

**STRATEGIC PLAN**

**1991-1996**

Approved by Board of Trustees  
March 28, 1991

## TABLE OF CONTENTS

<b>Introduction</b>	
OCC Strategic Plan 1991-1996	1.1
Strategic Planning	
Strategic Planning Policies 1991-1996	1.2
Strategic Planning Goals 1991-1996	1.3
Strategic Planning Objectives 1991-1996	1.8 - 1.15
Mission and Goals	
<b>Academic Master Plan</b>	
Collected Objectives	2.1 - 2.14
Subsections	
Role and Market	2.15 - 2.26
Rate and Type of Growth	2.27 - 2.31
Programs and Services	2.32 - 2.35
Resources: Sources, Development, and Allocation	2.36 - 2.40
Academic Standards and Expectations	2.41 - 2.47
Professional Standards and Responsibilities	2.48 - 2.58
Innovation and Change	2.59 - 2.66
<b>Administration Master Plan</b>	
Collected Objectives	3.1 - 3.12
Subsections	
Finance	3.13 - 3.22
Financial Aid, Veteran Affairs, Special Populations	3.23 - 3.27
Human Resources	3.28 - 3.35
Information/Telecommunications Systems	3.36 - 3.60
Physical Facilities	3.61 - 3.74
Public Safety	3.75 - 3.78
Purchasing and Other Services	3.79 - 3.85

# STRATEGIC PLAN 1991-1996

## INSTRUCTION SHEET

- \* This plan replaces the Strategic Plan, 1990 - 1995.
- \* If you have a maroon notebook entitled "OCC Strategic Plan and Process including the Academic Master Plan":
  - \* replace Table of Contents (at front of book) and all numbered pages in "Strategic Planning" section.
  - \* discard remaining pages in this (1.14 - 1.22) section only.
- \* If you do not have the notebook, and would like one, please call Linda Casenhiser/Barbara Lilleyman at 1543.

## STRATEGIC PLANNING POLICIES 1991-1996

1. Provide instruction in liberal arts and sciences.
2. Provide occupational instruction.
3. Assure that College programs are current in content and methodology.
4. Phase out programs that are no longer technologically relevant or needed by the service area.
5. Secure resources necessary to repair and replace capital equipment.
6. Select new faculty in part on the basis of their dedication to the broader vision of the community college, and encourage them to provide service to the institution.
7. Assure that all new construction or renovation incorporates the latest in technology, energy-saving, and labor-saving features.
8. Assure that the facilities portion of the College budget reflects additional support for any new or expanded facilities.
9. Provide advanced placement and course work for students based upon their intellectual abilities (implies honors), life experiences, and community services.
10. Provide comprehensive learning support services for students.
11. Provide educational, occupational and personal counseling, and academic advising.

## STRATEGIC PLANNING GOALS 1991-1996

1. Provide students with technological competence and currency.
2. Emphasize a value-based instructional philosophy which promotes honesty, integrity, respect for others, respect for human life, scholarship, diligence, and self esteem.
3. Examine the College's product and services in light of changing demographic patterns, and develop new products and services accordingly.
4. Continue to provide educational services to industrial, business and professional communities, and to seek and foster growth in these areas.
5. Make the entire College community more aware of the financial condition of the institution.
6. Communicate with local businesses, agencies, and other colleges and universities when developing curriculum changes to insure the effectiveness of OCC degrees.
7. Assure that upon completion of an OCC associate degree program, the student may expect:

to matriculate smoothly into a four-year institution;

to have reached a level of attainment comparable to the first two years in a four-year college or university;

to possess knowledge and skills readily marketable in the work place upon entering a technical degree;

to qualify for program-related licensing or certified requirements;

to have been provided with general education courses equal to or better than their counterparts at four-year colleges and universities;

to possess good communication and problem-solving skills;

to be given an opportunity to make suggestions for program curriculum changes by alumni or research office surveys; and

support services to help them meet high academic standards.

8. Assure that entering students will be:
  - provided with counseling regarding specific instruction requirements necessary to attain realistic goals;
  - advised of current and future job opportunities related to a specific curriculum;
  - advised whether an OCC curriculum in a particular area requires additional education prior to entering the job market;
  - assessed to determine his or her preparedness to meet minimum academic standards and required to participate in remedial programs as necessary; and
  - informed that they should fulfill Mathematics and English requirements prior to completion of the first 30 credit hours.
9. Assure that the community may confidently expect a graduate who holds an OCC associate degree to be able to:
  - perform the job for which they were educated;
  - provide documentation of academic achievement;
  - obtain additional education for advancement; and
  - exercise good communication and problem-solving skills.
10. Assure that faculty who teach courses at OCC will:
  - establish academic standards and degree requirements through the OCC curriculum process in consultation with appropriate representatives of other educational institutions and agencies, businesses, and other community groups;
  - teach writing, speaking, computation, and problem-solving skills in their courses; and
  - develop strong general education components for all degrees.
11. Explore new ways of packaging education to make it more accessible to the many working adults in Oakland County.
12. Assure that the College, is assisting the faculty to maintain high academic standards, will:
  - initiate regular evaluation of the effectiveness and content of each program offered;

develop and implement an honors and a basic skills program throughout the College;

provide faculty and staff with opportunities to update their knowledge and skills;

provide bridging programs to area high schools to help future OCC students prepare for admission while still in high school.

13. Insure that all faculty give high priority to teaching learning skills, particularly reading, writing, speaking, listening, and computing.
14. Maintain an organizational climate that encourages innovation and change.
15. Continue to move the organization from a people and places orientation to a functions and networks orientation.
16. Keep abreast of state initiatives regarding higher education and state economics.
17. Provide technological support to the management of the institution by implementing modern, integrated transaction systems to increase the effectiveness of College faculty and staff.
18. Improve planning and scheduling of work.
19. Lower the costs of maintenance.
20. Study materials and services involving environmental concerns regularly.
21. Develop new programs as the needs of society change, and the needs of local businesses and industries dictate.
22. Provide appropriate teaching/learning facilities and equipment (including computer software and hardware).
23. Provide educational services for special learners:
  - a. the learning disabled and other special need students.
  - b. those unprepared for college level instruction (currently 0-35 combined ASSET).
  - c. those with specific remedial needs.
  - d. students who use English as a second language.
24. Provide student financial aid services.
25. Provide professional development for faculty and staff.

26. Maintain effective internal communications.
27. Provide an academic calendar based upon sound educational principles.
28. Foster a climate of collegiality among faculty, staff and administration which will make it possible for the College to meet the above objectives.
29. Become a provider of quality educational services to adults, recognizing adult learners as a major clientele.
  - a. Provide services and programs when and where working adults can take advantage of them.
  - b. Respond to adult feelings of inadequacy and marginality upon entry/re-entry to college and the need for assessment and remediation.
  - c. Recognize that some adults begin college as part of a life/career transition.
  - d. Provide credit and non-credit programs and services in response to specific community needs in the private and public sectors.
30. Provide resources for comprehensive LRC, IIC, and AV services.
31. Strengthen the role of the disciplines in program and curriculum development.
32. Provide resources and system support for innovation and change.
33. Lobby with the Legislature to enhance the position of all community colleges, and Oakland Community College in particular, with regard to State funding.
34. Each planning unit should address information technology in its planning process and in the execution of identified strategies (activities).
35. Implement an effective and efficient organizational structure with an experienced, well-trained, and motivated staff.
36. Manage resources to eliminate waste.
37. Provide continuing education experiences.
38. Provide experiential learning components in appropriate areas of study.
39. Provide students with an effective, convenient enrollment/registration system.



40. Increase student awareness and understanding of global, cultural, economic, and environmental issues.
41. Provide opportunities for students to gain and exercise world citizenship skills.
42. Provide personal growth and development programs to assist students in goal setting, career planning, living skills, and enhancement of self-esteem.
43. Establish an endowment fund through the College Foundation to provide interest income for College projects.
44. Work with state and national associations to influence legislation, ensure financial aid funding, and maintain compliance with state and federal regulations.
45. Offer non-credit instruction in response to public interest and need.
46. Increase community awareness and understanding of global, cultural, economic, and environmental issues.
47. Provide the human, physical, and fiscal resources required for a comprehensive student activities program to complement classroom instruction, provide opportunities for leadership training, address the cultural diversity of the College and local community population, and enhance our students' total educational experiences and personal development.
48. Insure that all faculty serve regularly on department, campus, and College committees.
49. Actively seek research and development partnerships with other institutions, vendors and business partners.

## STRATEGIC PLANNING OBJECTIVES

1991-1992

- 1\*. "Improve the College's ability to deliver its message to its various populations in an effective and timely fashion, specifically to encourage potential partnerships, donations and referenda." (Team A,C)
  - "Establish a high visibility image program to improve perceptions of the College in the county.
  - Initiate a marketing audit so that objectives relating to type and rate of growth can be based on knowledge of what efforts are being made at present.
  - Conduct biannual county public opinion survey.
- 2\*. Properly assess, orient, advise, and place all students prior to their enrollment to encourage success. (Team A,B)
  - Develop and implement an early alert system to identify and assist the student at risk.
  - Institute mid-term exam system and grade report.
  - Determine if Highland Lakes model is appropriate for college-wide implementation.
  - Collect & analyze data involving current attempts to permit enrollment growth within existing physical plant.
  - Re-evaluate current status and mission of existing college athletic programs in terms of student needs, academic standards.
  - Incorporate subjective components into incoming student assessment processes; i.e., writing samples, portfolios, etc.
  - Implement a weekend college incorporating credit and non-credit classes, flexible scheduling, a full component of student services and with continual evaluation and review.
3. Expand and/or revise current service hours in the campus business offices and accounting departments for "non-traditional" students and class hours. (Team C)
4. Provide technology in STUDENT SERVICES area by implementing modern, integrated transaction systems that will increase the effectiveness of College student services. (Team C, G)

5. Develop a plan to provide modern, networked computer laboratories and educational delivery systems for student and public use. (Team C, G)
6. Establish a program for the systematic replacement of obsolete technology. (Team C, G)
7. Actively pursue grants and gifts relating to the use of information technology in instruction and management. (Team C, G)
8. The OCC strategic planning process shall incorporate quality, include measurement of results, have consistent, standard cost/benefit elements, be fiscally responsible and be tied to the budget process. (Team C)
9. Develop and begin implementation of a 3-year timetable to improve all College facilities and parking in the areas of barrier-free access, handicap lifts, and special needs furniture for students. (Team C)
10. Expand the preventive maintenance program to include building interior and exterior features, vehicles and grounds equipment, roads and walks, and lighting as well as mechanical and electrical equipment. (Team C)
  - Develop and implement a 5-year timetable for renovating and repairing facilities, beginning in 1991-92.
11. Automate the purchasing process. (Team C)
12. Increase campus resources to support more effectively business and industry partnerships. (Team C)
13. Determine the need for existing and new campus programs, services, sites and buildings. (Team C, E, F, G)
  - Develop campus/site 3-year staffing schedule.
  - Incorporate any needed changes in bookstore operations, in the most cost efficient manner (i.e. utilizing temporary assistance during rush periods and establishing appropriate shifts of permanent personnel).
  - Provide adequate facilities for Police, Fire, and Corrections programs.
  - Review parking requirements in relation to current and future facility usage and scheduling.
  - Provide adequate storage facilities at all campuses.
  - Determine the need for additional campus sites, based on projected population shifts.
14. Develop a plan for revenue enhancement. (Team C)
  - Establish a College Grants office.

15. Establish a college-wide funding plan to maintain an up-to-date LRC collection which will: (Team C)
- \*better support an educational program of high quality
  - \*support curriculum development by faculty
  - \*support faculty professional development
  - \*support development of new courses
  - \*respond to requests for information from the community
  - \*make efficient use of LRC facilities.
- Conduct a needs assessment study of the audiovisual service areas to analyze and assess the impact of technological trends on the audiovisual departments on each campus.
- 16\*. Recruit and retain energetic, diverse faculty and staff. (Team D,H)
- Review, analyze and update the existing Affirmative Action plan and review, analyze and update pre-employment screening methods.
17. Reach a consensus definition of shared governance for OCC. (Team D)
18. Evaluate current printing and graphic needs of the college and decide on the appropriate equipment and staffing of the department to meet the college's needs.
- 19\*. Establish a College energy policy. (Team F)
- 20\*. Improve College-wide signage. (Team F)
- 21\*. Develop programs/incentives for enhancing faculty and staff use of new technologies to include new teaching methodologies. (Team C,D, G)
- Provide technology support for teaching and learning (INSTRUCTION) by ensuring that the curriculum development process includes a technology review.
  - Establish a college-wide clearing house for teaching strategies and "tips".
  - Provide locations for new technology review and demonstration.
- 22\*. To determine the feasibility for distance learning. (Team G)
- 23\*. Develop administrative guidelines regarding the timely processing of staffing requests. (Team H)

1992-1993

1. Begin implementing a computerized inventory and fixed asset system. (Team E)
2. Evaluate college cashiering needs and begin implementing a computerized cashiering system in the campus business office to better accommodate students' needs and to be compatible with the college's accounting and student information systems. Consider providing the capability of electronic debit posting as an additional means of student payment. (Team E)
3. Implement an electronic alarm system to insure the use of effective and current technology. (Team F)
4. Continue expansion and evaluation of computer assisted instruction. (Team B)
5. Establish a college mechanism to coordinate career/work experiences throughout the curriculum. (Team B)
6. Improve and expand articulation/transfer agreements and other reciprocity arrangements with secondary, 4-year, proprietary and other community college institutions. (Team B, D)
  - Provide transfer students with information regarding differences in expectations of four-year colleges.
7. Continue phased implementation of existent LRC development plan. (Team B)
- 8\*. Increase fundraising income for scholarships, programs and endowment annually to an amount greater than the previous three-year average. (Team C)
  - Develop a strategy for increasing the College's Miscellaneous Income.
  - Implement a computerized grants management system.
9. Develop a college model for replacing capital equipment. (Team C)
10. Develop a unified plan to replace old IIC technology and expand IIC technology for all levels of students. (Team C, D)
  - Develop support resources for all classes (e.g., audio tapes, video tapes, tutors, study group coordination, software).
11. Adopt policies and procedures for shared governance. (Team D)

- 12\*. Develop a centralized safety program for all areas of the College. (Team D)
13. Standardize materials, supplies and equipment used College-Wide. (Team E, F)
14. Reduce the carrying cost of college inventory by reducing the level of inventory maintained on campus and at the central warehouse, while still meeting the needs of the college. (Team E)
  - Develop a periodic reporting system for the Purchasing office.
- 15\*. Reduce the rate of equipment and structural failures. (Team F)
  - Expand the preventive maintenance program to include building and exterior features, vehicles and grounds equipment, road and walks, and lighting as well as mechanical and electrical equipment.
16. Continue to take a pro-active approach to the Handicapped Act to maintain positive attitude for staff and students. (Team H)

1993-1994

- 1\*. Adopt technological improvements in printing and reprographics in support of faculty classroom material.
- 2\*. Find additional space for student study and relaxation College-wide, including leased space. (Team A, C)
  - Provide restrooms for women based on present female/male student ratio.
- 3\*. Prepare corporate identity program. (Team A)
4. Continue expansion of LRC commitment to national and global databases: expansion of student access to college information and services via home-based computers and other telecommunication media. (Team B, C)
  - Implement the plan to replace old IIC technology and expand IIC technology.
- 5\*. Increase services in English as a second language. (Team C)
- 6\*. Support budgets and recommend fee structure for a television education program.
- 7\*. Develop a prototype classroom building, one that could be designed once but be built over and over again. (Team C)
8. Expand services available to international students and make recommendations. (Team C)
9. Implement the College program of shared governance. (Team D)
- 10\*. Maintain a coherent plan for regional, national, international conference attendance as part of on-going professional growth activities. (Team D)
11. Provide incentives for outstanding teaching (innovative teaching, interactive team teaching). (Team D)
- 12\*. Develop systems for vendor evaluations and product testing and a standardization program. (Team E)
- 13\*. Develop a minority vendor program. (Team E)
- 14\*. Establish a predictive maintenance program to prolong the life of buildings and equipment and use it in conjunction with life cycle cost analysis programs. (Team C, F)
  - Implement the college model developed in 1992-93 for replacing capital equipment.
  - Implement an inventory control system for tools, equipment and supplies.
  - Implement a control system that regulates, accomplishes, and accommodates the measurement of maintenance activity.

1994-1995

- 1\*. Provide a credit by examination procedure based upon nationally standardized examinations. (Team A)
- 2\*. Develop an aggressive outreach plan for disadvantaged students. (Team A)
- 3\*. Re-determine the need for additional campus sites, based on projected population shifts. (Team A)
  - Provide locations for new technology review and demonstration.
  - Create additional meeting and conference rooms.
4. Install a computer in every faculty office, at least one dedicated microcomputer lab available to students for each discipline, and priority institutional support for faculty-initiated applications across the curriculum. (Team B)
  - Elevate existing hardware-intensive OCC programs to contemporary standards, including adequate equipment for use by students.
  - Actively encourage faculty exchanges with senior institutions, faculty graduate studies, and other professional growth activities.
5. Establish a college-wide "television campus" with interactive computer capability, to service non-mobile and working students. (Team B)
6. Cultivate genuine institutional shared governance through incentives and discentives to motivate student/faculty participation. (Team B)
7. Develop a 5-year plan for Distance Learning, to be implemented in 1995-96. (Team C)
- 8\*. Develop a new process to dispose of surplus equipment. (Team D)