Board of Trustees Regular Meeting Minutes

Oakland Community College
9/17/2024 6:00 PMEDT
@ The Regular Meeting of the Board of Trustees of Oakland Community College will be held on Tuesday, September 17, 2024 6:00 p.m., at the Auburn Hills Campus, Room G240, 2900 Featherstone Road, Auburn Hills, Michigan.

1. Call to Order

   Vice Chair Bertolini called the meeting to order at 6:02 p.m.

2. Attendance

   Present: K. Bertolini, S. Bryant, E. Callaghan, S. Gibson, **Absent**: P. Davis, P. Jackson, C. O'Sullivan

3. Approval of Agenda

   Vice Chair Bertolini asked if there were any items to add or remove from the agenda.

   Motion:
   Move to approve agenda.

   Motion moved by Susan Gibson and motion seconded by Edward Callaghan. Motion passed unanimously.

4. Approval of Minutes

   4.1. June 18, 2024 Regular Meeting Minutes

   📄 6.18.2024 Board of Trustees Regular Meeting Minutes.pdf

   Motion:
   Move to approve the minutes of the June 18, 2024 Regular Meeting.

   Motion moved by Susan Gibson and motion seconded by Edward Callaghan. Motion passed unanimously.

   4.2. August 20, 2024 Special Meeting Minutes

   📄 08.20.2024 Special Meeting Minutes.pdf

   Motion:
   Move to approve the minutes of the August 20, 2024 Special Meeting.

   Motion moved by Susan Gibson and motion seconded by Edward Callaghan. Motion passed unanimously.

   4.3. August 20, 2024 Special Meeting Closed Session Minutes

Motion:

Move to approve the closed session minutes of the August 20, 2024 Special Meeting.

Motion moved by Shirley Bryant and motion seconded by Susan Gibson. Motion passed unanimously.

5. Communications

    5.1. Community Comments

    Nahrein Atkinson, Counseling faculty addressed the Board with her concerns to the Counseling faculty staffing and hours for the summer.

    5.2. Academic Report

        5.2.1. Academic Senate Report

        College Senate Chair Robert (Bob) Andersen introduced himself as the new chair, gave a brief background of himself, and provided Academic Senate updates:

        5.2.2. Provost Update

        Dr. Jennifer Berne addressed the Board with her monthly update.

    5.3. Chancellor's Comments

    Chancellor Provenzano provided his comments for this month's meeting.

    5.4. Student Engagement Report

    No report this month.

6. Action Items

    6.1. State of Michigan Appropriation Local Strategic Value Resolution

    📄 6.1 Local Strategic Value Resolution.pdf

    Motion:

    Move to approve the State of Michigan Appropriation Local Strategic Value Resolution.

    Motion moved by Shirley Bryant and motion seconded by Susan Gibson. Motion passed unanimously.

    6.2. ACCT Leadership Congress Delegate

    📄 6.2 ACCT Leadership Congress Delegate.pdf

Vice Chairperson Bertolini noted a delegate from Oakland Community College needs to be appointed to vote at the October ACCT Leadership Congress in Seattle. Two Board members are attending: Chair Jackson and Trustee Gibson. Vice Chairperson Bertolini inquired for nominations for a Trustee to serve as OCC's delegate. Trustee Callaghan nominated Chair Jackson to serve as OCC's delegate at the October ACCT Leadership Congress in New York.

Motion:

Move to have Chair Jackson serve as OCC's delegate at the October ACCT Leadership Congress in Seattle.

Motion moved by Edward Callaghan and motion seconded by Susan Gibson. Motion passed unanimously.

7. Information Items

7.1. Annual Monitoring Report (Presenters: Steve Simpson, Kristin Carey Li)

📄 7.1 Annual 2023-24 Monitoring Report .pdf

7.2. Board Self-Evaluation (Presenters: Beth Rae)

Vice Chancellor for Legal Affairs and College General Counsel, Beth Rae addressed the Board providing copies of the Board Self-Evaluation compilation prepared by her office.

📄 7.2 Board Self-Evaluation.pdf

Motion:

Move to file and receive the Board Self-Evaluation Compilation Report

Motion moved by Susan Gibson and motion seconded by Shirley Bryant. Motion passed unanimously.

8. Board Comments

Trustee Callaghan noted that he is pleased with the partnership OCC and HFHS have, which recently have directly hired eighteen OCC students.
Trustee Bryant commented that we need to continue our messaging about the Highland Lakes Campus closure and be clear that OCC is not closing.

9. Adjournment

Motion:
Move to adjourn meeting.

Motion moved by Susan Gibson and motion seconded by Shirley Bryant. Motion passed unanimously.

Meeting adjourned at 7:17 p.m.

![Oakland Community College - Excellence Empowered.]

COMMUNICATION

ACADEMIC SENATE REPORT

1. Highlights of the September Academic Senate

   a. Annual Theme - Faculty Engagement

   b. Dissolution of Committee - Academic Planning Comm/Course Completion Ad Hoc Comm

   c. Distance Learning Committee recommendations on testing for ONLINE sections

   d. Bookstore

   e. Transitioning from Highland Lakes

   f. Recording Non-attendance - Federal mandate

   g. Staff Development Day

2. Upcoming Agenda items for October Senate

   a. The Post-Pandemic Senate Community - December Senate In-Person?

   b. Endorsing Language Describing Student Engagement

   c. The return of Emeritus Status to OCC

      a. Definition: Emeritus status is an honorary title given to retired faculty who have demonstrated exceptional service to their academic community. It's not a right, and it's not automatically given to everyone who retires. Instead, it's a distinctive honor that's awarded selectively to those who meet certain criteria.

3. Standing Chair Introduction - William Isanhart, Senate Academic Standards Committee

   a. Mission Statement: The Standing Academic Standards Committee will (1) cyclically review the academic standards and procedures of the college and recommend improvements as necessary and (2) address academic standards issues as they arise and as assigned to them by the Academic Senate.
   Members: Balk, Johnna - AH, Berne, Jennifer - Provost, Bratton, Kevin - Academic Dean *, Chapman, Jolene - Associate Provost, Caponi, Anita - SF, Dodson, Alexis - AH, Hurns, Kim - Student Services, Isanhart, Bill - AH, Kennedy, Bethany - Academic Dean Khan, Tahir - AH, Linden, Steve - Registrar, Mandas, Gina - RO Petrosky, Joe - Associate Provost, Tennison, Robyn - AHL, Zuniga, Roxana - OR

COMMUNICATION

Board Agenda Item 5.2.2
October 15, 2024

Provost Report

Update on Credit for Prior Learning:

We were able to document that last year, 3,500 CPL credits were awarded to 274 students. Based on the credits awarded to Reconnect students, we were able to capture a $35,000 reimbursement through the State incentive, which we will use to further grow CPL.

As for the work from Winter and Summer 2024, some of it has already been used by students and for other mechanisms the processes still need to catch up with the tools. For instance, the portfolio work in ECE and MHS still need a structure and an approved policy to follow. Similarly, the credit for industry credentials work produced some amazing opportunities for credit momentum, but we have work to do on a consistent and expedient credential review process.

Update on Academic Early Intervention:

Early alert is a formal, proactive feedback system that communicates and records potential at-risk student behavior before the challenges become insurmountable. Using the engagement tool **Ellucian CRM advise**, the Early Alert process helps the Academic Support Center (**and now Counseling too!**) engage with students that may be showing signs of early struggles. Early alert gives faculty the opportunity to initiate this engagement.

> Early Alert creates a record of engagement for individual students. The history allows us to identify patterns of behavior and support students who may be at-risk.
>
> Early Alert initiates the opportunity for the Academic Support Center and the Counseling Office to reach out to students to offer support.
>
> Early Alert fosters a culture of student concern and engagement.

Excerpts from Notes:

He appreciated the check-in and tutoring information. His mom had just passed away and he was going to return to campus and attend the drop-ins at AH"

"Student" mentioned struggling w/health and needing to get back on track. With her permission I emailed her instructors letting them know since she did not have their information at the time. Both instructors responded to the email, and "Student" is still registered for fall classes.

"Student" had to leave her home due to domestic violence and then had emergency surgery. She wants to remain in the class and finally has her phone back and will reach out to instructor and she also needs assistance getting a computer. We worked with counseling and instructor to keep student enrolled.

Update on New Transfer Strategy

I am excited to share with you what we intend to adopt as a new strategy to improve transfer rates to four-year institutions. This shift comes in response to the complex and often inefficient transfer process that plagues many community colleges across the nation. As stated in a recent article in The Chronicle of Higher Education, "roughly one-third of American college students attend a community college, doing coursework that should, theoretically, allow them to complete the first two years toward a bachelor's degree at an affordable price. And yet two-thirds of community-college students do not transfer, even though most aspire to complete a bachelor's degree."

Our new approach will focus on three things:

1. Moving away from course-by-course articulation agreements, which have proven challenging and untenable due to varying acceptance criteria among four-year institutions.
2. Focusing on direct student engagement with desired four-year institutions through targeted in-person visits, Zoom information sessions, and field trips to four-year campuses.
3. Collaborating with four-year institutions willing to accept associate degrees as equivalent to the first two years of a bachelor's degree, allowing students to enter as juniors.

By working directly with four-year institutions that accept entire associate degrees, we hope to simplify the transfer process and reduce the risk of students accumulating excess credits.

From an equity perspective, we anticipate our new strategy will be especially beneficial for low-income students and students of color who are more likely to begin their higher education journey at community colleges.

While this proactive approach is a departure from what has been done in the world of transfer for years, we are excited to pioneer this strategy, which we are confident will lead to more meaningful relationships with our students and provide them with clearer direction as they plan to transfer upon graduation.

COMMUNICATION

OAKLAND COMMUNITY COLLEGE
BOARD OF TRUSTEE 2024 SELF-EVALUATION SUMMARY

BOARD OF TRUSTEE 2024 SELF-EVALUATION

SUMMARY:
The OCC Board of Trustees conducted its self-evaluation in September 2024. All seven of the Trustees completed the survey, ranking themselves on a scale of 1-5 (with 1 being Strongly Disagree and 5 being Strongly Agree) in these eight categories:

Leadership & Policy Role = 4.32 average
Mission & Strategy = 4.52 average
Relationship with CEO = 4.32 average
Educational Quality = 4.24 average
Community Outreach, Advocacy & Communication = 4.20 average
Fiduciary & Statutory Responsibilities Sustainability = 4.759 average
Development & Engagement = 4.14 average

The open-ended comment section collected trustees' feedback on the board's greatest strengths and areas for improvement, which included:

GREATEST STRENGTHS:
The Board's respect and admiration of the CEO's leadership and abilities; commitment to making the College inclusive and valuable to the educational community; adherence to protocols; community engagement and advocacy; the Board's commitment to professional development; and commitment to self-assessments and evaluating its processes.

IMPROVEMENTS:
Attendance at staff monitoring report sessions, board training, and board meetings; increased attendance at more college and community events; and attend more functions at the local, state, and national governing bodies.

ACTION

Board Agenda Item 6.1
October 15, 2024

2025 Board of Trustees Meeting & Conference Schedule

PROBLEM/NEEDS STATEMENT

As a public body, Oakland Community College is required to publicly post at its principal office a listing stating the dates, times, and places of all of its regular and special meetings.

WHY THE ACTION IS BEING RECOMMENDED

In order to comply with the Michigan's Open Meetings Act, the Board of Trustees is being asked to approve the January to December 2025 Regular Meeting and Conference Schedule dates as attached.

MOTION

Move the Board of Trustees approve the January to December 2025 Board of Trustees Regular Meeting and Conference Schedule attached hereto.

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Board of Trustees
2025 Regular Meetings and Conference Schedule*

Date	Location	Time	Event Title
January 10, 2025	*Virtual*	*10:00 a.m.*	*MCCA Winter Board of Directors Meeting*
January 21, 2025	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
April 1 - 2, 2025	*Chicago, IL*		*AGB National Trusteeship Conference*
April 12 - 16, 2025	*Nashville, TN*		*AACC Annual Conference*
April 15, 2025	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
May 15-16, 2025	*Kellogg Community College*		*MCCA Spring Board of Directors Meeting*
May 20, 2025	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
June 17, 2025	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
July 30 - August 1, 2025	*Mission Point, Mackinac Island*		*MCCA Summer Conference*
September 16, 2025	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
September 4-5, 2025	*Northwestern Michigan College*		*MCCA Autumn Board of Directors Meeting*
October 21, 2025	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
October 22 - 25, 2025	*New Orleans, LA*		*ACCT Leadership Congress*
November 18, 2025	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting

The Board has the right to call additional meetings as needed.

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ACTION

Board Agenda Item 6.2
October 15, 2024

FISCAL YEAR 2023-24
GENERAL FUND APPROPRIATION AMENDMENT

PROBLEM/NEEDS STATEMENT

College needs to approve an amendment to increase the 2023-24 fiscal year General Fund appropriation by $26,243,195 to allow for an additional transfer to the Plant Fund to fund the long-term capital plan.

WHY THE ACTION IS BEING RECOMMENDED

The additional transfer will provide funding for College's long-term capital plan that is expected to include Auburn Hills Campus building A that has been delayed due to a lack of State funding.

In past years, additional surplus in the General Fund was transferred to the Plant Fund for future capital projects. The additional transfer did not result in exceeding the fiscal year's approved General Fund appropriation.

For fiscal year 2023-24, the additional transfer to the Plant Fund will exceed the General Fund appropriation of $178,845,544 by $26,243,195.

FUNDING SOURCE

General Fund

MOTION

Move the Board of Trustees approve an amendment to increase the fiscal year 2023-24 General Fund appropriation by $26,243,195 for a total of $205,088,739.

INFORMATION

Board Agenda Item 7.1
October 15, 2024
Board Meeting

FINANCE QUARTERLY REPORT
For the Quarter Ended June 30, 2024

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INTRODUCTION

Oakland Community College is a public, non-profit educational institution operating academic campuses across Oakland county. The academic services of the College are provided during terms and the majority of the expenditures follow the terms– not calendar months. In the General Fund, the College has three major revenue sources following different receipt schedules. Tuition revenues are received on a term 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 June 30, 2024

This report includes year-to-date information as of the 4th quarter of the fiscal year and reflects financial activity from July 1, 2023 to June 30, 2024. Please note these are not final audited numbers for fiscal year ended June 30, 2024. Year end fieldwork is nearly complete and draft financial statements are in process. The audited ACFR will be available on the College's website after November 1, 2024. The numbers presented on the quarterly report are not expected to be materially different from the year-end financial statements.

FINANCIAL HIGHLIGHTS

Revenues:

In the General Fund, the College recorded total revenues of $207,171,129 (column 3) compared to $170,926,244 (column 4) as of the end of the same quarter last year. In Designated Funds, the College recorded total revenues of $3,103,809 (column 3) compared to $2,545,232 (column 4) at the end of the same quarter last year.

Property Taxes: The total amount is $107,469,661 (column 3) compared to $99,923,797 (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 2023 as taxable values have increased. For fiscal year 2024 and beyond, the College will continue to closely monitor the impact of the housing market, continued higher interest rates and low turnover on property tax values.

State Appropriations: The total amount is $35,677,637 (column 3) compared to $27,631,048 (column 4) at the end of the same quarter last year in the General Fund. In FY24 there is an increase in state appropriations as well as the addition of Infrastructure, Technology, Equipment, Maintenance, and Safety (ITEMS) in the amount of $5 million. This $5 million is restricted in the Plant fund for CREST renovations.

Tuition and Fees: The total amount is $44,075,071 (column 3) compared to $41,046,966 (column 4) in the General Fund as of the end of the same quarter last year. Enrollment for fall 2023, winter 2024 and summer 2024 is slightly increased over last fiscal for both headcount and contact hours. Tuition and fees for economic & workforce development and police/fire academy programs in the Designated Funds are $2,872,041 (column 3) at the end of the quarter compared to $3,147,914 (column 4) at the end of the same quarter last fiscal year. In the Designated Funds, tuition and fees were impacted by COVID-19 for over three years but have been increasing slightly each fiscal year with more offerings each term. During the 2nd quarter FY2024, as compared to last fiscal year, there were some decreases in MNJT (Michigan New Jobs Training) revenue causing the overall decrease on the quarterly financials but excluding this decrease for MNJT, other workforce, police and fire tuition revenue are slightly higher than in 2023 as of June 2024.

Investment income: The total amount of investment income for fiscal year 2024 as of the fourth quarter is $14,359,272 (column 3) compared to $9,881,655 (column 4) for same quarter last fiscal year. This increase is due to higher interest rates. Unrealized investment gain for 2024 is $4,544,880 (column 3) compared to $8,608,243 loss (column 4) in fiscal year 2023. Unrealized gains and losses represent the fluctuation in the fair market value of investments. Bond values decline as interest rates increase and rise as interest rates decrease. Nearly 90 percent of the investments held by the College are in government agencies and sponsored enterprises securities, whose prices were affected by the factors mentioned above. As the College intends to hold investments to maturity, it is unlikely that these unrealized gains and losses will be realized.

Expenditures:

The College recorded total expenditures in the General Fund of $125,350,106 (column 3) compared to $125,865,396 (column 4) as of the end of the same quarter last year. In the Designated Funds, the College recorded total expenditures of $6,351,928 (column 3) compared to $5,429,026 (column 4) as of the end of the same quarter last year.

Employee Salaries and Wages: The amount is $69,170,045 (column 3) compared to $68,715,795 (column 4) as of the end of the same quarter last year in the General Fund. In the designated fund, the amount is $2,937,723 (column 3) compared to $2,337,514 as of the end of the same quarter. A portion of the designated salary increase in FY24 is related to instruction costs and the remaining amount is related to administrative and support staff.

Other Operating Expenses: In the General Fund, other operating expenses of $19,170,873 (column 3) are slightly lower than as of the same quarter last year with $19,191,960 (column 4) total. Fiscal year 2024 total expenses were budgeted and expected to be higher than 2023 at year-end due to the current rate of inflation but ended up slightly lower than 2023 primarily due to year end GASB 68/75 MPSERS adjustments.

SUMMARY:

OCC, along with educational institutions across the nation, is faced with many challenges. These include maintaining and increasing student enrollment, managing shifts to different modalities for student learning, continuing supply chain issues, competitive and tight labor market, and inflation with rising costs of all goods, services and utilities. The College faces these challenges with the assistance of the entire college community.

Overall revenue for fiscal year 2024 is higher than 2023 at the end of the fiscal year and while expenses remained stable in 2024 as compared to 2023, the College will continue to strive to effectively manage the fiscal year budget and monitor spending in the coming fiscal year. The College continues to be watchful of the impact of the economy, changing interest rates and enrollment throughout the next fiscal year and beyond.

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GENERAL FUND BUDGET STATUS REPORT
For the Quarter Ended June 30, 2024

(1)	(2) TOTAL REVENUES BUDGET	(3) REVENUES YTD	(4) PRIOR YTD REVENUES	(5) YTD PERCENT OF BUDGETED REVENUES
REVENUES:				
Property Taxes	$ 104,700,000	$ 107,469,661	$ 99,923,797	102.65%
State Appropriations	27,350,000	35,677,637	27,631,048	130.45%
Tuition & Fees	40,590,856	44,075,071	41,046,966	108.58%
Investment Income	6,500,000	14,359,272	9,881,655	220.91%
Miscellaneous Revenue	1,061,078	1,044,608	1,051,021	98.45%
Unrealized Gain/(Loss) on Investments	-	4,544,880	(8,608,243)	-
TOTAL REVENUES	**$ 180,201,934**	**$ 207,171,129**	**$ 170,926,244**	**114.97%**

	TOTAL EXPENSES BUDGET	EXPENSES YTD	PRIOR YTD EXPENSES	YTD PERCENT OF BUDGETED EXPENSES
EXPENDITURES:				
Employee Salaries and Wages	$ 74,260,349	$ 69,170,045	$ 68,715,795	93.15%
Fringe Benefits	36,223,086	30,810,973	31,979,147	85.06%
Contracted Temporary Personnel	2,680,304	1,890,760	1,784,835	70.54%
Utilities	4,724,084	4,307,455	4,193,659	91.18%
Other Operating Expenses	26,787,605	19,170,873	19,191,960	71.57%
TOTAL EXPENDITURES	**$ 144,675,428**	**$ 125,350,106**	**$ 125,865,396**	**86.64%**
TRANSFERS:				
Transfer (to) from General Fund	$ -	$ -	$ -	-
Transfer (to) from Loan Fund	-	-	-	-
Transfer (to) from Auxiliary Fund	-	-	-	-
Transfer (to) from Endowment/Restricted	(325,000)	(411,093)	(355,873)	126.49%
Transfer (to) from Plant Fund	(30,000,000)	(76,000,000) *	(40,000,000)	253.33%
All Other Transfers	(3,845,116)	(3,327,541)	(1,565,572)	86.54%
TOTAL TRANSFERS	**$ (34,170,116)**	**$ (79,738,633)**	**$ (41,921,445)**	**233.36%**

*Pending board approval

DESIGNATED FUND BUDGET STATUS REPORT
For the Quarter Ended June 30, 2024

(1)	(2) TOTAL REVENUES BUDGET	(3) REVENUES YTD	(4) PRIOR YTD REVENUES	(5) YTD PERCENT OF BUDGETED REVENUES
REVENUES:				
Property Taxes	$ -	$ -	$ -	-
State Appropriations	-	-	-	-
Tuition & Fees	4,101,197	2,872,041	3,147,914	70.03%
Investment Income	-	-	-	-
Miscellaneous Revenue	139,570	231,768	120,909	166.06%
Unrealized Gain/(Loss) on Investments	-	-	-	-
TOTAL REVENUES	**$ 4,240,767**	**$ 3,103,809**	**$ 3,268,823**	**73.19%**

	TOTAL EXPENSES BUDGET	EXPENSES YTD	PRIOR YTD EXPENSES	YTD PERCENT OF BUDGETED EXPENSES
EXPENDITURES:				
Employee Salaries and Wages	$ 2,912,204	$ 2,937,723	$ 2,337,514	100.88%
Fringe Benefits	1,461,637	1,277,718	1,016,576	87.42%
Contracted Temporary Personnel	2,086,730	1,101,051	946,495	52.76%
Utilities	-	-	-	-
Other Operating Expenses	1,892,252	1,035,436	1,128,441	54.72%
TOTAL EXPENDITURES	**$ 8,352,823**	**$ 6,351,928**	**$ 5,429,026**	**76.05%**

TRANSFERS:				
Transfer (to) from General Fund	$ 3,845,116	$ 3,327,541	$ 1,565,572	86.54%
Transfer (to) from Loan Fund	-	-	-	-
Transfer (to) from Auxiliary Fund	-	-	-	-
Transfer (to) from Endowment/Restricted	-	-	-	-
Transfer (to) from Plant Fund	-	-	-	-
All Other Transfers	-	-	-	-
TOTAL TRANSFERS	**$ 3,845,116**	**$ 3,327,541**	**$ 1,565,572**	**86.54%**

INFORMATION

Board Agenda Item 7.2
October 15, 2024

<u>**COLLEGE FACILITIES QUARTERLY REPORT**</u>
<u>**For the Quarter Ending June 30, 2024**</u>

2024 RENOVATION / MAJOR MAINTENANCE PROGRAM

Quarter End Date: June 30, 2024

Row #	Project ID	Project Name	BoT Approved	Adjustments + / -	Adjusted Budget	Status	Committed Cost	Balance
1	AH21-002	G-240 Conference Room Upgrade	$200,000.00	$0.00	$200,000.00	1		$200,000.00
2	AH22-002	Building F Rooftop Unit Replacement	$3,270,100.00	$0.00	$3,270,100.00	1		$3,270,100.00
3	AH24-002	MTEC HVAC Replacement	$7,500,000.00	-$1,520,929.00	$5,979,071.00	1		$5,979,071.00
4	AH24-007	A101 Utility Enhancements	$0.00	$20,000.00	$20,000.00	1		$20,000.00
5	AH24-012	Campus Interior Signage	$0.00	$30,000.00	$30,000.00	1		$30,000.00
6	CW24-005	Parking Lot Fixture Upgrades	$100,000.00	$0.00	$100,000.00	1		$100,000.00
7	CW24-006	Restroom Upgrades	$500,000.00	$0.00	$500,000.00	1		$500,000.00
8	HL24-999	Closure Activities	$0.00	$20,000.00	$20,000.00	1	$6,500.00	$13,500.00
9	RO24-002	Interior Hardware Renovation	$150,000.00	$0.00	$150,000.00	1		$150,000.00
10	SF24-002	Interior Hardware Renovation	$150,000.00	$0.00	$150,000.00	1		$150,000.00
11	AH23-013	CREST Phase I	$0.00	$16,000,000.00	$16,000,000.00	2	$13,305.00	$15,986,695.00
12	AH24-006	Campus Chilled Water System Study	$0.00	$40,000.00	$40,000.00	2	$37,500.00	$2,500.00
13	AH24-009	Campus Master Plan Study	$0.00	$30,000.00	$30,000.00	2	$12,517.50	$17,482.50
14	RO22-003	Parking Structure Evaluation	$50,000.00	$50,000.00	$100,000.00	2	$9,700.00	$90,300.00
15	RO24-005	Miscellaneous Window Replacements	$0.00	$30,000.00	$30,000.00	2		$30,000.00
16	OR23-011	Health Professions Project	$0.00	$60,000,000.00	$60,000,000.00	3	$2,168,257.62	$57,831,742.38
17	AH24-010	CREST Door & Hardware Upgrade	$0.00	$120,000.00	$120,000.00	4	$4,297.00	$115,703.00
18	AH24-016	Misc. Door & Hardware Upgrades	$0.00	$220,000.00	$220,000.00	4	$12,225.83	$207,774.17
19	CW24-007	College-wide Catch Basin Restorations	$0.00	$110,000.00	$110,000.00	4	$20,353.62	$89,646.38
20	RO24-004	Building D Roof Replacement	$0.00	$500,000.00	$500,000.00	4	$327,409.82	$172,590.18
21	AH21-004	Exterior Signage Upgrade	$2,182,114.00	$643,456.00	$2,825,570.00	5	$160,933.54	$2,664,636.46
22	AH24-011	CREST Miscellaneous Building Repairs	$0.00	$110,000.00	$110,000.00	5	$88,010.57	$21,989.43
23	AH24-014	Campus-wide Concrete Restorations	$0.00	$110,000.00	$110,000.00	5	$91,110.48	$18,889.52
24	AH24-017	Misc. Office Reconfigurations	$0.00	$45,000.00	$45,000.00	5	$37,973.20	$7,026.80
25	CW23-001	CCTV & Security Monitoring Enhancements	$800,000.00	$677,473.00	$1,477,473.00	5	$205,053.27	$1,272,419.73
26	HL24-003	HOH Chimney Restoration	$0.00	$60,000.00	$60,000.00	5	$48,778.77	$11,221.23
27	OR21-002	Building L Renovation	$7,042,910.00	-$813,135.06	$6,229,774.94	5	$4,933,053.71	$1,296,721.23
28	OR22-002	Interior Hardware Renovation	$1,300,000.00	$646,301.48	$1,946,301.48	5	$1,258,815.45	$687,486.03
29	RO22-004	Building E Construction	$71,511,721.00	-$1,184,481.80	$70,327,239.20	5	$32,284,869.29	$38,042,369.91
30	SF22-004	Chiller Plant Upgrade	$109,887.00	$209,753.96	$319,640.96	5	$231,467.30	$88,173.66
31	SF24-003	Controls Upgrade	$0.00	$140,000.00	$140,000.00	5	$76,097.50	$63,902.50

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

2024 RENOVATION / MAJOR MAINTENANCE PROGRAM

Quarter End Date: June 30, 2024

Row #	Project ID	Project Name	BoT Approved	Adjustments + / -	Adjusted Budget	Status	Committed Cost	Balance
32	AH23-011	ERU-2 Modification	$0.00	$50,000.00	$50,000.00	6	$41,851.05	$8,148.95
33	AH24-005	CREST Burn Building Masonry Study	$0.00	$20,000.00	$20,000.00	6	$16,769.00	$3,231.00
34	AH24-008	Chiller Restoration Program	$0.00	$76,000.00	$76,000.00	6	$67,152.28	$8,847.72
35	AH24-013	Public Safety Suite G101 Modifications	$0.00	$20,000.00	$20,000.00	6	$12,415.03	$7,584.97
36	AH24-015	Restroom Piping Restoration	$0.00	$60,000.00	$60,000.00	6	$45,629.09	$14,370.91
37	AH24-018	Building E Hall Floor Tile Replacement	$0.00	$60,000.00	$60,000.00	6	$41,526.36	$18,473.64
38	CW24-008	Roof Restoration Program	$0.00	$100,000.00	$100,000.00	6	$66,819.88	$33,180.12
39	OR20-011	Building M Remodel	$950,000.00	$2,026,561.42	$2,976,561.42	6	$2,657,312.87	$319,248.55
40	OR23-007	CW Exterior Light Fixture Replacement	$0.00	$35,000.00	$35,000.00	6	$26,503.01	$8,496.99
41	OR23-010	Buildings C&D Elevator Restoration	$0.00	$85,790.00	$85,790.00	6	$60,742.53	$25,047.47
42	OR24-003	Campus Handrails & Concrete Restorations	$0.00	$80,000.00	$80,000.00	6	$59,209.38	$20,790.62
43	OR24-004	Campus Fiber Ring Modifications	$0.00	$50,000.00	$50,000.00	6	$41,654.84	$8,345.16
44	RO24-003	Building B Elevator Equipment Upgrade	$0.00	$90,000.00	$90,000.00	6	$81,197.16	$8,802.84
45	HL24-002	Interior Hardware Renovation	$150,000.00	$0.00	$150,000.00	7		$150,000.00
46	AH24-001	Site Work & Small Projects	$250,000.00	-$196,000.00	$54,000.00	8	$45,104.82	$8,895.18
47	CW23-003	Elevator Restoration Program	$0.00	$34,816.42	$34,816.42	8		$34,816.42
48	CW24-001	Carpet/Flooring Replacement	$200,000.00	-$60,000.00	$140,000.00	8	$100,446.27	$39,553.73
49	CW24-002	Paving, Catch Basin & Sidewalk Restoration	$2,000,000.00	-$220,000.00	$1,780,000.00	8	$825.00	$1,779,175.00
50	CW24-003	Roof Upgrades	$1,000,000.00	-$635,000.00	$365,000.00	8		$365,000.00
51	CW24-004	Elevator Restoration Program	$500,000.00	-$210,606.42	$289,393.58	8		$289,393.58
52	CW24-997	Construction Management Core Staff	$450,000.00	$0.00	$450,000.00	8	$449,650.80	$349.20
53	CW24-998	Academic/Campus Enhancements	$1,000,000.00	-$395,000.00	$605,000.00	8	$8,499.64	$596,500.36
54	CW24-999	Emerging Needs / Contingency / Emergency Repair	$1,000,000.00	$875,000.00	$1,875,000.00	8		$1,875,000.00
55	DO24-001	Site Work & Small Projects	$50,000.00	$0.00	$50,000.00	8	$13,823.00	$36,177.00
56	HL24-001	Site Work & Small Projects	$100,000.00	-$45,000.00	$55,000.00	8	$6,055.84	$48,944.16
57	OR24-001	Site Work & Small Projects	$265,000.00	-$115,000.00	$150,000.00	8	$9,532.04	$140,467.96
58	RO24-001	Site Work & Small Projects	$200,000.00	-$80,000.00	$120,000.00	8	$3,910.00	$116,090.00
59	SF24-001	Site Work & Small Projects	$100,000.00	$0.00	$100,000.00	8		$100,000.00
60	AH23-002	Building A Renovation & Expansion	$2,000,000.00	-$2,000,000.00	$0.00			$0.00
61	AH24-003	CREST Expansion	$16,000,000.00	-$16,000,000.00	$0.00			$0.00
62	OR24-002	Health Sciences Building	$60,000,000.00	-$60,000,000.00	$0.00			$0.00
		Grand Total	**$181,081,732.00**	**$0.00**	**$181,081,732.00**		**$45,884,859.36**	**$135,196,872.64**

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

INFORMATION

Board Agenda Item 7.3 #
October 15, 2024

INFORMATION TECHNOLOGY QUARTERLY REPORT
April 1, 2024 to June 30, 2024

Quarterly Status Report as of June 30, 2024

Select a Quarter End Date to view the Report: June 30, 2024   ▼

Description	Location	Status	Progress	2023-24 Budget $	2023-24 Committed Costs	2023-24 Balance	Multi-year Project
Add OCC Chatbot to IT portal	CW	Implementation		$0	$0	$0	1
Colleague migration to SaaS	CW	Implementation		$756,155	$588,736	$167,419	2
Destiny One	CW	Implementation		$150,000	$150,000	$0	1
Eforms and workflows	CW	Implementation		$904,000	$570,000	$334,000	3
eLumen Data in IE SQL Server Database	CW	Not Started		$0	$0	$0	1
FA~Link	CW	Complete		$9,790	$0	$9,790	1
Infosilem	CW	Testing		$45,000	$45,000	$0	1
MFA for students	CW	Complete		$22,000	$0	$22,000	1
MyOCC Electronic Faculty Contracts	CW	Complete		$42,600	$42,600	$0	1
NEOED - Phase II	CW	Deferred		$80,746	$80,746	$0	1
Public Safety Paperless Key application	CW	Implementation		$0	$0	$0	1
Simple Syllabus	CW	Implementation		$20,162	$20,162	$0	1
VDI replacement	CW	Implementation		$4,200,000	$4,192,090	$7,910	1
Totals				**$6,230,453**	**$5,689,334**	**$541,119**	

Emma Integration

Emma is a cloud-based email management platform used to by OCC to communicate with large numbers of students or employees at once. This project creates an automated linkage (integration) between our Colleague Student Information System and Emma to provide up to date lists of current student populations that we need to communicate with.

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.

Campus Logic Award Letter

Campus Logic is a cloud-based platform that OCC uses to help students navigate Financial Aid by streamlining the workflow, digitizing paperwork, and managing communication. The Award Letter is a project that automates the timely creation and delivery of a document explaining exactly what FA funds a student has been awarded so they may understand the financial resources available to them to attend OCC.

Colleague migration to SaaS (Software as a Service)

This is a D3C3-funded project with 2 major components: 1) to streamline Colleague processes and allow better integration across programs by de-customizing screens and increasing the consistency and effectiveness of how the system is used. The second component is to move the hosting of Colleague from on-premise to the cloud. By doing so, OCC can further increase the long-term maintenance, security, and sustainability of our Student Information System, freeing up time for proactive technology-based projects in service of our goal to double graduation rates and increase equitable access to education.

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.

eForms and Workflows

This project refers to the expansion of our document imaging solution in an attempt to eliminate all paper documents and move to a 'paper-free' workplace. This project provides a 'greener', more efficient, more effective college and allows for anytime anywhere access to forms for students and employees.

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.

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- Phase II
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.

Penji
Penji is a cloud-based platform for scheduling, communicating, and tracking appointments and interactions with our Academic Success Centers. This project includes the linkage (integration) between the Colleague Student Information System and Penji to manage access to the ASCs for our students.

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.

Simple Syllabus

This is a cloud-based, centralized platform for managing and on-line publishing our academic syllabi. The solution simplifies syllabus management, and improves syllabus consistency and accessibility for our students.

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.

INFORMATION

Board Agenda Item 7.4
October 15, 2024

OCC FOUNDATION QUARTERLY REPORT
April 1, 2024 to June 30, 2024

The mission of the OCC Foundation is to improve equitable access to a quality education by connecting student and program needs to philanthropic support. The Foundation sets and tracks its goals on a *fiscal-year basis*.

Organizational Highlights

- FY2024 Foundation Audit: Plante Moran began their audit and will continue through September 2024. Requested information has been provided by Foundation staff.
- We welcomed Lori Przymusinski, MSN, RN, to the OCC Foundation Board of Directors. Lori retired from OCC after 20 years, holding the roles of faculty, Dean of Nursing and Health Professions and Vice Chancellor of Student Services.
- We would like to thank Antoine Joubert for his time serving on the Foundation Board of Directors.
- The Foundation is the recipient of a $50,000 WSU grant that provides $10,000 per year, for five years, supporting the College for Social Work initiatives.
- The Advancement team gathered for a strategic planning session, led by Strategic In/sight Partners, with the goal of aligning our objectives and setting a clear path forward. Work continues as we focus on developing actionable strategies, addressing challenges, and leveraging opportunities to drive our mission forward and will include discussions the Foundation BOD in the Fall of 2024.
- New Hire Orientation, rebranded as New Employee Engagement Orientation (NEEO), will now include an overview of the OCC Foundation, its mission to support student success initiatives, along with ways employees can get involved (i.e. payroll deduction).
- Rollout of the OCC Foundation's Summer 2024 digital newsletter highlighting the new team along with scholarships awarded during the past academic year.
- Newly created endowed scholarships:
  - Ginther Police Service Endowed Scholarship
  - Ginther Emergency Medical Service Endowed Scholarship
  - Dylan Drobot Memorial Culinary Scholarship
  - Nasrin Ghaussi Respiratory Therapy Memorial Scholarship
  - Farmington Area Association of Retired School Personnel Endowed Scholarship
- Newly created annual scholarships:
  - CIS Love to Learn Annual Scholarship
  - Mike Cyrol Memorial Photography Scholarship
  - Ayar Family Scholarship
  - Chandra Berger Memorial Scholarship
- Newly created funds:
  - Food Pantry Program Fund
  - Social Work Program Fund

Fundraising Results:

	FY2022 Total 7/1/21 - 6/30/22		FY2023 Total 7/1/22 - 6/30/23		FY2024 Total 7/1/23 - 6/30/24	
	Count	Amount	Count	Amount	Count	Amount
Total	**529**	**$674,770**	**358**	**$1,731,836**	**354**	**$408,925**
<u>Giving Level</u>						
$100,000 and up	1	$100,000	3	$ 1,178,914	0	$ -
$10,000 and up	14	$226,305	15	$279,426	13	$193,074
$1,000 to $9,999	120	$276,805	88	$215,556	64	$164,721
Under $1,000	394	$71,660	252	$57,940	277	$51,130

INFORMATION

Board Agenda Item 7.5
October 15, 2024

STRATEGIC PLAN UPDATE

The Office of the Chief Strategy Officer is now officially in process on the deployment of the FY24-26 Strategic Plan. OCC is now fully into deployment on the first set of grant-funded strategies and continues to see success. Some notable successes included in the monitoring report continue to be in the work of culture building through managerial development, gatekeeper course success, online math outcome improvement, and many other on-going IT and data deployments to support student success at the college.

The goal of doubling graduation continues to be supported by three main bodies of work. These include, increasing student success through the National Institute of Student Success (NISS) model for advising and self-service, workforce partnership with MichAuto, and expanding dual and concurrent K-14 partnerships. This regional partnership of industry, philanthropy, non-profits, and the education sector continues to innovate and redefine educational systems in metro Detroit.

And lastly, in very exciting news, OCC has been able to partner with Oakland County MDHHS on bringing two fulltime social workers to campus. These workers will serve as case mangers for only OCC students and will facilitate the access and maintenance of benefits in a host of state and local social services including but not restricted to health care, housing security, food security, day care and others.

OAKLAND COMMUNITY COLLEGE™
Excellence *Empowered.*™

INFORMATION

Board Agenda Item 7.6
October 15, 2024

2023-2024 ANNUAL AUDIT

PROBLEM/NEEDS STATEMENT

The firm of Plante and Moran, PLLC will review the results of the annual audit with the Board of Trustees at the October 15, 2024 regular Board meeting.

WHY THE ACTION WAS TAKEN

To inform the Board of Trustees of the financial status of the College and to conform to the policies of the Board, the State of Michigan and Federal Regulations.

INFORMATION
Board Agenda Item 7.7
October 15, 2024

SUMMER 2024
MONITORING REPORT

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Executive Summary

The Summer semester is a time in the academic cycle when students can maintain or accelerate their momentum toward achieving their academic goals. It is a time when college guest students can benefit from the value of transfer courses. It is also a time of year when thousands of new and returning students prepare for the Fall semester, with extensive support from services at OCC.

National reports show that community college enrollment continues to rebound after several years of decline throughout the pandemic and its effects. While Michigan undergraduate enrollment still lags in relation to other parts of the country, at OCC those enrollment numbers rose significantly in 2023 and 2024.

In response to recent trends for higher education, community colleges need to continually evolve to meet student demand for access and opportunity through diverse course modalities and robust support structures. Community college completion remains a complex and mission-focused goal, to help fit higher education advancement and earned credentials into the lives of students who are working, caring for families, and facing economic challenges throughout their college pursuits. OCC strives to research and adopt the best national models of how to increase student success and equity, then evolve as an institution to continuously improve in service to our students and community. 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
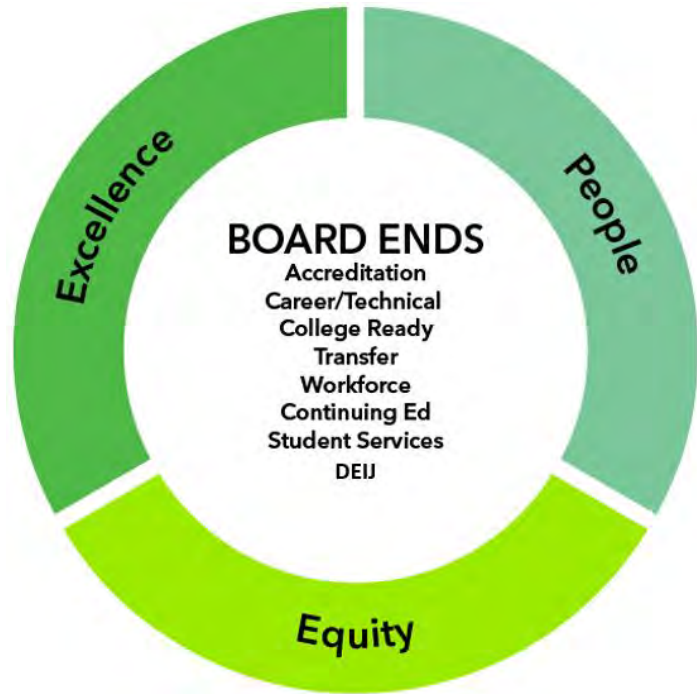
Strategic Direction 2: Build a People First Organization
- **2.1** Create transparent data infrastructure that allows for high levels of accountability and engagement from all employees
- **2.2** Promote a culture of communication, collaboration, respect, and civility

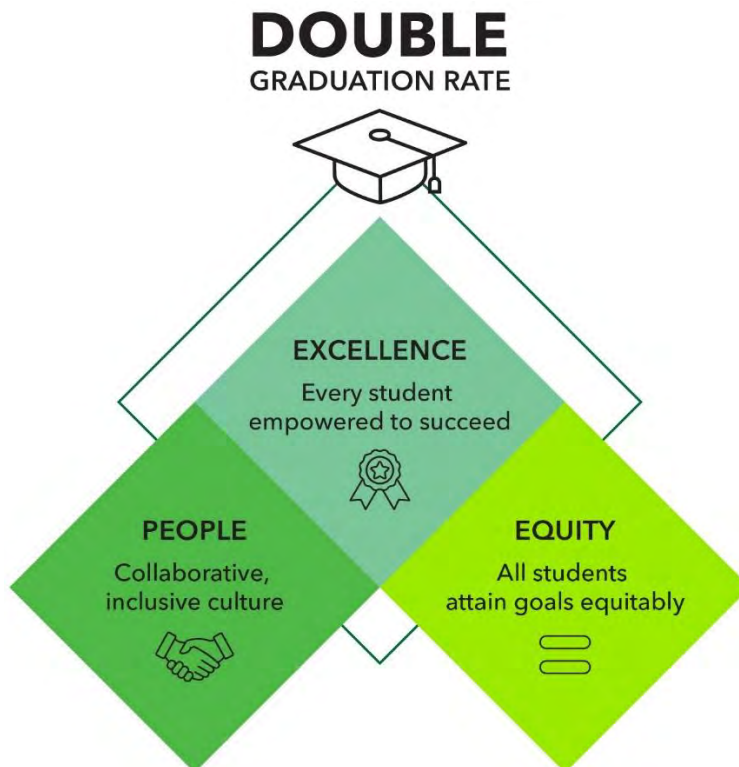**Strategic Direction 3: Advance Diversity, Equity, Inclusion, and Justice Policy and Practice**
- **3.1** Build an integrated diversity, equity, inclusion, and justice (DEIJ) infrastructure to support students, staff, and community

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.

BOARD ENDS
Accreditation
Career/Technical
College Ready
Transfer
Workforce
Continuing Ed
Student Services
DEIJ

Excellence
People
Equity

OCC is focused on the 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.

DOUBLE
GRADUATION RATE

EXCELLENCE
Every student empowered to succeed

PEOPLE
Collaborative, inclusive culture

EQUITY
All students attain goals equitably

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.
- Ongoing research and analysis will continue to refine targets and support alignment with the College's strategic plan.

Summer Semester Core KPIs	2022	2023	2024	2023-24 % Change	2024 Target	Target to Actual
Conversion rate	36.9%	36.6%	36.1%	-1.4%	33.0%	**+3.1**
Headcount enrollment	9,266	9,898	10,822	+9.3%	10,233	**+589**
Average enrolled credits	5.87	6.03	6.22	+3.2%	6.20	**+0.02**

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. Current strategic actions in this area include:

- D3C3: Grow K-12 Alignment, Partnerships, Dual Enrollment
- D3C3 + NISS: Proactive Systematic Student Success Structure

From 2023 to 2025, OCC is implementing 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.

In 2023-24, OCC implemented multiple youth programming opportunities, giving students knowledge and experiences about college and career options and pathways. These programs included summer courses through OCC Jumpstart and Bridges to Success. By engaging with our K-12 partner districts, staff, students, and families starting in junior high and throughout high school, we increase their community college awareness, aspirations, matriculation, and success. This work will continue to grow and build in the year ahead.

Also this past year, OCC has enhanced the way that the student self-service system operates through MyOCC. The updated MyOCC features a personalized dashboard of tiles that prioritize student information, guidance, and customization. New tools added this year include student engagement, student account, and degree progress functions.

Enrollment Data Trends

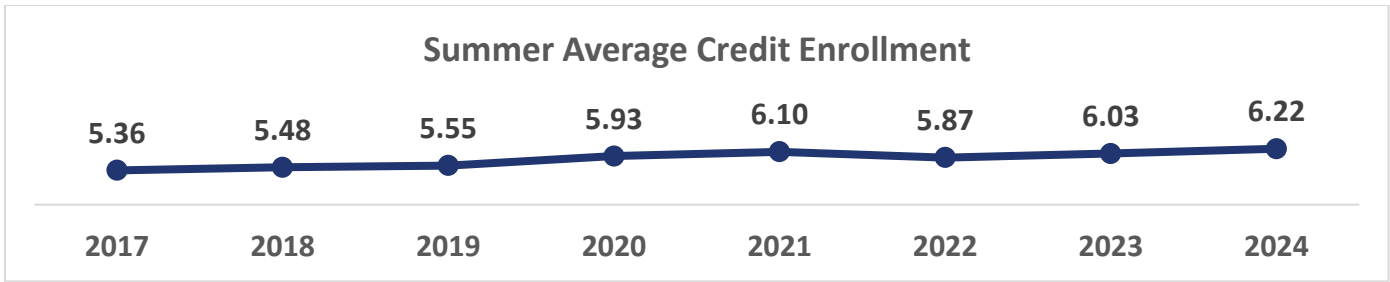Several external and internal factors impact enrollment, including economic changes, public health, demographics, marketing and outreach, competition from other higher education institutions, admissions and onboarding, awareness and timely completion of the financial aid process, course scheduling and delivery, etc.

The conversion rate is the percentage of newly admitted students that register and stay enrolled in the semester past the drop/add deadline. In recent years, the summer conversion rate has shown significant improvement and consistently exceeds the college goal of 33%. Marketing and Admissions outreach efforts, community partnerships to attract students to programs that provide skills for high-demand careers, an increase in online program and course options, and opportunities for guest student enrollment are all factors that help to maintain and improve the conversion rate for future semesters. In 2023-24, the average conversion rate (yield) at four-year public colleges reporting data in Michigan fell to 20.0%. (Note: Community colleges rates are not collected.)

Summer Conversion Rate: New Admitted to Enrolled Students

2017	2018	2019	2020	2021	2022	2023	2024
27.0%	31.2%	33.4%	48.5%	36.2%	36.9%	36.6%	36.1%

New Admitted to Enrolled Students: Summer Trend

2017	2018	2019	2020	2021	2022	2023	2024
2,664	2,434	2,396	3,496	2,988	2,691	3,003	3,289

Summer Average Credit Enrollment

2017	2018	2019	2020	2021	2022	2023	2024
5.36	5.48	5.55	5.93	6.10	5.87	6.03	6.22
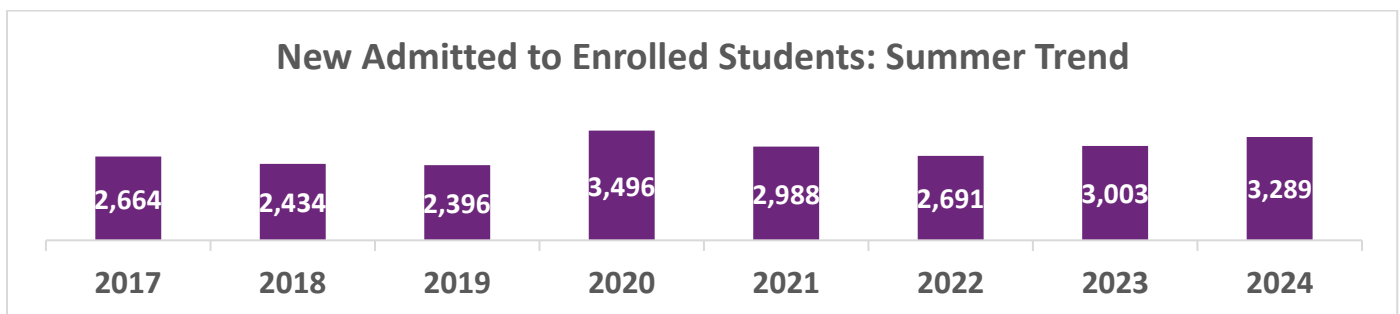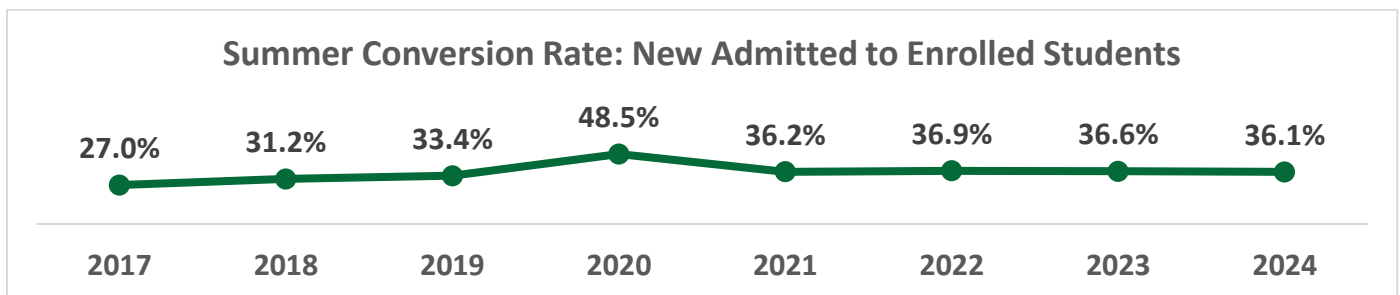
Data Source: Institutional Effectiveness, End of Session Data

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.

This increase in average credits is particularly impacted by students taking both on-ground and online classes. This growing group of students shows not only an ability to enroll in more credits, but an ability to increase the credits they successfully earn in a semester and even achieve a higher retention rate. These effects have sustained every semester since Fall 2021 and represent a proven strategy for growing student credit attainment and progress. An increase in students taking both online and on-ground classes at once has resulted in increased credit enrollment and credit attainment. This success builds momentum toward completion and can reduce the time to goal attainment.

The Michigan Reconnect Grant Act provides funding for adult learners who have not yet earned a college credential. It also includes several 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
- Data on the increased income of graduates
- A significant annual increase in student completion to maintain Reconnect eligibility

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

Over this past year, more than 4,000 students at OCC benefitted from Michigan Reconnect programs to encourage returning adult learners and those who have not yet attended college or

completed college. Our focus remains on helping these students persist and succeed by expanding the holistic, sustained wraparound support they can receive.

Starting in Fall 2023, Michigan Reconnect funding became available to students age 21 and over. This expansion of eligibility originally required enrollment by Fall 2024, but on August 27 the Michigan Department of Lifelong Education, Advancement, and Potential (MiLEAP) announced in a press release at OCC's Auburn Hills campus that students now have until December 31, 2024, to apply with the State and can enroll to begin their award by Winter or Summer 2025.

Tied to this expansion, OCC is partnering with MiLEAP and two external organizations that are focused on increasing the number of 21-24 year olds participating in Michigan Reconnect.
1. Student Connections is conducting outreach to **prospective students** that were admitted to OCC but have not enrolled.
2. ReUp is conducting outreach to **stop out students** who have attended OCC in the past but have not reenrolled. Following this initial effort, ReUp will continue to work with OCC to increase the overall rate of returning students through September 2026.

In the work to increase completion, **Early Momentum Metrics (EMMs)** are proven leading first-year indicators for increased student completion. Initial course success makes a substantial difference in future outcomes.
- ✓ **Credit Momentum:** 6-12 credits earned first semester; 15-30 credits completed first year
- ✓ **Gateway Course Momentum:** Complete college-level English and/or math in the first semester/year
- ✓ **Persistence Momentum:** Fall to Winter retention in first year (for OCC, Fall to Fall persistence is a core area to address)

A rigorous study by the Community College Research Center (CCRC) used data from all community colleges in three states, including over 500,000 students across more than 75 colleges. By focusing on these leading metrics, OCC can track progress toward an increase in the longer-term completion rate.

This work on early momentum is part of a collegewide strategy for annual credit attainment for both full-time and part-time students. OCC wants to increase the structures, support, and guidance that allow full-time students to complete 30 credits a year and part-time students to complete 20 credits a year. By decreasing the time to completion, we can retain and graduate more students, while helping those who transfer to a four-year institution increase the time and money they save by maximizing credits from OCC.

OCC is working to promote structures and opportunities tied to these credit momentum goals and campaigns:

- Full-time students: take 30 credits every year.
    - Fall: 12 credits; Winter: 12 credits; Summer: 6 credits
    - Fall: 15 credits; Winter: 12 credits; Summer: 3 credits
    - Fall: 15 credits; Winter: 8 credits; Summer: 7 credits
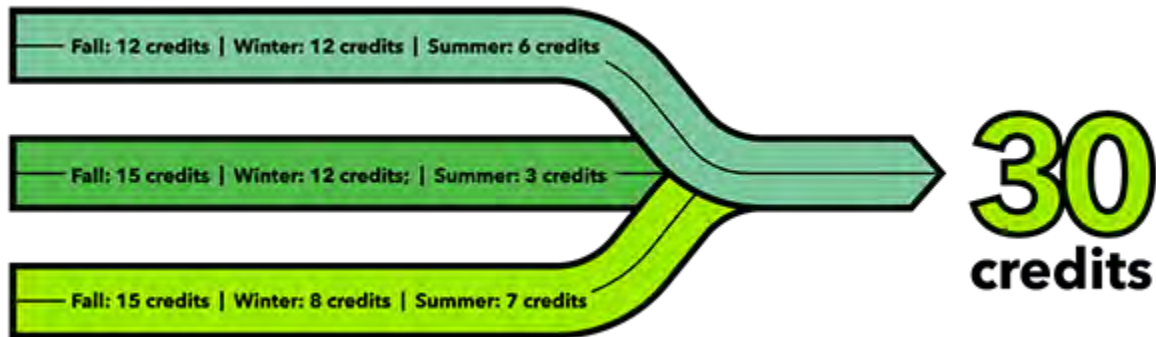
- Part-time students: take at least 20 credits every year.
    - Fall: 9 credits; Winter: 9 credits; Summer: 3 credits
    - Fall: 12 credits; Winter: 6 credits; Summer: 3 credits
    - Fall: 9 credits; Winter: 7 credits; Summer: 4 credits
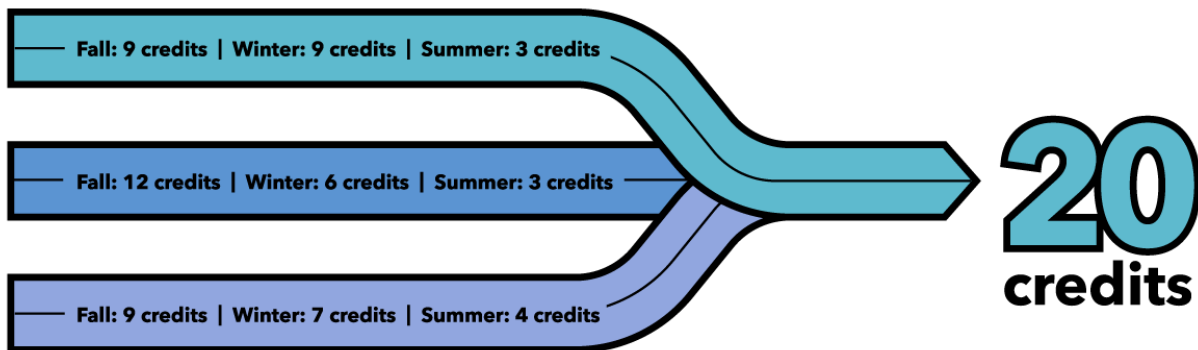
Summer enrollment is a key part of this strategy, helping students maintain progress toward their goal year-round. For students who take at least 16 credits at OCC between Fall and Winter, there is an opportunity to qualify for the Summer Momentum Scholarship for additional tuition support.

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. Current strategic actions in this area include:

- Accelerate Credit Attainment
  - Optimized Modalities
  - Credit for Prior Learning
  - D3C3 + NISS: Gateway Course Enhancement
- D3C3 Employer-Based Mobility Pathways and Integrated Career Development

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.

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.

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. Action strategies based on the results were deployed from Winter 2022 through Summer 2023 and were assessed again via the second administration of the survey in Fall 2023, to measure and evaluate progress toward specific goals for the student experience at OCC. In Winter 2024, Institutional Effectiveness conducted data sessions with several groups collegewide, to review the results and help formulate actions for continuous improvement.

Credit for prior learning (CPL) 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. OCC has formalized its CPL opportunities and will continue to scale them in the coming semesters. Highlighted accomplishments in 2023-24 include the validation and addition of 32 credential to course equivalencies added to the Michigan Transfer Network (MTN) in fields such as Automotive Technology, Computer Information Systems, Criminal Justice, Machine Tool Technology, and more. In Winter 2024, eleven

OCC faculty from a wide variety of disciplines created and expanded CPL tools that can help recruit students and support their early credit momentum. These projects included the development of portfolio-based CPL for the first time at OCC in Early Childhood Education and in Mental Health / Social Work. In Winter 2024, OCC also achieved a policy change for Credit by Exam fees, shifting from charging students full tuition to a $25 flat nonrefundable fee and waiving that fee for non-credit to credit students. This policy change helps to make credit by exam more accessible and affordable for students. As a result, OCC went from least competitive to most competitive among regional peer institutions for the cost of credit by exam. In total, nearly 3,500 CPL credits were awarded to 274 students in Academic Year 2023-24 and that work will continue to grow as a core strategy for early momentum, equity, and completion outcomes.

In 2023-24, through the D3C3 grant, OCC implemented a strategy for Gateway Course Enhancement. This work introduces pedagogical and curricular innovations into courses with high rates of D/F grades or withdrawal (DFW) that act as barriers to student progress in key disciplines such as Math, Biology, Accounting, Computer Information Sciences, English, Business, etc. Evaluation of this work includes course outcome comparison, student and faculty surveys, and focused student outreach efforts. Thus far, we have 12 faculty engaged in large-scale research projects, 10 online courses undergoing rebuilds to be more engaging for students, 57 faculty have engaged in mini-projects to change small elements of their courses to engage students, and 10 of those have gone on to complete follow-up projects to create larger changes based upon those experiences. Faculty are working with strategies like 1-on-1 conferencing with students, implementing student-developed research projects within the disciplines, gamification of course materials, flipped classroom models, and coaching programs for students in Math and English. We plan to host a poster session this Fall, featuring projects and findings from gateway faculty participants for professional learning and the sharing of best practices across all faculty attendees.

We survey students and faculty in Gateway courses each semester to help measure the impact of this work and areas for improvement, alongside an analysis of grade outcomes. Here is one quote from our survey of students this past year.
"I felt she really cared if we passed or failed. She really wanted us to pass her class and not have to repeat it. If we had any questions, she was always able to answer them but if she could not, she always found the answer even if it meant she had to email someone. I truly thought this was a teacher who cared about her students and went above and beyond to make sure we passed."
This is the student experience we hope to build upon and replicate in upcoming semesters of this work across multiple courses and disciplines.

All three active strategies within this objective: Optimized Modalities, Credit for Prior Learning (CPL), and Gateway Course Enhancement are intentional, data-focused ways to advance student credit attainment toward achieving academic goals. Integrated career development and employer-based connections help keep students engaged and connect the work of the classroom with industries and experiential learning opportunities.

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

In 2022-23, OCC launched a collaboration with rpk GROUP, focused on optimizing OCC's structures and processes to intentionally invest in our mission and future success. In 2023-24, this work continued to inform college strategy and the creation of departmental KPIs.

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.

 This strategic objective team is now focused on implementing departmental KPIs in the context of peer data through the National Community College Benchmarking Project (NCCBP) and the investigation of data literacy training opportunities to help grow professional learning around the understanding and use of data at OCC.

In 2024, OCC joined the Postsecondary Data Partnership (PDP) through the National Student Clearinghouse (NSC). The PDP is a nationwide effort to help colleges and universities gain a fuller picture of student progress and outcomes, meet various reporting requirements, benchmark their outcomes against peer institutions, and identify where to focus their resources.

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.

 In 2024, OCC's efforts toward this strategic objective included the creation of cultural standards for the College, which underwent review with cross functional strategic teams and focus groups. Using their input, OCC will work to operationalize these standards throughout departments in 2024-25. This work focuses on further evolving institutional culture, to grow norms and accountability measures for respect, civility, and support collegewide and in 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." 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. In 2024, the Office of DEIJ was moved to the Office of Institutional Effectiveness, to further align equity and inclusion goals within the strategic work of the College. That collaboration will help expand OCC's strategic focus on meeting student basic needs through holistic support, beginning with the creation of a partnership in 2024-25 with the Michigan Department of Health and Human Services (MDHHS).

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.

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 initial survey cycles are being used to inform continuous improvement and additional implementation of the tool will track the college's progress in advancing this work.

OCC's Office of DEIJ implements 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. During OCC's 2024 MLK Convocation on January 8, the College had the unique honor to welcome speaker Dr. Bernice A. King, the daughter of Dr. Martin Luther King, Jr. This event focused on a meaningful discussion of the steps we all can take to get involved and be an active part of creating a more just world.

2023-24 Strategic Directions

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/career connectedness.

Thanks to the generous investment of the Ralph C. Wilson, Jr. Foundation and the Ballmer Group, OCC's grant-funded strategies launched in 2023 and implementation will continue through 2025. Highlights of these systems change efforts include:

Student Success strategies in partnership with the National Institute for Student Success (NISS)

1. Proactive, systematic student success analytics
   a. CRM Advise for data-based proactive counseling and real-time student support at scale.
   b. The New MyOCC (through Ellucian Experience) will provide a user-friendly, dynamic portal for students and employees to access personalized dashboards and dynamic information/communications.

2. Gateway course enhanced instruction includes curricular and pedagogical innovation alongside embedded support to help increase the success rate of foundational courses that can act as barriers to student persistence and completion.

3. Operational efficiency & impact
   a. Student information system (SIS) optimization involves collaboration with technical consultants to streamline Colleague processes and allow better integration across programs by de-customizing screens and increasing the consistency and effectiveness of how the SIS is used. OCC will also use this opportunity to migrate Colleague to a cloud-based Software as a Service (SaaS) infrastructure.

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b. <u>E-forms and workflow</u> project includes a partnership with Softdocs to prioritize and digitize current paperwork requirements, to reduce bureaucracy and increase efficiency for students and staff.

K-12 Alignment strategies in partnership with Oakland Schools and Achieving the Dream

1. Advance K-12 partnerships
   a. Help develop a K-14 system of education in Oakland County.
   Beginning with junior high and throughout high school, grow knowledge and abilities related to academic skills, college and career pathways, awareness of OCC opportunities, and financial literacy.

2. Grow dual enrollment
   a. Expand dual enrollment through connections with high school families, students, and staff. Package and promote dual enrollment/early college opportunities to give students college experience and learning.

3. Bridges to Success
   a. Grow equity of college awareness and preparation, dual enrollment participation, and OCC matriculation through holistic programming for cohorts of students in under-resourced high school districts (i.e. Madison, Pontiac, Oak Park, Southfield, Hazel Park).

4. Expanded staffing capacity
   a. K-12 and Youth Partnerships Coordinator
   b. Dual Enrollment Navigator

5. Strategic guidance
   a. Connect with Achieving the Dream on sector-level strategy and national expertise on building equitable systems of postsecondary access and success.

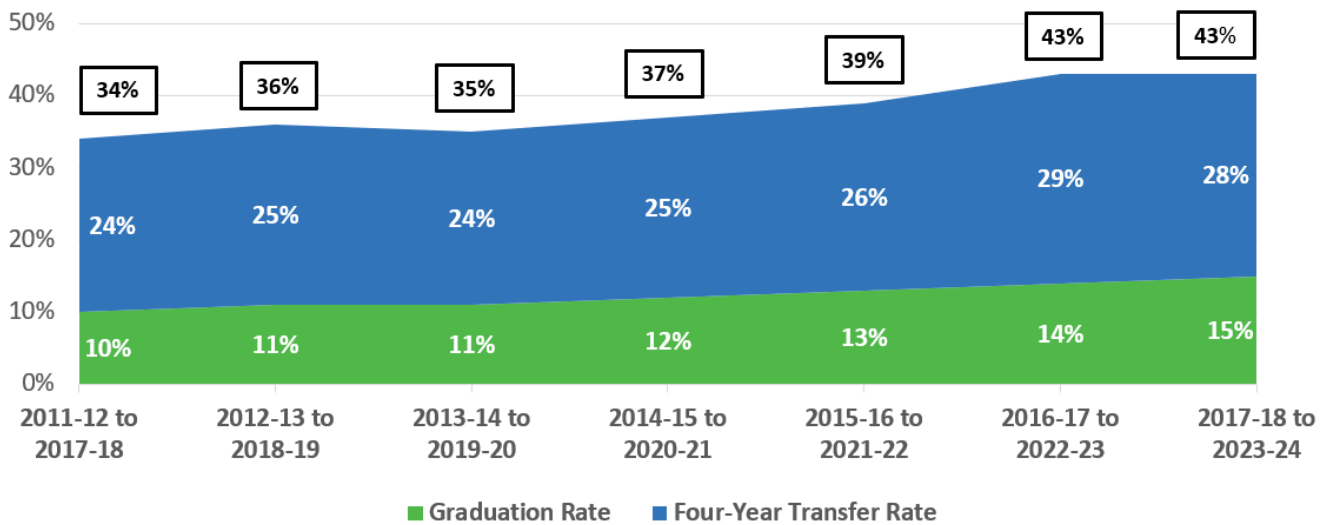**Mobility Career Pathways** in partnership with MICHauto

1. Credit and non-credit mobility pathways
   a. Create, adapt, and incorporate emerging mobility technologies for pathway programs in EMIT, IT, and Workforce Development.

2. Ongoing career development
   a. Develop career connectedness at every employment level and build ongoing career development opportunities for students. Build connections between industry leaders, faculty, and students to support students' ability to secure internships, pre-apprenticeships, apprenticeships, and jobs. Use workforce ties to inform curriculum development, advisory committees, and industry connectedness.

3. Expanded staffing capacity
   a. Career Connectedness Coordinator (EMIT)
   b. Career Connectedness Coordinator (Business/IT)

Already, OCC has realized gains in student completion across six-year cohorts. OCC's strategies are now focused on implementing national best practices to improve student completion rates while reducing the time to degree for full-time and part-time students.

Some of OCC's strategies implemented in 2021-24 will still take time to fully impact the six-year graduation cohorts. That said, initial data shows that the graduation rate continues to increase over the past several years. Through ongoing formative evaluation, the College will build upon this upward trajectory with a focus on greater completion and equity of student outcomes. Already, we see year over year increases for initial cohorts of students that started at OCC in the past few years. We will continue to monitor their progress and leading indicators for successful completion. Further, our participation in the Postsecondary Data Partnership (PDP) through the National Student Clearinghouse (NSC) starting in 2024-25 will allow us to see not only that our students successfully transfer to a four-year institution, but whether or not they obtain a baccalaureate degree after transferring their OCC credits, benchmarked against peer institutions. In addition to our own degree and certificate programs, we play a central role in making a four-year degree more accessible and attainable. We want to measure not only whether a student transfers, but account for the bigger picture of successful credential attainment, toward our internal strategic goals and those of Oakland80 and Michigan Sixty by 30.

Six-Year Completion Rates for New Entering Students

Cohort	Graduation Rate	Four-Year Transfer Rate	Total
2011-12 to 2017-18	10%	24%	34%
2012-13 to 2018-19	11%	25%	36%
2013-14 to 2019-20	11%	24%	35%
2014-15 to 2020-21	12%	25%	37%
2015-16 to 2021-22	13%	26%	39%
2016-17 to 2022-23	14%	29%	43%
2017-18 to 2023-24	15%	28%	43%

■ Graduation Rate ■ Four-Year Transfer Rate

Conclusion

OCC has shown sustained early momentum toward achieving our strategic goals. Through a dedication to our 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. This work will continue to deepen and scale in the years to come, to increase the economic mobility and quality of life throughout Oakland County and the metro Detroit region.

Acknowledgements

Many thanks to the collaboration of numerous faculty, staff, and administrators from across OCC that contributed to this report. 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 new admitted students that register and stay enrolled in the semester past the drop/add deadline.

D3C3: 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. Through the generous investment of the Ralph C. Wilson, Jr. Foundation and the Ballmer Group, OCC is able to advance significant strategies for student success, K-12 alignment, and mobility pathways with career connectedness.

DEIJ: [Diversity, Equity, Inclusion & Justice (DEIJ)](#) represents OCC's commitment and investment to grow understanding, respect, and inclusion of all through programming, professional development, college strategy and initiatives, and policy and practices.

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: Within this report, an "enrolled" student registers for a course or courses, then stays enrolled past the drop/add deadline, which includes submitting payment for the course(s).

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.

NISS: The [National Institute for Student Success (NISS) at Georgia State University](#) is a nationally recognized model for increasing student completion and equity. They are a key partner in the D3C3 grant-funded strategies focused on building systems for student success at OCC.

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.