

FINAL REPORT
ENVIRONMENTAL SCANNING COMMITTEE ON ENROLLMENT
APRIL 23, 1991

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ENVIRONMENTAL SCANNING - ENROLLMENT

I. TRENDS THAT WE MUST DEAL WITH NOW

The number of blacks in southeastern Oakland County as will increase as a percentage of the total population.

Implications

- Additional resources for recruitment and support services will be required
- Plans to close the Southfield campus or to change its function might have serious political consequences. Planning for changes to the campus should consider how best to manage the public relations aspect of such a move.
- There is a correlation between high numbers of minority students and high risk students. Is the College prepared to handle the increased demands?

The College is seeing an increasing number of underprepared students and this trend will continue for at least five years.

Implications

- More resources will be required for remedial and support services
- Given the values of the OCC culture, the increased presence of underprepared students may have political and philosophical impact.
- Significant curricular changes (modules, competency-based units. etc.) will be necessary.
- Responding to the needs of these students will require changes in staff as well, and in staff attitudes. Training in new teaching methodologies, curriculum development, diversity and dealing with change will be necessary.

great analysis { As college costs increase as a percentage of income, and financial aid fails to keep pace, increased numbers of highly skilled students will attend OCC, resulting in a more diverse educational student body.

OCC programs and technical advantages will attract the above and more foreign students

Implications

- Expanded ESL programs may be required
- A more comprehensive Honors curriculum may be necessary
- Curriculum development and revision will be necessary to accommodate a widening range of skill levels in the classroom
- Marketing for the College will need to be more specifically focussed

I. IMMEDIATE TRENDS, CONT'D

- Assessment mechanisms will need to be more sophisticated
- Much work will be needed within the institution to foster an awareness and acceptance of multi-culturalism.
- New and different partnerships with Business and Industry should be explored, to better meet the needs of their employees (i.e. Nissan)
- New programs in Financial Aid requiring institutional resources may be needed to meet the needs of our increasingly diverse students.

SEMCOG
map/data

Oakland County's population will continue to grow, but the growth areas will shift to the north and the west.

Implications

why not HL?

- Such growth will impact on campuses, especially Orchard Ridge, and Auburn Hills.
- Additional space on the campuses may be required.
- The use of extension centers will need to be explored.

There is a lack of convenient public mass transportation and affordable daycare.

Implications

- Both items affect access to jobs and school, and will impact decisions to return to school
- The needs of single parents, and two-career families cannot be met without access to quality daycare on a consistent basis, which might include afternoon and evening care and care during the spring and summer terms.

The pool of high school graduates will decrease through 1994-95, and begin to increase through 2005.

Implications

- Size and duration of decreases and increases should be examined carefully to determine what impact such fluctuations will have on enrollment.

II. TRENDS WHICH DO NOT REQUIRE IMMEDIATE ATTENTION, BUT THAT WE SHOULD ADDRESS ANYWAY

Although numbers of returning adult students has increased, the actual rate of enrollment for those populations has not, especially among the over 45 age group.

II. LONG RANGE TRENDS, CONT'D

Implications

- Combined with high school numbers, this could affect enrollment figures negatively, as baby boomers age.
- Programs for training and retraining of adults already employed may assume greater importance
- Can new sources of students be identified?
- Will marketing to these students require a revision of OCC's image?

III. TRENDS FOR THE NEAR FUTURE

There will be a wider dispersion of blacks and other minorities into other areas of Oakland County.. This may result in more diverse student bodies on all campuses.

The College is experiencing an increased number of out-of-district students (e.g. WC3 exodus).

The implications of the School Improvement Initiative (state and local) for changes in K-12 and ultimately on the preparedness of our students.

IV. UNANSWERED QUESTIONS

We don't know enough about our own students: who they are, where they come from, their intentions and how those intentions change over time.

How dependent are we on the increased revenues from those out-of-district students and what would be the result if those enrollments decreased?

What reasons do students have for not choosing OCC? Who do we lose potential students to and why?

How big do we really want to be? Who do we most want to serve?

**ENVIRONMENTAL SCANNING REPORT
COLLEGE IMAGE**

Committee:

**George Cartsonis
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Environmental Scanning Report

Section 1: What Trends Should be Dealt With Immediately?

Source like this was taken from a PR/news release

Oakland Community College has operated on the single mill authorized by the electorate at the time of OCC's founding more than a quarter of a century ago. Since its charter enrollment in the fall of 1965 OCC has grown from two campuses registering nearly 4,000 students, to five campuses (and a permanent community outreach center) enrolling an average of 30,000 per trimester.

deals w/ \$ not external opinion

State aid once contributed one third of the college's operating budget. Erosion of this funding source over the past decade, as well as limitations to the revenues collected via the property tax, have forced the college to increase tuition annually to make up the shortfall.

?

Though OCC was once the least expensive community college in the Greater Detroit Metropolitan Area (and one of the most affordable in the state) it is now obliged to charge a tuition rate that is roughly the same as its Tri-County counterparts.

guess ?

Continuing increases may make the college unaffordable for those segments of the county population (not necessarily financial aid students) that need the college's services most, as well as open the institution to criticisms by government, the media and its own students--witness the recent experiences of OU and Wayne State.

?

The single mill that has supported OCC for twenty-five years is no longer adequate to provide for the college's operating expenses, let alone permit the expansions in facilities and services that Oakland County's growth, and the outward movement of its population will demand in the near future.

It would appear that a millage campaign is an inevitability for OCC--the longer and more carefully such an enterprise is planned, the better its chances for success.

The best sources of information on the temper of the Oakland County Community regarding millage support for OCC are the two public opinion surveys commissioned by the college in 1986 and 1989.

So what { Essentially the same instrument, but taking snapshots at different points in time, the Project Outreach (State Department of Education-1986) and the Nordhaus (1989) surveys were designed to provide a variety of data regarding the community's feelings, experiences and preferences vis a vis the college.

A portion of both instruments yields some information on how the college is perceived, and the population's view of a potential OCC millage.

The Macomb Community College Survey of 1986 presents some material on our counterpart institution to the east, including a measure of information on community views regarding college funding and millage support in Macomb's service area.

what is their opinion? The Public Opinion Monitor reports the Michigan public's generally supportive attitude toward education (particularly among the affluent, Republicans and independents) prior to last year's gubernatorial election--a wave that Governor Engler was able to ride into office.

The Michigan Department of Education's statewide Community College Survey of 1989 focuses specifically (and positively) on the state's community colleges.

The college should take advantage of these positive trends quickly if it is to wage the successful millage campaign that is essential for its continued growth.

Section II: What Other Trends Should the College Deal With?

The percentage of June public and private high school graduates enrolling at OCC the following fall rose steadily from 15.3% in 1986 to nearly 23% in 1989. In 1990 it dropped to 17.2%--why?

Do recruitment/promotional efforts (or an absence of same) have anything to do with this trend reversal?

The 18 - 22 cohort has constituted 40 to 42% of OCC's total enrollment over the last 15 years; it is approximately twice the size of the next-largest group, 23 to 27-year olds.

Section III: Trends to Watch

A further drop in the economy may curtail state funding and place the college in difficult financial straits. Higher education's so-called "countercyclical phenomenon" may come in to play and increase enrollments, but OCC's resources may not be adequate to accommodate them.

The Nordhaus Survey reveals that 92% of the people interviewed in 1989 did not know how many mills support the college. Of the eight percent remaining, 62% stated that the college is supported by more than one, but less than two mills.

As matters stand now this lack of information probably does not matter in view of the public's positive view of college:

- * Seventy-one percent rated OCC as "excellent" or "good" in meeting educational needs, 26 percent couldn't answer, and only 2% viewed the college's performance as "poor."
- * Although 60% could not make a judgement on "how OCC manages its money" the majority of those who responded viewed OCC's performance as "good" in this area.

If a millage campaign is decided upon, however, a clear, concise message must be implanted that shows how funds are acquired and used.

This is reinforced by the fact that while 55% (cf 58% in 1986) of the interviewees indicated they would support a half-mill increase, 38% wanted to know how the funds would be appropriated, 20 percent wanted to know who would make decisions on how the funds would be allocated, and 10 percent wanted to know why the money would be needed (note similarity to Macomb poll).

Section IV: Trends That Don't Affect Us, or Are Already Handled

Evening Classes: Though high demand continues, the finite nature of campus facilities bars further expansion. Experiments in double scheduling have not worked out.

Weekend Classes: Although survey results indicate considerable interest, results are not as promising as hoped for at all campuses.

Afternoon Classes: There does not seem to be a market for classes in this time segment, though plenty of space is available.

Section V: Unanswered Questions

Although OCC is able to point with pride at its cooperative relationships with business, industry and the public sector, supporting information (other than largely anecdotal reports) is scarce or not disseminated.

The following is called for:

- * A comprehensive survey of small, medium and large employers (public and private sector organizations alike) in OCC's service area that discloses these institutions' view of the college. (A study of this kind was conducted by a consultant in the late 1970's, but no trace can be found in the files)
- * Regular collection and reporting of statistics that demonstrate how many OCC credit students receive tuition reimbursement from their employers, and a list of the organizations that underwrite their employees education at OCC
- * Reports on the numbers of laid-off or underemployed workers sent to OCC by government or union-sponsored retraining programs like UAW-GM
- * The number and type of students (credit and non-credit) reached by specialized outreach programs like the PPI, BPI, Rexroth Program and the OCC-IBM partnership
- * Comprehensive feedback by Oakland County (and other) employers hiring OCC career program graduates
- * A list of private and public organizations (and their personnel) who serve on OCC career program advisory committees
- * A comprehensive tracking of the academic records of OCC transfer students to senior institutions (some of this material is already at hand) as well as those institution's assessment of our students

Section VI: Sample Implications

Millage: The success or failure of an OCC millage campaign has the deepest implications for the future direction of this institution, its ability to grow and meet the needs of the community it serves. Early organization and promotion of this effort is critical to its success.

Business Surveys, followups: The measures suggested will permit OCC to understand its impact, and tailor its programs to meet the needs of this important and lucrative market segment. It will also serve to further secure the support of the business community for achievement of short term goals like a millage campaign and foundation fundraising activities.

High School Students: The recent dropoff in numbers of high school students choosing OCC affects the largest segment of OCC's student population.

Attachments/Resources used for:

**ENVIRONMENTAL SCAN
COLLEGE IMAGE**

Advisory Committees' Ingersoll - Williams Report w/abstract

Macomb County Residents Survey w/abstract

Nordhaus Poll, 1989 w/ abstract

Oakland Community College Retention Study w/abstract

Oakland Community College County High School Graduate Summary 1986-1990

Oakland Community College - 1990-1991 General Fund

Oakland County Human Resource Management & Firm Performance

Public Opinion Monitor, 1990 w/abstract

Student Retention Study

what about those IR seats?

Marty Orlovski

ENVIRONMENTAL SCANNING FUNDING COMMITTEE

TRENDS

Section I. Which trends does the college have to deal with immediately?

- * Changes in property tax structure
Implications: - Increasing financial burden on the college.
- * Uncertainty of State funding
Implications: - Millage
- Development of Contingency Plans
- * Uncertainty of Federal support of financial aid programs
Implications: - Decreasing aid while demand and need are increasing.
- * Deferred Maintenance
Implications: - Increasing financial burden on the college.
- * Explore and expand raising other funds as a major college function
(i.e. seeking support from private sector, partnerships, alumni)
Implications: - Need for additional support for fund raising efforts.
- * Increasing Federal regulations that effect colleges
(Examples: "Ability to Benefit", "Right to Know" Consumer Disclosure Requirements, Perkins Act Reauthorization)
ADA Implications: - Increasing financial burden on the college.
- * Voters negative attitude to taxes
Implications: - OCC needs to do major marketing effort.
- * Increasing environmental health regulations
Implications: - Increasing financial burden on the college.

Section II. Which trends should the college address which are not already included at the present time?

- * Uncertainty regarding energy costs
Implications: - Support pro-active energy management program.
- * Community colleges look for expanding miscellaneous revenue sources
(Examples: Parking structure, increased building usage fees)
Implications: - OCC should do same.
- * Increasing trend for colleges to provide day care availability for employees and community
Implications: - Analyze viability of such centers at OCC.

Section III. Which trends do we have to continue to watch, but do not require action at the present time?

- * How other community colleges are reacting to decreasing resources

Demographics: Population trends
Income levels
Property values
Education levels

- * Possible restructuring of Federal loan and grant programs

Section IV. Which trends do not affect us or have we already handled?

Section V. List of unanswered questions which need further study.

- * Board policy regarding meeting community needs (expanding vs enrollment capping?)
- * Who develops the plan for dealing with the items listed in Section I?
- * What data do we need (external/internal)?
- * Who is responsible for managing the plan?
- * What services do we offer that others also provide?

Section VI. Possible or sample implications of the above trends

- Listed under each trend.

ADJ:JB
4/22/91

Environmental Scanning

Occupational Trends Summary Report

April, 1991

Overview

Following this brief introduction is a list of 22 occupational trends that were identified in the reviews conducted by this committee. While the list is lengthy and the implications many, we would like to present a few positioning statements to aid the reader in seeing the trends and implications in the intended perspective view.

- good
1. Many of the new and emerging jobs and careers are associated with computers, robotics, CAD/CAM, and quality control. These are areas in which the college already has programs. In other words, the OCC curriculum is sufficiently broad and comprehensive; our attention should be toward strengthening existing programs, rather than adding large numbers of new programs.

GFS to
some extent

Skill requirements from employers are changing. Many new positions will require postsecondary education, but not necessarily a bachelor's degree. The expectations listed in Trend 1.a. are not being developed adequately in OCC programs, and in some cases are not being addressed at all. Further, we are not measuring these skills as students leave us.

2. A high priority for the college will be staff and personnel development. As we adjust to a changing technological and economic environment every person in our organization will need to adapt to new productivity demands, and will need to display higher levels of technical and interpersonal proficiency.
3. The college will increasingly be expected to develop linkages with outside organizations. The emphasis in the business community on retraining, learning on the job, skill upgrading, and employer-supported education will demand business-education partnerships. Factors such as drop-out rates, increasing minority populations, and special needs of disadvantaged youth will create public pressure for effective relationships with the primary-secondary system, and with our senior institutions. Curriculum linkages such as Tech Prep are receiving priority funding at the national level, and will have increasing importance for us. We should expect to see more activity with advisory committees, work site learning, coop education, internships, exchange teaching with businesses, world-of-work sabbaticals, and so forth.
4. There will be increasing emphasis on outcome based performance measures. This will apply to curricular outcomes including graduate performance levels as well as to institutional goal achievement. Employers will increasingly be involved in outcomes assessment.

OCCUPATIONAL TRENDS

ENVIRONMENTAL SCANNING SUMMARY

SECTION I. What trends does the college have to deal with immediately?

1. There are increasing expectations from the employer community for:

a. Primary employability skills:

- 1) Learning to learn
- 2) Reading, writing, and computation
- 3) Oral communication and listening
- 4) Creative thinking and problem solving
- 5) Personal management (self esteem, goal setting, motivation, personal, career development)
- 6) Group effectiveness (interpersonal skills, negotiation, teamwork)
- 7) Organizational effectiveness and leadership

b. General education in basic science, social concerns, and global/environmental issues

c. Interpersonal and teamwork skills

Possible Implications:

Definition of minimum skill requirements

Need for outcomes testing

Revision of general education component of degrees

Modularization of competency-based curriculum

Interdisciplinary teaching

Integration of vocational and academic skills

2. Increase in females in the workforce. A dramatic shift has occurred in the working pattern of women between the ages of 25 and 54. Presently, 7 out of 10 women in this age group are in the labor forces, as compared to about 50% only 10 years earlier. The female participation rate is projected to increase to 61.5% from 56.2% in the next decade.

is this in
SE Mich
or nationally?

Possible Implications:

Explore child care programs for educating/retraining staff and creating a program that is developmental, responsive to changing life style concerns and child care

Assess viability of a short-term child care training program

Develop special incentives and strengthen current support services and systems for women entering skilled trades

Evidence commitment to women who have been under represented in many of OCC's traditional career programs

Workers asking for time-sharing, part-time work and employers resisting this direction

3. Increase in minorities and foreign-born (e.g. Asians, Hispanic) in workforce

Possible Implications:

Programming that includes cultural diversity

4. Very large percentage of workforce in year 2000 already in today's workforce.

Possible Implications:

Marketing to older student

Weekend college

5. Employers increasingly requiring cross training

Possible Implications:

More interdisciplinary teaching

Remove barriers between disciplines

6. Increasing expectations from government and the general public to address vocational, basic skills, and general education needs of dropouts, minority populations, economically disadvantaged, single pregnant women

Possible Implications:

Secondary - post-secondary partnerships

Basic skills instruction will be needed per projected dropout rates

Total Quality Management at OCC

7. The largest growth of job opportunities will occur for individuals with two-year degrees

Possible Implications:

Skills listed in Trend No. 1 above must be taught in two-year colleges

8. Increasing accountability in education required by government, business, community

Possible Implications:

See Trend No. 1

9. The influence of changing technology on the nature and growth of job requirements in the workplace

Implication: Increased role for business/employer advisory committees

10. Demand for specific occupations is increasing:

MICHIGAN
OCCUPATIONS WITH THE MOST NEW JOBS
1988 - 2000

General Managers/Administrators
Retail Sales Workers and Cashiers
Registered Nurses
Waiters/Waitresses
Janitors/Cleaners
Security Guards
General Office Clerks
Accountants and Auditors
Secretaries and Receptionists
Truck Drivers
Food Preparation Workers
Computer Programmers and Systems Analysts
Nursing Aides/Orderlies
Electrical and Electronic Engineers
Teachers
Home Health Aides
General Utility Maintenance Repairers

(Source: Michigan Employment Security Commission Bureau of Research & Statistics)

Possible Implications:

Strengthen (e.g. update) our existing programs

Market existing programs

Diversify how we offer these programs (i.e. more flexibility in format and timing of offerings)

Develop competency based curriculum modules

11. Business will be spending more money (\$60 billion annually) on education and training

Possible Implications:

Increase business-education partnerships

Expand B.P.I.

More emphasis on ongoing on-site and off-site staff development at OCC

Increase responsiveness to community training needs (e.g. retraining programs, new program/course development)

Retrain our existing staff to address community needs (developmental teaching skills)

Market to business

Modularize curriculum by skill development and allow for mix and match curriculums

12. Increasing percentage of high school graduates without basic skills

Possible Implications:

Increasing partnerships with K-12 system

Need to retrain OCC staff to teach basic skills

Address location of adult education - secondary/post-secondary

* * * * *

SECTION II. What trends should the college address which are not included already in Section I?

1. Expected shift in employment from manufacturing to service jobs (e.g. sales jobs expected to increase)
2. The health services field is expected to show very rapid growth, creating strong demand in practically the entire spectrum of health occupations. The three areas in which the greatest amount of occupational change is projected: technicians and related support occupations (e.g., health technologists and technicians), professional specialty occupations (e.g., health diagnosing, assessment, and treating occupations), and service occupations (e.g., medical assistants, nurse aides, and psychiatric aides). Increasing demand for health services from a growing and aging population will spur employment growth for many new positions in the next ten years. The largest predicted job growth in the years 1988-2000 is in registered nurses. Other health occupations within the fifteen projected growth positions are nurse's aides, orderlies, and attendants and LPN's.

Possible Implications:

Strengthen existing programs

An opportunity for OCC to collaborate with service areas to assist with education and training of aides, home health aides, surgical technologists, geriatric nurse aides and attendants.

3. Increasing importance of education and training for available jobs
4. Increasing demand by the community for a program in ergonomics (human engineering)
5. Increasing number of high school drop-outs among blacks and hispanics

Possible Implications:

Need to develop partnerships with K-12 system

6. Increasing impact of technology in education. Example: more teaching in non-traditional settings; more facilitating, less lecturing
7. U. S. business is less competitive globally

Possible Implications:

Educate/consult business owners regarding improvements needed

Support new/small business

8. Federal funding for retraining

SECTION III. What trends do we have to continue to watch, but do not require action at the present time?

1. Increasing retirements of baby boomers

Possible Implications:

Offer elderhostels, etc.

2. Increasing leasing of employees

Possible Implications:

Go to leasing firm for business-education partnerships

SECTION IV. What trends either don't affect us or have we already handled?

None suggested

SECTION V. List of unanswered questions which need further study.

1. Percentage of our students graduating or leaving with required skills listed in Section I, Trend No. 1 above

POLITICAL/LEGISLATION/REGULATION COMMITTEE
APRIL 3, 1991
MEETING

TRENDS

Section 1. Which trends does the college have to deal with immediately?

- * Legislation as impact on funding
(e.g. property tax reform, Perkins Bill, Pell Grant legislation)

Implications: - uncertain at this point.

- * Fairness in funding/equity/access issues
Educators, legislators and parents are increasingly concerned.

Implications: - State restructuring may not impact OCC.

- * Accountability (from education-legislation increasing at state & federal level and from various accrediting agencies.
e.g. Ability to Benefit, NCA's expectations vis a vis student outcomes.

Implications:

1. diverting resources from educational process in compliance efforts
2. use as a tool to improve education
3. use as a tool to improve planning at OCC.

Implications: - Possible loss of control of OCC assessment/admission practices.
Possible loss of control of OCC's educating its students.
Opportunity to get ahead of external accountability and take charge of our future.

- * Increasing environmental regulations
(e.g. gas tanks, chemicals in workplace & labs)

Implications: - diversion of resources in compliance

- * Increasing reporting requirements for campus crime, job placement
increasing "right-to-know" for incoming students

Implications: - diversion of resources for compliance.

Section 2. Which trends should the college address which are not already included at the present time?

- * Passage of American Disabilities Act.

Implications: - Major architectural & financial requirements starting in 2 years will impact funds available for other college activities.

Section 3. Which trends do we have to continue to watch, but do not require action at the present time?

* New Civil Rights Bill, if passed, will affect us.

Implications: - Increasing themes in funding, accountability & other legislative areas to address diversity.

* Redistricting activities to address access equity issues - should not impact OCC.

* Changing political relationships.

Section 4. Which trends do not affect us or have we already handled?

Section 5. List of unanswered questions which need further study.

* How do we make a greater impact on the members of the legislature and on the legislative process, including long term relationship building?

* What is millage campaign success trend and what voter sentiment was present or addressed in successful campaigns?

Section 6. Possible or sample implications of the above trends.
- listed under each trend.