OAKLAND COMMUNITY COLLEGE®

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BOARD OF TRUSTEES
SPECIAL MEETING AGENDA
Oakland Community College
Auburn Hills Campus, Room G-240
2900 Featherstone Road
Auburn Hills, MI 48326
March 12, 2024

A Special Meeting of the Board of Trustees of Oakland Community College will be held on Tuesday, March 12, 2024, 6:00 p.m., at the Auburn Hills Campus, Room G240, 2900 Featherstone Road, Auburn Hills, Michigan.

<u>AGENDA</u>

1. **CALL TO ORDER**

2. **ATTENDANCE**

3. **APPROVAL OF AGENDA**

4. **APPROVAL OF MINUTES**
   4.1   January 9, 2024 Board Meeting Minutes   **A – ACTION**
   4.2   January 9, 2024 Closed Session Meeting Minutes   **B – ACTION**

5. **COMMUNICATIONS**
   5.1   Community Comments
   5.2   Academic Report
         5.2.1   Academic Senate Update
         5.2.2   Provost Update
   5.3   Chancellor's Comments

6. **MONITORING REPORT**
   6.1   Fall Monitoring Report   **C – INFORMATION**

7. **ACTION ITEMS**
   7.1   2024-2025 Tuition Rates   **D – ACTION**
   7.2   Cancellation of Regularly Scheduled March Meeting   **E – ACTION**

8. **INFORMATION ITEMS**
                    CONSENT CALENDAR – INFORMATION ITEMS

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

from the general order of business and discussed separately.

8.1	Finance Quarterly Report	**F – INFORMATION**
8.2	College Facilities Quarterly Report	**G – INFORMATION**
8.3	Information Technology Quarterly Report	**H – INFORMATION**
8.4	OCC Foundation Quarterly Report	**I – INFORMATION**
8.5	Strategic Plan Update	**J – INFORMATION**

END OF CONSENT INFORMATION ITEMS

8.6	Community Review Update	**K – INFORMATION**

9. BOARD COMMENTS

10. ADJOURNMENT

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

BOARD OF TRUSTEES
REGULAR MEETING MINUTES
January 9, 2024
Oakland Community College
Auburn Hills Campus G240
2900 Featherstone Road
Auburn Hills, Michigan

1. **CALL TO ORDER**

   Chair Jackson called the meeting to order at 6:03 p.m.

2. **ATTENDANCE**

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

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

3. **APPROVAL OF AGENDA**

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

   AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson

   NAYS: None   Motion Carried

4. **APPROVAL OF MINUTES**

   4.1. November 21, 2023 Regular Meeting Minutes   A – **ACTION**

   Trustee Bertolini MOVED to approve the November 21, 2023 Regular Meeting Minutes. Trustee Gibson seconded.

   AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson

NAYS: None   Motion Carried

4.2. November 21, 2023 Closed Session Meeting Minutes   B – **ACTION**

Trustee Callaghan MOVED to approve the November 21, 2023 Closed Session Meeting Minutes. Trustee Gibson seconded.

AYES: Bertolini, Bryant, Callaghan, Gibson, Jackson

NAYS: None   Motion Carried

5. COMMUNICATIONS

5.1. Community Comments

Mark Pfau who lives in Oakland County addressed the Board, noting he has questions about Highland Lakes Campus: What are the plans for selling, or the process we will go through to sell it; how are we determining purchase price; are we working with Waterford Township. Mr. Pfau inquired how to obtain answers to these questions. Chair Jackson responded to provide us with his contact information and someone will reach out to him.

Nancy Croitori from the Community Action Team, a group that is monitoring what is going on with the property addressed the Board. She mentioned that she has attended a previous meeting of the Board as well. Ms. Croitori stated that she also has some questions regarding the Highland Lakes Campus: Who has the deed; once the price is set, what is the flow for the process of who will get to the opportunity to bid/purchase. Ms. Croitori also provided her information for someone to contact her with answers to her questions.

5.2. Academic Report

5.2.1. Academic Senate Update

No report for this month.

5.2.2. Provost Update

Dr. Jennifer Berne provided the Provost update. Below are the topics she touched on:

- This winter brings 30 new adjuncts and one new full-time faculty (DHY).
- Work in academic affairs continues with attention to early academic intervention, gateway course projects, hy-flex zoom room experimentation, and multi-media engagement. The ATG has taken leadership on a number of initiatives to support teaching and learning that include the above as well as a new role, that of online excellence facilitator.
- The main achievement is the number and diversity of CPL equivalencies we have formalized in the past year or so for external licensure or certification. Kris Evans has worked diligently through her CPL coordinator role and partnered with faculty, the

registrar, and IE to add 30 credentials to both our website and to the Michigan Transfer Network site. Combined, there are over 120 credits of advancement opportunities represented here across several programs, with more to come. Claude Townsend has been a particular champion for the work in AUS, with robust options in MTT, CIS, and others. The MCCA was an invaluable partner in helping us grow this strategy over the past two years. https://www.mcca.org/Strengthening-MiWorkforce-Pathways

We will be tracking Credit for Prior Learning (CPL) recipients as the opportunities and usage increase, to evaluate the impact on persistence and completion over time. We know that nationally, students who use CPL stay enrolled longer, enroll in more credits on average, and complete at higher rates. The positive impact is greatest for adult learners at community colleges, with a significant boost to the equity of outcomes for students based on age, race/ethnicity, veteran status, Pell eligibility etc. when taken to scale. As we see an influx of returning adult learners through Michigan Reconnect, these CPL opportunities help formalize the experiences they bring from work and life, articulating their current knowledge and abilities into college credit, and giving them early momentum progress toward successful completion.

We are excited to let you know that faculty from Mental Health/Social Work, Early Childhood Education and Interior Design are collaborating to develop a portfolio-based CPL award opportunity. Not only will this assist students in these fields, but it will also provide a structure and process for other faculty to pursue credit for portfolios where appropriate.

We also have solid plans to create CPL exams in Accounting, Economics and Robotics with more to come should these prove useful to our students.

As you move about the community, please remind friends and neighbors that we have late start classes still available, in twelve, ten, and seven-week formats, online and face-to-face. We also will begin registration for next fall in March.

- Automated Early Alert will be fully implemented this semester for all gateway courses! Gateway course faculty will receive more details about how to participate in the next couple of weeks.   For now, we are asking that ALL faculty please be thinking about how to identify your most at-risk students in the first three weeks of the semester. While a low scoring summative assessment is a strong indicator that a student is struggling, other factors such as attendance, missing assignments, failure to use D2L, or low-stakes formative assessments can also be used as indicators that students could benefit from some support from you, the ASC, Counselling, ACCESS, the library, or any other college support areas.

- As of this semester, registration is open through the first week of classes. Students need not have been registered previously to join courses in this first week.

  Dr. Callaghan inquired about how AI is being addressed. The TLC and the SASC group is looking into both positive and negative parts of AI and how we can handle these.

K. Bertolini asked if we have AI policies or Academic Dishonesty about either, J. Berne noted the faculty add these items are added to faculty syllabus.

E. Callaghan asked if there was a process if there is a debate about it with student and faculty member. J. Berne noted it would be the same process as any inquiry about academic dishonesty, etc. E. Callaghan asked if we have looked at other college or universities for their policies and procedures for this. B. Rae stated she has and also attended a recent seminar on this. Her findings have been shared to the Academic Standards Committee. He noted that this should be addressed within the Academic Senate

5.3   Chancellor's Comments

Chancellor Provenzano provided the following remarks:
- Welcomed the following new employee:
  - Dawn Bauer, Instructional Technologist
  - Saso Krstovski, Trainer (Advanced Manufacturing)
  - Karl Wilkes, Facility Technician
  - Jennifer Carino, Foundation Coordinator
  - Ryan Park, Lab Tech, Biology
- Retirement/Bereavement:
  - Paul Matynka, Chief of Public Safety, 5 years
  - Jennifer Smith, Supervisor Building & Grounds, 26 years
  - Brian Strick, Public Safety Officer, 20 years
- Employer of Choice – Outstanding Employees
  - OCC employees at multiple campuses teamed up to help vulnerable families in the community have a memorable holiday. Families were adopted through Oakland Livingston Human Service Agency, and the gift of books were shared with Alcott Elementary School in Pontiac.
- College of Choice – OCC Student Success
  - Cydnei Walker and Kris Taylor showcased their playwriting talent as part of their ENG 2780 Playwriting and Screenwriting course at OCC, taught by Tara Broeckel, and it paid off. Both were selected among six community college students to have their plays featured in the Oakton College **Play on Student Playwriting Festival** in Chicago.
  - OCC cross country runners Amy Rowan and MacKenzie Montagano finished 7th and 42nd respectively out of more than 300 runners at the 2023 NJCAA Cross Country National Championship in Alabama. This qualified them both for NJCAA Cross Country All-Americans. Rowan was named an All-American for the 2nd time.
  - More than 30 students submitted their work for display at the Photography Show on the Royal Oak Campus last month. The show featured 64 pieces in a wide range of categories. Congratulations to our students and faculty member Robert Kangas, and paraprofessional Nick Johnson.
- College of Choice – Outstanding Programs
  - After nearly six decades, OCC has closed its administration operations from

the George A. Bee Administration Center on Opdyke Road in Bloomfield Hills and moved its administration staff to OCC campuses. The College sold the nine-acre property to The Joseph Dedvukaj Firm, P.C. in Bloomfield Township as approved by the College's Board of Trustees.

- College of Choice – Events
  - o OCC was honored to host Dr. Martin Luther King Jr.'s daughter, Dr. Bernice A. King to speak at OCC's MLK Convocation yesterday. Dr. King discussed "The Fierce Urgency of Now," continuing the conversation her father started during his famous "I Have a Dream" speech and marking the 60th anniversary of the signing of the Civil Rights Act. Our thanks go to Kristina Marshall and Andre' Poplar for organizing this extraordinary event.

6. INFORMATION ITEMS

Chair Jackson asked for a motion to move into closed session, pursuant to MCL 15.268(h)/MCL 15.243(1)(g), to discuss a written legal opinion from the College's Associate General Counsel regarding the status of OCC's properties. Trustee Gibson so MOVED, and Trustee Callaghan seconded.

ROLL CALL VOTE:
Trustee Callaghan, AYE
Trustee Bertolini, AYE
Chair Jackson, AYE
Trustee Gibson, AYE
Trustee Bryant, AYE

AYES: Callaghan, Bertolini, Gibson, Jackson, Bryant

NAYS: None   Motion Carried

The Board entered into closed session at 6:28 p.m.

Chair Jackson asked for a motion to move back into open session, to complete the regular meeting. Trustee Gibson so MOVED, and Trustee Bryant seconded.

ROLL CALL VOTE:
Trustee Callaghan, AYE
Trustee Bertolini, AYE
Chair Jackson, AYE
Trustee Gibson, AYE
Trustee Bryant, AYE

AYES: Callaghan, Bertolini, Gibson, Jackson, Bryant

NAYS: None   Motion Carried

The Board re-entered to open session at 8:05 p.m.

7. **BOARD COMMENTS**

Trustee Callaghan updated the board that the policy committee has met twice regarding policy 2.4, which requires performing a survey of the stake holders (staff, students, alumni, and community members) to get the temperature of how effective the Board and CEO are.

Chair Jackson asked if the questions will go back to the full board for their review.

Trustee Gibson noted that she hopes they have full trust in the subcommittee and the third party that we hired to conduct this survey.

Chair Jackson shared items that Washtenaw County provided via mail. She feels we need to send more communications to our constituents regarding the opportunities we have for them.

Chair Jackson noted that she continues to build ties with the College, and recently joined the OCC Symphonic Band during their practice and plans to continue to do so.

Trustee Bryant noted that on October 27 she and the Chancellor attended the Midwest Bridging Equity: Creating Innovative Spaces for K-12 and Higher Education at the Auburn Hills Campus. It was an informative event, and everyone was thrilled to have both a Board member and the Chancellor in attendance. She is so happy that Kristina Marshall is part of the College and building our DEIJ department and initiatives. She is proud we have made steps in this area and the progress is significant.

8. **ADJOURNMENT**

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

AYES: Callaghan, Gibson, Jackson, Bertolini, Bryant

NAYS: None   Motion Carried

The meeting adjourned at 8:20 p.m.

_____
Kathleen E. A. Kelly

_____
Date

_____
Pamela S. Jackson, Chair

_____
Susan Gibson, Secretary

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

OAKLAND COMMUNITY COLLEGE™
Excellence *Empowered.*™

INFORMATION

Board Agenda Item 6.1
March 12, 2024

FALL 2023
MONITORING REPORT

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Executive Summary

Fall 2023 at OCC saw an increase in student average credit enrollment and fall to fall persistence, two important indicators that help lead to successful completion. When students can enroll in and complete more credits early on, then sustain that enrollment, their likelihood of degree or credential attainment and/or four-year transfer increases. While any increase in these rates shows a positive impact on student outcomes, both indicators need to increase further and student equity gaps throughout the college journey need to be addressed, so that all students have the best possible chance to succeed and achieve their postsecondary goals.

National reports show that in Fall 2023, undergraduate enrollment was up 2.1%, which is the first increase since the beginning of the pandemic. In Michigan, undergraduate enrollment increased by 0.8%, while OCC increased by 3.1%. It is important in the current landscape to maintain and increase access to community college, while continuing to innovate toward a primary goal to double the graduation rate.

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

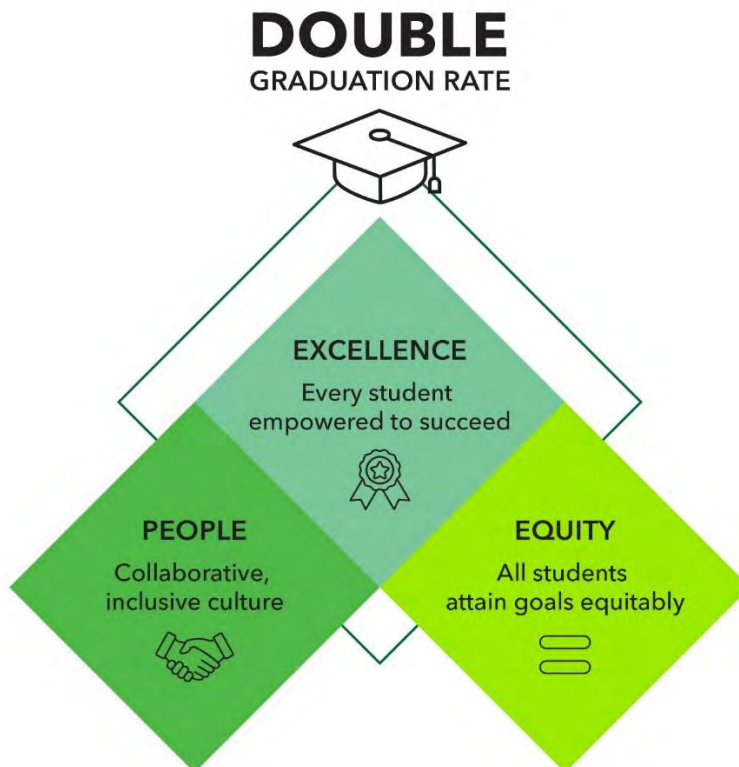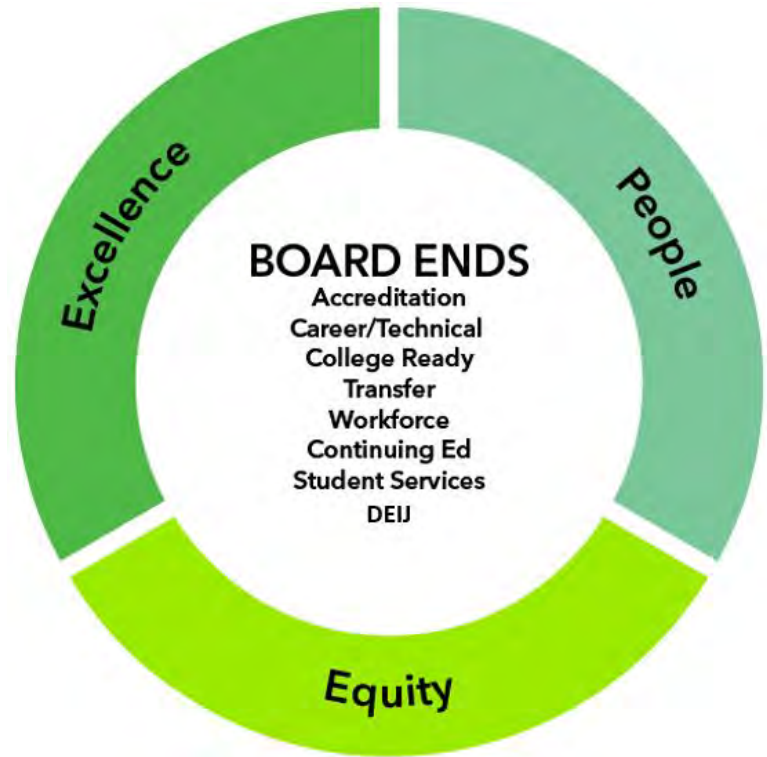**2.2** Promote a culture of communication, collaboration, respect, and civility

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.

Excellence

People

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

Equity

DOUBLE
GRADUATION RATE

EXCELLENCE
Every student
empowered to succeed

PEOPLE
Collaborative,
inclusive culture

EQUITY
All students
attain goals equitably

OCC Goals and Key Performance Indicators (KPIs)

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

- Targets for each indicator were determined based on the range of normal fluctuation, a forecast aligned with recent performance, the current context inside and outside OCC, and the College's actions for improvement.
- Enrollment projections specifically use statistical ARIMA methods that incorporate past enrollment, the number of high school graduates, the unemployment rate, and student applicant activity to predict future enrollment.
- Ongoing research and analysis will continue to refine targets and support alignment with the College's strategic plan.

Fall Semester Core KPIs	2021	2022	2023	2022-23 % Change	2023 Target	Target to Actual
Conversion rate	32.5%	33.8%	32.7%	-3.3%	33.0%	-0.3
Headcount enrollment	14,174	13,677	14,102	+3.1%	13,518	+584
Average enrolled credits	8.19	8.37	8.45	+1.0%	8.41	+0.04
Fall to Fall persistence	52.6%	54.1%	56.2%	+3.9%	54.5%	+1.7

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
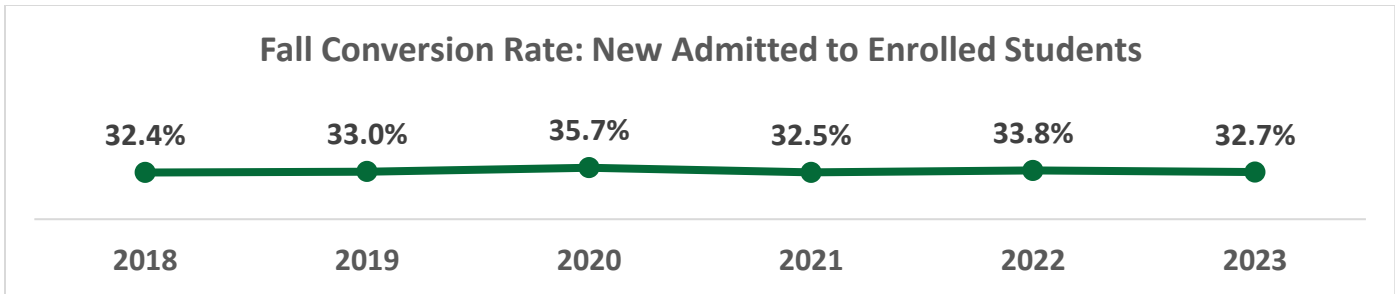- D3C3 + NISS: Proactive Systematic Student Success Structure

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

Recruitment → Admission → Onboarding → Enrollment

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. In 2022-23, the average conversion rate (yield) at four-year public colleges reporting data in Michigan fell to 21.1%. (Note: Community colleges rates are not collected.)

Fall Conversion Rate: New Admitted to Enrolled Students

32.4%	33.0%	35.7%	32.5%	33.8%	32.7%
2018	2019	2020	2021	2022	2023

Data Source: Institutional Effectiveness, End of Session Data

Nationwide, undergraduate enrollment increased 2.1% from Fall 2022 to Fall 2023, but in Michigan, overall undergraduate enrollment increased by 0.8%.

Fall 2023 Enrollment Comparison

- Michigan Undergraduate Enrollment: 0.8%
- OCC: 3.1%
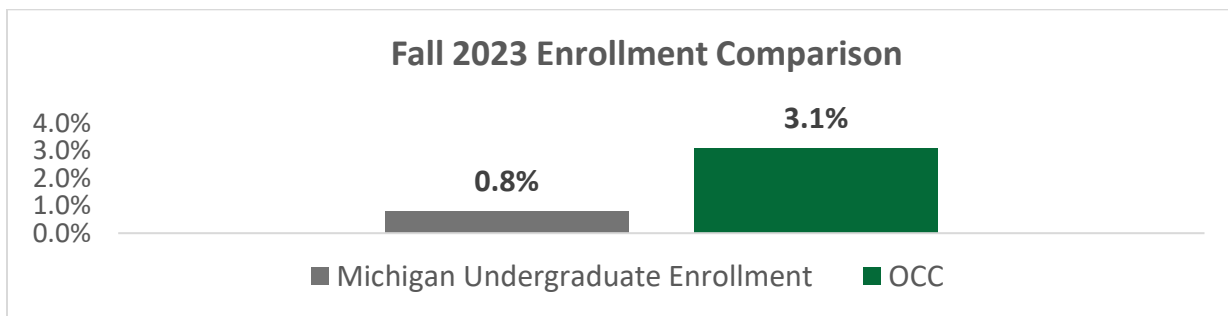
Comparison Data Source: National Student Clearinghouse (NSC) via https://nscresearchcenter.org/stay-informed/

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.

Fall Semester Average Credit Enrollment

2018	2019	2020	2021	2022	2023
8.17	8.18	8.51	8.19	8.37	8.45
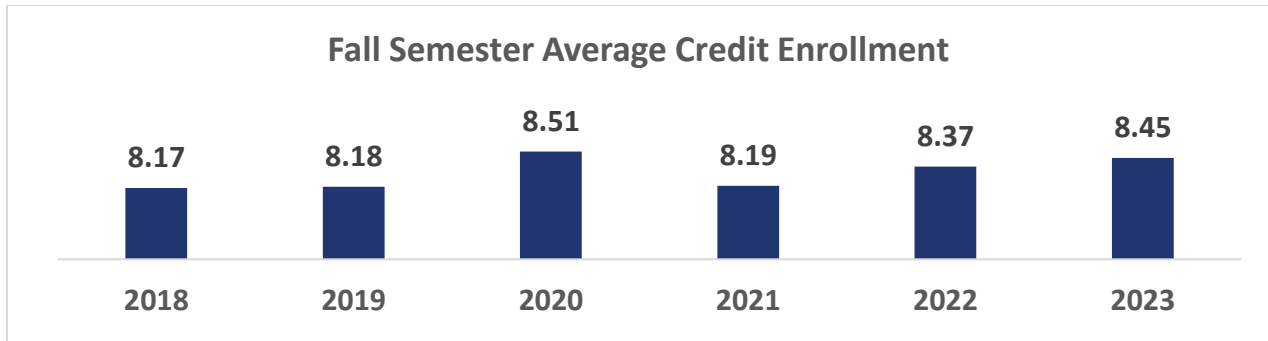
Data Source: Institutional Effectiveness, End of Session Data

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.
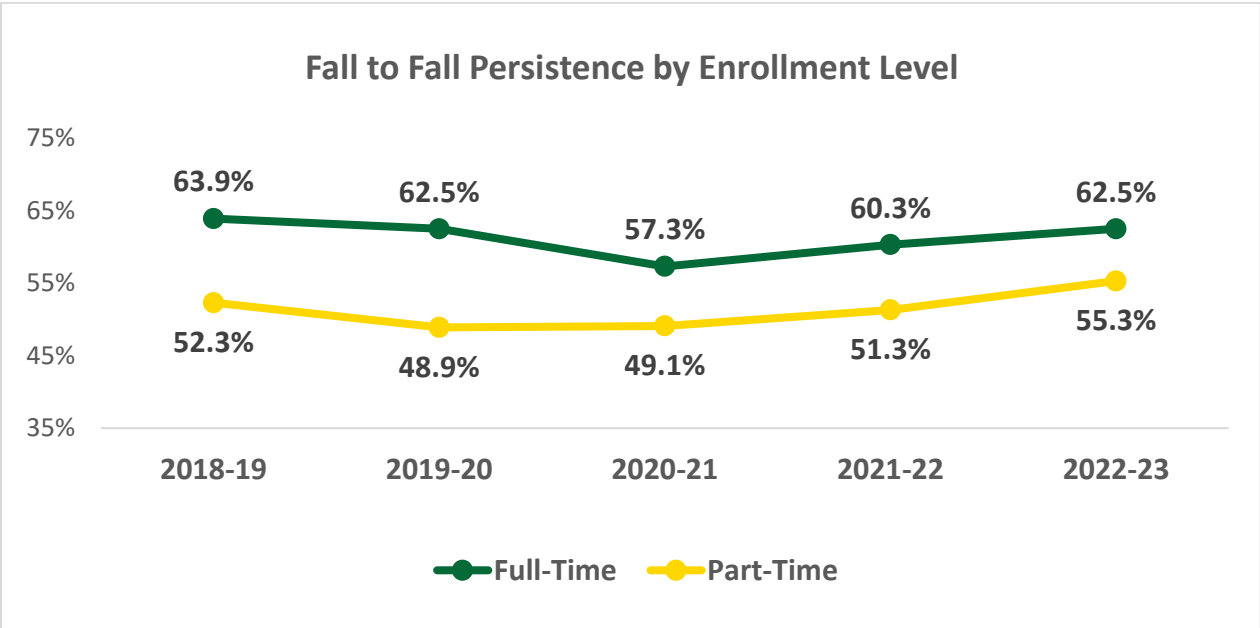
Starting in Fall 2023, Michigan Reconnect funding became available to students age 21 and over. These students have up until November 15, 2024 to apply for Reconnect funding eligibility through the State.

Fall to Fall Persistence

Due to the effects of the pandemic, student persistence declined in 2020 and 2021, in terms of how many students enrolled in a Fall semester continued at OCC and enrolled in the following Fall semester. From 2021-22, that rate stabilized and began to tick upward again. In 2022-23, the rate further increased and has nearly reached the pre-pandemic level.

Fall to Fall Persistence

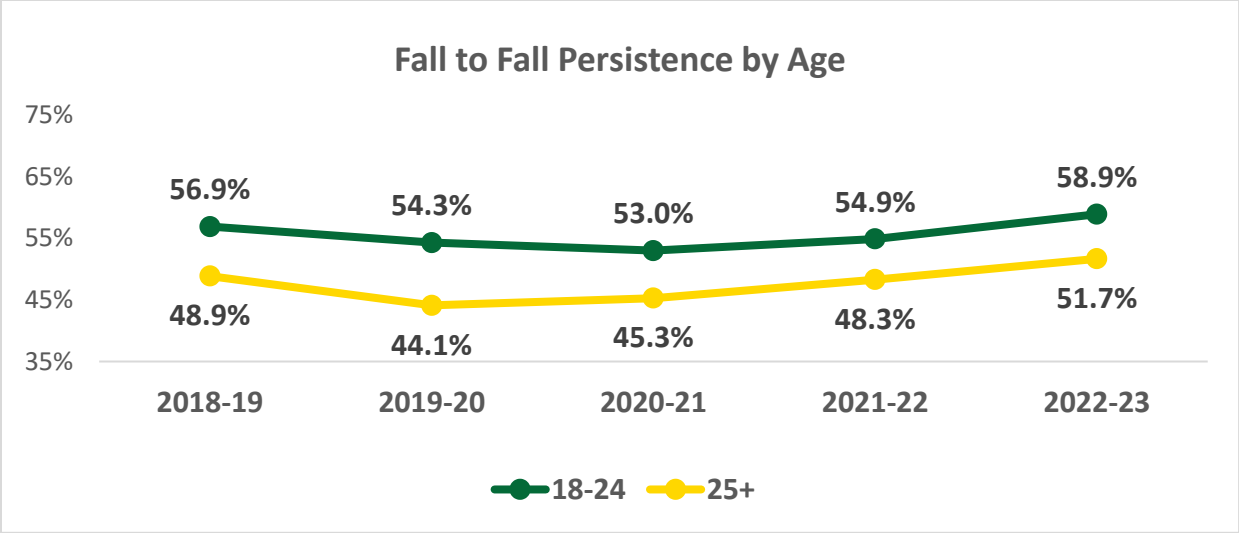| Year	Persistence
2018-19	56.4%
2019-20	52.3%
2020-21	52.6%
2021-22	54.1%
2022-23	56.2%
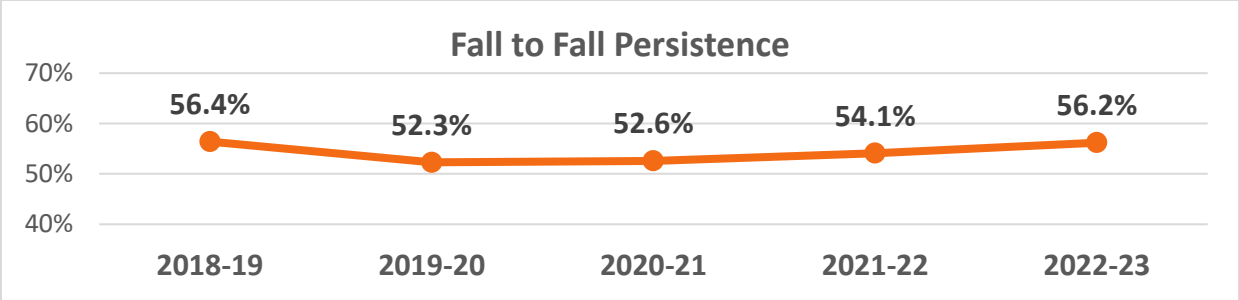
Despite this improvement that brings the college close to pre-pandemic rates, Fall to Fall persistence remains a major area to address in order to make progress toward student equity and completion goals. Tracking and closing equity gaps on all the College's KPIs is a central part of realizing our mission and helping all students equitably attain their postsecondary goals.

Fall to Fall Persistence by Enrollment Level

| Year	Full-Time	Part-Time
2018-19	63.9%	52.3%
2019-20	62.5%	48.9%
2020-21	57.3%	49.1%
2021-22	60.3%	51.3%
2022-23	62.5%	55.3%

Persistence equity by enrollment status has improved, but further progress is needed, particularly since about 74% of students attend OCC on a part-time basis (fewer than 12 credits) each Fall semester.

Fall to Fall Persistence	Full-Time Enrollment	Part-Time Enrollment	Equity Gap
2018-19	63.9%	52.3%	11.6 pts
2019-20	62.5%	48.9%	13.6 pts
2020-21	57.3%	49.1%	8.2 pts
2021-22	60.3%	51.3%	9.0 pts
2022-23	62.5%	55.3%	7.2 pts

Fall to Fall Persistence by Age

56.9% **54.3%** **53.0%** **54.9%** **58.9%**

48.9% **44.1%** **45.3%** **48.3%** **51.7%**

75%
65%
55%
45%
35%

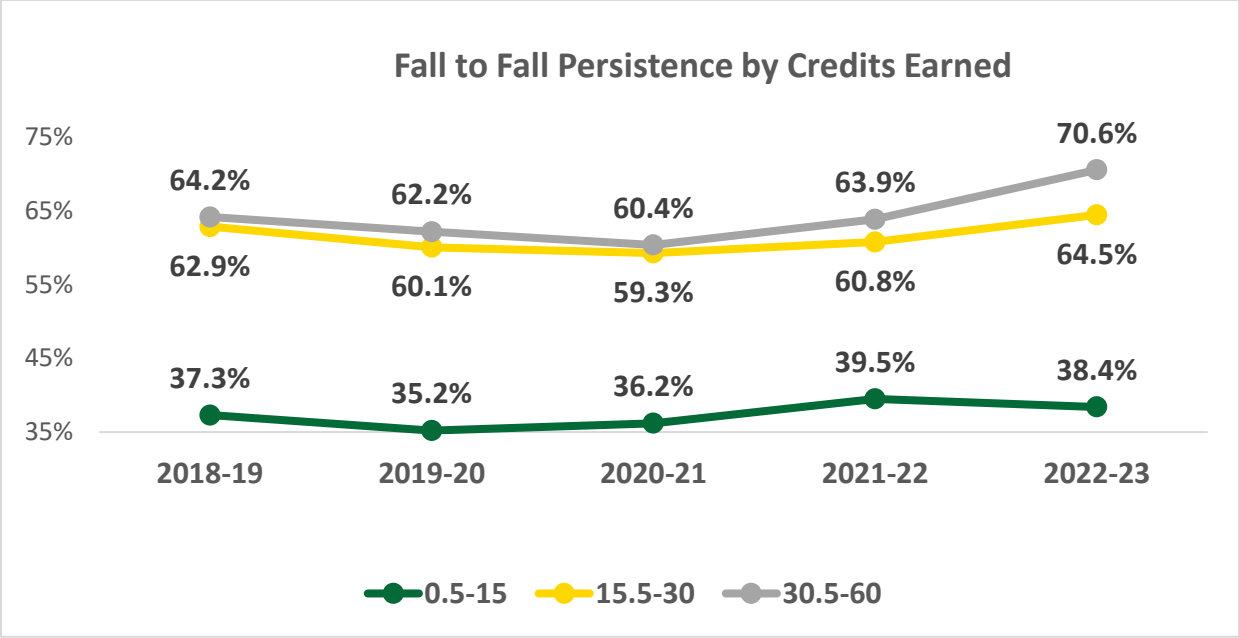2018-19 · 2019-20 · 2020-21 · 2021-22 · 2022-23

●— 18-24 ○— 25+

Persistence equity by age group has improved, but further progress is needed, particularly since OCC has seen an increase in returning adult learners through Michigan Reconnect and the number of high school graduates is projected to continue to decline.

Fall to Fall Persistence	Age 18-24	Age 25+	Equity Gap
2018-19	56.9%	48.9%	8.0 pts
2019-20	54.3%	44.1%	10.2 pts
2020-21	53.0%	45.3%	7.7 pts
2021-22	54.9%	48.3%	6.6 pts
2022-23	58.9%	51.7%	7.2 pts

Fall to Fall Persistence by Race/Ethnicity
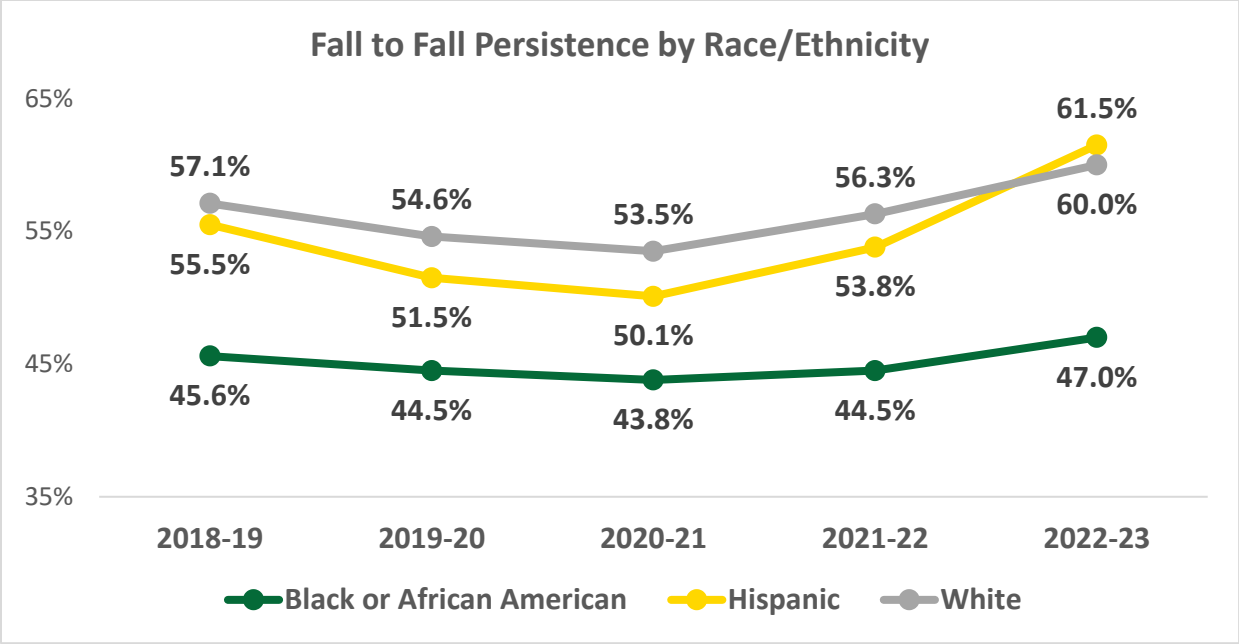
Persistence equity by race/ethnicity has declined and needs to be a priority for student success. While all student groups highlighted here have seen an increased persistence rate in the past two years, those gains have not narrowed the overall equity gap. OCC will continue to expand strategies focused on growing equitable student outcomes and an institutional commitment to diversity, equity, inclusion, and justice (DEIJ).

Fall to Fall Persistence	Black or African American	Hispanic	White	Equity Gap
2018-19	45.6%	55.5%	57.1%	11.5 pts
2019-20	44.5%	51.5%	54.6%	10.1 pts
2020-21	43.8%	50.1%	53.5%	9.7 pts
2021-22	44.5%	53.8%	56.3%	11.8 pts
2022-23	47.0%	61.5%	60.0%	14.5 pts

Fall to Fall Persistence by Credits Earned

Year	0.5-15	15.5-30	30.5-60
2018-19	37.3%	62.9%	64.2%
2019-20	35.2%	60.1%	62.2%
2020-21	36.2%	59.3%	60.4%
2021-22	39.5%	60.8%	63.9%
2022-23	38.4%	64.5%	70.6%

Credit momentum has by far the greatest impact on Fall to Fall persistence.
By focusing on the equity of credits earned by students in their first semester and first year, OCC can significantly impact their ability to persist toward completion.

Fall to Fall Persistence	0.5-15 Credits Earned	15.5-30 Credits Earned	30.5-60 Credits Earned	Equity Gap
2018-19	37.3%	62.9%	64.2%	26.9 pts
2019-20	35.2%	60.1%	62.2%	27.0 pts
2020-21	36.2%	59.3%	60.4%	24.2 pts
2021-22	39.5%	60.8%	63.9%	24.4 pts
2022-23	38.4%	64.5%	70.6%	32.2 pts

In the work to increase completion, **Early Momentum Metrics (EMMs)** are proven leading first-year indicators for increased student completion. Initial course success makes a substantial difference in future outcomes.

- ✓ **Credit Momentum:** 6-12 credits earned first semester; 15-30 credits completed first year
- ✓ **Gateway Course Momentum:** Complete college-level English and/or math in the first semester/year
- ✓ **Persistence Momentum:** Fall to Winter retention in first year (for OCC, Fall to Fall persistence is a core area to address)

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

1.2: Promote educational excellence, innovation, and support

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

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

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

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

Beginning in Fall 2021, OCC implemented the Ruffalo Noel Levitz Student Satisfaction Inventory, a validated survey tool benchmarked against both regional and national peer institutions. Action strategies based on the results were deployed from Winter 2022 through Summer 2023 and were assessed again via the second administration of the survey in Fall 2023, to measure and evaluate progress toward specific goals for the student experience at OCC.

The RNL survey measures both what is most important to students and their satisfaction with many aspects of their experience collegewide. In Fall 2023, OCC achieved a strong response rate: 2,145 students responded out of 13,987 (15.3%). The findings allow us to celebrate our successes, acknowledge our improvements, and focus on our opportunities for further growth. The survey will continue to run every other year, for a continuous process of improvement and evaluation.

The RNL survey tools include an analysis of OCC strengths and challenges, along with changes over the prior survey administration and a ranking of student priorities.

OCC Strengths: Fall 2021 vs. Fall 2023

	No	Item	vs. Comparison	Imp Rank ▲
★	31	The campus is safe and secure for all students.		1
★	11	Campus item: Public Safety respond quickly in emergencies.		2
★	58	Nearly all of the faculty are knowledgeable in their fields.	▲	3
★	70	I am able to experience intellectual growth here.	▲	3
★	69	Campus item: There is a good variety of courses provided at this college.	▲	5
★	68	Campus item: On the whole, the college is well-maintained.		8
★	51	There are convenient ways of paying my school bill.		14
★	76	Campus item: OCC's support services are offered in a variety of formats (zoom, face-to-face) that meet my needs.	▲	14
★	36	Students are made to feel welcome on this campus.	▲	18
★	41	Admissions staff are knowledgeable.	▲	20
★	39	The amount of student parking space on campus is adequate.	▲	24
★	4	Campus item: Public safety staff are helpful.		33
★	22	Campus item: People at this college respect and are supportive of each other.		33
★	50	Tutoring services are readily available.		33

OCC Opportunities for Improvement: Fall 2021 vs. Fall 2023

	No	Item	vs. Comparison	Imp Rank ▲
⚑	18	The quality of instruction I receive in most of my classes is excellent.		5
⚑	32	Campus item: My counselor is knowledgeable about my program requirements.		13
⚑	15	I am able to register for classes I need with few conflicts.		18
⚑	46	Faculty provide timely feedback about student progress in a course.		22
⚑	7	Adequate financial aid is available for most students.		27
⚑	8	Classes are scheduled at times that are convenient for me.	▲	27
⚑	52	This school does whatever it can to help me reach my educational goals.	▲	27
⚑	20	Campus item: Financial aid advisors are helpful.		33
⚑	23	Faculty are understanding of students' unique life circumstances.		33

Overall satisfaction with OCC is positive and showed some improvement since 2021, though areas for continued growth remain.

		Fall 2021	Fall 2023
	Total	**4.99**	**5.12**
	1 = Much worse than I expected	1%	1%
	2 = Quite a bit worse than I expected	1%	0%
So far, how has your college experience met your expectations?	3 = Worse than I expected	5%	4%
	4 = About what I expected	32%	29%
	5 = Better than I expected	24%	25%
	6 = Quite a bit better than I expected	14%	17%
	7 = Much better than I expected	19%	20%

		Fall 2021	Fall 2023
	Total	**5.62**	**5.71**
	1 = Not satisfied at all	1%	0%
	2 = Not very satisfied	1%	1%
Rate your overall satisfaction with your experience here thus far.	3 = Somewhat dissatisfied	5%	3%
	4 = Neutral	9%	9%
	5 = Somewhat satisfied	16%	16%
	6 = Satisfied	39%	42%
	7 = Very satisfied	26%	26%

		Fall 2021	Fall 2023
	Total	**6.08**	**6.13**
	1 = Definitely not	1%	0%
	2 = Probably not	2%	1%
All in all, if you had it to do over again, would you enroll here?	3 = Maybe not	1%	1%
	4 = I don't know	4%	5%
	5 = Maybe yes	9%	9%
	6 = Probably yes	30%	29%
	7 = Definitely yes	49%	51%

- Our Charge: Advance from enrollment to completion in service to our mission
- How students experience OCC plays a major role in their success
- Use student perceptions and priorities to focus on what matters most to them

Credit for prior learning (CPL) is an important strategy that recognizes the learning that occurs outside the classroom and in the workforce. CPL evaluates student knowledge and abilities in order to award credit for the learning that students bring with them to college. Particularly for adult students and underserved student populations, CPL has a significant positive impact on their credit attainment, retention, momentum, and completion. Multiple pieces of legislation from the State in 2022 require an expansion of CPL tied to the funding that the College receives. OCC has formalized its CPL opportunities and will continue to scale them in the coming semesters. Highlighted accomplishments in 2023 include the validation and addition of 32 credential to course equivalencies added to the Michigan Transfer Network (MTN) in fields such as Automotive Technology, Computer Information Systems, Criminal Justice, Machine Tool Technology, and more. In Winter 2024, eleven OCC faculty from a wide variety of disciplines are creating and expanding CPL tools that can help recruit students and support their early credit momentum.

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 in key disciplines such as Math, Biology, Accounting, Computer Information Sciences, English, Business, etc. Evaluation of this work includes course outcome comparison, student and faculty surveys, and focused student outreach efforts.

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. Further, through D3C3, integrated career development and employer-based connections help keep students engaged and connect the work of the classroom with industries and experiential learning opportunities.

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

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

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

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

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

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 has helped to share the model collegewide, to encourage its use and cultural impact as we work together toward common goals focused on student success.

In 2024, work on this strategic objective will include leadership focused on further evolving institutional culture, to grow norms and accountability measures for 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) first launched in 2021-22, redeployed in 2023-24, and will continue to be offered every other year. 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 survey cycles inform continuous improvement and help track the college's progress in advancing this work.

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

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

2023-24 Strategic Directions

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

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

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

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

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

3. Operational efficiency & impact
   a. Student information system (SIS) optimization involves collaboration with technical consultants to streamline Colleague processes and allow better integration across programs by de-customizing screens and increasing the consistency and effectiveness of how the SIS is used. OCC will also use this opportunity to migrate Colleague to a cloud-based Software as a Service (SaaS) infrastructure.
   b. E-forms and workflow project includes a partnership with Softdocs to prioritize and digitize current paperwork requirements, to reduce bureaucracy and increase efficiency for students and staff.

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

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

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

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

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

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

Mobility Career Pathways in partnership with MICHauto

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

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

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

Conclusion

OCC has evolved to meet student needs throughout the pandemic and beyond. 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.

ACTION

Board Agenda Item 7.1
March 12, 2024

2024-25 TUITION RATES

PROBLEM/NEEDS STATEMENT

The College needs to establish the 2024-2025 tuition rates to provide funding to offset the cost of College operations.

WHY THE ACTION IS BEING RECOMMENDED

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

MOTION

Move to adopt the following 2025 Fiscal Year tuition rates beginning with the Fall 2024 semester:

Tuition Rates		
$111.00 per contact hour	In-district students	4% increase
$211.00 per contact hour	Out-of-district students	3% increase
$110 Student Service Fee	All students	No change

ACTION

Cancellation of Regularly Scheduled March Meeting

PROBLEM/NEEDS STATEMENT

The need for the regularly scheduled March Board of Trustees meeting is not necessary.

WHY THE ACTION IS BEING RECOMMENDED

In light of the fact that Board business for the March meeting is being covered during this Special meeting today.

MOTION

Move that the Board of Trustees approve the cancellation of the March 19, 2024 regularly scheduled Board of Trustees meeting.

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INFORMATION

Board Agenda Item 8.1
March 12, 2024

FINANCE QUARTERLY REPORT
For the Quarter Ended December 31, 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 December 31, 2023

This report includes year-to-date information as of the 2nd quarter of the fiscal year and reflects financial activity from July 1, 2023 to December 31, 2023.

FINANCIAL HIGHLIGHTS

Revenues:

In the General Fund, the College recorded total revenues of $154,970,792 (column 3) compared to $141,238,472 (column 4) as of the end of the same quarter last year. In Designated Funds, the College recorded total revenues of $1,365,658 (column 3) compared to $1,594,404 (column 4) at the end of the same quarter last year.

Property Taxes: The total amount is $103,499,018 (column 3) compared to $96,366,287 (column 4) at the end of the same quarter last year in the General Fund. Property taxes are primarily received from August through October. Property tax revenues are higher than fiscal year 2023 as taxable values have increased. For fiscal year 2024 and beyond, the College will continue to closely monitor the impact of rising interest rates and inflation on property tax values.

Tuition and Fees: The total amount is $35,310,100 (column 3) compared to $32,985,721 (column 4) in the General Fund as of the end of the same quarter last year. Enrollment for fall 2023 and winter 2024 is slightly increased over last fiscal for both headcount and contact hours. Tuition and fees for economic and workforce development programs in the Designated Funds are $1,255,834 (column 3) at the end of the quarter compared to $1,516,776 (column 4) at the end of the same quarter last fiscal year. In the Designated Funds, tuition and fees have been impacted by COVID-19 for over three years but have been increasing slightly each fiscal year with more offerings each term. In the 2nd quarter FY2024, as compared to last fiscal year, there were some decreases in MNJT (Michigan New Jobs training) revenue causing the overall decrease on the quarterly financials but excluding this decrease for MNJT, other workforce, police and fire tuition revenue are slightly higher than in 2023.

Investment income: The total amount of investment income for fiscal year 2024 as of the second quarter is $6,372,054 (column 3) compared to $3,432,008 (column 4) for same quarter last fiscal year. This increase is due to rising interest rates.

Miscellaneous revenue: The total amount of miscellaneous revenue for fiscal year 2024 as of the second quarter is $640,696 (column 3) compared to $501,798 (column 4) for same quarter last fiscal year. This increase is due an insurance claim reimbursement received in FY2024 for expenses charged in FY2023.

Expenditures:

The College recorded total expenditures in the General Fund of $60,100,033 (column 3) compared to $58,742,465 (column 4) as of the end of the same quarter last year. In the Designated Funds, the College recorded total expenditures of $2,876,915 (column 3) compared to $2,450,733 (column 4) as of the end of the same quarter last year.

Employee Salaries and Wages: The amount is $30,975,941 (column 3) compared to $31,589,299 (column 4) as of the end of the same quarter last year in the General Fund. In the designated fund, the amount is $1,423,222 (column 3) compared to $1,181,898 as of the end of the same quarter.

Benefits: The amount is $14,339,792 (column 3) compared to $14,507,191 (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 $12,025,563 (column 3) are higher than as of the same quarter last year with $10,151,342 (column 4) total. Fiscal year 2024 total expenses were budgeted and expected to be higher than 2023 at year-end due to the current rate of inflation. For the 1st and 2nd quarters of 2024, the overall increase as compared to 2023 is primarily due to new and ongoing technology projects, some of which will be capitalized at year end as required by GASB 96, Subscription based IT arrangements.

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 faces these challenges with the assistance of the entire college community.

Overall revenue for fiscal year 2024 is trending higher than 2023 at the end of the second quarter and while expenses have also increased in 2024 over 2023, the College will continue to strive to effectively manage the fiscal year budget and monitor spending. The College continues to be watchful of the impact of the economy, changing interest rates and enrollment throughout the current fiscal year and beyond.

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GENERAL FUND BUDGET STATUS REPORT
For the Quarter Ended December 31, 2023

(1)	(2) TOTAL REVENUES BUDGET	(3) REVENUES YTD	(4) PRIOR YTD REVENUES	(5) YTD PERCENT OF REVENUES RECOGNIZED
REVENUES:				
Property Taxes	$ 104,700,000	$ 103,499,018	$ 96,366,287	98.85%
State Appropriations	27,350,000	9,148,924	7,952,658	33.45%
Tuition & Fees	40,590,856	35,310,100	32,985,721	86.99%
Investment Income	6,500,000	6,372,054	3,432,008	98.03%
Miscellaneous Revenue	1,061,078	640,696	501,798	60.38%
Unrealized Gain/(Loss) on Investments	-	-	-	-
TOTAL REVENUES	**$ 180,201,934**	**$ 154,970,792**	**$ 141,238,472**	**86.00%**

	TOTAL EXPENSES BUDGET	EXPENSES YTD	PRIOR YTD EXPENSES	YTD PERCENT OF EXPENSES INCURRED
EXPENDITURES:				
Employee Salaries and Wages	$ 74,260,349	$ 30,975,941	$ 31,589,299	41.71%
Fringe Benefits	36,223,086	14,339,792	14,507,191	39.59%
Contracted Temporary Personnel	2,680,304	906,864	866,046	33.83%
Utilities	4,724,084	1,851,873	1,628,587	39.20%
Other Operating Expenses	26,787,605	12,025,563	10,151,342	44.89%
TOTAL EXPENDITURES	**$ 144,675,428**	**$ 60,100,033**	**$ 58,742,465**	**41.54%**

TRANSFERS:				
Transfer (to) from General Fund	$ -	$ -	$ -	-
Transfer (to) from Loan Fund	-	-	-	-
Transfer (to) from Auxiliary Fund	-	-	-	-
Transfer (to) from Endowment/Restricted	(325,000)	-	-	0.00%
Transfer (to) from Plant Fund	(30,000,000)	-	-	0.00%
All Other Transfers	(3,845,116)	-	-	0.00%
TOTAL TRANSFERS	**$ (34,170,116)**	**$ -**	**$ -**	**0.00%**

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DESIGNATED FUND BUDGET STATUS REPORT
For the Quarter Ended December 31, 2023

(1)	(2) TOTAL REVENUES BUDGET		(3) REVENUES YTD		(4) PRIOR YTD REVENUES		(5) YTD PERCENT OF REVENUES RECOGNIZED
REVENUES:							
Property Taxes	$	-	$	-	$	-	-
State Appropriations		-		-		-	-
Tuition & Fees		4,101,197		1,255,834		1,516,776	30.62%
Investment Income		-		-		-	-
Miscellaneous Revenue		139,570		109,734		77,628	78.62%
Unrealized Gain/(Loss) on Investments		-		-		-	-
TOTAL REVENUES	**$**	**4,240,767**	**$**	**1,365,568**	**$**	**1,594,404**	**32.20%**

	TOTAL EXPENSES BUDGET		EXPENSES YTD		PRIOR YTD EXPENSES		YTD PERCENT OF EXPENSES INCURRED
EXPENDITURES:							
Employee Salaries and Wages	$	2,912,204	$	1,423,222	$	1,181,898	48.87%
Fringe Benefits		1,461,637		618,486		522,063	42.31%
Contracted Temporary Personnel		2,086,730		357,379		387,637	17.13%
Utilities		-		-		-	-
Other Operating Expenses		1,892,252		477,828		359,135	25.25%
TOTAL EXPENDITURES	**$**	**8,352,823**	**$**	**2,876,915**	**$**	**2,450,733**	**34.44%**

TRANSFERS:							
Transfer (to) from General Fund	$	3,845,116	$	-	$	-	0.00%
Transfer (to) from Loan Fund		-		-		-	-
Transfer (to) from Auxiliary Fund		-		-		-	-
Transfer (to) from Endowment/Restricted		-		-		-	-
Transfer (to) from Plant Fund		-		-		-	-
All Other Transfers		-		-		-	-
TOTAL TRANSFERS	**$**	**3,845,116**	**$**	**-**	**$**	**-**	**0.00%**

INFORMATION

Board Agenda Item 8.2
March 12, 2024

COLLEGE FACILITIES QUARTERLY REPORT
For the Quarter Ending December 31, 2023

2024 RENOVATION / MAJOR MAINTENANCE PROGRAM

Row #	Project ID	Project Name	BoT Approved	Adjustments + / -	Adjusted Budget	Status	Committed Cost	Balance
1	AH21-002	G-240 Conference Room Upgrade	$200,000.00	$0.00	$200,000.00	1		$200,000.00
2	AH22-002	Building F Rooftop Unit Replacement	$3,270,100.00	$0.00	$3,270,100.00	1		$3,270,100.00
3	AH24-002	MTEC HVAC Replacement	$7,500,000.00	-$1,320,929.00	$6,179,071.00	1		$6,179,071.00
4	AH24-007	A101 Utility Enhancements	$0.00	$20,000.00	$20,000.00	1		$20,000.00
5	AH24-012	Campus Interior Signage	$0.00	$30,000.00	$30,000.00	1		$30,000.00
6	CW24-005	Parking Lot Fixture Upgrades	$100,000.00	$0.00	$100,000.00	1		$100,000.00
7	CW24-006	Restroom Upgrades	$500,000.00	$0.00	$500,000.00	1		$500,000.00
8	HL24-999	Closure Activities	$0.00	$20,000.00	$20,000.00	1		$20,000.00
9	OR24-004	Campus Fiber Ring Modifications	$0.00	$50,000.00	$50,000.00	1	$41,654.84	$8,345.16
10	RO24-002	Interior Hardware Renovation	$150,000.00	$0.00	$150,000.00	1		$150,000.00
11	SF24-002	Interior Hardware Renovation	$150,000.00	$0.00	$150,000.00	1		$150,000.00
12	AH23-013	CREST Phase I	$0.00	$16,000,000.00	$16,000,000.00	2	$13,305.00	$15,986,695.00
13	AH24-005	CREST Burn Building Masonry Study	$0.00	$20,000.00	$20,000.00	2	$5,300.00	$14,700.00
14	AH24-006	Campus Chilled Water System Study	$0.00	$40,000.00	$40,000.00	2	$9,230.00	$30,770.00
15	AH24-009	Campus Master Plan Study	$0.00	$30,000.00	$30,000.00	2	$11,752.50	$18,247.50
16	OR23-011	Health Professions Project	$0.00	$60,000,000.00	$60,000,000.00	2	$715,912.79	$59,284,087.21
17	RO22-003	Parking Structure Evaluation	$50,000.00	$0.00	$50,000.00	2		$50,000.00
18	AH24-010	CREST Door & Hardware Upgrade	$0.00	$80,000.00	$80,000.00	3	$3,437.60	$76,562.40
19	AH24-016	Misc. Door & Hardware Upgrades	$0.00	$20,000.00	$20,000.00	3		$20,000.00
20	AH24-014	Campus-wide Concrete Restorations	$0.00	$70,000.00	$70,000.00	4		$70,000.00
21	AH24-017	Misc. Office Reconfigurations	$0.00	$40,000.00	$40,000.00	4		$40,000.00
22	CW24-007	College-wide Catch Basin Restorations	$0.00	$70,000.00	$70,000.00	4		$70,000.00
23	RO24-004	Building D Roof Replacement	$0.00	$500,000.00	$500,000.00	4		$500,000.00
24	AH21-004	Exterior Signage Upgrade	$2,182,114.00	$643,456.00	$2,825,570.00	5	$80,843.11	$2,744,726.89
25	AH24-011	CREST Miscellaneous Building Repairs	$0.00	$50,000.00	$50,000.00	5		$50,000.00
26	AH24-013	Public Safety Suite G101 Modifications	$0.00	$20,000.00	$20,000.00	5		$20,000.00
27	AH24-015	Restroom Piping Restoration	$0.00	$60,000.00	$60,000.00	5		$60,000.00
28	CW23-001	CCTV & Security Monitoring Enhancements	$800,000.00	$677,473.00	$1,477,473.00	5	$18,800.00	$1,458,673.00
29	HL24-003	HOH Chimney Restoration	$0.00	$35,000.00	$35,000.00	5		$35,000.00
30	OR20-011	Building M Remodel	$950,000.00	$1,751,561.42	$2,701,561.42	5	$2,173,848.50	$527,712.92
31	OR21-002	Building L Renovation	$7,042,910.00	-$1,313,135.06	$5,729,774.94	5	$1,874,425.16	$3,855,349.78
32	OR22-002	Interior Hardware Renovation	$1,300,000.00	$646,301.48	$1,946,301.48	5	$902,687.35	$1,043,614.13
33	RO22-004	Building E Construction	$71,511,721.00	-$1,184,481.80	$70,327,239.20	5	$9,270,251.05	$61,056,988.15
34	RO24-003	Building B Elevator Equipment Upgrade	$0.00	$90,000.00	$90,000.00	5	$40,598.58	$49,401.42
35	SF22-004	Chiller Plant Upgrade	$109,887.00	$209,753.96	$319,640.96	5	$219,994.30	$99,646.66

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

2024 RENOVATION / MAJOR MAINTENANCE PROGRAM

Row #	Project ID	Project Name	BoT Approved	Adjustments + / -	Adjusted Budget	Status	Committed Cost	Balance
36	AH23-011	ERU-2 Modification	$0.00	$50,000.00	$50,000.00	6	$41,851.05	$8,148.95
37	AH24-008	Chiller Restoration Program	$0.00	$76,000.00	$76,000.00	6	$67,152.28	$8,847.72
38	CW24-008	Roof Restoration Program	$0.00	$100,000.00	$100,000.00	6	$51,369.04	$48,630.96
39	OR23-007	CW Exterior Light Fixture Replacement	$0.00	$35,000.00	$35,000.00	6	$14,409.62	$20,590.38
40	OR23-010	Buildings C&D Elevator Restoration	$0.00	$85,790.00	$85,790.00	6	$60,742.53	$25,047.47
41	OR24-003	Campus Handrails & Concrete Restorations	$0.00	$80,000.00	$80,000.00	6		$80,000.00
42	HL24-002	Interior Hardware Renovation	$150,000.00	$0.00	$150,000.00	7		$150,000.00
43	AH24-001	Site Work & Small Projects	$250,000.00	-$196,000.00	$54,000.00	8	$9,743.41	$44,256.59
44	CW23-003	Elevator Restoration Program	$0.00	$34,816.42	$34,816.42	8		$34,816.42
45	CW24-001	Carpet/Flooring Replacement	$200,000.00	$0.00	$200,000.00	8	$54,637.99	$145,362.01
46	CW24-002	Paving, Catch Basin & Sidewalk Restoration	$2,000,000.00	-$140,000.00	$1,860,000.00	8		$1,860,000.00
47	CW24-003	Roof Upgrades	$1,000,000.00	-$635,000.00	$365,000.00	8		$365,000.00
48	CW24-004	Elevator Restoration Program	$500,000.00	-$210,606.42	$289,393.58	8		$289,393.58
49	CW24-997	Construction Management Core Staff	$450,000.00	$0.00	$450,000.00	8	$149,883.60	$300,116.40
50	CW24-998	Academic/Campus Enhancements	$1,000,000.00	-$290,000.00	$710,000.00	8	$406.96	$709,593.04
51	CW24-999	Emerging Needs / Contingency / Emergency Repair	$1,000,000.00	$1,790,000.00	$2,790,000.00	8		$2,790,000.00
52	DO24-001	Site Work & Small Projects	$50,000.00	$0.00	$50,000.00	8		$50,000.00
53	HL24-001	Site Work & Small Projects	$100,000.00	-$20,000.00	$80,000.00	8	$6,055.84	$73,944.16
54	OR24-001	Site Work & Small Projects	$265,000.00	-$115,000.00	$150,000.00	8	$8,106.01	$141,893.99
55	RO24-001	Site Work & Small Projects	$200,000.00	$0.00	$200,000.00	8	$2,800.00	$197,200.00
56	SF24-001	Site Work & Small Projects	$100,000.00	$0.00	$100,000.00	8		$100,000.00
57	AH23-002	Building A Renovation & Expansion	$2,000,000.00	-$2,000,000.00	$0.00			$0.00
58	AH24-003	CREST Expansion	$16,000,000.00	-$16,000,000.00	$0.00			$0.00
59	OR24-002	Health Sciences Building	$60,000,000.00	-$60,000,000.00	$0.00			$0.00
		Grand Total	**$181,081,732.00**	**$0.00**	**$181,081,732.00**		**$15,849,199.11**	**$165,232,532.89**

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

INFORMATION

Board Agenda Item 8.3
March 12, 2024

INFORMATION TECHNOLOGY QUARTERLY REPORT
October 1, 2023 to December 31, 2023

Quarterly Status Report as of December 31, 2023

Select a Quarter End Date to view the Report:

December 31, 2023 ⌄

Description	Location	Status	Progress	2023-24 Budget $	2023-24 Committed Costs	2023-24 Balance	Multi-year Project
Emma Integration	CW	Complete		$13,219	$0	$13,219	1
Add OCC Chatbot to IT portal	CW	Implementation		$0	$0	$0	1
Campus Logic - Award Letter	CW	Complete		$150,065	$150,065	$0	1
Colleague migration to SaaS	CW	Implementation		$756,155	$588,736	$167,419	2
CRM Advise	CW	Complete		$225,000	$0	$225,000	1
Destiny One	CW	Implementation		$150,000	$150,000	$0	1
Eforms and workflows	CW	Implementation		$904,000	$570,000	$334,000	3
Ellucian Experience	CW	Complete		$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
Infosilem	CW	Testing		$45,000	$45,000	$0	1
MFA for students	CW	Complete		$22,000	$0	$22,000	1
MyOCC Electronic Faculty Contracts	CW	Testing		$42,600	$42,600	$0	1
NEOED - Phase II	CW	Deferred		$80,746	$80,746	$0	1
Penji Integration	CW	Complete		$17,760	$17,760	$0	1
Public Safety Paperless Key application	CW	Implementation		$0	$0	$0	1
Simple Syllabus	CW	Implementation		$20,162	$20,162	$0	1
VDI replacement	CW	Implementation		$4,200,000	$4,192,090	$7,910	1
Totals				**$6,748,497**	**$5,969,159**	**$779,338**	

IT Project Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Simple Syllabus

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

VDI (Virtual Desktop Infrastructure)

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

INFORMATION

Board Agenda Item 8.4
March 12, 2024

OCC FOUNDATION QUARTERLY REPORT
October 1, 2023 to December 31, 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

- Foundation Coordinator position: filled. The OCC Foundation welcomed Jeni Carino, Foundation Coordinator, on December 4, 2023. Jeni has hit the ground running working as a liaison to Financial Aid and Financial Services.
- Administrative Assistant position: The External Affairs Administrative Assistant position was posted in FY24 Q2. This position supports the Vice Chancellor for External Affairs, the OCC Foundation and Government and Community Relations. More information to follow in the future once the job has been filled.
- The Foundation completed its move from AH, B Building to AH, MTEC; offices are housed on the first floor. Please stop by and say hello!
- The 2024 Scholarship Luncheon date has been set for Tuesday, April 11, 2024 at OR J Building. This annual event is an opportunity to thank OCC's scholarship donors, legacy society members and congratulate student scholarship recipients. We look forward to a memorable day for our donors and students.

Fundraising Results

	FY2023 Total 7/1/22 - 6/30/23		FY2024 Q2 10/1/23 - 12/31/23		FY2024 To-Date 7/1/23 – Present	
	Count	Amount	Count	Amount	Count	Amount
Total	**358**	**$1,731,836**	**232**	**$146,479**	**284**	**$253,666**
Giving Level						
$100,000 and up	3	$1,178,914	0	$ -	0	$-
$10,000 and up	15	$279,426	3	$37,714	5	$98,214
$1,000 to $9,999	88	$215,556	32	$78,775	42	$114,265
Under $1,000	237	$57,940	197	$29,990	237	$41,187

INFORMATION

STRATEGIC PLANNING UPDATE

The Office of the Chief Strategy Officer continues work on deployment of the strategies outlined in the Strategic Plan and supported through the D3C3 grant. OCC is now fully into deployment on the first set of grant-funded strategies and continues to see success. As shown in the monitoring report, the associated completion efforts have begun to show positive movement in some of the leading indicators for completion. Specifically, indicators for retention and average credit are trending in the right direction. The Office continues to emphasize and bring focus to the equity aspect of this work where there remains opportunity. 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. Recent highlights from the work include the deployment of the SASS cloud integration for student data, the expansion of support for gateway courses, and a number of promising efforts in counseling leverage the Advise student support system.

In response to the Ruffalo Noel-Levitz Student Satisfaction Inventory conducted in Fall 2023, the Office of the Chief Strategy Officer will be collaborating with key stakeholders from across the college to address specific student feedback. Administratively it is believed there is low-hanging fruit in operations as it related to student experience that could yield immediate results on the academic side. The staff from Institutional Effectiveness will also be hosting RNL planning and review sessions with every functional area represented in the SSI to develop action plans for deployment in the next two years.

Overall, the Office is excited about the results that can be seen and the progress made.

OAKLAND COMMUNITY COLLEGE
Excellence *Empowered.*

INFORMATION

Board Agenda Item 8.6
March 12, 2024

<u>**COMMUNITY REVIEW UPDATE**</u>

January 19, 2024

RE: **Community Review Process Update**

The purpose of this research (survey(s)) is to assess the Board of Trustees' and Chancellor's performance, pursuant to Board Policy 2.4 *Monitoring CEO and Board Effectiveness* (see below for pertaining excerpt). The relationship between the Chancellor and the Board of Trustees, the effectiveness of the Board of Trustees itself, and the progress of the College in achieving goals, with a specific focus on OCC's Mission, Values and Vision will be included.

Being the first community review per Board Policy 2.4, the focus will remain around existing OCC Mission, Values and Vision, and some general items (listed below) as the foundation. The results of the research will provide a baseline of information to establish obtainable goals and/or proposed outcomes until the next review.

Overview of Community Review from Policy 2.4:
Comprehensive Performance Review of the Board and CEO
The comprehensive performance review is part of a larger cycle of assessment and governance that focuses on a broader examination of CEO and Board performance to include the relationship between the CEO and the Board, the effectiveness of the Board itself, and the progress of the College in achieving its goals consistent with the College's Strategic Plan. The review will recognize successes, identify improvement areas, and raise key strategic questions for the Board and CEO.

The comprehensive performance review will provide additional perspective on CEO and Board effectiveness from interviews with a cross-section of the College community. To accomplish this, the Board will seek an independent review to allow for objectivity and provide College constituents (i.e. faculty, staff, students, alumni, business and community leaders, and others) the opportunity to offer anonymous feedback through a confidential process. Further, the comprehensive performance review will focus on strengthening relationships, building trust, and improving CEO, Board, and College effectiveness.

As it relates to the process of implementing a comprehensive performance review, the following guidelines will be observed:
1. The frequency of the comprehensive evaluation will be at least every five (5) years.
2. The Board will develop an objective and structured process in collaboration with the CEO.
3. Sufficient time, typically several months, will be set aside to conduct the review
 4. A process for communicating with the College community at large will be implemented.

The following is an estimated timeline for the remainder of the process, and attached are drafts of the survey questions for each targeted audience – numbers next to audience name indicate approximate count of how many being sent to indicated audience (students (12,000), alumni (1400), staff/faculty (2250), business and community members, and other leaders (450)). The questions for each group are intentionally mirrored with slight modification, to allow for optimum analysis.

Week of	Tentative Schedule
3/11/2024	Finalize & Program Surveys
03/11/2024	OCC to provide SeyferthPR with final list(s)
03/11/2024	SeyferthPR to provide OCC with survey links
3/18/2024	OCC blasts out email to lists, re-blast at end of week
3/18/2024	SeyferthPR conducts phone surveys with community leaders
3/18/2024	SeyferthPR conducts phone surveys with Union Leadership
3/25/2024	Additional email re-blasts as necessary, along with final phone surveys
4/1/2024	SeyferthPR Analyzes data and prepares report
4/15/2024	Board Policy Committee Review of Results
5/21/2024	Present report at BOT meeting
10/15/2024	Present recommendations at BOT meeting