  
I – INFORMATION**

**END OF CONSENT CALENDAR – INFORMATION ITEMS**

**9. BOARD COMMENTS**

**10. ADJOURNMENT**

**Mission:** OCC is committed to empowering our students to succeed and advancing our community.



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**BOARD OF TRUSTEES  
SPECIAL ORGANIZATIONAL MEETING  
Oakland Community College  
Auburn Hills Campus, Room G-240  
2900 Featherstone Road  
Auburn Hills, MI 48326  
January 10, 2023**

**AGENDA**

**1. CALL TO ORDER**

Chair Jackson called the special organizational meeting to order at 6:03 p.m. She noted the new officers elected will begin their term at the regular meeting immediately following this one. Chair Jackson also introduced the Board's new trustee Ed Callaghan, as well as reported that she and Trustee Bertolini were reelected for another term to the Board.

**2. ATTENDANCE**

Present

Pamela S. Jackson, Chair  
Kathleen A. Bertolini, Vice Chair  
Susan Gibson, Secretary  
Shirley J. Bryant, Trustee  
Edward D. Callaghan, Trustee  
Christine O'Sullivan, Trustee

Absent

Pamala M. Davis, Trustee

Chair Jackson asked for a motion to approve the amended agenda adding "Audit Committee" to section 4. Appointment to Standing Committees. Trustee Bertolini so MOVED, and Trustee Bryant seconded.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

**3. ELECTION OF OFFICERS**

Chair Jackson opened the floor for nominations/volunteers for the position of Chair. Trustee Bertolini nominated Trustee Jackson for Chair. Trustee Gibson seconded. There being no further nominations, a vote was taken on the election of Trustee Jackson as Board Chair.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

Chair Jackson asked for nominations/volunteers for Vice Chair. Trustee Bryant nominated Trustee Bertolini as Vice Chair. Trustee Gibson seconded.

Chair Jackson nominated Trustee Davis as Vice Chair. Trustee Gibson seconded.

There being no further nominations, a vote was taken on the election of Trustee Bertolini as Vice Chair.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson

NAYS: O'Sullivan

Motion Carried

A vote was taken on the election of Trustee Davis as Vice Chair.

AYES: O'Sullivan

NAYS: Bertolini, Bryant, Callaghan, Gibson, Jackson

Motion Failed

Trustee Bertolini was elected Vice Chair.

Chair Jackson opened the floor for nominations/volunteers for Secretary. Trustee Bertolini nominated Trustee Gibson for Secretary. Trustee O'Sullivan seconded.

There being no further nominations, a vote was taken on the election of Trustee Gibson as Secretary.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

Chair Jackson asked for nominations/volunteers for Treasurer. Trustee Bertolini nominated Trustee Bryant for Treasurer. Trustee Gibson seconded.

There being no further nominations, a vote was taken on the election of Trustee Bryant as Treasurer.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

#### **4. APPOINTMENT TO STANDING COMMITTEES**

- Board Policy Review Committee

Chair Jackson noted that she and Trustees Bryant and Gibson currently serve on this committee. She asked for three nominations and seconds to those nominations.

Trustee Jackson nominated Trustee Davis. Trustee Callaghan and Trustee Gibson volunteered to serve. Trustee Bertolini seconded the three nominations/volunteers.

The Board voted on Trustees Callaghan, Davis, and Gibson to serve on the Board Policy Review Committee.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

- Chancellor Evaluation Committee

Chair Jackson noted Trustees Bertolini and Davis currently serve on this committee. She asked for three nominations/volunteers with a Trustee second.

Trustees Bertolini, Bryant, and Jackson volunteered. Trustee Gibson seconded the three volunteers.

There being no further nominations/volunteers, the Board voted on Trustees Bertolini, Bryant, and Jackson to serve on the Chancellor Evaluation Committee.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

- Audit Committee

Chair Jackson noted she is the only trustee currently serving on the committee, and we need two additional trustees to serve. She asked for two nominations/volunteers with a Trustee second.

Trustees Bertolini and Bryant volunteered to serve. Trustee Gibson seconded.

There being no further nominations/volunteers, the Board voted on Trustees Bertolini and Bryant to serve on the Audit Committee along with Chair Jackson.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

Chair Jackson asked from those trustees elected to serve on the Audit Committee who would like to serve as leader for the Audit Committee. Chair Jackson nominated Trustee Bryant, and Trustee Gibson seconded. The Board voted on Trustee Bryant to serve as the leader of the Audit Committee.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

**5. COMMUNITY COMMENTS - none**

**6. ADJOURNMENT**

Chair Jackson asked for a motion to adjourn. Trustee Callaghan so MOVED, and Trustee Gibson seconded.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson, O'Sullivan

NAYS: None

Motion Carried

The meeting adjourned at 6:15 p.m.

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Cherie A. Foster

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Date

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Pamela S. Jackson, Chair

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Susan Gibson, Secretary

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**BOARD OF TRUSTEES  
REGULAR MEETING MINUTES  
January 10, 2023  
Oakland Community College  
Auburn Hills Campus G240  
2900 Featherstone Road  
Auburn Hills, Michigan**

**1. CALL TO ORDER**

Chair Jackson called the meeting to order at 6:16 p.m. The Chair announced the election of officers that took place at the Board's Special Meeting held just prior to this meeting. The new slate of officers is:

Pamela S. Jackson, Chair  
Kathleen A. Bertolini, Vice Chair  
Susan Gibson, Secretary  
Shirley J. Bryant, Treasurer

**2. ATTENDANCE**

Present:

Pamela S. Jackson, Chair  
Kathleen A. Bertolini, Vice Chair  
Shirley J. Bryant, Treasurer  
Susan Gibson, Secretary  
Edward D. Callaghan, Trustee

Absent:

Pamala M. Davis, Trustee  
Christine M. O'Sullivan, Trustee

**3. APPROVAL OF AGENDA**

Chair Jackson asked if there were any items to add or remove from the agenda. There being none, Trustee Gibson MOVED to approve the agenda, and Trustee Bryant seconded.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson

NAYS: None

Motion Carried

**4. APPROVAL OF MINUTES**

4.1. November 15, 2022 Regular Meeting Minutes

A – ACTION

Trustee Gibson MOVED to approve the November 15, 2022 Regular Meeting Minutes, and Trustee Bryant seconded.



AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson

NAYS: None

Motion Carried

#### 4.2 November 15, 2022 Closed Session Minutes

**B – ACTION**

Trustee Gibson MOVED to approve the November 15, 2022 Closed Session Minutes. Trustee Bertolini seconded.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson

NAYS: None

Motion Carried

### 5. COMMUNICATIONS

5.1. Community Comments - none

5.2. Student Government Report – no report

5.3. Academic Report

5.3.1. Academic Senate Update – no report

5.3.2. Provost Update

Dr. Jennifer Berne provided the following update:

- We have about 25 new adjunct faculty joining us this winter. Thank you to the chairs, deans, and HR staff for facilitating this hiring as we had gaping instructional holes due to our 30 plus retiring faculty.
- In response to some state legislation, OCC has increased its offerings in co-requisites in English and Math and has also begun conversations with a senior partner regarding the requested on-site RN to BSN completion.
- The New Faculty Academy continues with a group of a dozen or so working together with the Teaching and Learning Center (TLC) being mentored outside of their discipline and working on an inquiry project related to their own teaching and learning.
- The TLC continues to support faculty in professional inquiry and includes seven new Communities of Practice (COP) beginning this winter. These COP's allow faculty to gather together around a topic of interest and continue to support the dialogue around teaching and learning.
- Work planned in academics to work toward the goal of increasing completion include:
  - Collaborating with the Student Outcomes Assessment Committee (SOAC) on our new assessment tool
  - Continuing the implementation of Infosilum
  - Supporting faculty in creating greater accessibility in all our course materials
  - Aligning the schedule more fully with student program plans
  - Exploring new ways to support students in gateway courses
  - Increasing the ability of students to take more credit hours.

#### 5.4. Chancellor's Comments

Chancellor Provenzano commented on the following:

- Welcomed the following new employees for October, November, and December:
  - Benjamin Bieszki, Athletics Coordinator
  - Jacqueline Blonigen, Library Access and Technical Services Manager
  - Joshua Brady, Custodian
  - Ammie Helling, ACCESS Coordinator
  - David Pasko, Public Safety Officer
  - Michael Wojciechowski, Public Safety Officer
  - Ursulla McWhorter, Human Resources Manager
  - Matthew Long, Machine Tool Technology Paraprofessional
  - Janail Silver, Associate Registrar
  - Monica James, Custodian
- The following retirees were recognized for their years of service:
  - Kent Aeschliman, MAT Faculty – 45 years
  - Peter Anderson, PHY Faculty – 26 years
  - Sandra Bradley, CIS Faculty – 27 years
  - Retha Bragg, NUR Faculty – 30 years
  - Rhonda Brown, CNS Faculty – 35 years
  - Robert Bruhn, ESL Faculty – 23 years
  - Leonard Cole, CNS Faculty – 43 years
  - Elizabeth Drumm, BIO Faculty, 28 years
  - Lisa Durak, MAT Faculty – 34 years
  - Renee Fox, DHY Faculty – 23 years
  - Teresa Garcia, NUR Faculty – 26 years
  - Lynne Hitchcock, CHE Faculty – 32 years
  - David James, ENG Faculty – 26 years
  - Richard Koblin, BIO Faculty – 21 years
  - Barbara Konopka, PER Faculty – 25 years
  - Margaret Lambert, ACC Faculty – 30 years
  - Ian Leath, CIS Faculty – 33 years
  - Judith Matteson, CIS Faculty – 26 years
  - Allison McFadden-Keesling, LIB Faculty – 33 years
  - Mary Ann McGee, PSY Faculty – 35 years
  - Michele Merritt, BIO Faculty – 29 years
  - Janet Peart, MAT Faculty – 30 years
  - Kathleen Reilly, ESL Faculty - 27 years
  - Debra Rowe, PSY Faculty – 42 years
  - Daniel Rowlson, CUL Faculty – 43 years
  - Kathryn Schulte, NUR Faculty – 31 years
  - John Sloan, CNS Faculty – 35 years
  - Kathryn Stewart-Hoffman, FRE Faculty – 32 years
  - Mary Ston, ACC Faculty – 37 years
  - Gheorghita Tres, Spanish Faculty – 21 years
  - Thomas Zakrzewski, CIS Faculty – 31 years

Retirees present to accept their certificates were: Kent Aeschliman, Rhonda Brown, Barbara Konopka, Ian Leath, Judy Matteson, Janet Peart, Daniel Rowlson, John Sloan, and Gheorghita Tres. Retirees Aeschliman, Brown, Leath, Matteson, Rowlson, and Sloan stepped to the podium to share their experiences at OCC, as well as their love of teaching and the privilege of touching students' lives the way they did. The consensus was that OCC was indeed a wonderful experience for all of them.

The Board of Trustees and the Chancellor thanked all of these amazing retirees for their years of service and the incredible impact they had on our students.

- College of Choice – Student Success
  - OCC alum Mariel Matthews is one of 31 national scholarship recipients awarded by the Foundation for Surgical Technology and was the only Metro-Detroit recipient to receive the scholarship
- College of Choice – Outstanding Programs
  - OCC has signed an articulation agreement with Iron Workers Local 25 Training Center in Wixom. The agreement expands educational opportunities for iron workers and offers our welding students credits toward completing a registered apprenticeship. Students who complete their basic and advanced certificate in welding at OCC can receive a maximum of one-year credit applied toward completing a registered apprenticeship.
  - The 2023 Michigan Achievement Scholarship program for high school graduates is available to help lower the cost of attending colleges like OCC and others across the state. Students can qualify for up to \$8,250 over three years to earn an associate degree by filling out their Free Application for Federal Student Aid.
  - OCC is the only community college in Metro Detroit using state-of-the-art digital technology to study human anatomy and physiology used by medical schools. Our Science Department recently acquired and will soon offer a technologically advanced 3D visualization system called Anatomage Table, which allows for exploration and learning of the human anatomy exactly as students would see using a real cadaver. It also allows students to visualize what is beneath their own skin by featuring life-size digital replicas of humans, as well as rotate, cross-section, and animate to learn how the various body systems and processes work.
  - OCC has been named a partner in the Metro-Detroit Regional Vehicle Cybersecurity Institute, a regional-based cybersecurity consortium offering increased opportunity for OCC students, including internships and awards from the U.S. Department of Defense. Led by University of Detroit Mercy, the consortium received a \$1.12 million award from the U.S. Department of Defense to establish the cybersecurity institute.
- College of Choice – Events
  - OCC will be holding a convocation in honor of Dr. Martin Luther King, Jr., on Friday, January 13, 11:00 a.m. via Zoom. The topic is “The Global Impact of Social Justice.”
- College of Choice – OCC in the Media
  - As always, numerous media coverage in the press and online (Report on file)

**6. MONITORING REPORT** – no report

**7. ACTION ITEMS** – no action items

**8. INFORMATION ITEMS** – no information items

**9. BOARD COMMENTS**

Chair Jackson once again thanked Dr. Callaghan for joining the Board, and also thanked all of our retirees for their service.

## 10. ADJOURNMENT

There being no further business, Chair Jackson asked for a motion to adjourn. Trustee Bertolini so MOVED, and Trustee Gibson seconded.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson

NAYS: None

Motion Carried

The meeting adjourned at 7:03 p.m.

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Cherie A. Foster

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Date

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Pamela S. Jackson, Chair

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Susan Gibson, Secretary

**Mission:** OCC is committed to empowering our students to succeed and advancing our community.



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# INFORMATION

Board Agenda Item 6.1  
February 21, 2023

## FALL 2022 MONITORING REPORT

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## Executive Summary

[National reports](#) show that the community college enrollment decline has lessened from Fall 2021 to Fall 2022. While that stability shows promise, it does not compensate for the significant enrollment losses that the sector experienced over the past three years. Community colleges need to evolve to meet student demand for access and opportunity through diverse course modalities and robust support structures.

Access is a central tenet of a community college and throughout the pandemic years, that access included the development of expanded online and hybrid learning, innovative course delivery, additional resources for students, virtual student services and programming, and outreach by dedicated faculty and staff to help their students overcome obstacles and succeed. These experiences can continue to serve the institution as it navigates the higher education landscape in the years ahead in service to students and the community.

Over the Fall 2022 semester, OCC has pursued several strategies through collaborative action teams to advance the College across core objectives. By aligning the [Board Ends](#) and [Key Performance Indicators \(KPIs\)](#) with the College's [strategic directions and objectives](#), OCC can create purposeful actions and initiatives, then evaluate and track progress toward meeting institutional goals.

The College remains a central partner in helping to achieve the County and State goals for postsecondary credential attainment via [Oakland80](#) and [Michigan Sixty by 30](#). OCC is committed in its [mission](#) to empower students and advance the community in higher education awareness, aspirations, access, and success. The College will continue to evolve to meet the needs of its students, to create innovative opportunities and pathways toward higher education credential attainment.



## Mission, Values, Vision & Strategic Plan



### **Strategic Direction 1: Cultivate Operational Excellence and Sustainability**

- 1.1 [Become a student-ready college, promoting agency, access, and success for all students](#)
- 1.2 [Promote educational excellence, innovation, and support](#)
- 1.3 [Engage in continuous improvement through organizational analysis to nimbly respond to external opportunities and threats](#)

### **Strategic Direction 2: Build a People First Organization**

- 2.1 [Create transparent data infrastructure that allows for high levels of accountability and engagement from all employees](#)
- 2.2 [Promote a culture of communication, collaboration, respect, and civility](#)

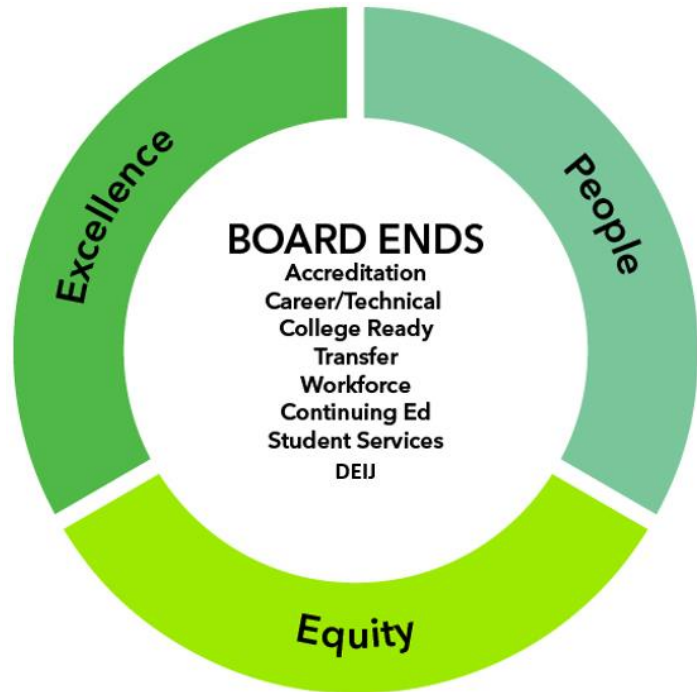
### **Strategic Direction 3: Advance Diversity, Equity, Inclusion, and Justice Policy and Practice**

- 3.1 [Build an integrated diversity, equity, inclusion, and justice \(DEIJ\) infrastructure to support students, staff, and community](#)

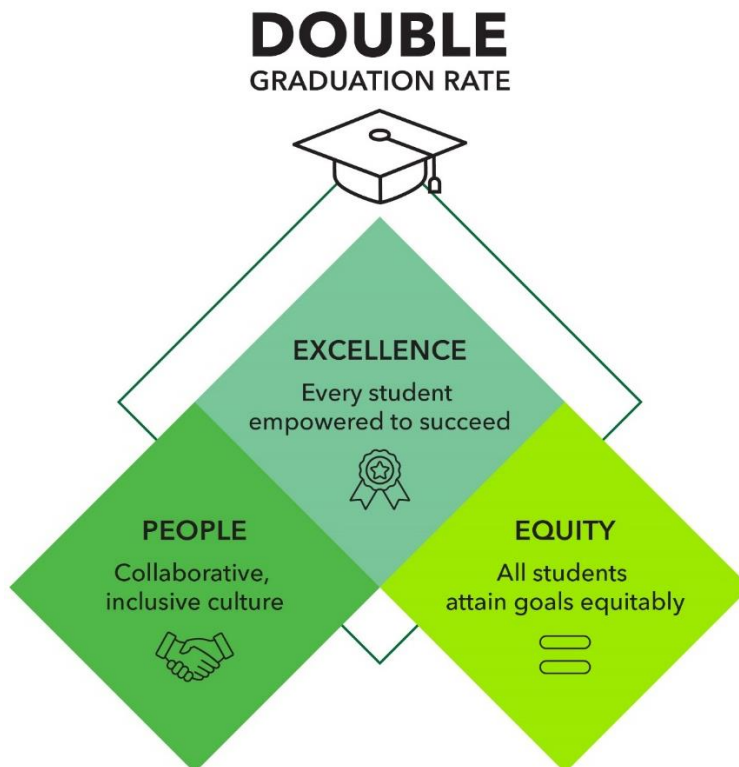


## Board Ends and Strategic Objectives

According to Board of Trustee [Policy 4.1](#), Oakland Community College's purpose is to provide affordable higher education services to the people of Oakland County and the regional community, which advance individual economic mobility, personal growth, and the local economy, at a cost commensurate with the value of services provided. The eight Board Ends and the updated Strategic Plan create an educational environment that fosters student learning and supports student success.



In 2023, OCC will focus in on the most central messages of its strategic plan, to improve clarity, focus, and connection across its strategic plan collaborators collegewide. By working together, the College can increase student graduation and success while closing equity gaps.



## OCC Goals and Key Performance Indicators (KPIs)

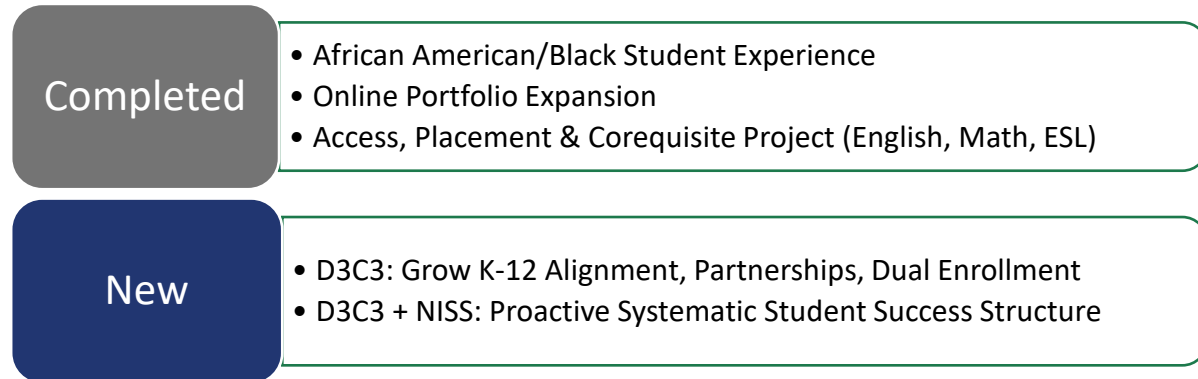
In service of OCC’s Board Ends and strategic objectives, and as core measures of continuous improvement, the College has established several Key Performance Indicators (KPIs) to track and evaluate throughout the year.

- Targets for each indicator were determined based on the range of normal fluctuation, a forecast aligned with recent performance, the current context inside and outside OCC, and the College’s actions for improvement.
- Enrollment projections specifically use statistical ARIMA methods that incorporate past enrollment, the number of high school graduates, the unemployment rate, and student applicant activity to predict future enrollment. However, projections are particularly challenging with current external factors such as public health and economic impacts during the pandemic that are difficult to incorporate into the statistical model.
- Ongoing research and analysis will continue to refine targets and support alignment with the College’s strategic plan.

<b>Fall Semester Core KPIs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2021-22 % Change</b>	<b>2022 Target</b>	<b>Target to Actual</b>
Conversion rate	35.7%	32.5%	33.8%	+4.0%	33.0%	+0.8
Headcount enrollment	14,727	14,174	13,677	-3.5%	13,666	+11
Average enrolled credits	8.51	8.19	8.37	+2.2%	7.87	+0.50
Fall to Fall persistence	52.3%	52.6%	54.1%	+2.9%	53.2%	+0.9

## 1.1: Become a student-ready college, promoting agency, access, and success for all students

This mission-critical strategic objective of the College involves meeting students where they are, empowering them through equitable systems and support structures, and providing services to help ensure their successful goal completion. Strategic actions in this area include:



By completing three significant strategic projects within this objective, OCC has worked to advance equity, opportunity, and academic achievement for all its students. The ways in which our diverse student population enters the College, finds the right fit for successful learning in English and math, enrolls in courses that fit their complex lives, and experiences a community of inclusion are all central strategies toward advancing the college mission. OCC will continue to dynamically respond to student scheduling needs while growing the early awareness and preparation for college, then proactively guiding students each step of the way through their higher education journey.

In 2023, OCC has launched grant-funded strategies through the [Detroit Drives Degrees Community College Collaborative \(D3C3\)](#) to advance K-12 alignment through expanded partnerships and dual enrollment. Through D3C3, OCC will also build a comprehensive, proactive, analytics-based model for systematic student outreach and support modeled after the [National Institute for Student Success \(NISS\)](#). These efforts will include foundational work on technological efficiency, integration, the digitization of forms, and streamlined processes to benefit students and staff.

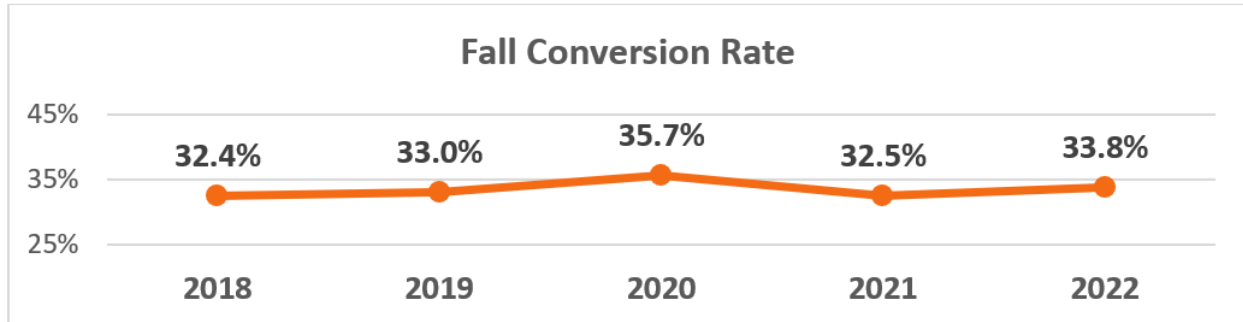
### Enrollment Data Trends



Several external and internal factors impact enrollment, including economic changes, public health, demographics, marketing and outreach, competition from other higher education

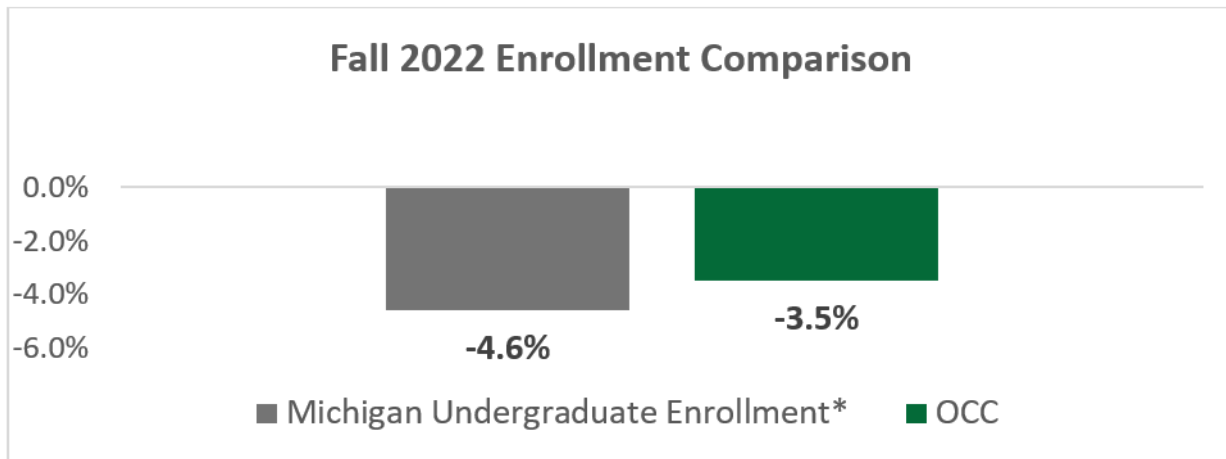
institutions, admissions and onboarding, awareness and timely completion of the financial aid process, course scheduling and delivery, etc.

In 2021-22, the average conversion rate (yield) at four-year public colleges reporting data in Michigan fell to [22.5%](#). (Note: Community colleges rates are not collected.) OCC exceeded its target of 33.0% in Fall 2022.



Source: Institutional Effectiveness

Community colleges nationwide have begun to see enrollment stabilize in 2022. OCC saw a 3.5% decline in headcount enrollment in Fall 2022, but only a 1% decline in credit hour enrollment thanks to an increase in average credits per student that can drive improved student progress toward goal attainment.



Note: NSC source includes national data <https://nscresearchcenter.org/stay-informed/>



[Michigan Reconnect](#) and [Futures for Frontliners](#) are two state initiatives to fund tuition for eligible students. These programs have helped thousands of students to return to OCC or attend for the first time.



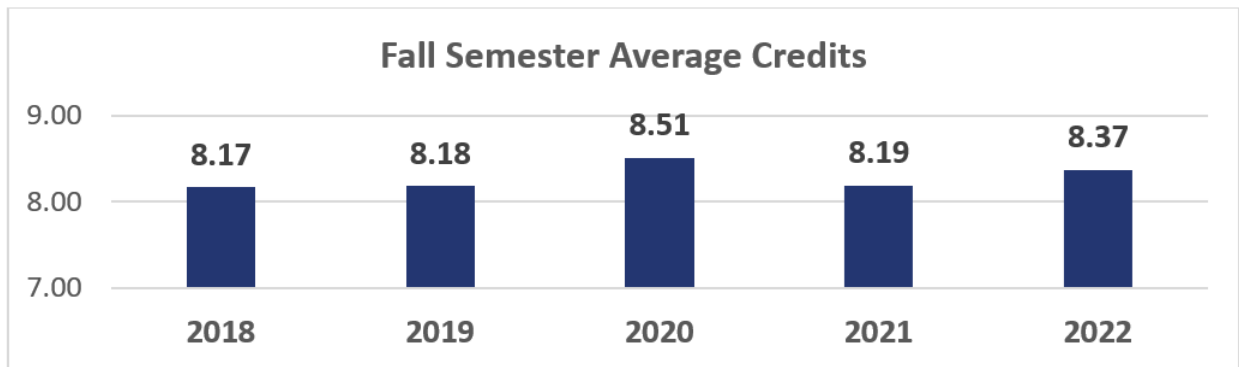
The Michigan Reconnect Grant Act was amended in December 2022 and the updated version includes several new requirements for colleges. These requirements focus on:

- A movement away from remedial course structures in English and math to more extensive corequisite models
- An expanded integration of credit for prior learning opportunities that allow a student to receive credit for prior knowledge and experiences
- Collaboration with the new Michigan Center for Adult College Success that will be established by the State
- Data on the increased income of graduates
- A significant increase in student completion by 2-3% annually to maintain Reconnect eligibility

OCC’s strategies are already focused on achieving all these goals. With the amended Reconnect Act, our work to attain these practices is tied to the State funding we receive.

**Average Enrolled Credits**

Students continue to look for flexibility in their course options, to fit their college learning into their complex lives. As the College grows its course modalities of online, hybrid (both online and in person), compressed (shortened semester), and block scheduled courses (meet one day a week), students can have additional choices to help them earn more credits each semester. This metric is particularly important to track as it contributes to student momentum and accelerates academic progress toward meeting a degree or transfer goal.



Source: Institutional Effectiveness

Fall 2022 Student Course Taking Type	# of Students	Total Course Credits	Average Enrolled Credits
On-Ground Only	5,381	41,692	7.7
Online Only	3,972	27,782	7.0
Hybrid Student (Both Online and On-Ground)	4,324	44,998	10.4
OVERALL	13,677	114,472	8.4

## Fall 2022 and Early Winter 2023 Enrollment Data

Category	Fall 2021	Fall 2022	# Change	% Change
Total Headcount	14,174	13,677	-497	-4%
Total Credits	116,084	114,423	-1,660	-1%
Average Credits	8.19	8.37	+0.18	+2%

Comparison as of day 267 of registration (12.19.22), Source: Institutional Effectiveness Registration Dashboard

Category	Winter 2022	Winter 2023	# Change	% Change
Total Headcount	13,718	13,439	-279	-2%
Total Credits	111,085	110,888	-197	-0.2%
Average Credits	8.10	8.25	+0.15	+2%

Comparison as of day 96 of registration (1.27.23), Source: Institutional Effectiveness Registration Dashboard

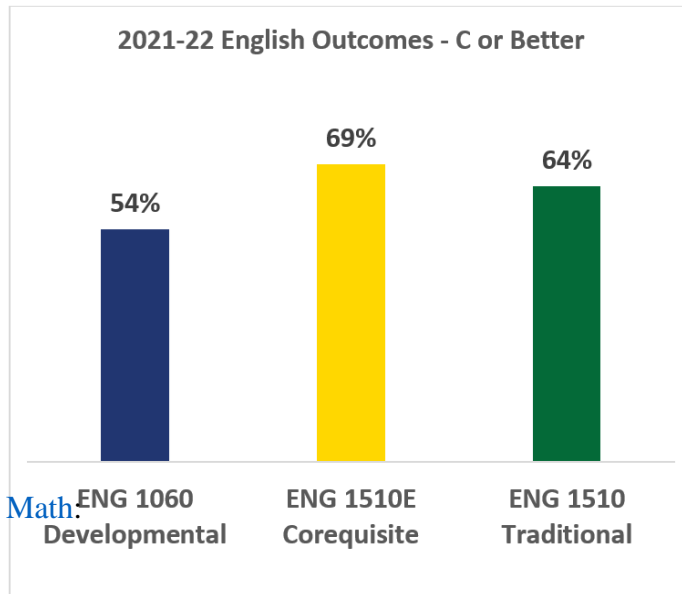
## College Readiness

### English:

- The Guided Self-Placement (GSP) process has continued to evolve since its creation in Winter 2020. GSP allows students to make informed choices about what English course to take to maximize their success. The process was created in collaboration with faculty to address student placement when in-person exams were no longer possible due to COVID-19. So far, data show that GSP placement is comparable to the average success rate of other placement methods in terms of course completion.



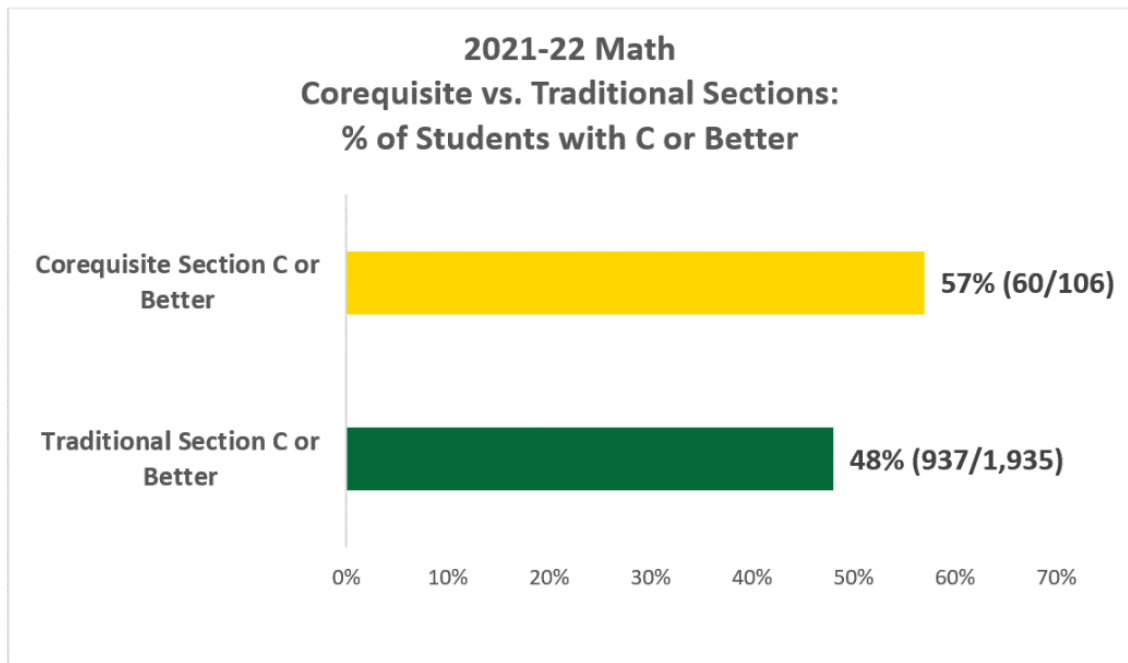
- In English, the new ENG 1510E course allows more students to enroll directly in college-level Composition I, by providing additional class time and enhanced support for their success. In 2021-22, corequisite ENG 1510E students outperformed developmental level and even traditional college-level students. Analysis and expansion continues in 2022-23, particularly focused on the equity of outcomes among student populations.



2021-22 Totals	
Course	% C or Better
ENG 1060	54% (189/347)
ENG 1510E	69% (281/410)
ENG 1510	64% (2,659/4,137)

**Math:**

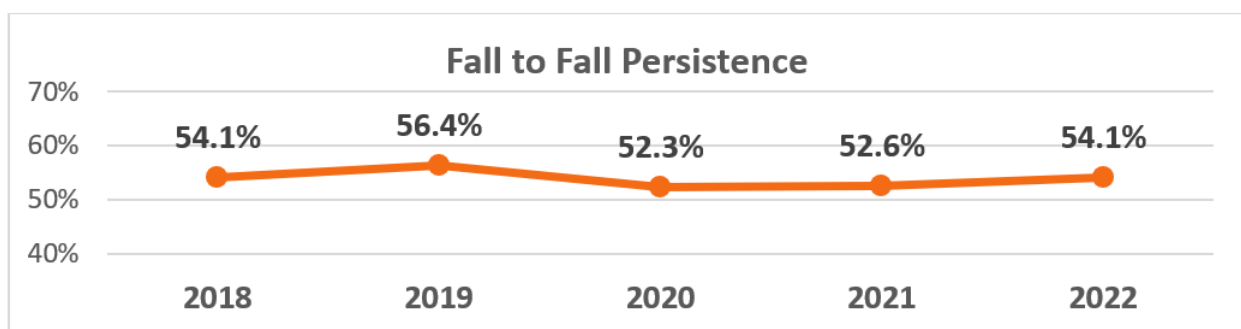
- Four new Math corequisite courses in 2021-22 allowed students to begin at higher levels and accelerate developmental education progress with additional support, across both STEM and non-STEM math pathways. These courses were formally approved via the college curriculum process in 2022.
  - STEM corequisite courses (cohort-based):  
*MAT 1100E, MAT 1150E, MAT 1540E (+2 credits = 6 credits each)*
  - Non-STEM corequisite course (comingled):  
*MAT 1125E (+1 credit = 5 credits)*
  - Corequisite courses place students a level higher than previously & increase access to college-level math within one year
  - Additional analysis with broader student populations will continue, to measure effects and expand corequisite options to meet student needs.



Already, new corequisite courses have improved student outcomes in English and Math over the past year and a half. By scaling corequisite innovations to reach more students, OCC can further advance student success and close equity gaps in student attainment of college-level coursework. Additional analysis in 2023 and future years will include the persistence and completion success of corequisite students. OCC has also selected corequisite expansion as its [Quality Initiative](#) project for the Higher Learning Commission (HLC).

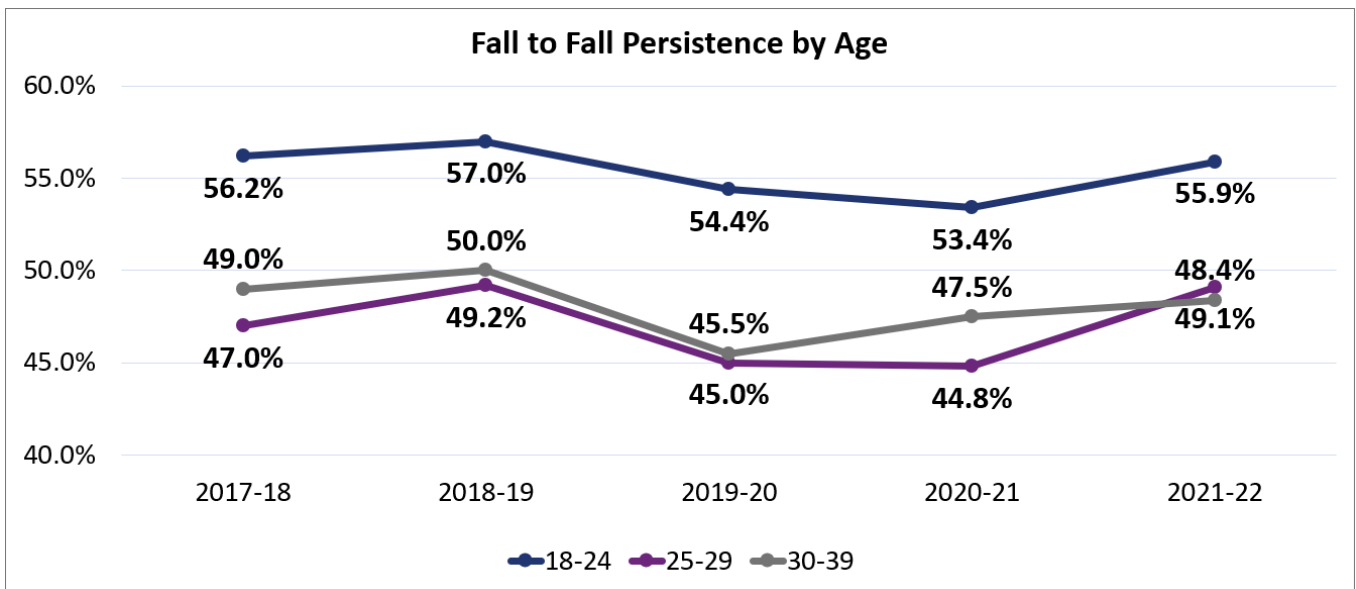
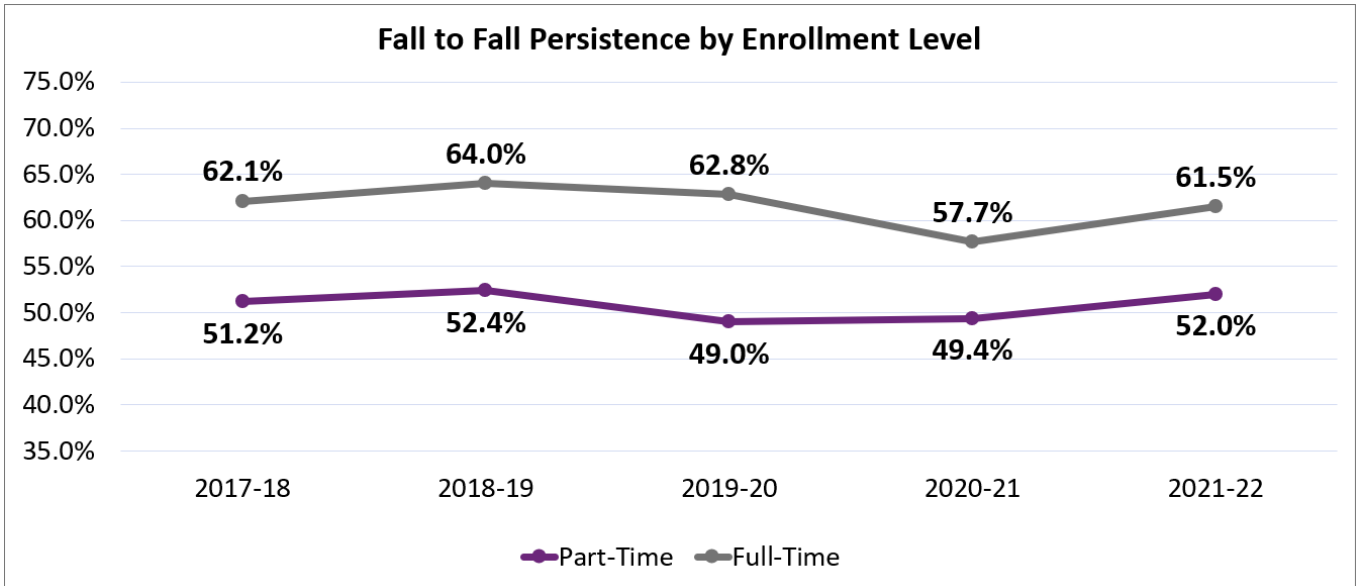
### Fall to Fall Persistence

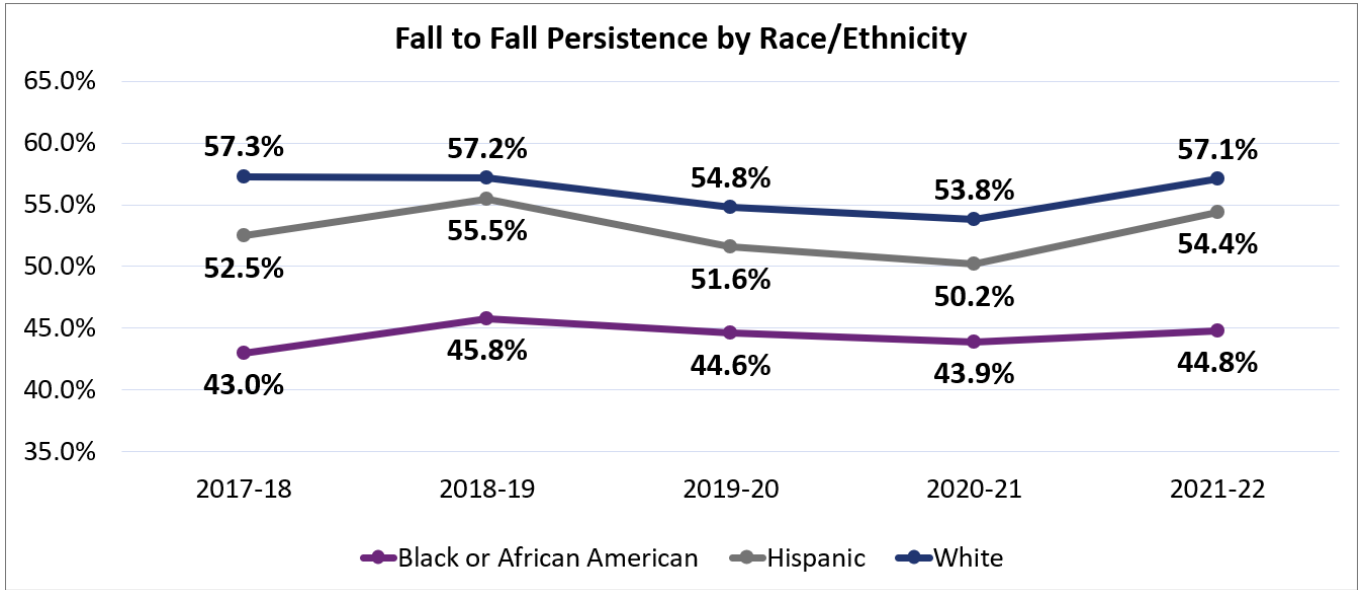
The economic and public health impacts of the pandemic continue to affect student lives in complex ways. In 2019-20 and 2020-21, that impact included a decline in student persistence, in terms of how many students enrolled in a Fall semester continued at OCC and enrolled in the following Fall semester. From 2021-22, that rate stabilized and began to tick upward again.





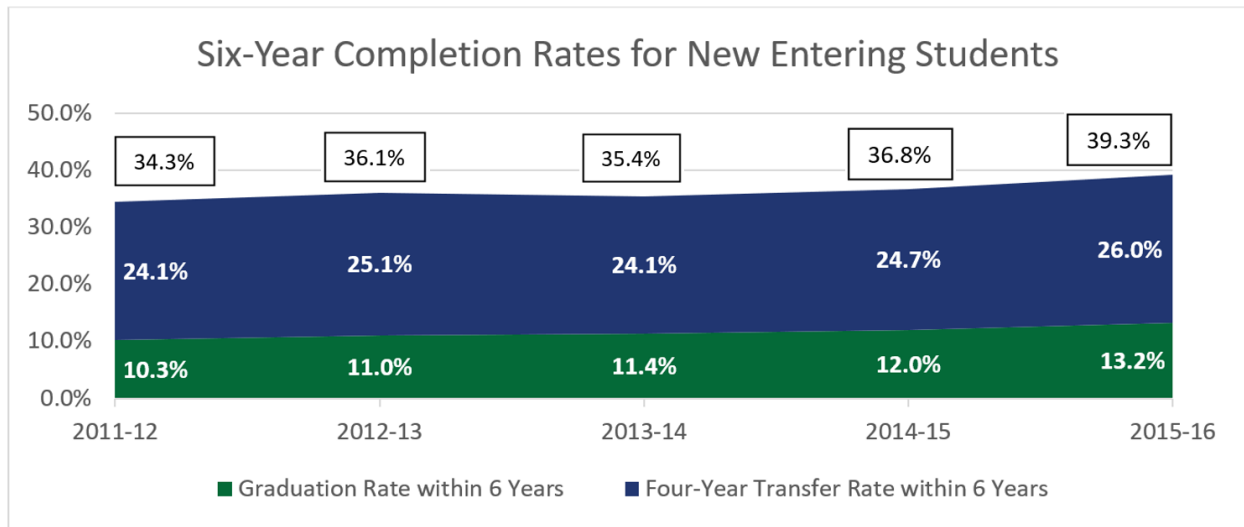
Despite this slight improvement that brings the college closer to pre-pandemic rates, Fall to Fall persistence remains a major area to address in order to make progress toward student equity and completion goals. Tracking and closing equity gaps on all the College’s KPIs is a central part of realizing our mission and helping all students equitably attain their postsecondary goals.





## Completion

Increasing student graduation is a central focus of college strategy that fulfills national, state-level, and regional mandates for economic growth and improved quality of life. College graduates access a wide range of benefits across the lifespan through increased earnings, decreased unemployment, better health outcomes, greater civic participation, and additional educational attainment across generations.

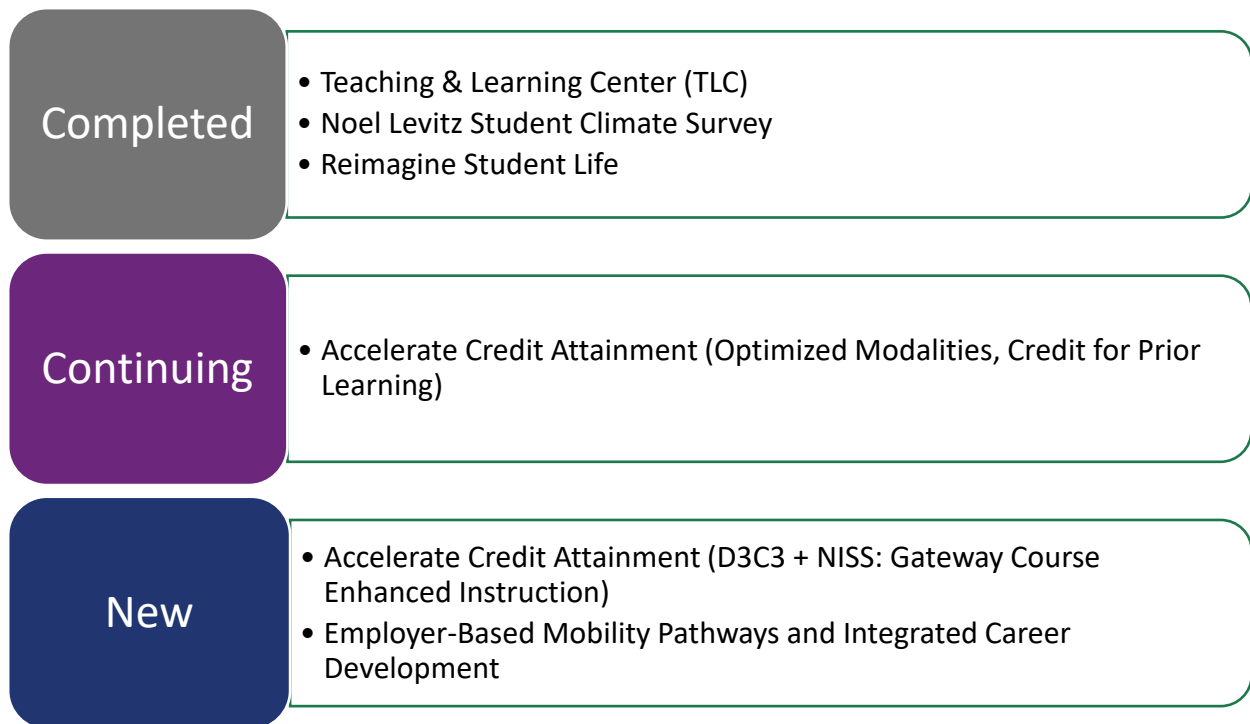


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## 1.2: Promote educational excellence, innovation, and support

The continuous pursuit of educational excellence includes both the quality of academic content and the success of student learning. Numerous departments, faculty groups, and cross-functional committees at the College collaborate to continually advance curriculum, teaching practices, and student learning outcomes. Comprehensive student and academic support services provide students with resources, guidance, and growth throughout their college experience. Strategic actions in this area include:



### OCC Teaching and Learning Center (TLC)

**TLC Mission:** Effective professional learning is coordinated through the Teaching and Learning Center, where faculty and staff innovate and improve through the study of best practices in pedagogy, discipline-specific content, and current academic research. The Teaching and Learning Center utilizes internal and external data to inform and promote teaching excellence.



Through OCC's Teaching and Learning Center (TLC), faculty collaborate on projects to advance educational excellence and innovation through communities of practice, professional partnerships, action research, and content research. Examples of recent projects include equity and inclusion in the classroom, using technology to enhance student engagement, helping students connect to resources, scaffolding learning, and teaching with a global perspective. The TLC works to advance teaching excellence and focuses on student success through its Help One More Student Stay initiative.

OCC's Teaching and Learning Center (TLC) and the Office of Institutional Effectiveness (IE) host a Data Summit every Fall and Winter semester. At the Data Summits, Faculty and staff come together to discuss innovative practices, student success data, transparency, collaboration, and advancing the College's Strategic Plan goals across several concurrent sessions.



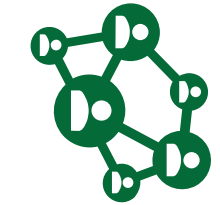
In 2023, the activities of the TLC are fully institutionalized for strategic planning purposes and will continue at the division level.

Beginning in Fall 2021, OCC implemented the [Ruffalo Noel Levitz Student Satisfaction Inventory](#), a validated survey tool benchmarked against both regional and national peer institutions. In Winter 2022, OCC completed an in-depth analysis of the survey outcomes and a collegewide communication plan for the data and areas of priority.



Cross-functional groups came together to form action strategies in response to the survey results. These strategies will be deployed from Winter 2022 through Summer 2023, then assessed via the second administration of the survey in Fall 2023, to measure and evaluate progress toward specific goals for the student experience at OCC. The survey will continue to run every other year, for a continuous process of improvement and evaluation. As we begin 2023, the Noel Levitz evaluation cycle for continuous improvement is institutionalized for strategic planning purposes and will continue at the department level, with collegewide communication and coordination.

In 2021-22, Oakland Community College (OCC) launched a taskforce with over twenty members from across the College, to engage in the exploration and development of additional [credit for prior learning \(CPL\)](#) opportunities for OCC's students. This taskforce includes work by three subcommittees, to investigate various components of CPL, including CLEP credit, credit by exam, credit for external licensure or certification, CPL for Veteran students, connections with workforce development and employer partners, etc. Credit for prior learning is an important strategy that recognizes the learning that occurs outside the classroom and in the workforce. CPL evaluates student knowledge and abilities in order to award credit for the learning that students bring with them to college. Particularly for adult students and underserved student populations, CPL has a significant positive impact on their credit attainment, retention, momentum, and completion. Multiple pieces of legislation from the State in 2022 require an expansion of CPL tied to the funding that the College receives.



In 2023, through the D3C3 grant, OCC will launch a strategy for Gatekeeper Course Enhanced Instruction. This work will embed an additional hour of instruction and guidance into courses with high rates of drop/fail/withdraw (DFW) that act as barriers to student progress (similar to corequisite impact but for additional courses in other key disciplines such as Math, Biology, Accounting, Computer Information Sciences, English, Business, etc.)

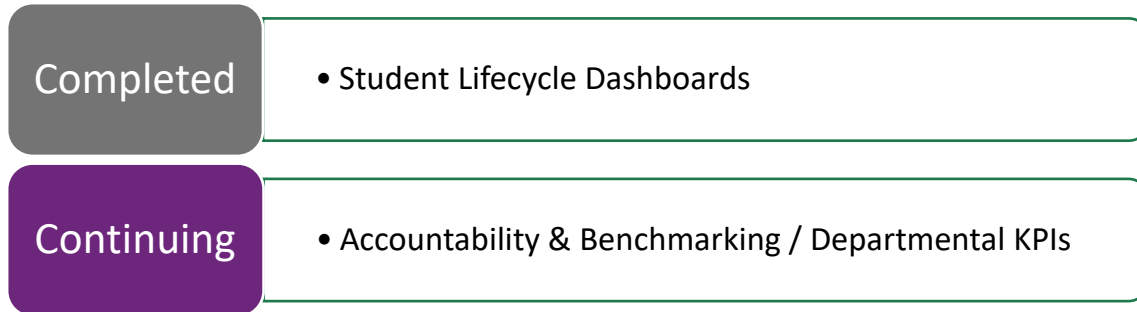
All three active strategies within this objective: Optimized Modalities, Credit for Prior Learning (CPL), and Gatekeeper Course Enhanced Instruction are intentional, data-focused ways to advance student credit attainment toward achieving academic goals.

### 1.3: Engage in continuous improvement through organizational analysis to nimbly respond to external opportunities and threats

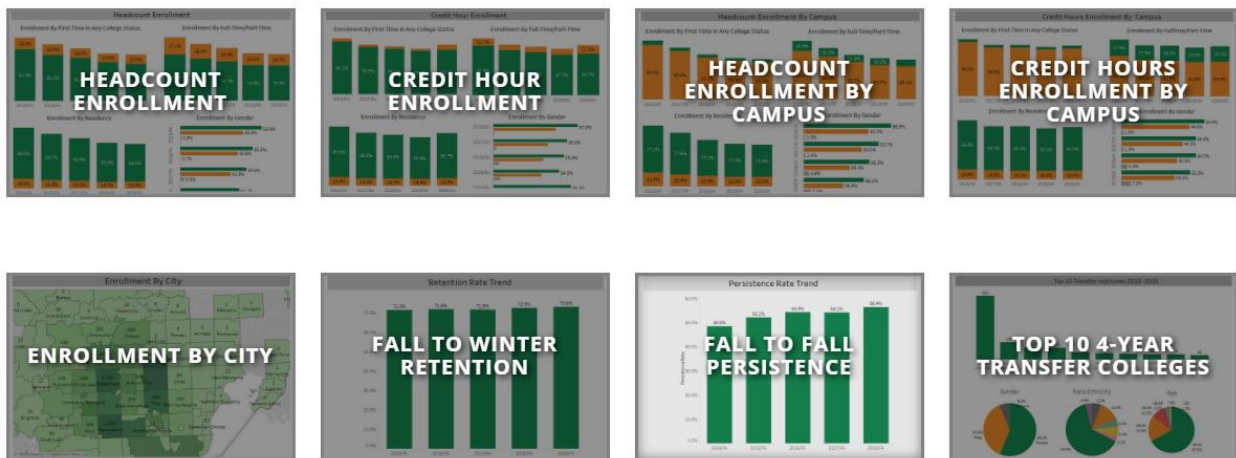
- Existing data structures and planned expansion of evaluative and analytical tools will support forecasting efforts and the analysis of external opportunities and threats
- National standards for organizational excellence, such as the [Baldrige Performance Excellence Program](#), provide a structure that the College can utilize in its self-assessment and strategies for improvement



### 2.1: Create transparent data infrastructure that allows for high levels of accountability and engagement from all employees



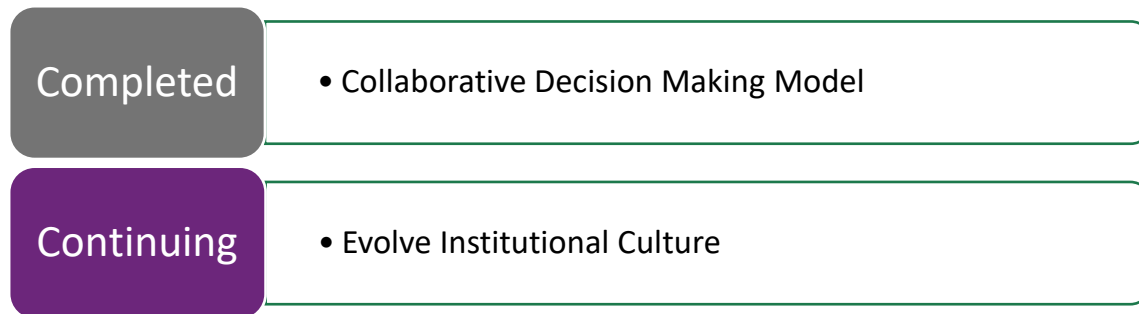
OCC’s dynamic, multi-faceted, interactive [data dashboard](#) includes information about the academic progress of OCC's students, as well as general enrollment data. These tools provide institutional transparency while empowering the College and community to use both current and trend data to better understand and support OCC’s diverse student population. Several specialized internal dashboards are in progress, to empower OCC’s administration, faculty, and staff with deeper insights to help guide continuous improvement and institutional excellence.



In 2022, OCC launched a collaboration with [rpk GROUP](#), focused on optimizing OCC’s structures and processes to intentionally invest in our mission and future success. This work will continue through spring 2023, then advance to a second stage of establishing departmental KPIs to help the college advance toward its strategic goals on behalf of students and the community.

## 2.2: Promote a culture of communication, collaboration, respect, and civility

Through structures and processes of clear communication, individuals and departments across the College can collaborate to build efficiency and maximize impact. Growing a culture of collaboration brings the strength of multiple viewpoints and skillsets to institutional improvement, fostering an inclusive environment that values diverse voices and perspectives. Strategic actions for this objective include:



A collaborative decision-making (CDM) portal fully launched on InsideOCC in January 2023. Faculty, staff, and administration worked together over many months to craft this portal and process, which OCC employees can use to encourage and recognize collaboration at the College. By developing examples, making a video, and speaking to groups across the College, the CDM subcommittee continues to foster a culture of inclusion at OCC. Next, a robust communications strategy will help share the model collegewide, to encourage its use and cultural impact as we work together toward common goals focused on student success.

In 2023, work on this strategic objective will include a committee focused on further evolving institutional culture, to grow norms of respect, civility, and support throughout the institution and our day-to-day work.

### 3.1: Build an integrated diversity, equity, and inclusion infrastructure to support students, staff, and community

OCC is continually strengthening and expanding its commitment to [diversity, equity, inclusion, and justice \(DEIJ\)](#). In the words of the College's [Director of Diversity, Equity, Inclusion, and Justice, Kristina Marshall](#), when it comes to the work of DEIJ, "We don't just say it. We live it."

**We listen** - listen intently, with compassion, to understand others.

**We inspire** - inspire others by working together and by the examples we set.

**We value**- value ourselves, others and the contributions we all make, our differences and our rights to a fair society, and the integrity we show one another through our words and deeds.

**We empower** - empower a culture of caring, of speaking out when something's not right, a culture where all have the opportunity to be their best.

College and Campus [Committees for Diversity, Equity, Inclusion & Justice](#) continue to support initiatives, programming, policy, and practice

Extensive programming throughout the year provides students, faculty, staff, and community members with DEIJ learning opportunities, growth, and development. A shared understanding of what DEIJ means and how to live it through our daily work and interactions helps us all grow and thrive as a community and college.



**DIVERSITY** – We recognize and understand that diversity is all the differences between us based on our experiences in which we encounter advantages and barriers to opportunities.

Diversity includes differences in race, gender identity and expression, sexual orientation, age, socioeconomic status, size, (dis)ability status, religion, language, culture, national origin, veteran status, political perspective, etc.

**EQUITY** – We seek fair treatment for everyone, which includes actively addressing the disparities and biases that make it impossible/difficult for some individuals to succeed.

**INCLUSION** – We are committed to pursuing deliberate efforts to ensure that our community is a place where differences are welcomed, supported, valued; where different perspectives are respectfully heard and where we ALL feel a sense of belonging and inclusion.

**JUSTICE** – We are working to dismantle the barriers to resources and opportunities in society and institution to build a better future for everyone.

**Through DEIJ we will create an environment of mutual trust, respect, accountability and kindness.**

Strategic actions include:

Completed

- Deploy DEIJ Climate Assessment

Continuing

- DEIJ Professional Development

The [Global Diversity, Equity & Inclusion Benchmarking Project \(GDEIB\)](#) was first launched in 2021-22. This multi-faceted national tool helps OCC understand its strengths, challenges, and opportunities for improvement related to creating an inclusive and equitable climate for all students and employees. Results from the first survey cycle are being used to inform continuous improvement and additional implementation of the tool with track the college's progress in advancing this work. In 2023, this project has been institutionalized for strategic planning purposes and will continue at the departmental level, supported by collegewide communication and collaboration.

From 2021-22 and continuing in 2022-23, OCC's Office of DEIJ has implemented extensive programming, training, and opportunities for personal and professional development focused on DEIJ. This work fosters the interpersonal understanding and equity-based commitment that helps OCC succeed as an institution and fulfill its mission for students and the community.



## 2023-24 Strategic Directions



### D3C3 REGIONAL COLLABORATIVE

OCC is thrilled to be a partner in the [Detroit Drives Degrees Community College Collaborative \(D3C3\)](#). D3C3 is a cross-sector collaborative that elevates the role of community colleges in working towards regional talent pipeline transformation in Southeast Michigan. Three clusters of work propel this initiative toward regional goals: 1) student success, 2) K-12 alignment, and 3) employer-led sector pathways.

In partnership with critical cross-sector stakeholders across all three clusters, community colleges are being funded to 1) implement college-level, systemic-level strategies aligned with D3C3 goals and 2) participate in the D3C3 learning community and collaborative regional strategy development and implementation. Significant investment is being made to our community colleges and the Southeast Michigan community to engage in this transformational work through the generosity and vision of the Ralph C. Wilson, Jr. Foundation and Ballmer Group. After a year of working through in-depth collaboration to develop and refine OCC's D3C3 grant proposal through a broad college team the implementation of grant-funded strategies has begun in Winter 2023.

    	<p><b>Henry Ford College</b></p> <p><b>Macomb Community College</b></p> <p><b>Monroe Community College</b></p> <p><b>Oakland Community College</b></p> <p><b>Schoolcraft College</b></p> <p><b>Washtenaw Community College</b></p> <p><b>Wayne County Community College District</b></p> <p><b>Detroit Drives Degrees</b></p> <p><b>Detroit Regional Chamber CEO Talent Council</b></p> <p><b>Detroit Regional Chamber Foundation</b></p> <p><b>CivicLab</b></p> <p><b>National Institute for Student Success at Georgia State University</b></p> <p><b>MICHauto</b></p>
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Through D3C3, OCC will work to advance the structures and systems that help all individuals achieve postsecondary credentials and develop in-demand skills while growing economic stability and mobility. OCC will collaborate with its D3C3 partners to increase prosperity and equity throughout the region. The College will pursue these goals through the development of a sophisticated, comprehensive analytics infrastructure that builds efficiency and removes barriers to proactively support student success and equity at crucial points in the student lifecycle. OCC will grow its partnerships throughout the [Oakland Schools](#) K-12 system while creating additional opportunities for students to develop college skills and earn college credits while in junior high and high school. Finally, OCC will work with employers, partners, and regional leaders to advance skill-based pathways throughout the mobility sector that lead to well-paying, in-demand careers and economic growth.



OCC’s D3C3 strategies will strive to expand the equity of postsecondary access and preparation countywide. Once students are enrolled at the college, the College will leverage and grow its dynamic analytical data systems to track their progress and to close equity gaps at every stage of the student lifecycle. D3C3 will allow OCC to grow the sophistication, timeliness, and accuracy of this work, to embrace a proactive, systematic student support infrastructure modeled after the [National Institute for](#)

[Student Success \(NISS\) at Georgia State University](#). The NISS model is a proven approach to student success that has significantly improved student graduation and equity at several institutions and across multiple states nationwide. Their work is a fundamental guide for D3C3 and their mission is to “increase the ability of colleges and universities to identify and resolve institutional barriers to equity and completion by increasing their capacity (1) to implement proven student-success systems and data-informed interventions and (2) to enact systemic change to institutional processes and structures.” Finally, the mobility cluster of D3C3 will allow OCC to create new, innovative pathways to successful careers that bring options for growth and prosperity to a diverse population of students and a wide range of employers in partnership with [MICHauto](#).

## Conclusion

Students, faculty, staff, and administration overcame tremendous hurdles in recent years to support one another and maintain academic excellence. The College is poised to grow and innovate in numerous ways during the years to come. Through a dedication to its mission and a continual use of data, research, and analysis to inform ongoing improvement, OCC has established structures, systems, and processes to strategically serve the community through access to quality education and pathways to future success in work and life.

## Acknowledgements

Many thanks to the collaboration of numerous faculty, staff, and administrators from across OCC that contributed their insights, writing, review, and revision to this report, from its earliest stages through to the final draft. Their ongoing work and efforts help the students represented by these numbers to achieve success at OCC. Special thanks to OCC's Creative Services Department for their help developing the graphics featured in this report.

## Glossary

**Conversion Rate:** The number/percentage of admitted students that register and stay enrolled in the semester past the drop/add deadline.

**End of Session:** Data and information based on the number of students enrolled in an entire semester and reported after a semester has ended, including late start and accelerated classes.

**Enrolled:** In OCC's definition within this report, an "enrolled" student registers for a course or multiple courses, then stays enrolled past the drop/add deadline, which includes submitting payment for that course.

**Headcount:** This is an unduplicated count of students, in which each student is counted once, even if enrolled in multiple courses or at more than one campus.

**Pell:** The [Pell Grant](#) is the federal financial aid offered to students with the highest level of financial need. Pell eligibility can show the economic diversity among a college population and help inform support services and processes.

**Persistence:** In OCC's definition within this report, persistence includes students enrolled in a fall semester that also enroll in the following fall semester, minus those that successfully complete a credential or transfer to a four-year institution.

**Retention:** In OCC's definition within this report, retention includes students enrolled in a fall semester that also enroll in the following winter semester, minus those that successfully complete a credential or transfer to a four-year institution.



## ACTION

Board Agenda Item 7.1  
February 21, 2023

### 2023-2024 TUITION RATES

#### PROBLEM/NEEDS STATEMENT

The College needs to establish the 2023-2024 tuition rates to provide funding to offset the cost of College operations.

#### WHY THE ACTION IS BEING RECOMMENDED

Oakland Community College has taken into consideration the taxes paid by students who reside within the county, and the state of Michigan, and has set the College tuition rates accordingly.

#### MOTION

Move to adopt the following 2024 Fiscal Year tuition rates beginning with the Fall 2023 semester:

Tuition Rates		
\$107.00 per contact hour	In-district students	4% increase
\$205.00 per contact hour	Out-of-district students	3% increase
\$110 Student Service Fee	All students	No change



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# INFORMATION

Board Agenda Item 8.1  
February 21, 2023

FINANCE QUARTERLY REPORT  
For the Quarter Ended December 31, 2022



## INTRODUCTION

Oakland Community College is a public, non-profit educational institution operating five academic campuses. The academic services of the College are provided during semesters and the majority of the expenditures follow the semesters– not calendar months. In the General Fund, the College has three major revenue sources following different receipt schedules. Tuition revenues are received on a semester schedule. State appropriations are received on a monthly schedule, October through August. Property taxes are received primarily from August through October.

The Operating Funds of the College are included in the quarterly report – General Fund and Designated Funds.

## COMMENTS

### For the Quarter Ended December 31, 2022

This report includes year-to-date information as of the 2nd quarter of the fiscal year and reflects financial activity from July 1, 2022 to December 31, 2022.

### FINANCIAL HIGHLIGHTS

#### Revenues:

In the General Fund, the College recorded total revenues of \$141,238,472 (column 3) compared to \$135,685,198 (column 4) as of the end of the same quarter last year. In Designated Funds, the College recorded total revenues of \$1,594,404 (column 3) compared to \$1,484,709 (column 4) at the end of the same quarter last year.

Property Taxes: The total amount is \$96,366,287 (column 3) compared to \$91,921,334 (column 4) at the end of the same quarter last year in the General Fund. Property taxes are primarily received from August through October. Property tax revenues are higher than fiscal year 2022 at quarter end as taxable values have increased. For fiscal year 2023 and beyond, the College will continue to closely monitor the impact of rising interest rates and inflation on property tax values.

Tuition and Fees: The total amount is \$32,985,721 (column 3) compared to \$31,875,098 (column 4) in the General Fund as of the end of the same quarter last year. Enrollment for fall 2022 and winter 2023 were stable compared to budgeted headcount and contact hours. In the Designated Funds, tuition and fees have been impacted by COVID-19 for over two years but have been trending higher with more offerings each term. Tuition and fees for economic and workforce development programs in the Designated Funds are \$1,516,776 (column 3) at the end of the 2nd quarter compared to \$1,373,548 (column 4) at the end of the same quarter last year.

## **Expenditures:**

The College recorded total expenditures in the General Fund of \$58,742,465 (column 3) compared to \$52,725,240 (column 4) as of the end of the same quarter last year. In the Designated Funds, the College recorded total expenditures of \$2,450,733 (column 3) compared to \$2,149,108 (column 4) as of the end of the same quarter last year.

Employee Salaries and Wages: The amount is \$31,589,299 (column 3) compared to \$28,844,474 (column 4) as of the end of the same quarter last year in the General Fund. In the designated fund, the amount is \$1,181,898 (column 3) compared to \$1,049,028 as of the end of the same quarter.

Benefits: The amount is \$14,507,191 (column 3) compared to \$13,425,199 (column 4) as of the end of the same quarter last year in the General Fund.

Other Operating Expenses: In the General Fund, other operating expenses of \$10,151,342 (column 3) are higher than as of the same quarter last year with \$8,288,703 (column 4) total. Fiscal year 2023 total expenses are expected to be higher than 2022 at year-end due to some expenses being shifted to the restricted HEERF grants in fiscal year 2022 and also due to higher inflation in fiscal year 2023.

## **SUMMARY:**

OCC, along with educational institutions across the nation, is challenged by declining enrollment related to demographic shifts, less high school graduates, low unemployment which is driving potential students to the workforce and with students wanting more on-line classes and services. Our hard work and collaboration allowed the College to successfully operate throughout the global pandemic and now we are facing new challenges and opportunities including continued supply chain issues and high inflation. Currently, overall revenue is forecasted in 2023 to be higher than 2022 but expenses are also forecasted to be higher. The College will continue to monitor the impact of the pandemic, the economy, changing interest rates and enrollment declines throughout the upcoming fiscal year, monitoring both revenues and expenditures and taking measures as appropriate to maintain a balanced budget.



## GENERAL FUND BUDGET STATUS REPORT For the Quarter Ended December 31, 2022

(1)	(2) TOTAL REVENUES BUDGET	(3) REVENUES YTD	(4) PRIOR YTD REVENUES	(5) YTD PERCENT OF REVENUES RECOGNIZED
<b>REVENUES:</b>				
Property Taxes	\$ 97,600,000	\$ 96,366,287	\$ 91,921,334	98.74%
State Appropriations	27,325,402	7,952,658	8,628,010	29.10%
Tuition & Fees	39,469,162	32,985,721	31,875,098	83.57%
Investment Income	7,000,000	3,432,008	2,899,081	49.03%
Miscellaneous Revenue	1,518,591	501,798	361,675	33.04%
Unrealized Gain/(Loss) on Investments	-	-	-	0.00%
<b>TOTAL REVENUES</b>	<b>\$ 172,913,155</b>	<b>\$ 141,238,472</b>	<b>\$ 135,685,198</b>	<b>81.68%</b>
<b>EXPENDITURES:</b>				
	TOTAL EXPENSES BUDGET	EXPENSES YTD	PRIOR YTD EXPENSES	YTD PERCENT OF EXPENSES INCURRED
Employee Salaries and Wages	\$ 74,192,378	\$ 31,589,299	\$ 28,844,474	42.58%
Fringe Benefits	36,462,131	14,507,191	13,425,199	39.79%
Contracted Temporary Personnel	3,016,888	866,046	814,976	28.71%
Utilities	4,433,724	1,628,587	1,351,888	36.73%
Other Operating Expenses	24,940,605	10,151,342	8,288,703	40.70%
<b>TOTAL EXPENDITURES</b>	<b>\$ 143,045,726</b>	<b>\$ 58,742,465</b>	<b>\$ 52,725,240</b>	<b>41.07%</b>
<b>TRANSFERS:</b>				
Transfer (to) from General Fund	\$ -	\$ -	\$ -	0.00%
Transfer (to) from Loan Fund	-	-	-	0.00%
Transfer (to) from Auxiliary Fund	-	-	-	0.00%
Transfer (to) from Endowment/Restricted	(250,000)	-	1,235,108	0.00%
Transfer (to) from Plant Fund	(25,000,000)	-	-	0.00%
All Other Transfers	(3,464,314)	-	-	0.00%
<b>TOTAL TRANSFERS</b>	<b>\$ (28,714,314)</b>	<b>\$ -</b>	<b>\$ 1,235,108</b>	<b>0.00%</b>





**DESIGNATED FUND BUDGET STATUS REPORT**  
**For the Quarter Ended December 31, 2022**

(1)	(2)	(3)	(4)	(5)
	TOTAL REVENUES BUDGET	REVENUES YTD	PRIOR YTD REVENUES	YTD PERCENT OF REVENUES RECOGNIZED
<b>REVENUES:</b>				
Property Taxes	\$ -	\$ -	\$ -	0.00%
State Appropriations	-	-	-	0.00%
Tuition & Fees	3,353,198	1,516,776	1,373,548	45.23%
Investment Income	-	-	-	0.00%
Miscellaneous Revenue	145,933	77,627	111,161	53.19%
Unrealized Gain/(Loss) on Investments	-	-	-	0.00%
<b>TOTAL REVENUES</b>	<b>\$ 3,499,131</b>	<b>\$ 1,594,404</b>	<b>\$ 1,484,709</b>	<b>45.57%</b>
<b>EXPENDITURES:</b>				
	TOTAL EXPENSES BUDGET	EXPENSES YTD	PRIOR YTD EXPENSES	YTD PERCENT OF EXPENSES INCURRED
Employee Salaries and Wages	\$ 2,681,433	\$ 1,181,898	\$ 1,049,028	44.08%
Fringe Benefits	1,331,654	522,063	461,498	39.20%
Contracted Temporary Personnel	1,796,591	387,637	344,989	21.58%
Utilities	-	-	-	0.00%
Other Operating Expenses	1,568,155	359,135	293,593	22.90%
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,377,833</b>	<b>\$ 2,450,733</b>	<b>\$ 2,149,108</b>	<b>33.22%</b>
<b>TRANSFERS:</b>				
Transfer (to) from General Fund	\$ 3,464,314	\$ -	\$ -	0.00%
Transfer (to) from Loan Fund	-	-	-	0.00%
Transfer (to) from Auxiliary Fund	-	-	-	0.00%
Transfer (to) from Endowment/Restricted	-	-	-	0.00%
Transfer (to) from Plant Fund	-	-	-	0.00%
All Other Transfers	-	-	-	0.00%
<b>TOTAL TRANSFERS</b>	<b>\$ 3,464,314</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>



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# INFORMATION

Board Agenda Item 8.2  
February 21, 2023

COLLEGE FACILITIES QUARTERLY REPORT  
For the Quarter Ending December 31, 2022

# 2023 RENOVATION / MAJOR MAINTENANCE PROGRAM

Quarter End Date: December 31, 2022

Project ID	Project Name	Initial Budget	Adjustments + / -	Adjusted Budget	Status	Committed Cost	Balance
AH21-002	G-240 Conference Room Upgrade	\$200,000.00	\$0.00	\$200,000.00	1		\$200,000.00
AH22-002	Building F Rooftop Unit Replacement	\$300,000.00	\$0.00	\$300,000.00	1	\$13,160.00	\$286,840.00
AH23-003	Paving & Sidewalk Restoration	\$300,000.00	\$0.00	\$300,000.00	1		\$300,000.00
AH23-005	MTEC HVAC Upgrade	\$0.00	\$30,000.00	\$30,000.00	1	\$11,650.00	\$18,350.00
AH23-008	CREST Burn Building Controls Refurbishment	\$0.00	\$230,000.00	\$230,000.00	1		\$230,000.00
CW23-001	CCTV & Security Monitoring Enhancements	\$800,000.00	\$0.00	\$800,000.00	1		\$800,000.00
RO22-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	1		\$150,000.00
RO22-003	Parking Structure Evaluation	\$50,000.00	\$0.00	\$50,000.00	1		\$50,000.00
RO23-003	Financial Aid Suite Reconfiguration	\$0.00	\$20,000.00	\$20,000.00	1		\$20,000.00
SF22-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	1		\$150,000.00
AH21-004	Exterior Signage Upgrade	\$1,284,107.70	\$0.00	\$1,284,107.70	2	\$56,316.50	\$1,227,791.20
AH22-004	Buildings. A & T Programming	\$185,950.00	\$0.00	\$185,950.00	2	\$5,800.00	\$180,150.00
AH23-002	Building A Renovation & Expansion	\$60,000,000.00	\$0.00	\$60,000,000.00	2	\$102,458.67	\$59,897,541.33
AH23-004	Miscellaneous Reconfiguration	\$0.00	\$30,000.00	\$30,000.00	2	\$856.02	\$29,143.98
OR23-007	CW Exterior Light Fixture Replacement	\$0.00	\$25,000.00	\$25,000.00	2		\$25,000.00
SF23-002	Master Planning	\$0.00	\$100,000.00	\$100,000.00	2	\$4,900.00	\$95,100.00
AH22-006	CW Paving & Sidewalk Restoration	\$800,000.00	\$0.00	\$800,000.00	3	\$57,518.00	\$742,482.00
OR20-011	Building M Remodel	\$840,294.00	\$0.00	\$840,294.00	3	\$14,595.00	\$825,699.00
OR21-002	Building L Renovation	\$7,968,066.00	\$0.00	\$7,968,066.00	3	\$732.88	\$7,967,333.12
OR23-003	Building A Remodel	\$250,000.00	\$0.00	\$250,000.00	3		\$250,000.00
OR23-004	Building J Remodel	\$250,000.00	\$0.00	\$250,000.00	3		\$250,000.00
AH23-007	CREST Miscellaneous Building Repairs	\$0.00	\$40,000.00	\$40,000.00	4		\$40,000.00
AH23-009	Office Reconfigurations	\$0.00	\$30,000.00	\$30,000.00	4		\$30,000.00
OR22-002	Interior Hardware Renovation	\$979,915.00	\$0.00	\$979,915.00	4	\$12,051.00	\$967,864.00
RO22-004	Building E Construction	\$74,755,211.32	\$0.00	\$74,755,211.32	4	\$857,047.39	\$73,898,163.93
AH-CW17-003	Interior Door Hardware Renovation	\$289,781.73	\$0.00	\$289,781.73	5		\$289,781.73
AH18-009	Building C	\$7,196,137.95	\$0.00	\$7,196,137.95	5	\$2,280.76	\$7,193,857.19
AH22-007	CREST Site Drainage Remediation	\$20,000.00	\$10,000.00	\$30,000.00	5		\$30,000.00
AH23-006	CREST Flooring Upgrade	\$0.00	\$75,000.00	\$75,000.00	5		\$75,000.00
CW22-005	Infrastructure Evaluation	\$400,000.00	\$0.00	\$400,000.00	5		\$400,000.00
OR20-002	Building J Elevator Restorations	\$826,407.54	\$0.00	\$826,407.54	5		\$826,407.54
OR22-004	Building J Video Studio Construction	\$113,250.49	\$5,000.00	\$118,250.49	5	\$43,779.27	\$74,471.22
OR23-006	IT Closet Cooling Unit Replacement	\$0.00	\$18,000.00	\$18,000.00	5	\$11,894.24	\$6,105.76
OR23-008	Chiller Restoration	\$0.00	\$40,000.00	\$40,000.00	5		\$40,000.00
OR23-009	Culinary Cooler Repair	\$0.00	\$12,000.00	\$12,000.00	5		\$12,000.00
SF21-003	Parking Lot Fixture Upgrades	\$408,316.44	\$0.00	\$408,316.44	5	\$2,132.03	\$406,184.41
SF22-004	Chiller Plant Upgrade	\$1,301,427.33	\$0.00	\$1,301,427.33	5		\$1,301,427.33
AH22-010	CREST Canopy Repair	\$15,000.00	\$0.00	\$15,000.00	6		\$15,000.00

CW22-011	Digital Signage Infrastructure	\$355,067.57	\$0.00	\$355,067.57	6	\$132,229.73	\$222,837.84
HL22-004	Chiller Controls Upgrade	\$6,640.00	\$0.00	\$6,640.00	6	\$2,040.00	\$4,600.00
OR17-001	Boiler Replacement	\$198,327.00	\$0.00	\$198,327.00	6		\$198,327.00
OR20-012	Door Replacements	\$493,297.80	\$0.00	\$493,297.80	6		\$493,297.80
OR21-003	Parking Lot 1,2,3 Replacement & Reconfiguration	\$1,215,600.88	\$0.00	\$1,215,600.88	6	\$16,899.00	\$1,198,701.88
OR23-005	Building J Marketplace Expansion	\$200,000.00	\$0.00	\$200,000.00	6		\$200,000.00
HL22-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	7		\$150,000.00
HL22-005	Levinson Hall Restroom Upgrades	\$237,426.25	\$0.00	\$237,426.25	7		\$237,426.25
OR22-008	Room J409 & D212 Remodels	\$80,000.00	\$0.00	\$80,000.00	7		\$80,000.00
AH23-001	Site Work & Small Projects	\$500,000.00	-\$40,000.00	\$460,000.00	8	\$1,500.00	\$458,500.00
CW23-002	Restroom Upgrades	\$500,000.00	\$0.00	\$500,000.00	8		\$500,000.00
CW23-003	Elevator Restoration Program	\$500,000.00	\$0.00	\$500,000.00	8		\$500,000.00
CW23-004	Carpet/Flooring Replacement	\$200,000.00	-\$75,000.00	\$125,000.00	8		\$125,000.00
CW23-005	Roof Upgrades	\$500,000.00	\$0.00	\$500,000.00	8		\$500,000.00
CW23-006	Parking Lot Fixture Upgrades	\$100,000.00	\$0.00	\$100,000.00	8		\$100,000.00
CW23-007	Paving, Catch Basin & Sidewalk Restorations	\$50,000.00	\$0.00	\$50,000.00	8		\$50,000.00
CW23-997	Construction Management Core Staff	\$415,500.00	\$22,000.00	\$437,500.00	8		\$437,500.00
CW23-998	Academic/Campus Enhancements	\$1,000,000.00	-\$485,000.00	\$515,000.00	8		\$515,000.00
CW23-999	Emerging Needs / Contingency / Emergency Repair	\$1,000,000.00	-\$22,000.00	\$978,000.00	8		\$978,000.00
DO23-001	Site Work & Small Projects	\$50,000.00	\$0.00	\$50,000.00	8		\$50,000.00
HL23-001	Site Work & Small Projects	\$150,000.00	\$0.00	\$150,000.00	8	\$6,395.00	\$143,605.00
OR21-012	Parking Lot Improvements	\$50,000.00	\$0.00	\$50,000.00	8		\$50,000.00
OR23-001	Site Work & Small Projects	\$250,000.00	-\$65,000.00	\$185,000.00	8	\$5,141.40	\$179,858.60
RO23-001	Site Work & Small Projects	\$150,000.00	\$0.00	\$150,000.00	8	\$18,454.00	\$131,546.00
SF23-001	Site Work & Small Projects	\$100,000.00	\$0.00	\$100,000.00	8		\$100,000.00
	<b>Grand Total</b>	<b>\$168,285,725.00</b>	<b>\$0.00</b>	<b>\$168,285,725.00</b>		<b>\$1,379,830.89</b>	<b>\$166,905,894.11</b>

1 = Planning 2 = Programming 3 = Design 4 = Bid 5 = Construction 6 = Completed 7 = Postponed 8 = Annual Project



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# INFORMATION

Board Agenda Item 8.3  
February 21, 2023

**INFORMATION TECHNOLOGY QUARTERLY REPORT**  
**October 1, 2022 to December 31, 2022**

## Quarterly Status Report as of December 31, 2022

Select a Quarter End Date to view the Report:

December 31, 2022 ▼

Description	Location	Status	Progress	2022-23 Budget \$	2022-23 Committed Costs	2022-23 Balance	Multi-year Project
Add OCC Chatbot to IT portal	CW	Implementation		\$0	\$0	\$0	1
CRM Advise	CW	Definition		\$225,000	\$0	\$225,000	1
Destiny One	CW	Implementation		\$150,000	\$150,000	\$0	1
Ellucian Experience	CW	Implementation		\$112,000	\$112,000	\$0	1
eLumen	CW	Testing		\$77,000	\$77,000	\$0	1
FA~Link	CW	Implementation		\$9,790	\$0	\$9,790	1
Hyflex Classroom Upgrade	CW	Complete		\$350,000	\$301,810	\$48,190	1
Infosilem	CW	Implementation		\$45,000	\$45,000	\$0	1
MFA for students	CW	Definition		\$22,000	\$0	\$22,000	1
MyOCC Electronic Faculty Contracts	CW	Testing		\$42,600	\$42,600	\$0	1
NEOED	CW	Implementation		\$0	\$0	\$0	1
Network Core Switching Replacement	CW	Implementation		\$650,000	\$622,202	\$27,798	1
Public Safety Paperless Key application	CW	Not Started		\$0	\$0	\$0	1
SimpleFlex Classroom Upgrade	CW	Complete		\$750,000	\$495,578	\$254,422	1
VDI replacement	CW	Implementation		\$4,200,000	\$4,192,090	\$7,910	1
<b>Totals</b>				<b>\$6,633,390</b>	<b>\$6,038,280</b>	<b>\$595,110</b>	

## IT Capital Project Descriptions

### **Add OCC Chatbot to IT Portal**

This is a project to integrate existing Chatbot functionality to the IT Support Center Portal. The Chatbot is Artificial Intelligence (AI) software currently used to improve/streamline our students' interactions. Adding it to our ITSC will expand support availability to 24x7x365; and to help off-load traffic during business hours allowing our front-line staff to handle more complex technical questions and issues.

### **CRM Advise**

CRM Advise offers tools to track student success—increasing retention rates and paving clear paths to graduation. CRM Advise gives you clear, role-based views of the student performance data, helping advisors, faculty, and other student services staff to assist at-risk students more effectively and efficiently using a variety of media, including email, texting, and chat.

### **Destiny One**

Destiny One is a comprehensive web-based Marketing, Communication, Registration, and Management system for OCC's Economic and Workforce Development department offering non-credit courses and programs and corporate training.

### **Ellucian Experience**

This new user interface offers each student a personalized dashboard to check classes, grades and schedules, and stay up to date on financial aid, for example. Integrating with both Ellucian and non-Ellucian solutions, Ellucian Experience provides instant access to content and real-time data using individual configurable "cards".

### **eLumen**

This is an academic tool to replace our aging ARTIS system. eLumen manages assessment of student learning outcomes allowing the college to analyze section, course, and program-level activity guiding institutional improvement by connecting program pathways to individual student learning.

### **FA~Link**

This is a software product from Trimdata which provides real-time, two-way interface allowing students to use Financial Aid and Sponsorship funds, managed through Colleague, to seamlessly pay for books while at the bookstore cash register.

### **HyFlex Classroom upgrade**

A Hybrid-Flexible ('HyFlex') course is a student-centered model of class delivery that can integrate face-to-face instruction, online synchronous video sessions, or asynchronous content delivery. The upgrade involves installing camera-, display-, audio- equipment as well as control hardware, software, and capture technology.

### **Infosilem**

Infosilem is a sophisticated software tool used to automate the management of OCC campus building/room facilities as well as creating optimized academic schedules balancing locations, classrooms, instructors, and course offerings. The tool helps to streamline students' academic pathways to completion as well as improving facility utilization.

### **MFA (Multi-Factor Authentication) for students**

MFA is a security technology that enforces the use of more than one credential when logging into college systems, networks, and computers. MFA creates a stronger, layered defense that makes it more difficult for bad actors to break into college electronic assets. Faculty and staff currently use MFA, this project extends MFA to our entire student population. MFA is also now required to acquire cyber insurance.

### **MyOCC Electronic Faculty Contracts**

This software manages the very complex Faculty contract compensation process. It replaces a program that is no longer available to the college because Web Advisor was discontinued by Ellucian.

### **NEOED**

This software is designed to automate and streamline our HR recruiting and onboarding process. It replaces a system (HireTouch) that was discontinued by the manufacturer.

### **Network Core Switch Replacement**

These network switches are electronics that connect the college's campuses together providing access to servers, telephony, and the Internet. The new switches provide faster connectivity and enhanced security. The existing Core switches were purchased in 2017.

### **Public Safety Paperless Key application**

This software automates the Public Safety process to manage and track the hundreds of physical door keys and electronic access badges throughout the college.

### **SimpleFlex Classroom upgrade**

A simpler design and configuration of the HyFlex installation. This simplified classroom technology configuration includes a camera and video display to enable the instructor to deliver academic content via video (Zoom) to students attending class remotely.

### **VDI (Virtual Desktop Infrastructure)**

VDI is a virtualization technology that hosts a desktop (PC) operating system and/or software on a centralized server in a data center. VDI provides easier access to academic software for students by publishing the software to the device where they log in while allowing better asset utilization for the college by reducing the need for discipline-specific classrooms and labs.





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# INFORMATION

Board Agenda Item 8.4  
February 21, 2023

**OCC FOUNDATION REPORT**  
**QUARTERLY PROGRESS TOWARD CALENDAR-YEAR GOALS**  
**January 1 to December 31, 2022**

The mission of the OCC Foundation is to obtain and allocate financial support to advance the mission and goals of Oakland Community College. The Foundation sets and tracks its goals on a *calendar-year basis* to correspond to the thinking and behavior of the typical donor.

## Highlights

Closing out the 2022 calendar year, the Foundation raised \$863,033 from 487 donors, exceeding its goal of \$600,000 from 509 donors. The Foundation has exceeded its fundraising goal by 44%, improved on CY2021 by 47%, and eclipsed its next-best fundraising year by nearly \$100,000.

In CY2022, the Foundation provided \$475,213 via 894 scholarship awards to 779 students. In addition, the Student Success Fund awarded \$56,982 to 114 recipients facing an unexpected financial emergency. As year-over-year fundraising continues to improve, the Foundation will continue to increase its ability to provide direct financial support to deserving students in need.

In the fourth quarter, donors established seven new scholarships and funds: John W. Cook Art Scholarship, David Row Memorial Fire Investigation Scholarship, Dr. Robert Montgomery, DDS Health Sciences Endowed Scholarship, Susan M. Bieri RDH Memorial Scholarship, Kevin de Matas Memorial HVAC/R Scholarship, Family Benevolent Fund/Oxford High School Memorial Scholarship, and the Axemen MC7 Annual Scholarship.



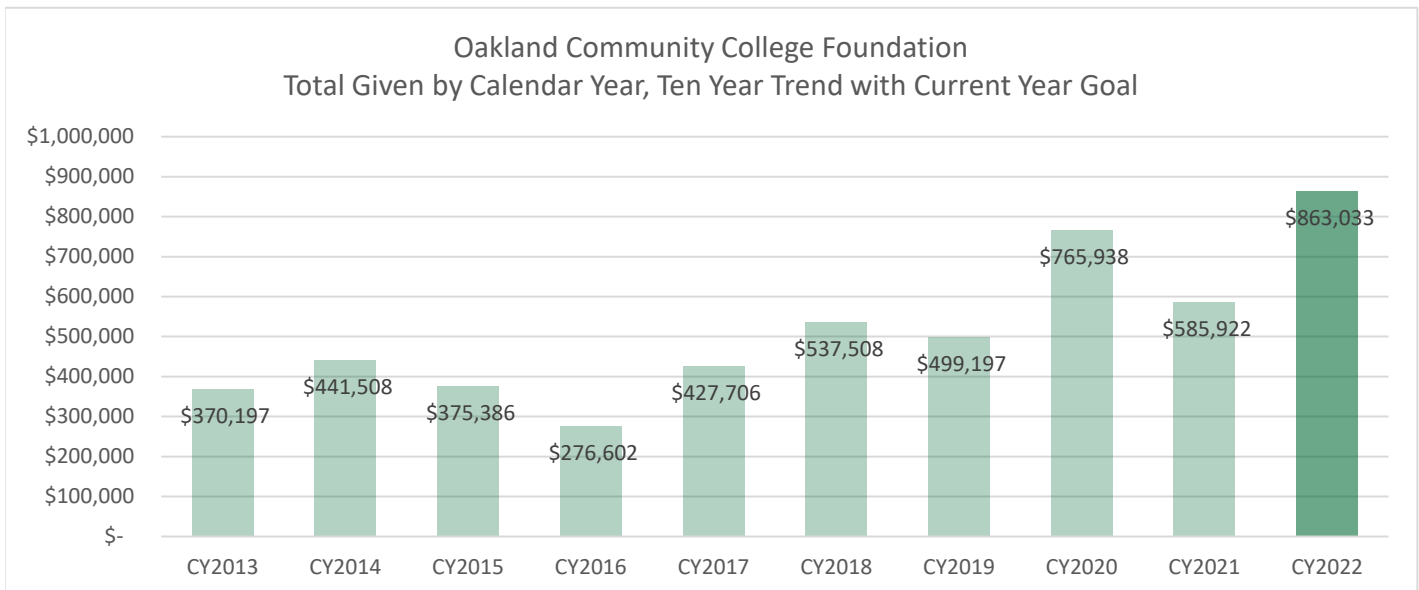
# INFORMATION

Board Agenda Item 8.4  
 February 21, 2023

**OCC FOUNDATION REPORT**  
**QUARTERLY PROGRESS TOWARD CALENDAR-YEAR GOALS**  
**January 1 to December 31, 2022**

The mission of the OCC Foundation is to obtain and allocate financial support to advance the mission and goals of Oakland Community College. The Foundation sets and tracks its goals on a *calendar-year basis* to correspond to the thinking and behavior of the typical donor. Fiscal year results are provided here as well.

	CY2021 Actual		CY2022 Goals		CY2022 Actual td		% of Goal	
	Count	Amount	Count	Amount	Count	Amount	Count	Amount
<b>Total</b>	<b>483</b>	<b>\$585,922</b>	<b>509</b>	<b>\$600,000</b>	<b>487</b>	<b>\$863,033</b>	<b>95.7%</b>	<b>143.8%</b>
<u>Giving Level</u>								
\$100,000 and up	1	\$100,000	1	\$100,000	1	\$101,000	100.0%	101.0%
\$10,000 and up	12	145,206	11	132,000	20	380,594	181.8%	288.3%
\$1,000 to \$9,999	129	271,067	146	299,000	127	313,858	87.0%	105.0%
Under \$1,000	341	69,649	351	69,000	339	67,581	96.6%	97.9%
<u>Retention Status</u>								
Acquired / Recovered	143	\$122,475	219	\$153,000	219	\$374,906	100.0%	245.0%
Retained	246	388,359	290	447,000	286	488,127	98.6%	109.2%
Retained from Prior Year	59.7%	50.7%	60.0%	76.3%	59.2%	83.3%	98.6%	109.2%



CY2013	\$	370,197
CY2014	\$	441,508
CY2015	\$	375,386
CY2016	\$	276,602
CY2017	\$	427,706
CY2018	\$	537,508
CY2019	\$	499,197
CY2020	\$	765,938
CY2021	\$	585,922
CY2022	\$	863,033



# INFORMATION

Board Agenda Item 8.5  
February 21, 2023

## STRATEGIC PLAN UPDATE

In good news, Oakland Community College has been awarded two grants, one from the Wilson Foundation and one from the Ballmer Group totaling more than \$6 million in total funding to be dispersed over three years. These grants will be a huge accelerant for the goals and actions in the FY24-26 Strategic Plan. As has been stated in previous meetings, the FY24-26 Strategic Plan will focus on three main goals: increasing student success, developing a K-14 pipeline in Oakland County, and expanding OCC's presence in the mobility and workforce sector. All of this work coupled with the resources provided by the grant funding will help push OCC towards its primary KPI of doubling its graduation rate by 2027.

Other good news, the college has taken its Collaborative Decision Making Model to the deployment stage and will soon be able to close out this as a strategic action. The Executive Council is currently using the framework for a number of upcoming processes. Additionally, the strategic actions for co-requisite developmental education, the Teaching and Learning Center, Ruffalo Noel-Levitz student climate survey, and the GDEIB diversity survey will all be closed out as strategic actions in the coming months. For reference, "to close out" a strategic action does not mean that the work has ended or stopped, but simply means that from the strategy perspective the work is fully deployed and internalized into on-going college process. As such, these projects and actions no longer require the focus under the strategic planning umbrella because they have become a regular function of the college.

Overall, the strategic planning team, grant team, and our colleagues all across the college are excited to begin this new cycle of very important work and are collectively looking forward to tackling the challenges on the horizon to make a better OCC.