



2007-2017

# The Way Forward and Why It Matters

*A Journey From Success to Greater Significance*



INTERIM REPORT

DECEMBER 14, 2009

# President's Message



**O**n April 16, 2007, the OCCC Board of Regents formally adopted *The Way Forward and Why it Matters*, a set of ten strategic initiatives designed to move the college from “success to greater significance” over the following ten years.

This journey to greater significance is characterized by:

- Moving from the traditional community college focus on expanding enrollment to students successfully obtaining an academic credential or transferring to a four year institution.
- Achievement rates of at-risk/at-promise students that are comparable to all students.
- Moving from merely satisfying students to inspiring them to become life-long learners.
- Integrating technology into the learning experience.
- Viewing accountability as a strategic tool to track and improve the college's performance.
- Moving from its traditional role as a community partner to a prominent role as community leader.

This report documents the college's progress in achieving this student-centered transformation. And, in the spirit of honest self-appraisal that is the hallmark of all important change, it also points out short-falls or challenges that have been encountered in our implementation of the various initiatives.

These are exciting times for community colleges. Two year institutions are receiving the recognition they deserve as a major engine of post-secondary education growth and a solution to our country's competitiveness crisis. Despite economic challenges and resource constraints, I believe the steps we have taken toward implementing *The Way Forward and Why It Matters*, positions OCCC not only to survive, but to thrive in this new environment.

A handwritten signature in black ink that reads "Paul Sechrist". The signature is written in a cursive, flowing style.

Paul Sechrist  
President  
Oklahoma City Community College

# Interim Report Projects—In Brief

INITIATIVE	RESULTS	LOOKING AHEAD AND CHALLENGES
Achieving the Dream	Increased financial aid and improved student persistence, retention and progression.	New Developmental Math curriculum, online orientation and collaborative learning implemented. Large increase in underprepared students could pressure outcomes.
Technology and Personalized Service	“High tech” – Retention Alert and Higher One implemented. “High touch” – improved student satisfaction with student support services.	Datatel Business Advisory projects and distance advising software will be implemented.
OCCC Online and On-Campus Initiative	26% increase in Cooperative Alliance enrollment and four new programs. One third of students take at least one online course every year.	New certificates or program modifications planned for Polysonography, Medical Office Administration and Diesel Technology.
OCCC Institute for Global Excellence	World Languages and Cultures Center opened with more than 5,000 visitors. First faculty exchange with Universidad Tecnológica de Hermosillo.	Center for International Business exploring International Business Lab grant.
Next Generation of Leaders	Inaugurated Leadership OCCC.	First class of new Supervisors Academy in 2010. Strategic Diversity Plan will be developed during FY 2011.
New Learning Spaces	New collaborative classrooms were added to accommodate increased enrollment. Coffee shop is new “hang-out” space.	Further large increases in enrollment could pressure classroom capacity. Classroom configurations may be modified to accommodate new instructional methods.
New Capitol Hill Center	Continued high use even with limited space. New facility purchased. \$1.5 million set aside for renovations.	Center included as college’s project in OSRHE’s Making Place Matter.
Childcare for Students	New facility FACEC obtained. Student Scheduled Childcare initiated.	New classrooms for Child Development students and increased childcare capacity. Neighborhood garden planned.
Center for the Arts - Theater	\$13.2 million raised in capital campaign. Completion scheduled for 2012.	Master Property Lease in 2010. Development of a strategic utilization and marketing plan.
Campus Facilities	John Massey sold and John Glenn Elementary leased. MAPs 3 provides an opportunity for expansion of Aquatics Center and Recreation and Fitness. Master Site Plan approved.	Current schedule for completion of several major projects – OCCC Capitol Hill, FACEC, new John Massey Center – dependent on adequate funding.

# Achieving the Dream



OCCC graduated more than 1,000 students last year and retained increasing numbers of students, getting more of them closer to reaching their desired educational goal.

Achieving the Dream (AtD) is a national initiative sponsored by the Lumina Foundation that includes more than eighty community colleges with high populations of at-risk/at-promise students. Participating colleges are committed to using rigorous data analysis to improve student outcomes. OCCC, along with Tulsa Community College, Rose State and the Oklahoma State Regents for Higher Education, was accepted in Round Four of Achieving the Dream, which began in fall 2007.

## Results

A leadership team composed of faculty and staff from throughout the college identified five areas of focus: increasing developmental math success; increasing gateway course success; increasing online course success; increasing awareness and availability of financial aid; and improving advisement services. Implementation teams, drawn primarily from staff and faculty, analyzed these issues and have either implemented or are scheduled to implement the following interventions:

- *Through improved workflows and outreach the percentage of new students who filed Free Application for Federal Aid (FAFSA) increased from 45% in 2007-8 to 55.9% in 2009-10. As of early November, more than \$16 million had been disbursed to Pell Grant and loan recipients.*
- *The Mathematics Department has completely redesigned the developmental math curriculum and is scheduled for full implementation in fall 2010.*
- *A new advising model pilot using faculty at a centralized location resulted in a 15% increase in the number of students advised and higher persistence (as of the middle of the semester) of those who participated.*
- *A standing online faculty committee was created and will implement a new online orientation course for students in fall 2010.*
- *Twenty instructors received extensive training in collaborative learning methodologies designed to increase successful gateway course completion.*
- *Fall to Spring persistence rates have increased from 54.2% in 2006-7 to 58.3% in 2008-9. Likewise, Fall to Fall retention rates have increased from 33.8% in 2006-7 to 37.8% in 2008-9.*

## Looking Ahead and Challenges

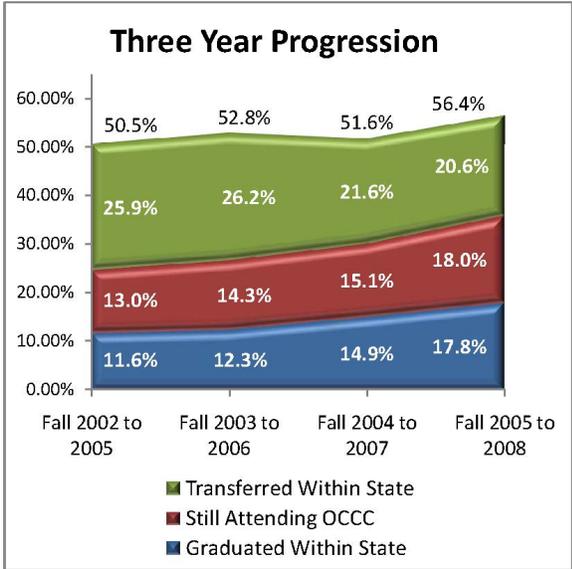
Improvements in student persistence and retention three years in a row – due in large part to increases in financial aid and the Success in College and Life course that was implemented two years ago – are encouraging and have driven improvement in the college’s three year progression rate. A comprehensive measure of student success at community colleges, the progression rate measures those students who are still attending OCCC or another state institution or who have graduated from OCCC or another state institution over a three year period (see graph on the right).

Lower than average retention rates of African American students at the college are a concern. Analyses of course success broken down by race and ethnicity are planned for the near future.

Large increases in enrollment of underprepared students (in some development courses more than 30%) during FY 2010 could pressure student success indicators in the short-term.

For the most part, successful course completion in developmental, gateway and online courses has remained stable, showing little improvement over time. This probably reflects the fact that the major interventions in these areas are just getting underway. In the upcoming year results from these initiatives will be disaggregated and analyzed to see what has worked and what needs to be modified.

Because OCCC has chosen to use Achieving the Dream as the umbrella for most of its major student success initiatives, the college is well along the way toward institutionalizing AtD’s data-driven focus on student success. A prime example: all major metrics used by AtD are now incorporated in the Board’s Core Indicators that measure progress in the Annual Plan.



The total three-year progression rate increased from 50.5% to 56.4% since Fall 2002.

# Technology and Personalized Service

Did you contact this student?	Check Any that Apply
<input type="checkbox"/>	<input type="checkbox"/>

Retention Alert software has been implemented to provide a timely and highly efficient method of identifying, classifying and resolving potential student retention issues.

OCCC's Technology and Personalized Service Initiative embraces the "high tech, high touch" paradox of modern technology. This paradox recognizes that implementation of increasingly sophisticated technology can personalize service in two important ways:

- *Technologies can simplify processes in ways that enable students to more quickly and easily complete routine transactions (and some complex interactions) with the college.*
- *Self-service technologies can free staff time to provide one-on-one service to individuals requiring special attention.*

## Results

In the last several years, OCCC has implemented numerous "high tech, high touch" interventions to improve services to students. On the "high tech" side:

- *The Datatel Retention Alert product was fully implemented in August 2009. The tool is designed to provide faculty and support personnel with a faster way to identify and classify potential student retention issues and reduce response time to individual students. Through November 2009, more than 600 cases had been submitted in the new system.*
- *The Adtronics student identification system was updated with two new cameras and printers, reducing the time to print each ID to 1 minute from 7-10 minutes previously. It has also eliminated the need for students to return to the Records Department each semester to update their status.*
- *The Bursar, Bookstore and Financial Aid departments collaborated to implement the Higher One debit card for all students. This has greatly reduced the time required to process and distribute aid. OCCC was the first institution of higher education to implement such a system in Oklahoma.*
- *Hobson's EMT Connect software has been implemented to offer international recruitment services. International student inquiries have increased by more than 300%.*

# Technology and Personalized Service

Several new “high touch” initiatives including the addition of a new Coordinator of Veteran’s Services, a new Mental Health Counselor, a new Director of e-Student Services and an Assistant Director of Academic advising have improved student outcomes:

- *In a 2009 administration of the Community College Survey of College Engagement, there were statistically significant improvements over a 2007 administration of the survey in student responses to questions related to support services including financial support, the frequency of advising, providing support they need to succeed at college, support to thrive socially and encouraging contact among students from different backgrounds.*

## Looking Ahead and Challenges

The college is in the first year of a three year plan with Datatel Business Advisory services to assist OCCC in building a roadmap and implementing software and functional process redesign to improve services in all major areas of the college.

Other major enhancements under active consideration or in the beginning stages of implementation include e-advising software for our online students and Astra Schedule VII scheduling software.

The major barrier to implementation of our “high tech, high touch” continues to be the availability of resources – trained people, money, space and time.

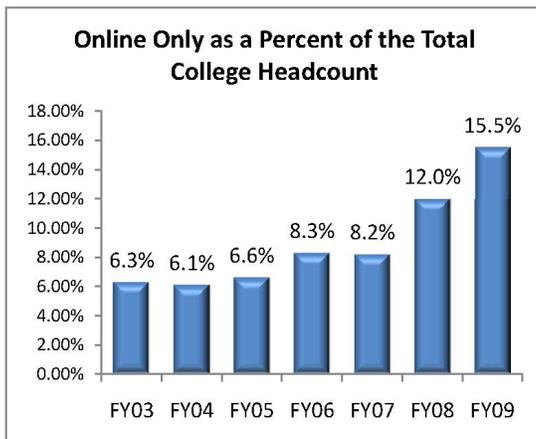


Students are able to access services through online connections enabling them to conduct business with the college in less time.

# Online and Off-Campus



OCCC's reach extends to areas throughout the greater Oklahoma City metropolitan area.



Online enrollment at OCCC has been the fastest growing educational delivery method.

OCCC is not just a physical destination located in Southwest Oklahoma City. Future growth of the college will at least in part be driven by students in geographically separate areas and cyberspace through our cooperative alliance agreements; customized training developed for area businesses and government entities by the Corporate Learning Department; and enrollment in online courses.

## Results

- Currently, the college offers two dozen stand-alone or shared programs with our four Cooperative Alliance partners: Moore-Norman, Metro-Tech, Mid-American and Francis Tuttle Technology centers. Credit hour enrollment in these programs has grown 26% over the last four years and now accounts for 8% of the college total. Four new certificate programs have recently been added: Orthotics, Prosthetics, Airframe and Power Plant technology and Diesel Technology. Additionally, OCCC instructors are now teaching general education courses at several technology center locations to aid students in completing their degrees.
- Corporate Learning generated \$378,000 in revenue in FY 2009 – the highest in four years. Approximately half of this revenue was derived from online courses and training at client sites.
- Online has been the fastest growing educational delivery method during the last decade and most projections anticipate this growth will not moderate any time soon. One in three OCCC students takes at least one online course every year and one in six takes their courses exclusively online from the college. During the year, Angel course management software was implemented across the college.

## Looking Ahead and Challenges

Program development in the Cooperative Alliance has begun for certificate options in Polysomnography (sleep studies); Medical Office Administration and program modifications in Medical Assisting and Diesel Technology.

Angel was recently purchased by another course management provider. Management will monitor the situation closely to ensure the college is well-positioned if significant changes occur.

The Institute includes the Center for International Business, the Center for World Languages, and the Center for Global Alliances, all focused on better preparing our students and community to participate in our global economy and society.

## Results

### WLCC - Results

- More than 5,000 visits in calendar 2008. (Jan. 2008--Dec. 2008)
- 12 languages are supported with 11 using Rosetta Stone software.
- 180 foreign movies are offered for student check-out.
- TV reception in 8 languages.
- The facility has become a favorite “hang-out” space for international students

### CIB – Results

- The CIB sponsored several lectures on international topics on campus and established relationships with business departments in Europe and Malaysia.

### CGA – Results

- A two week faculty exchange program has been established with the Universidad Tecnológica de Hermosillo. Professor Steve Kamm was the first representative from OCCC.

## Looking Ahead and Challenges

After disappointing attendance at its lecture series, the CIB is changing direction. It is investigating the feasibility of applying for a three-year, \$800,000 Department of Education grant to establish an international business lab. The lab will provide training in the international aspects of trade, commerce and other fields of international studies.

Two faculty members from UTH will be visiting OCCC this spring.



The Institute for Global Excellence was created to better prepare our students and community to participate in the globally interconnected economy and society.



OCCC's population of international students continues to grow and opens doors to new cultures and experiences.

# The Next Generation of Leaders

## LEADERSHIP OCCC



As the current generation of community college leaders and senior faculty retire, OCCC must prepare our next generation of leaders to meet the challenges of the future. A focus of this development will be increasing the diversity of our faculty and staff, especially in leadership positions.

## Results

- *The inaugural year of Leadership OCCC was successfully completed and Class II began in September 2009. The program provides leadership development activities at least one day a month for 16 individuals (who must apply for admission). Participants were consciously selected to represent a diversity of groups across the campus – faculty, staff, age, gender and ethnicity and type of position among others. Activities include visits and briefings from functional areas throughout the college and exposure to a wide variety of management practices and theory.*
- *The college continues to sponsor participants in several leadership development organizations including Leadership Oklahoma, Leadership Oklahoma City, Loyal, AACC Future Leaders Institute, the UCO Educators' Leadership Academy, Team South and The Chair Academy. Exposure to leaders from all types of organizations provides OCCC participants with different, valuable perspectives on common issues, best management practices and contacts that will benefit the college in the years ahead.*

## Looking Ahead and Challenges

Although OCCC has implemented several diversity related programs over the last few years, the staff in Human Resources is currently providing leadership in developing a status report and updated plan with implementation strategies. The new updated plan will pull together important elements affecting employee and leadership diversity including hiring and promotion practices, active recruiting strategies, and appropriate professional development opportunities focused on cultural awareness and diversity.

OCCC will continue its “open enrollment” in Professional Development activities, but recently has added an approach that is more structured in nature, such as Leadership OCCC. This successful approach is being expanded to include a new Supervisor's Academy designed to assist participants, many of whom are first-time supervisors, with developing basic supervisory skills through experiential and collaborative learning. There will be 15-25 participants each spring and each fall.

This initiative is designed to provide enhancements to learning spaces on-campus to improve learning and retention, including the creation of virtual and physical spaces outside of the classroom for collaborative learning and informal interaction, redesign of existing classrooms and the creation of additional space of student organizations and groups.

## Results

- *New classrooms were created to accommodate increased enrollment in the summer of 2009. Several of these classrooms were designed to facilitate collaborative learning and other interactive teaching approaches that it is hoped will improve student outcomes.*
- *A new Engineering Lab was created in the space vacated by the former math lab and has proved to be popular with students.*
- *The Math Lab in the Todd SEM Center is one of the largest and best facilities of its kind in this part of the country. Changes are constantly implemented to give students access to high quality tutoring and faculty assistance.*
- *The OCCC coffee shop began operation in 2007 and has become a favorite “hang-out” place and learning venue for students outside of class.*
- *Hallway furniture for students to meet and relax has either been added or ordered for the college’s three new buildings.*
- *Students are now able to access the Internet and all web-enabled instructional and student services the college offers from anywhere on campus, including the coffee shop, hallway gathering spaces and outside areas*

## Looking Ahead and Challenges

Although there is enough space to meet current enrollment levels, large increases in the years ahead could pose challenges in both classroom and parking capacity. College administration is already considering contingency plans. In addition, changing teaching methods, such as collaborative learning, and new technology may require significant reconfiguration of some classrooms.

Another potential learning space that is being considered is renovation and enhancement of the central courtyard.



The coffee shop is a popular place for students to gather and study or relax between classes.



Students study and work together in the hallways outside the Math Lab while additional students take advantage of tutoring and other assistance offered inside.

# Capitol Hill Center



Students at the Capitol Hill Center participate in a variety of classes designed to meet the needs of area community members.

A new larger center is required to continue and expand educational and outreach services to the community at a location that is convenient for those who work, or go to school in the Capitol Hill area south of Oklahoma City.

## Results

- *Even in its temporary facilities at the Latino Community Development Agency, the Capitol Hill Center served more than 4,000 children and adults in FY 2009. Classes included a six week Information Technology to Work program, Basic Computer classes in English, Spanish and Korean, and a Computer-aided Bilingual GED program.*
- *A new facility was purchased at 325 Southwest 25th Street. \$1.5 million of Section 13 Offset money has already been allocated for renovation and a Brownfield grant has been applied to the city for asbestos abatement.*

## Looking Ahead and Challenges

An expanded Information Technology program, adult basic education classes and offering gateway college credit courses are under active consideration.

The new Capitol Hill Center was also included as OCCC's project for the OSRHE's "Making Place Matter" initiative, which seeks to strengthen ties between institutions and their communities.

Challenges to implementation include obtaining adequate funding for renovations and proposed "English only" legislation.

# Childcare for Students

One of the greatest needs expressed by students and others in the community is access to high-quality childcare for students with children who hope to attend or who are attending OCCC.

## Results

- A student scheduled childcare program began in Spring 2008 with one student and has since expanded to 38 students and 34 student parents enrolled for Fall 2009. OCCC is the first institution of higher learning in Oklahoma to provide low-cost childcare.
- A new facility, the former John Glenn Elementary school, will house the new OCCC Family and Community Education Center (FACEC), which will significantly expand the college's ability to offer childcare for students. It is anticipated that the childcare portion of the facility will be available for use sometime in FY 2011.
- A new position, Assistant Director for the Child Development Center and Lab School, was filled and will provide additional leadership capacity as the facility expands.

## Looking Ahead and Challenges

Several Child Development classrooms will be added in the FACEC providing hands-on experience for students. Other initiatives include parenting skills, Grandparents Raising Grandchildren, family literacy workshops and planning is underway for a neighborhood garden (similar to the Edible Schoolyard or Gaining Ground) near the facility that will provide learning opportunities for students and children.

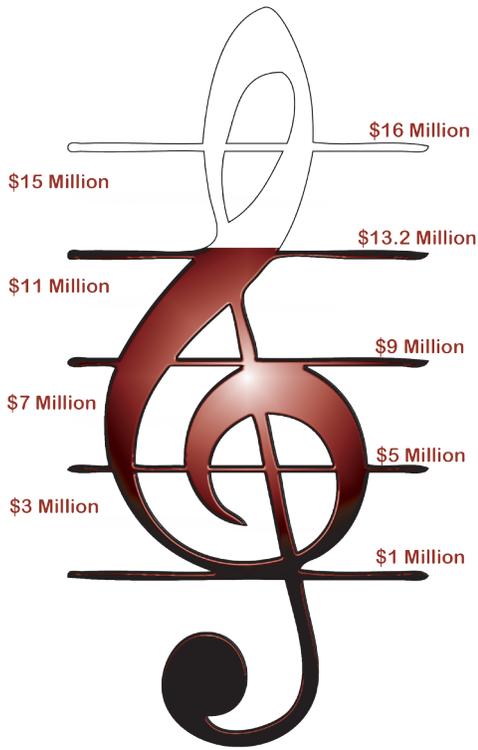


The student scheduled childcare program has helped many student parents stay in school knowing that their children are well cared for.

The former John Glenn Elementary school will be remodeled to provide the space needed to accommodate the childcare needs of OCCC students.



# Center for the Arts—Phase II—Theater



OCCC launched its campaign this past spring to complete the funding for the College's 1,000-seat Performing Arts Theater.

The OCCC Performing Arts Theater will be the only such facility between downtown Oklahoma City and Norman that can host major cultural and entertainment events.

A performing arts theater was originally planned for the Visual and Performing Arts Center. The project, which is carried over from the previous long-range plan, will be essential for OCCC to serve as the cultural center of south Oklahoma City.

## Results

The college has conducted a major capital campaign to provide funding for the new theater. Sources of money, including OCCC's first \$1 million donation, raised to date:

- OCCC Students - \$8 million
- Sarkeys Foundation - \$1 million
- Inasmuch Foundation - \$500,000
- Private Gifts - \$548,000
- OCCC Capital Funds - \$3,150,000
- Total - \$13.2 million of \$16 million campaign.

## Looking Ahead and Challenges

Visits, solicitations and tours of the facility and the Best Seat campaign will continue into 2010. A Master Property Lease, which will fund the remaining \$3 million of the construction cost, will be completed in the summer of 2010, with groundbreaking for the project that fall. Grand opening of the theater is currently planned for 2012.

A plan outlining utilization, management and marketing strategies for the new facility will be completed during FY 2011.



OCCC's existing space requirements and utilization is continually reviewed and modified to adapt to changing needs. There are currently areas that need significant renovation or updating including the Aquatic Center, and the Social Sciences and Business Division. The Nursing Program could continue to grow beyond the space allocated in the new Health Professions Education Center.

## Results

*Several projects are underway to add capacity and rationalize the college's facilities:*

- *A Master Site Plan for the college through 2020 was approved by the Board in 2009. The plan provides a roadmap for expansion of the physical infrastructure of the college.*
- *The John Massey Center has been sold with closing anticipated sometime in January 2010. The sale will provide funds for renovating several buildings and adding new space on campus.*
- *With the passage of MAPS 3, there will be an opportunity for the college to apply for funding to renovate and expand current facilities to serve as a senior wellness and aquatics center for the community*

## Looking Ahead and Challenges

Reduced state appropriations could delay some projects.

There are no statewide capital initiatives for higher education underway.



The OCCC campus continues to grow as facilities are completed and new plans for future growth are developed.

New signage will be added to buildings across campus to help students and visitors more easily find their destinations.





# OKLAHOMA CITY COMMUNITY COLLEGE

## WHAT WE WANT TO ACHIEVE

### OUR ENDS

**1. Access:**

Our community has broad and equitable access to a valuable college education.

**2. Student Preparation:**

Our students are prepared to succeed in college.

**3. Student Success:**

Our students achieve their individual educational aspirations.

**4. Graduate Success:**

Our graduates succeed at four-year institutions and/or in their careers.

**5. Community Development:**

Our community is enriched economically and socially by our educational and cultural programs.

## EMPOWERING OUR STUDENTS AND OUR COMMUNITY

### WHAT WE ASPIRE TO BE

#### OUR VISION

OCCC aspires to be one of the most significant community colleges in the nation—known for the amazing success of our students and for our prominent role in creating our community's future.

### WHAT WE DO

#### OUR MISSION

OCCC provides the people of Oklahoma and our community with broad access to certificates of mastery, associate degrees, community education, and cultural programs of exceptional quality, empowering our students to achieve their educational goals and our community to thrive in an increasingly global society.

### HOW WE OPERATE DAY-TO-DAY

#### OUR VALUES

OCCC strives to achieve its mission and ENDS and fulfill its vision by operating in a culture that is committed to:

- **Innovation:** Creative and forward-thinking
- **Integrity:** Honest, ethical, and respectful to all
- **Diversity:** Embrace and appreciate the value of differences
- **Stewardship:** Wise and efficient use of resources
- **Accountability:** Data-driven evidence of mission accomplishment