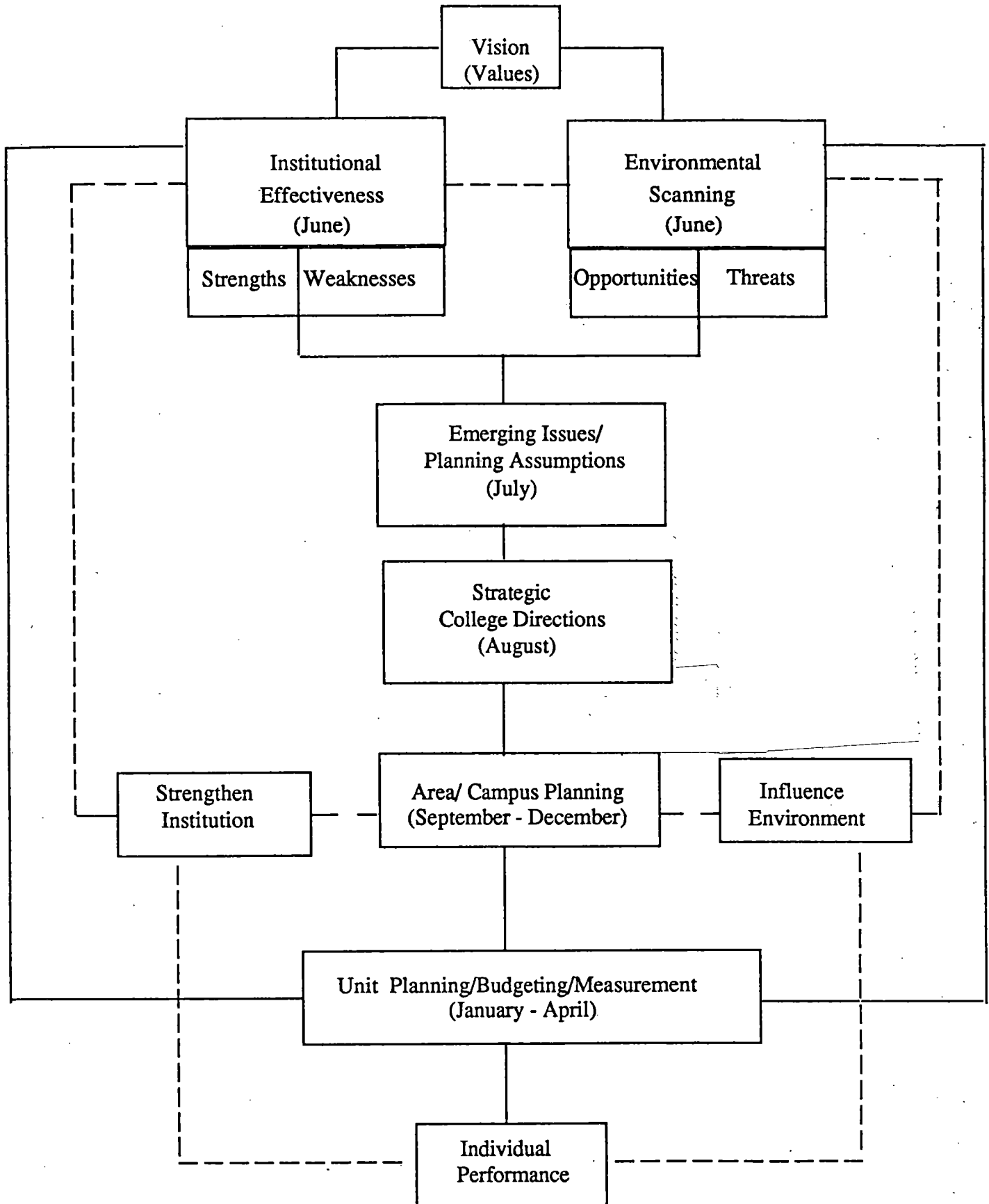


**OAKLAND COMMUNITY COLLEGE
STRATEGIC PLANNING PROCESS**

September 1991

OAKLAND COMMUNITY COLLEGE STRATEGIC PLANNING PROCESS



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1. Institutional Effectiveness: (Strengths and Weaknesses)

Purpose/Focus

- Multi level assessment of Institutional Effectiveness through five (5) Critical Success Factors reported at the college, campus, discipline, and unit level.
- OCC "report card" on its effectiveness as an institution of higher education (based upon perception and performance based factors determined by the college).

Content Description

- Five (5) Critical Success Factors measured by one hundred and forty (140) indicators within twenty-seven (27) indices.
- Critical Success Factors (Indices):
 1. Student Outcomes:
 - Student satisfaction index
 - Graduate satisfaction index
 - Student feedback index
 - Student demand index
 - First impressions index
 - Course evaluation index
 - Overall student satisfaction index
 - Transfer index
 - Transfer probability index
 - Graduate placement index
 - Placement probability index
 - General education skills development index
 - Skills gain index
 - Student goal clarification and attainment index
 2. Resource Viability:
 - Affordability for students index
 - Gross unit operating cost index
 - Cost flexibility index
 - Space entitlement index
 - Plan implementation index
 3. Community Integration:
 - Student involvement in learning index
 - OCC's reputation in the community index
 - Match between OCC and its community index
 - OCC's presence in the community index
 - Employer satisfaction index

4. Continuous Renewal:
 - Employees renewal and improvement index
 - Curricula renewal index
 - Equipment investment index
5. Continual Monitoring
- System of Institutional Effectiveness surveys:
 1. Admissions Survey
 2. Non-Matriculating Student Survey
 3. Continuing Student Survey
 4. Non-Returning Student Survey
 5. Withdrawing Student Survey
 6. Retention Study
 7. Graduate Exit Survey
 8. Graduate Follow-Up Survey
 9. Public Opinion Poll
 10. Employer Satisfaction Survey (focus groups)
 11. OCC Employee Climate Survey

Linkage

- Major component which assists in establishing Emerging Issues and Planning Assumptions.
- Major component which supports development of Strategic College Directions.
- Major component which supports development of Area/Campus Planning.
- Major component which supports development of Unit Planning/Budgeting/Measurement.

Participants

- Initiated and maintained by the Office of Institutional Planning & Analysis through analysis of institutional and survey data.
- Technical support from ITS.
- Research Council and other groups of internal faculty and staff who will assist in the interpretation/analysis of appropriate data.
- Unit based measurement of strategic objective attainment.

Time-line

- Continuous process.
- Monthly series of reports.
- Annual Institutional Effectiveness Fact Book (June).

2. Environmental Scanning: (Opportunities and Threats)

Purpose/Focus

- Monitor external factors which have impact upon stability of OCC.
- Monitor external factors which indicate effectiveness of OCC.
- Monitor external factors which offer opportunities for OCC.
- Build community relations/networks.

Content Description

- Scanned information is in direct support of developing indices which measure Critical Success Factors.
- Scanned information is in direct support of College, Area (Campus), and Unit Planning.
- Scanned information is in direct support of monitoring "Key Drivers" that have the greatest impact upon the college:
 - Enrollment
 - Economy
 - External Opinion
 - Educational Trends
 - Occupational Trends
 - Political/Regulation/Legislation/Funding

Linkage

- Major component which assists in establishing Emerging Issues and Planning Assumptions.
- Major component which supports development of Strategic College Directions.
- Major component which supports development of Area/Campus Planning.
- Major component which supports development of Unit Planning/Budgeting/Measurement.
- Exchange of data/information with Environmental Scanning Consortium of Michigan.

Participants

- Office of Institutional Planning & Analysis.
- Futures Institute.
- Broad representation by OCC faculty and staff.
- External "experts" in specific areas.

Time-line

- Continuous process.
- Annual report (June).

3. Emerging Issues/Planning Assumptions

Purpose/Focus

- Identify most immediate Emerging Issues that need attention through planning, budgeting and measurement.
- Specific opportunities to strengthen the college and influence the community.
- Establishes criteria for formulation of college Vision.

Content Description

- Concise and specific statements with regard to emerging opportunities, threats, strengths and/or weaknesses.
- Concise and specific statements regarding assumptions for planning.

Linkage

- Derived from Institutional Effectiveness "report card" and Environmental Scanning process.
- Establishes foundation for development of Strategic College Directions.

Participants

- Broadly represented group of OCC faculty and staff, including members of the Environmental Scanning Coordinating Committee.

Time-line

- July retreat.

4. Strategic College Directions

Purpose/Focus

- Five to seven (5-7) College wide Strategic Directions that are in fulfillment of the institutions Vision.
- Five to seven (5-7) College wide Strategic Directions that provide guidance for Area/Campus Planning and Unit Planning/Budgeting/Measurement.

Content Description

- Concise statements directed towards specific College directions.

Linkages

- Derived from Emerging Issues, Planning Assumptions and College Vision.
- Provides framework for Area/Campus Planning.

Participants

- College retreat participants.

Time-line

- August College Retreat

5. Area/Campus Planning

Purpose/Focus

- Establishes a "planning" based approach to management of the college as opposed to a budget driven approach.
- Establishes unified approach to fulfilling Strategic College Directions and Vision.

Content Description

- Five to seven (5-7) specific statements (strategies) with regard to Area/Campus activity over the next two years.
- Each strategy is in direct support of Strategic College Directions and Vision.
- Each strategy is tied to the budget and appropriate measures.

Linkage

- Drives campus and unit activity in pursuit of Strategic College Directions and Vision.
- Determines Institutional Effectiveness measures.
- Determines Environmental Scanning focus.

Participants

- Developed by faculty and staff for their respective area/campus.
- Supported by Office of Institutional Planning & Analysis.

Time-line

- September-December.

6. Unit Planning/Budgeting/Measurement

Purpose/Focus

- Establishes activity for unit in pursuit of Area/Campus strategies over the next two years.
- Specific unit objectives tied directly to Budget Request.
- Provides specific indicators for measurement of unit activities.

Content Description

- Specific unit objectives tied directly to criteria for measurement.
- Based upon Area/Campus Planning strategies.
- Each activity tied to unit Budget Request.

Linkage

- Supported by Institutional Effectiveness measures.
- Supported by Environmental Scan.
- Provides input into Institutional Effectiveness measures via review of previous years activity.
- Provides input into Environmental Scanning focus.

Participants

- Conducted at the unit (cost center) level.

Time-line

- January-April.

7. Individual Performance

Purpose/Focus

- Focus daily activities of individuals in pursuit of unit objectives.
- Identify specific opportunities for staff development and renewal.

Content Description

- Specific performance objectives agreed upon by supervisor and their staff.

Linkage

- Provides direction for staff develop program.
- Provides internal measure of employee renewal.

Participants

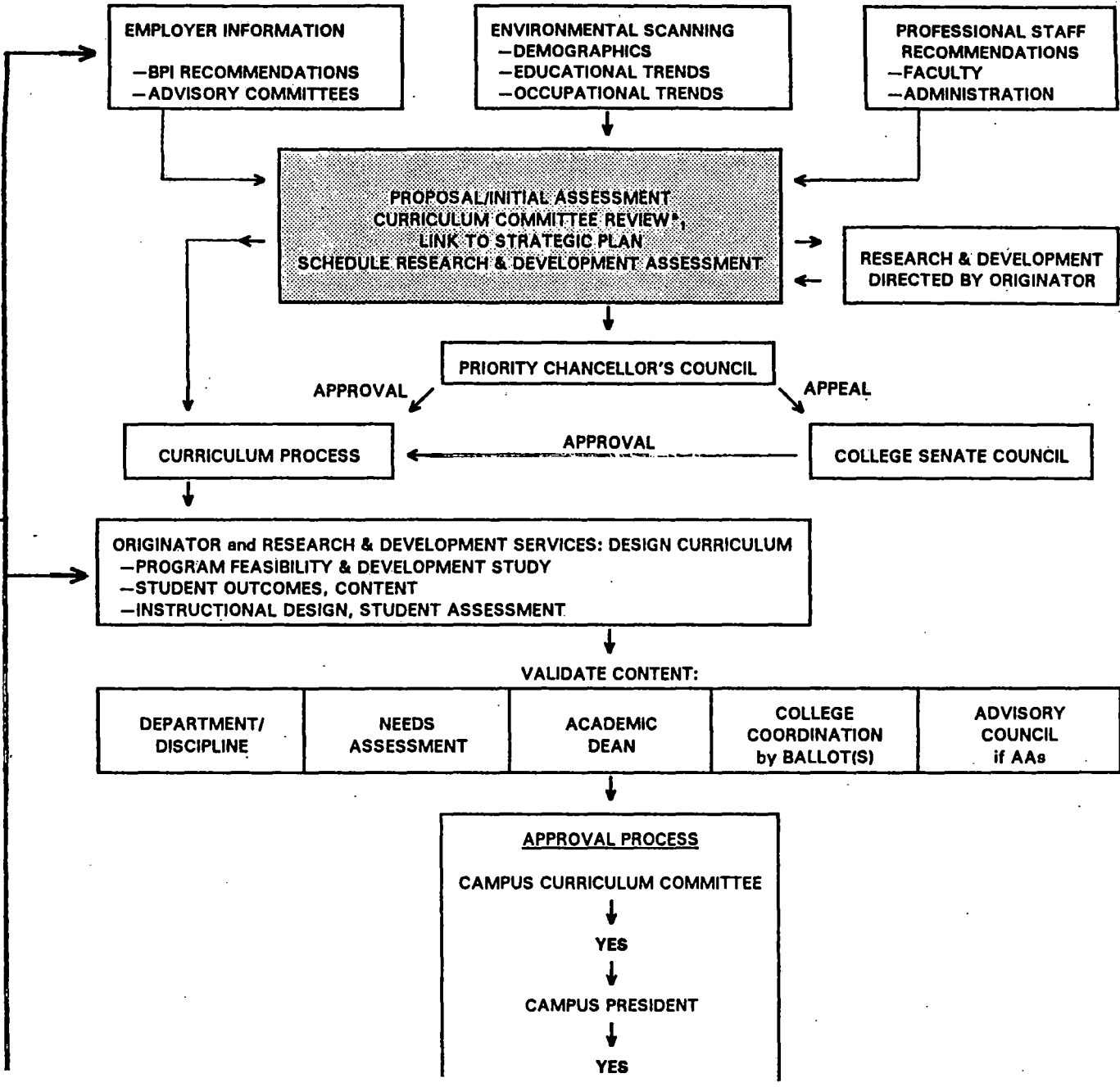
- Administrative and management staff.
- Faculty self review and peer review.
- Adjunct faculty.

Time-line

- Adjunct faculty (February, May, July, October)
- Administration/Management (June)

& degrees

PROGRAM/MAJOR COURSE DEVELOPMENT PROCESS



Each campus has ind. acad. senates

Env. Scanning

250 issues impact OCC from outside world.

↓

6/~~7~~ key ^{driver} ~~drivers~~ committees (Feb. - produce report on key drivers)

1. Enrollment (skill levels, potential, etc!)

2. Economy

3. External opinion (community, businesses, legis.)

4. Educ. Trends

Hedley Amendment - prevents collection of full mil

→ 5. Occupational trends

6. Funding / Political / Regis / ~~Regulatory~~ Issues

Env. Scanning ^{Coordinating} ~~Planning~~ Committee

Env. Scan Report goes out in June

Env. Scan Consortium - statewide to promote env. scanning

* Way to organize external data

Inst. Effectiveness - Internal

- Critical success factors (153 indicators) ^{only meas.} @ 10 now
- Program Review
- Classroom ^{Assessment} Research

→ Success Factors

1. Student Outcom

Comm

Resources that

Continuous renewal

C " monitoring

(27 indices)

CUFS - College & Univ. Financial Systems

Continuing Student Survey - once a year.

1. Mail
2. Class
3. Phone

Software

Excel - last week in January (graphics & macro)

Rbase

SPSS - PC - first week in March - Chicago

Quatro Pro

Narrative, data & graphics in reports.

SAS - mainframe

OAKLAND COMMUNITY COLLEGE
VISION / VALUE STATEMENT

Oakland Community College is a dynamic, accessible, learning-centered community dedicated to excellence. This community values:

- Shared responsibility, open communication, collaboration;
- Personal empowerment, integrity, ethical commitment;
- Diversity, global awareness, responsiveness to community needs.

OAKLAND COMMUNITY COLLEGE
INDICATORS OF CRITICAL SUCCESS
MATRIX DEFINITIONS

SOURCE

ADM: Admissions Survey
BLS: Bureau of Labor Statistics
BOC: Bureau of Census
CSS: Continuing Student Survey
CUFS: Financial System on MAF
EMP: Employer Survey/Focus Groups
GES: Graduate Exit Survey
GFS: Graduate Follow-Up Survey
HRS: Human Resources System on MAF
IDEA: Adjunct Faculty Evaluation
IPEDS: Integrated Post-secondary Education Database System
MACRAO: Michigan Association of College Registrar's & Admissions
Officers
MAF: Mainframe Data
MDE: Michigan Department of Education
MESCC: Michigan Employment Security Commission
NMS: Non-Matriculating Student Survey
NRS: Non-Returning Student Survey
PIS: Peer Institution Study
POP: Public Opinion Poll
RET: Retention Study
SIS: Student Information System on MAF
STF: OCC Staff Survey
TRS: Transfer Study
WSS: Withdrawing Students Survey

STATUS

- 1: Collecting and reporting in tool.
- 2: Collecting, but not reporting in tool.
- 3: Not collecting.

LEVEL

Col: College
Cmp: Campus
DCl: Discipline Cluster
Org: Organization (Cost Center)

NOTES

¹Reporting at the Organization level is dependent upon the method used to collect data in the Continuing Student Survey (CSS). Sample size is of major importance in lieu of the need to have a sufficient number of cases to report at this level.

²If all applicants are "required" to report (declare) a program of study (discipline) then reporting at the DCl and Org level can take place. *Currently this data is suspect with regard to its accuracy.*

³Reporting at the Cmp, DCl, or Org level is dependent upon establishing a "name-linked" (SSN) Transfer Study (TRS). The GFS is only representative of graduates who transfer, while MACRAO is only at the institutional level within Michigan.

⁴Reporting at the DCl and Org level is dependent upon the ability of the Peer Institution Review (PIR) institutions providing data at the same level of detail.



OAKLAND COMMUNITY COLLEGE

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PROCESS OVERVIEW

- At end point of period, search file for records with:
 - start point admit date
 - sixty-two (or more) credits earned

- Exclude records with no program of study indicated

- Group records and count by major (program of study)

- Count number of records within major that indicate degree/certificate awarded and divide by total number of records within major for completion percentage rate.