



**BOARD OF TRUSTEES  
REGULAR MEETING AGENDA  
Oakland Community College  
[Auburn Hills Campus, Room G-240](#)  
[2900 Featherstone Road](#)  
[Auburn Hills, MI 48326](#)  
October 17, 2023**

The Regular Meeting of the Board of Trustees of Oakland Community College will be held on Tuesday, October 17, 2023, 6:00 p.m., at the Auburn Hills Campus, Room G240, 2900 Featherstone Road, Auburn Hills, Michigan. This meeting will include a closed session, pursuant to MCL 15.268(a), to discuss the Chancellor's evaluation.

**AGENDA**

**1. CALL TO ORDER**

**2. ATTENDANCE**

**3. APPROVAL OF AGENDA**

**4. APPROVAL OF MINUTES**

4.1 September 23, 2023 Special Board Meeting Minutes

**A – ACTION**

**5. COMMUNICATIONS**

- 5.1 Community Comments
- 5.2 Student Engagement Report
- 5.3 Academic Report
  - 5.3.1 Academic Senate Update
  - 5.3.2 Provost Update
- 5.4 Chancellor's Comments
- 5.5 Clery Act and Public Safety Report
- 5.6 Board of Trustees Self-Evaluation

**6. INFORMATION ITEMS**

**CONSENT CALENDAR – INFORMATION ITEMS**

Items 6.1 to 6.5 listed below on the Consent Calendar – Information Items are considered to be routine by the Board and will be enacted by one motion. There will be no separate discussion of these items unless a Board member or the Chancellor so requests, in which event the item will be removed from the general order of business and discussed separately.

- |     |   |                        |
|-----|---|------------------------|
| 6.1 | Finance Quarterly Report                | <b>B – INFORMATION</b> |
| 6.2 | College Facilities Quarterly Report     | <b>C – INFORMATION</b> |
| 6.3 | Information Technology Quarterly Report | <b>D – INFORMATION</b> |
| 6.4 | OCC Foundation Quarterly Report         | <b>E – INFORMATION</b> |
| 6.5 | Strategic Plan Update                   | <b>F – INFORMATION</b> |

**END OF CONSENT INFORMATION ITEMS**

- |     |                        |                        |
|-----|------------------------|------------------------|
| 6.6 | 2022-2023 Annual Audit | <b>G - INFORMATION</b> |
|-----|------------------------|------------------------|

**7. MONITORING REPORT**

- |     |                               |                        |
|-----|-------------------------------|------------------------|
| 7.1 | Summer 2023 Monitoring Report | <b>H - INFORMATION</b> |
|-----|-------------------------------|------------------------|

**8. ACTION ITEMS**

- |     |  |                   |
|-----|--|-------------------|
| 8.1 | Board of Trustees 2024 Regular Meeting and Conference Schedule | <b>I – ACTION</b> |
|-----|--|-------------------|

**MOVE INTO CLOSED SESSION, PURSANT TO MCL 15.268(a), FOR THE PURPOSE OF DISCUSSING THE CHANCELLOR’S EVALUATION**

**9. BOARD COMMENTS**

**10. ADJOURNMENT**

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



**BOARD OF TRUSTEES  
SPECIAL MEETING MINUTES  
Oakland Community College  
Auburn Hills Campus, Room G-240  
2900 Featherstone Road  
Auburn Hills, MI 48326  
September 23, 2023**

**1. GENERAL FUNCTIONS**

1.1 Call to Order

Chair Jackson welcomed everyone and called the special meeting to order at 9:03 a.m. for the purpose to address the following: Board meeting minutes, the State of Michigan Appropriation Local Strategic Value Resolution, appointment of a delegate to the ACCT Leadership Congress, receive the Board’s Self Evaluation; and to review the Annual Monitoring Report and Institutional Performance.

1.2 Attendance

Present

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

Absent

Pamala M. Davis, Trustee  
Susan Gibson, Secretary  
Christine M. O’Sullivan, Trustee

1.3 Public Comments – none

Jack Cronin, Jennifer Little, and Nick Valenti briefly addressed the Board with personal concerns related to the programs they are faculty for at the Orchard Ridge Campus.

**2. APPROVAL OF MINUTES**

2.1 June 20, 2023 Regular Board Meeting Minutes

**A – ACTION**

Chair Jackson asked if any of the trustees would like discussion. There being no such request, the Chair asked for a motion to approve the Board Meeting Minutes item 2.1. Trustee Bertolini so MOVED, and Trustee Callaghan seconded.

AYES: Bertolini, Bryant, Callaghan, Jackson

NAYS: None

Motion Carried

### 3. ACTION ITEMS

#### 3.1 State of Michigan Appropriation Local Strategic Value Resolution

**B – ACTION**

Trustee Bryant MOVED the Board of Trustees approve the State of Michigan Appropriation Local Strategic Value Resolution. Trustee Callaghan seconded.

AYES: Bertolini, Bryant, Callaghan, Jackson

NAYS: None

Motion Carried

#### 3.2 ACCT Leadership Congress Delegate

**C – ACTION**

Chair Jackson noted a delegate from Oakland Community College needs to be appointed to vote at the October ACCT Leadership Congress in Las Vegas. Two Board members are attending: Susan Gibson and Pamela Jackson. Chair Jackson inquired prior to today's meeting if Trustee Gibson would like to serve as OCC's delegate, and she declined. Trustee Callaghan nominated Chair Jackson to serve as OCC's delegate at the October ACCT Leadership Congress in Las Vegas, and Trustee Bryant seconded.

AYES: Bertolini, Bryant, Callaghan, Jackson

NAYS: None

Motion Carried

### 4. INFORMATION ITEMS

#### 4.1 Board Self-Evaluation

**D – INFORMATION**

Assistant General Counsel Beth Rae addressed the Board regarding the Board self-evaluation compilation, which she distributed during the meeting.

Chair Jackson encouraged the Board to review the results at their convenience for discussion at the October Board meeting.

The Chair then asked for a motion to receive and file the Board self-evaluation compilation report. Trustee Bryant so MOVED, and Trustee Callaghan seconded.

AYES: Bertolini, Bryant, Callaghan, Jackson

NAYS: None

Motion Carried

#### 4.2 Annual Monitoring Report & Institutional Performance

**E – INFORMATION**

Director for Institutional Effectiveness Kristin Carey-Li presented the Annual Monitoring Report to the Board.

Topics addressed included:

- Environmental Context and Strategic Planning Overview 2023 - 2026
- HLC 4-year Assurance Review Highlights, Program Updates, Program Reductions
- Retention, Persistence, and Completion
- Continuing Education, Community Partnerships, Non-Credit
- Annual Monitoring Report

(Report on file)

**5. BOARD COMMENTS**

None

**6. ADJOURNMENT**

Trustee Bertolini needed to leave the meeting at this point, resulting in a lack of quorum, Chair Jackson asked for a motion to adjourn the special meeting. Trustee Bertolini so MOVED, and Trustee Callaghan seconded.

AYES: Bertolini, Bryant, Callaghan, Jackson

NAYS: None

Motion Carried

The meeting adjourned at 10:02 a.m. Chair Jackson called for a ten-minute break, noting anyone can stay and continue to hear the informational presentation on Annual Monitoring and Institutional Performance.

\_\_\_\_\_  
Kathleen E.A. Kelly

\_\_\_\_\_  
Date

\_\_\_\_\_  
Pamela S. Jackson, Chair

\_\_\_\_\_  
Shirley J. Bryant, Treasurer

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



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# INFORMATION

**Board Agenda Item 6.1  
October 17, 2023  
Board Meeting**

**FINANCE QUARTERLY REPORT  
For the Quarter Ended June 30, 2023**



## INTRODUCTION

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

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

## COMMENTS

### For the Quarter Ended June 30, 2023

This report includes year-to-date information as of the 4th quarter of the fiscal year and reflects financial activity from July 1, 2022 to June 30, 2023. Please note these are not final audited numbers for fiscal year ended June 30, 2023. Year end field work is complete and draft financial statements are in process including adjustments for new GASB 96-Subscription based IT arrangements. The audited ACFR will be available on the College’s website after November 1, 2023. The numbers presented on the quarterly report are not expected to be materially different from the final year-end financial statements.

### FINANCIAL HIGHLIGHTS

#### Revenues:

In the General Fund, the College recorded total revenues of \$170,926,244 (column 3) compared to \$140,436,643 (column 4) as of the end of the same quarter last year. In Designated Funds, the College recorded total revenues of \$3,268,823 (column 3) compared to \$2,827,503 (column 4) at the end of the same quarter last year.

*Property Taxes:* The total amount is \$99,923,797 (column 3) compared to \$95,803,050 (column 4) at the end of the same quarter last year in the General Fund. Property taxes are primarily received from August through October. Property tax revenues are higher than fiscal year 2022 as taxable values have increased. For fiscal year 2024 and beyond, the College will continue to closely monitor the impact of rising interest rates and inflation on property tax values.

*Tuition and Fees:* The total amount is \$41,046,966 (column 3) compared to \$37,843,300 (column 4) in the General Fund as of the end of the same quarter last year. Enrollment for fall 2022, winter 2023 and summer 2023 were stable or slightly increased over fiscal year 2022 for both headcount and contact hours. In the Designated Funds, tuition and fees have been impacted by COVID-19 for over two years but have been trending higher with more offerings each term. Tuition and fees for economic and workforce development programs in the Designated Funds are \$3,147,914 (column 3) at the end of the year compared to \$2,590,519 (column 4) at the end of the last fiscal year.

Investment income and Unrealized loss on investments: The total amount of investment income for 2023 is 9,881,655 (column 3) compared to \$5,350,996 (column 4) for fiscal year 2022. This is due to rising interest rates. Unrealized investment loss for 2023 is \$8,608,243 (column 3) compared to \$26,842,176 (column 4) in fiscal year 2022. 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 \$125,865,396 (column 3) compared to \$117,758,002 (column 4) as of the end of the same quarter last year. In the Designated Funds, the College recorded total expenditures of \$5,429,026 (column 3) compared to \$5,016,184 (column 4) as of the end of the same quarter last year.

Employee Salaries and Wages: The amount is \$68,715,795 (column 3) compared to \$66,776,564 (column 4) as of the end of the same quarter last year in the General Fund. In the designated fund, the amount is \$2,337,514 (column 3) compared to \$2,297,670 as of the end of the same quarter.

Benefits: The amount is \$31,979,147 (column 3) compared to \$29,863,157 (column 4) as of the end of the same quarter last year in the General Fund.

Other Operating Expenses: In the General Fund, other operating expenses of \$19,191,961 (column 3) are higher than as of the same quarter last year with \$15,838,599 (column 4) total. Fiscal year 2023 total expenses were budgeted and expected to be higher than 2022 at year-end due to some expenses being shifted to the restricted HEERF grants in fiscal year 2022, mainly for technology and also the rate of inflation in fiscal year 2023.

## **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, supply chain issues and inflation with rising costs of all goods, services and utilities. The College strives to face these challenges with the assistance of the entire college community. The fiscal year end results demonstrate the College's prudent financial and strategic policies that include the development of a five-year forecast annually, no college debt and strategic goals to double college graduation rates.

Overall revenue for fiscal year 2023 is higher than 2022 and while expenses have increased in 2023 over 2022, the College was still able to effectively manage the fiscal year budget and transfer funds to the plant fund for future capital asset repairs, renovations and replacements. The College will continue to closely monitor the impact of the economy, the lingering effects of the pandemic, changing interest rates and enrollment declines throughout the coming fiscal year and beyond.





## GENERAL FUND BUDGET STATUS REPORT For Year End June 30, 2023

(1)	(2) TOTAL REVENUES BUDGET	(3)* REVENUES YTD	(4) PRIOR YTD REVENUES	(5) YTD PERCENT OF REVENUES RECOGNIZED
<b>REVENUES:</b>				
Property Taxes	\$ 97,600,000	\$ 99,923,797	\$ 95,803,050	102.38%
State Appropriations	27,325,402	27,631,048	27,499,475	101.12%
Tuition & Fees	39,469,162	41,046,966	37,843,300	104.00%
Investment Income	7,000,000	9,881,655	5,350,996	141.17%
Miscellaneous Revenue	1,518,591	1,051,021	781,999	69.21%
Unrealized Gain/(Loss) on Investments	-	(8,608,243)	(26,842,176)	0.00%
<b>TOTAL REVENUES</b>	<b>\$ 172,913,155</b>	<b>\$ 170,926,244</b>	<b>\$ 140,436,643</b>	<b>98.85%</b>
<b>EXPENDITURES:</b>				
	TOTAL EXPENSES BUDGET	EXPENSES YTD	PRIOR YTD EXPENSES	YTD PERCENT OF EXPENSES INCURRED
Employee Salaries and Wages	\$ 74,192,378	\$ 68,715,795	\$ 66,776,564	92.62%
Fringe Benefits	36,462,131	31,979,147	29,863,157	87.71%
Contracted Temporary Personnel	3,016,888	1,784,835	1,878,551	59.16%
Utilities	4,433,724	4,193,659	3,401,131	94.59%
Other Operating Expenses	24,940,605	19,191,961	15,838,599	76.95%
<b>TOTAL EXPENDITURES</b>	<b>\$ 143,045,726</b>	<b>\$ 125,865,396</b>	<b>\$ 117,758,002</b>	<b>87.99%</b>
<b>TRANSFERS:</b>				
Transfer (to) from General Fund	\$ -	-	\$ -	0.00%
Transfer (to) from Loan Fund	-	-	-	0.00%
Transfer (to) from Auxiliary Fund	-	-	6,208,316	0.00%
Transfer (to) from Endowment/Restricted	(250,000)	(355,873)	2,238,510	142.35%
Transfer (to) from Plant Fund	(25,000,000)	(40,000,000)	(25,000,000)	160.00%
All Other Transfers	(3,464,314)	(1,565,572)	(2,089,775)	45.19%
<b>TOTAL TRANSFERS</b>	<b>\$ (28,714,314)</b>	<b>\$ (41,921,445)</b>	<b>\$ (18,642,949)</b>	<b>145.99%</b>

\*Numbers are preliminary figures as year-end close has not been finalized.



**DESIGNATED FUND BUDGET STATUS REPORT**  
**For Year End June 30, 2023**

(1)	(2)	(3)*	(4)	(5)
	<b>TOTAL REVENUES BUDGET</b>	<b>REVENUES YTD</b>	<b>PRIOR YTD REVENUES</b>	<b>YTD PERCENT OF REVENUES RECOGNIZED</b>
<b>REVENUES:</b>				
Property Taxes	\$ -	\$ -	\$ -	0.00%
State Appropriations	-	-	-	0.00%
Tuition & Fees	3,353,198	3,147,914	2,590,519	93.88%
Investment Income	-	-	-	0.00%
Miscellaneous Revenue	145,933	120,909	236,984	82.85%
Unrealized Gain/(Loss) on Investments	-	-	-	0.00%
<b>TOTAL REVENUES</b>	<b>\$ 3,499,131</b>	<b>\$ 3,268,823</b>	<b>\$ 2,827,503</b>	<b>93.42%</b>
<b>EXPENDITURES:</b>				
	<b>TOTAL EXPENSES BUDGET</b>	<b>EXPENSES YTD</b>	<b>PRIOR YTD EXPENSES</b>	<b>YTD PERCENT OF EXPENSES INCURRED</b>
Employee Salaries and Wages	\$ 2,681,433	\$ 2,337,514	\$ 2,297,670	87.17%
Fringe Benefits	1,331,654	1,016,576	997,171	76.34%
Contracted Temporary Personnel	1,796,591	946,495	972,283	52.68%
Utilities	-	-	-	0.00%
Other Operating Expenses	1,568,155	1,128,441	749,060	71.96%
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,377,833</b>	<b>\$ 5,429,026</b>	<b>\$ 5,016,184</b>	<b>73.59%</b>
<b>TRANSFERS:</b>				
Transfer (to) from General Fund	\$ 3,464,314	\$ 1,565,572	\$ 2,089,775	45.19%
Transfer (to) from Loan Fund	-	-	-	0.00%
Transfer (to) from Auxiliary Fund	-	-	-	0.00%
Transfer (to) from Endowment/Restricted	-	-	-	0.00%
Transfer (to) from Plant Fund	-	-	-	0.00%
All Other Transfers	-	-	-	0.00%
<b>TOTAL TRANSFERS</b>	<b>\$ 3,464,314</b>	<b>\$ 1,565,572</b>	<b>\$ 2,089,775</b>	<b>45.19%</b>

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# INFORMATION

Board Agenda Item 6.2  
October 17, 2023

**COLLEGE FACILITIES QUARTERLY REPORT**  
**For the Quarter Ending June 30, 2023**

# 2023 RENOVATION / MAJOR MAINTENANCE PROGRAM

Quarter End Date: June 30, 2023

Row #	Project ID	Project Name	Initial Budget	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	\$300,000.00	\$0.00	\$300,000.00	1	\$13,160.00	\$286,840.00
3	AH22-004	Buildings A & T Programming	\$185,950.00	\$0.00	\$185,950.00	1	\$5,800.00	\$180,150.00
4	AH23-002	Building A Renovation & Expansion	\$60,000,000.00	\$0.00	\$60,000,000.00	1	\$401,806.49	\$59,598,193.51
5	AH23-003	Paving & Sidewalk Restoration	\$300,000.00	\$0.00	\$300,000.00	1		\$300,000.00
6	AH23-005	MTEC HVAC Upgrade	\$0.00	\$30,000.00	\$30,000.00	1	\$11,650.00	\$18,350.00
7	OR23-011	Health Professions Project	\$0.00	\$200,000.00	\$200,000.00	1	\$174,953.20	\$25,046.80
8	RO22-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	1		\$150,000.00
9	RO22-003	Parking Structure Evaluation	\$50,000.00	\$0.00	\$50,000.00	1		\$50,000.00
10	SF22-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	1		\$150,000.00
11	AH23-004	Miscellaneous Reconfiguration	\$0.00	\$60,000.00	\$60,000.00	2	\$47,751.84	\$12,248.16
12	AH23-013	CREST Addition	\$0.00	\$40,000.00	\$40,000.00	2	\$29,575.00	\$10,425.00
13	AH21-004	Exterior Signage Upgrade	\$1,284,107.70	\$0.00	\$1,284,107.70	3	\$113,592.71	\$1,170,514.99
14	AH23-007	CREST Miscellaneous Building Repairs	\$0.00	\$50,000.00	\$50,000.00	4	\$35,924.05	\$14,075.95
15	CW23-001	CCTV & Security Monitoring Enhancements	\$800,000.00	\$680,000.00	\$1,480,000.00	4	\$1,244,802.00	\$235,198.00
16	AH18-009	Building C	\$7,196,137.95	\$0.00	\$7,196,137.95	5	\$484,746.03	\$6,711,391.92
17	AH23-010	Student Center Booth & Carpeting Replacement	\$0.00	\$120,000.00	\$120,000.00	5	\$72,580.28	\$47,419.72
18	AH23-011	ERU-2 Modification	\$0.00	\$50,000.00	\$50,000.00	5		\$50,000.00
19	CW22-005	Infrastructure Evaluation	\$400,000.00	\$0.00	\$400,000.00	5	\$44,585.00	\$355,415.00
20	OR20-011	Building M Remodel	\$840,294.00	\$2,067,645.00	\$2,907,939.00	5	\$316,377.58	\$2,591,561.42
21	OR21-002	Building L Renovation	\$7,968,066.00	-\$1,300,000.00	\$6,668,066.00	5	\$828,291.06	\$5,839,774.94
22	OR22-002	Interior Hardware Renovation	\$979,915.00	\$1,045,000.00	\$2,024,915.00	5	\$128,144.03	\$1,896,770.97
23	OR23-007	CW Exterior Light Fixture Replacement	\$0.00	\$25,000.00	\$25,000.00	5		\$25,000.00
24	OR23-010	Buildings C&D Elevator Restoration	\$0.00	\$130,000.00	\$130,000.00	5	\$55,115.87	\$74,884.13
25	RO22-004	Building E Construction	\$74,755,211.32	\$0.00	\$74,755,211.32	5	\$4,427,972.12	\$70,327,239.20
26	RO23-004	Music Program	\$0.00	\$50,000.00	\$50,000.00	5	\$20,189.35	\$29,810.65
27	SF22-004	Chiller Plant Upgrade	\$1,301,427.33	\$0.00	\$1,301,427.33	5	\$981,786.37	\$319,640.96
28	AH-CW17-003	Interior Door Hardware Renovation	\$289,781.73	\$0.00	\$289,781.73	6	\$29,279.89	\$260,501.84
29	AH22-006	CW Paving & Sidewalk Restoration	\$800,000.00	\$0.00	\$800,000.00	6	\$241,283.47	\$558,716.53
30	AH22-007	CREST Site Drainage Remediation	\$20,000.00	\$10,000.00	\$30,000.00	6	\$24,618.30	\$5,381.70
31	AH22-010	CREST Canopy Repair	\$15,000.00	\$0.00	\$15,000.00	6	\$12,382.83	\$2,617.17
32	AH23-006	CREST Flooring Upgrade	\$0.00	\$75,000.00	\$75,000.00	6	\$68,130.91	\$6,869.09
33	AH23-008	CREST Burn Building Controls Refurbishment	\$0.00	\$230,000.00	\$230,000.00	6	\$228,094.00	\$1,906.00
34	AH23-009	Office Reconfigurations	\$0.00	\$30,000.00	\$30,000.00	6	\$6,083.16	\$23,916.84
35	AH23-012	Building F Selected Classrooms Carpet Replacement	\$0.00	\$30,000.00	\$30,000.00	6	\$28,846.76	\$1,153.24
36	AH23-014	Building A IT Closet A/C Unit Replacement	\$0.00	\$10,000.00	\$10,000.00	6	\$9,169.00	\$831.00

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

# 2023 RENOVATION / MAJOR MAINTENANCE PROGRAM

Quarter End Date: June 30, 2023

Row #	Project ID	Project Name	Initial Budget	Adjustments + / -	Adjusted Budget	Status	Committed Cost	Balance
37	PF-AH23-010	Amatrol Restoration	\$0.00	\$10,000.00	\$10,000.00	6	\$1,000.00	\$9,000.00
38	CW22-011	Digital Signage Infrastructure	\$355,067.57	\$0.00	\$355,067.57	6	\$155,387.40	\$199,680.17
39	PF-DO23-002	Site Restoration	\$0.00	\$10,000.00	\$10,000.00	6	\$556.00	\$9,444.00
46	HL22-004	Chiller Controls Upgrade	\$6,640.00	\$0.00	\$6,640.00	6	\$2,040.00	\$4,600.00
47	OR17-001	Boiler Replacement	\$198,327.00	-\$120,000.00	\$78,327.00	6		\$78,327.00
48	OR20-002	Building J Elevator Restorations	\$826,407.54	-\$175,000.00	\$651,407.54	6	\$637,119.62	\$14,287.92
49	OR20-012	Door Replacements	\$493,297.80	-\$335,000.00	\$158,297.80	6	\$150,106.00	\$8,191.80
50	OR21-003	Parking Lot 1,2,3 Replacement & Reconfiguration	\$1,215,600.88	-\$415,000.00	\$800,600.88	6	\$372,696.27	\$427,904.61
51	OR22-004	Building J Video Studio Construction	\$113,250.49	\$5,000.00	\$118,250.49	6	\$47,512.27	\$70,738.22
52	OR22-008	Room J409 & D212 Remodels	\$80,000.00	\$0.00	\$80,000.00	6	\$67,645.71	\$12,354.29
53	OR23-005	Building J Marketplace Expansion	\$200,000.00	-\$150,000.00	\$50,000.00	6	\$34,850.94	\$15,149.06
54	OR23-006	IT Closet Cooling Unit Replacement	\$0.00	\$18,000.00	\$18,000.00	6	\$16,844.24	\$1,155.76
55	OR23-008	Chiller Restoration	\$0.00	\$40,000.00	\$40,000.00	6	\$36,677.00	\$3,323.00
56	RO23-003	Financial Aid Suite Reconfiguration	\$0.00	\$20,000.00	\$20,000.00	6	\$15,541.58	\$4,458.42
57	SF21-003	Parking Lot Fixture Upgrades	\$408,316.44	\$0.00	\$408,316.44	6	\$361,570.93	\$46,745.51
58	HL22-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	7		\$150,000.00
59	HL22-005	Levinson Hall Restroom Upgrades	\$237,426.25	\$0.00	\$237,426.25	7		\$237,426.25
60	OR23-003	Building A Remodel	\$250,000.00	-\$229,785.00	\$20,215.00	7	\$10,661.00	\$9,554.00
61	OR23-004	Building J Remodel	\$250,000.00	-\$209,860.00	\$40,140.00	7	\$23,730.00	\$16,410.00
62	OR23-009	Culinary Cooler Repair	\$0.00	\$12,000.00	\$12,000.00	7		\$12,000.00
63	SF23-002	Master Planning	\$0.00	\$100,000.00	\$100,000.00	7	\$6,860.00	\$93,140.00
64	AH23-001	Site Work & Small Projects	\$500,000.00	-\$90,000.00	\$410,000.00	8	\$124,676.94	\$285,323.06
65	CW23-002	Restroom Upgrades	\$500,000.00	-\$500,000.00	\$0.00	8		\$0.00
66	CW23-003	Elevator Restoration Program	\$500,000.00	-\$130,000.00	\$370,000.00	8	\$65,298.96	\$304,701.04
67	CW23-004	Carpet/Flooring Replacement	\$200,000.00	-\$145,000.00	\$55,000.00	8	\$927.77	\$54,072.23
68	CW23-005	Roof Upgrades	\$500,000.00	\$0.00	\$500,000.00	8	\$46,010.50	\$453,989.50
69	CW23-006	Parking Lot Fixture Upgrades	\$100,000.00	\$0.00	\$100,000.00	8		\$100,000.00
70	CW23-007	Paving, Catch Basin & Sidewalk Restorations	\$50,000.00	\$40,000.00	\$90,000.00	8	\$63,620.85	\$26,379.15
71	CW23-997	Construction Management Core Staff	\$415,500.00	\$22,000.00	\$437,500.00	8	\$436,665.00	\$835.00
72	CW23-998	Academic/Campus Enhancements	\$1,000,000.00	-\$785,000.00	\$215,000.00	8	\$3,533.66	\$211,466.34
73	CW23-999	Emerging Needs / Contingency / Emergency Repair	\$1,000,000.00	-\$550,000.00	\$450,000.00	8		\$450,000.00
74	DO23-001	Site Work & Small Projects	\$50,000.00	-\$10,000.00	\$40,000.00	8	\$2,550.00	\$37,450.00
75	HL23-001	Site Work & Small Projects	\$150,000.00	\$0.00	\$150,000.00	8	\$7,102.50	\$142,897.50
76	OR21-012	Parking Lot Improvements	\$50,000.00	\$0.00	\$50,000.00	8		\$50,000.00
77	OR23-001	Site Work & Small Projects	\$250,000.00	-\$65,000.00	\$185,000.00	8	\$25,301.40	\$159,698.60
78	RO23-001	Site Work & Small Projects	\$150,000.00	\$0.00	\$150,000.00	8	\$22,305.40	\$127,694.60
79	SF23-001	Site Work & Small Projects	\$100,000.00	\$0.00	\$100,000.00	8	\$24,070.55	\$75,929.45
<b>Grand Total</b>			<b>\$168,285,725.00</b>	<b>\$0.00</b>	<b>\$168,285,725.00</b>		<b>\$12,849,553.79</b>	<b>\$155,436,171.21</b>

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



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# INFORMATION






















Board Agenda Item 6.3  
October 17, 2023

**INFORMATION TECHNOLOGY QUARTERLY REPORT**  
**April 1, 2023 to June 30, 2023**

# Quarterly Status Report as of June 30, 2023

Select a Quarter End Date to view the Report:

June 30, 2023 

Description	Location	Status	Progress	2022-23 Budget \$	2022-23 Committed Costs	2022-23 Balance	Multi-year Project
Emma Integration	CW	Definition		\$13,219	\$0	\$13,219	1
Add OCC Chatbot to IT portal	CW	Implementation		\$0	\$0	\$0	1
Campus Logic - Award Letter	CW	Implementation		\$150,065	\$150,065	\$0	1
Colleague migration to SaaS	CW	Not Started		\$0	\$0	\$0	2
CRM Advise	CW	Implementation		\$225,000	\$0	\$225,000	1
Destiny One	CW	Implementation		\$150,000	\$150,000	\$0	1
Eforms and workflows	CW	Implementation		\$0	\$0	\$0	3
Ellucian Experience	CW	Implementation		\$112,000	\$112,000	\$0	1
eLumen Data in IE SQL Server Database	CW	Not Started		\$0	\$0	\$0	1
FA-Link	CW	Implementation		\$9,790	\$0	\$9,790	1
Hyflex Classroom Upgrade	CW	Complete		\$350,000	\$301,810	\$48,190	1
Infosilem	CW	Testing		\$45,000	\$45,000	\$0	1
MFA for students	CW	Implementation		\$22,000	\$0	\$22,000	1
MyOCC Electronic Faculty Contracts	CW	Testing		\$42,600	\$42,600	\$0	1
NEOED - Phase II	CW	Not Started		\$80,746	\$80,746	\$0	1
Network Core Switching Replacement	CW	Implementation		\$650,000	\$622,202	\$27,798	1
Penji Integration	CW	Definition		\$17,760	\$17,760	\$0	1
Public Safety Paperless Key application	CW	Implementation		\$0	\$0	\$0	1
Simple Syllabus	CW	Definition		\$20,162	\$20,162	\$0	1
SimpleFlex Classroom Upgrade	CW	Complete		\$750,000	\$495,578	\$254,422	1
VDI replacement	CW	Implementation		\$4,200,000	\$4,192,090	\$7,910	1
<b>Totals</b>				<b>\$6,838,342</b>	<b>\$6,230,013</b>	<b>\$608,329</b>	

## IT Capital Project Descriptions

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

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

### **CRM Advise**

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

### **Destiny One**

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

### **Ellucian Experience**

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

### **eLumen**

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

### **FA~Link**

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

### **HyFlex Classroom upgrade**

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

### **Infosilem**

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



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

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

### **MyOCC Electronic Faculty Contracts**

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

### **NEOED**

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

### **Network Core Switch Replacement**

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

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

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

### **SimpleFlex Classroom upgrade**

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

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

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



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# INFORMATION

Board Agenda Item 6.4  
October 17, 2023

**OCC FOUNDATION QUARTERLY REPORT**  
**April 1, 2023 to June 30, 2023**

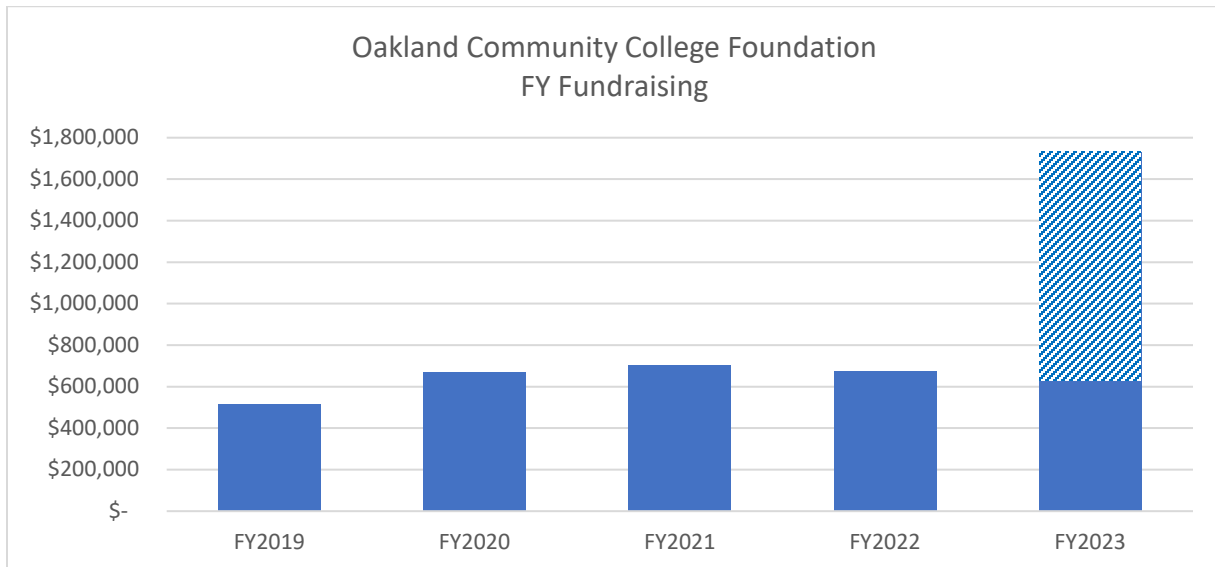
The mission of the OCC Foundation is to obtain and allocate financial support to advance the mission and goals of Oakland Community College. The Foundation sets and tracks its goals on a *fiscal-year basis*. Please note that previous reports have reported based on a *calendar-year basis*, which may account for previous reports looking differently.

### **Organizational Highlights**

- We'd like to extend our gratitude and appreciation for outgoing board members Bill Wildern and Pat McQueen. Bill has served on the OCC Foundation's Board of Directors for 12 years, as well as creating the endowed Dr. Katherine Wildern Bradley Nursing Scholarship. Pat has served on the Board of Directors for six years, served on the Board's Finance Committee, and has supported the Garden Party and Student Success Fund through his giving. Thank you to both Bill and Pat for your service and support!
- PNC Financial Services has renewed their grant and sponsorship support of Diversity, Equity, Inclusion, and Justice activities at OCC. The partnership will help to fund the work of OCC's Office of DEIJ - including events such as the Youth Excellence Summit, OCC Exploration Summer Camp, Bridging Equity Conference, Employee Empowerment Summit, and other annual activities such as Deaf Awareness Month and the MLK Convocation.
- The Adult Learning Institute, a senior organization which met on Orchard Ridge campus for many years, dissolved, leaving the OCC Foundation as the beneficiary of its remaining funds. A gift of over \$17,500 was made to the Orchard Ridge Culinary Fund, the Strategic Building Fund, Orchard Ridge Smith Theatre Fund, and Susan and Dennis Fiems Textbook Endowed Scholarship.
- The OCC Foundation welcomed Charmaine Bryant as Administrative Assistant to External Affairs. Additionally, the Foundation Coordinator position has been posted and is expected to be filled in the final quarter of 2023.

## Fundraising Results

	FY2022 Total 7/1/21 - 6/30/22		FY2023 Total 7/1/22 - 6/30/23		FY2023 Q4 4/1/23 - 6/30/23	
	Count	Amount	Count	Amount	Count	Amount
<b>Total</b>	<b>529</b>	<b>\$674,770</b>	<b>358</b>	<b>\$1,731,836</b>	<b>114</b>	<b>\$91,220</b>
<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	3	\$43,641
\$1,000 to \$9,999	120	\$276,805	88	\$215,556	12	\$30,850
Under \$1,000	394	\$71,660	252	\$57,940	99	\$16,729



Please note: FY2023 results include a \$1.1M bequest to the Margaret A. Hinkle and Joan M. Hinkle College Aid Fund, as denoted in the above chart.

# INFORMATION

Board Agenda Item 6.5  
October, 2023

## 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 are in corequisite courses and the retention of those students, demodification of SIS systems, and the identification of gate-keeper courses. Many stakeholders from across the college continue to work diligently on the College's strategic endeavors.

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.

The last update is that with everything else going on, a parallel swim lane has opened up. OCC in now begin the prework of the grant application process for the 2026 funding cycle. In the initial plans are goals to improve wrap around and community service with an emphasis on addressing mental health. There remains continued optimism that the alignment between the Board Ends, college strategy, private funding, and innovations in strategy will keep Oakland Community College moving forward for the next three years and beyond.



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# INFORMATION

**Board Agenda Item 6.6**  
**October 17, 2023**

## 2022-2023 ANNUAL AUDIT

### **PROBLEM/NEEDS STATEMENT**

The firm of Plante and Moran, PLLC will review the results of the audit with the Board of Trustees at the October 17, 2023 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 and the State of Michigan.



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# INFORMATION

Board Agenda Item 7.1  
October 17, 2023

## SUMMER 2023 MONITORING REPORT

## -Table of Contents

Executive Summary .....	3
Mission, Values, Vision & Strategic Plan.....	4
Board Ends and Strategic Objectives.....	5
OCC Goals and Key Performance Indicators (KPIs).....	6
1.1: Become a student-ready college, promoting agency, access, and success for all students .....	7
Enrollment Data Trends .....	7
1.2: Promote educational excellence, innovation, and support.....	10
OCC Teaching and Learning Center (TLC) .....	10
1.3: Engage in continuous improvement through organizational analysis to nimbly respond to external opportunities and threats .....	11
2.1: Create transparent data infrastructure that allows for high levels of accountability and engagement from all employees.....	11
2.2: Promote a culture of communication, collaboration, respect, and civility.....	12
3.1: Build an integrated diversity, equity, and inclusion infrastructure to support students, staff, and community .....	12
2023-24 Strategic Directions .....	14
Conclusion .....	15
Acknowledgements.....	16
Glossary .....	16



## 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 is beginning 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 are beginning to rise for summer and fall 2023.

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

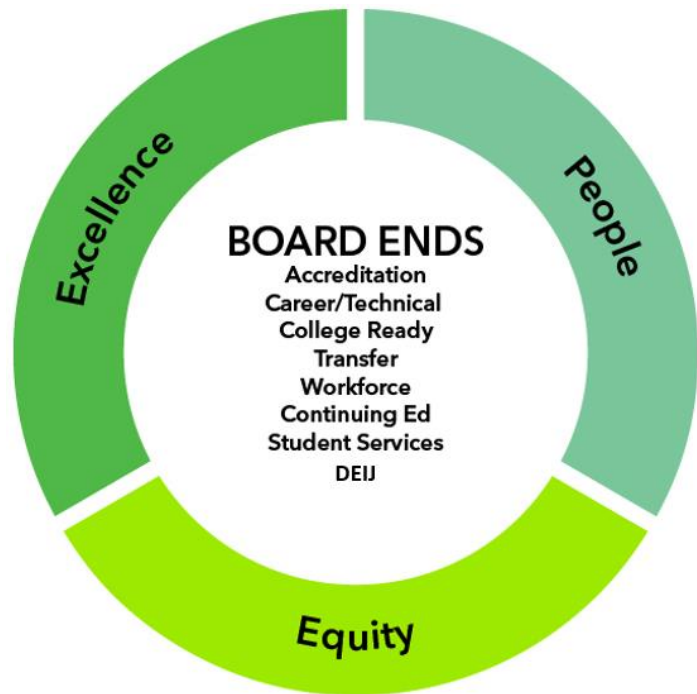
- 2.1 [Create transparent data infrastructure that allows for high levels of accountability and engagement from all employees](#)
- 2.2 [Promote a culture of communication, collaboration, respect, and civility](#)

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

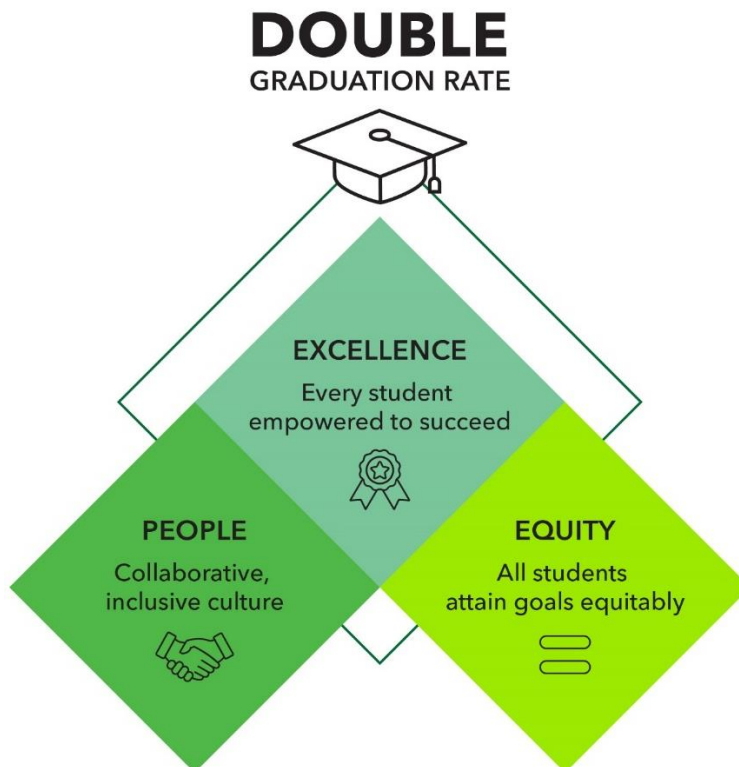
- 3.1 [Build an integrated diversity, equity, inclusion, and justice \(DEIJ\) infrastructure to support students, staff, and community](#)

## 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.



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.



## 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.

<b>Summer Semester Core KPIs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2022-23 % Change</b>	<b>2023 Target</b>	<b>Target to Actual</b>
Conversion rate	33.4%	48.5%	36.2%	36.9%	36.6%	-0.8%	33.0%	<b>+3.6</b>
Headcount enrollment	10,161	10,323	10,183	9,266	9,898	+6.8%	9,403	<b>+495</b>
Average enrolled credits	5.55	5.93	6.10	5.87	6.03	+2.7%	5.64	<b>+0.39</b>

## 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

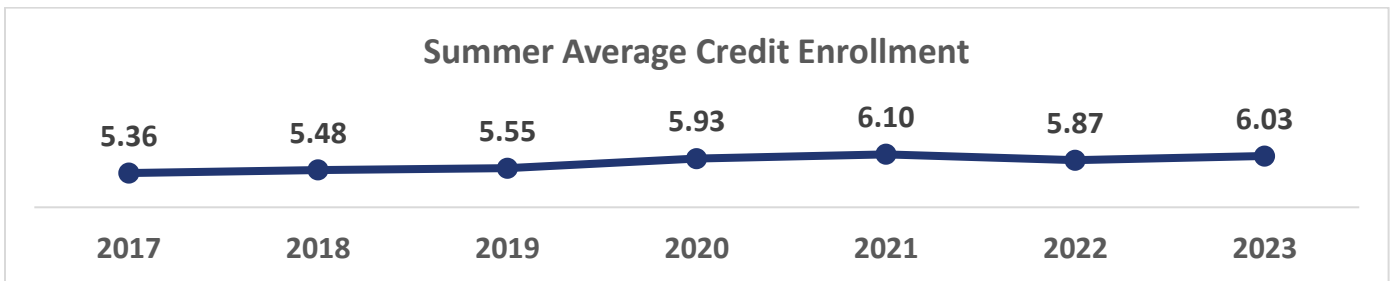
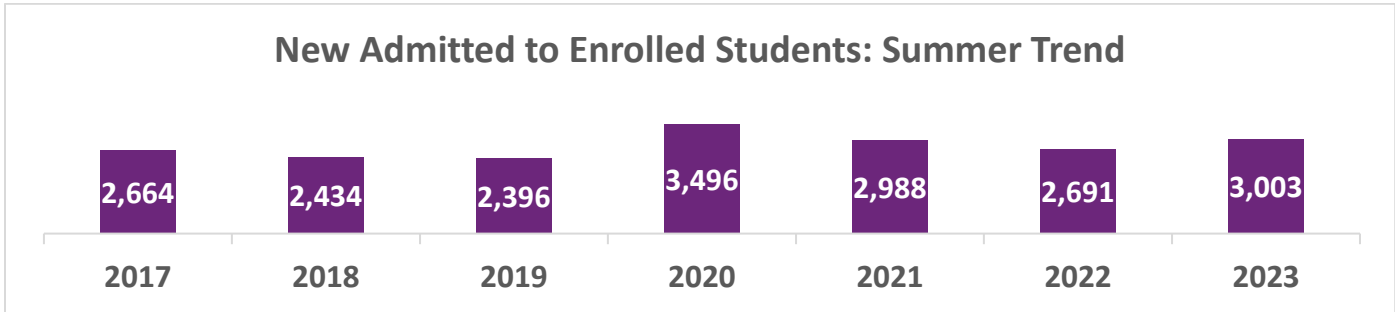
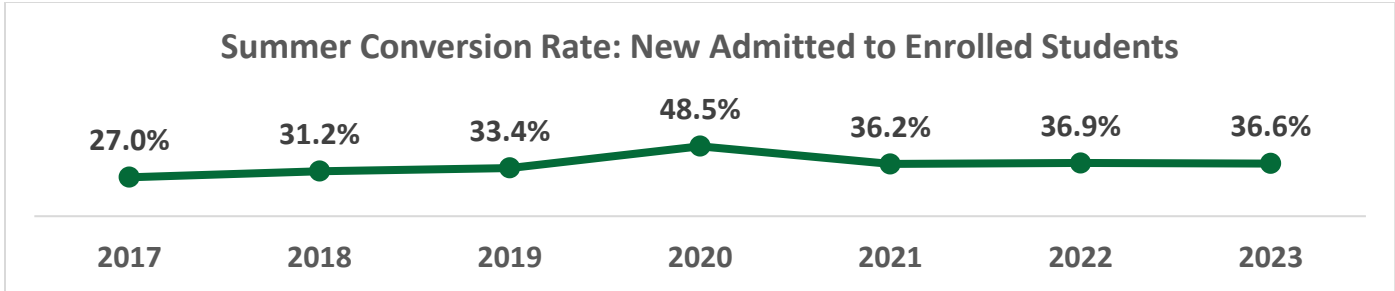
From 2023 to 2025, OCC is implementing grant-funded strategies through the [Detroit Drives Degrees Community College Collaborative \(D3C3\)](#) to advance K-12 alignment through expanded partnerships and dual enrollment. Through D3C3, OCC will also build a comprehensive, proactive, analytics-based model 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.

### 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 new 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.



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.



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



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

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

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

In Fall 2023, the Michigan Reconnect funding will temporarily become available to students [age 21 and over](#). Students will have one year to take advantage of this opportunity through the State.

## 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

### OCC Teaching and Learning Center (TLC)

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

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 will be assessed via the second administration of the survey in Fall 2023, to measure and evaluate progress toward specific goals for the student experience at OCC. The survey will continue to run every other year, for a continuous process of improvement and evaluation.

[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.





In 2023, through the D3C3 grant, OCC has launched 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 (similar to corequisite impact but for additional courses in other key disciplines such as Math, Biology, Accounting, Computer Information Sciences, English, Business, etc.)

All three active strategies within this objective: Optimized Modalities, Credit for Prior Learning (CPL), and 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

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



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

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

In 2022-23, OCC launched a collaboration with [rpk GROUP](#), focused on optimizing OCC's structures and processes to intentionally invest in our mission and future success. This work will continue through summer 2023, then advance to a second stage of establishing departmental KPIs to help the college achieve its strategic goals on behalf of students and the community.

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

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



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

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

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

OCC is continually strengthening and expanding its commitment to [diversity, equity, inclusion, and justice \(DEIJ\)](#). In the words of the College’s [Director of Diversity, Equity, Inclusion, and Justice, Kristina Marshall](#), when it comes to the work of DEIJ, “We don’t just say it. We live it.” College and Campus [Committees for Diversity, Equity, Inclusion & Justice](#) continue to support initiatives, programming, policy, and practice

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

**DIVERSITY** – We recognize and understand that diversity is all the differences between us based on our experiences in which we encounter advantages and barriers to opportunities. Diversity includes differences in race, gender identity and expression, sexual orientation, age, socioeconomic status, size, (dis)ability status, religion, language, culture, national origin, veteran status, political perspective, etc.

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

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

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

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

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.

## 2023-24 Strategic Directions



### D3C3 REGIONAL COLLABORATIVE

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

In partnership with critical cross-sector stakeholders across all three clusters, community colleges are being funded to 1) implement college-level, systemic-level strategies aligned with D3C3 goals and 2) participate in the D3C3 learning community and collaborative regional strategy development and implementation. Significant investment is being made to our community colleges and the Southeast Michigan community to engage in this transformational work through the generosity and vision of the Ralph C. Wilson, Jr. Foundation and Ballmer Group. OCC's grant-funded strategies launched in 2023 and implementation will continue through 2025.

	<b>Henry Ford College</b>
	<b>Macomb Community College</b>
	<b>Monroe Community College</b>
	<b>Oakland Community College</b>
	<b>Schoolcraft College</b>
	<b>Washtenaw Community College</b>
	<b>Wayne County Community College District</b>
	<b>Detroit Drives Degrees</b>
	<b>Detroit Regional Chamber</b>
	<b>CEO Talent Council</b>
	<b>Detroit Regional Chamber Foundation</b>
	<b>CivicLab</b>
	<b>National Institute for Student Success at Georgia State University</b>
	<b>MICHauto</b>

Through D3C3, OCC will work to advance the structures and systems that help all individuals achieve postsecondary credentials and develop in-demand skills while growing economic stability and mobility. OCC will collaborate with its D3C3 partners to increase prosperity and equity throughout the region. The College will pursue these goals through the development of a sophisticated, comprehensive analytics infrastructure that builds efficiency and removes barriers to proactively support student success and equity at crucial points in the student lifecycle. OCC will grow its partnerships throughout the [Oakland Schools](#) K-12 system while creating additional opportunities for students to develop college skills and earn college credits while in junior high and high school. Finally, OCC will work with employers, partners, and regional leaders to advance skill-based pathways throughout the mobility sector that lead to well-paying, in-demand careers and economic growth.



OCC’s D3C3 strategies will strive to expand the equity of postsecondary access and preparation countywide. Once students are enrolled at the college, the College will leverage and grow its dynamic analytical data systems to track their progress and to close equity gaps at every stage of the student lifecycle. D3C3 will allow OCC to grow the sophistication, timeliness, and accuracy of this work, to embrace a proactive, systematic student support infrastructure modeled after the [National Institute for Student Success \(NISS\) at Georgia State University](#). The NISS model is a proven approach to student success that has significantly improved student graduation and equity at several institutions and across multiple states nationwide. Their work is a fundamental guide for D3C3 and their mission is to “increase the ability of colleges and universities to identify and resolve institutional barriers to equity and completion by increasing their capacity (1) to implement proven student-success systems and data-informed interventions and (2) to enact systemic change to institutional processes and structures.” Finally, the mobility cluster of D3C3 will allow OCC to create new, innovative pathways to successful careers that bring options for growth and prosperity to a diverse population of students and a wide range of employers in partnership with [MICHauto](#).

## Conclusion

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

## Acknowledgements

Many thanks to the collaboration of numerous faculty, staff, and administrators from across OCC that contributed 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.



**OAKLAND COMMUNITY COLLEGE®**  
Excellence *Empowered.*®

**ACTION**  
**Board Agenda Item 8.1**  
**October 17, 2023**

**BOARD OF TRUSTEES 2024 REGULAR/SPECIAL  
MEETING AND 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 THIS 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 2024 Regular/Special Meeting and Conference Schedule dates as attached.

**MOTION**

Move the Board of Trustees approve the January to December 2024 Board of Trustees Regular/Special Meeting and Conference Schedule attached hereto.





**BOARD OF TRUSTEES**  
**2024 Regular/Special Meeting and Conference Schedule\***

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January 9, 2024	AH Campus G240	6:00 p.m.	Regular Meeting
February 20, 2024	AH Campus G240	6:00 p.m.	Regular Meeting
March 19, 2024	AH Campus G240	6:00 pm	Regular Meeting
<i>March 26-28, 2024</i>	<i>Boston, MA</i>		<i><b>AGB National Conference Trusteeship</b></i>
<i>April 5-9, 2024</i>	<i>Louisville, KY</i>		<i><b>AACC Annual Conference</b></i>
April 16, 2024	AH Campus G240	6:00 p.m.	Special Meeting
<i>May 16-17, 2024</i>	<i>Glen Oaks CC</i>		<i><b>MCCA Board of Directors Spring Meeting</b></i>
May 21, 2024	AH Campus G240	6:00 p.m.	Regular Meeting
June 18, 2024	AH Campus G240	6:00 p.m.	Regular Meeting
<i>July 31 – Aug 2, 202</i>	<i>Mission Pt, Mackinac Island</i>		<i><b>MCCA Summer Conference</b></i>
<i>Sept. 19-20, 2024</i>	<i>West Shore CC</i>		<i><b>MCCA Board of Directors Fall Meeting</b></i>
September 17, 2024	AH Campus G240	6:00 p.m.	Regular Meeting
October 15, 2024	AH Campus G240	6:00 p.m.	Regular Meeting
<i>October 23-26, 2024</i>	<i>Seattle, WA</i>		<i><b>ACCT Leadership Congress</b></i>
November 19, 2024	AH Campus G240	6:00 p.m.	Regular Meeting

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

10/05/2023