



OWENS
COMMUNITY COLLEGE

Exhibit 12 - Attachment

Connection for the Institution

Improvement Focus Description: Understand and optimize student experience

Improvement Focus Current Status: _____

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline: |
|--|--|---|---|---|---|---|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the actions steps for intervention? | Who will be responsible? (Title) | Who will need to support/bolster the change and how? (Titles) | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Review student populations to identify typologies of students and their impact on the student experience | Map the student experience for various types of students (developmental education/low income/program of study) | Vice Presidents | Directors of Admissions, Advising, Financial Aid, Oserve, Records and Student Accounts Dean, Student Life | Determine loss and momentum points (Loss points are defined as characteristics or events that impede student progress and momentum points are those that enable student progress) | Create interventions or improvement plans based on findings | Ongoing through Fall 2016 with regular reviews thereafter |
| Build relationships and programming with local schools | Develop clear academic pathways for those enrolled in dual enrollment partnerships | Academic Chairs Director of Admissions | Academic Deans Partner High Schools | Increased student and/or school participation in dual enrollment | Reduced time for student to graduate college or transfer | Ongoing, start with feeder high schools in Fall 2014 |

Proposed for Board Adoption



OWENS
COMMUNITY COLLEGE

Exhibit 12 - Attachment

Successful First-Year Entry

Improvement Focus Description: Review programs of study to support entering students

Improvement Focus Current Status: _____

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline: |
|--|---|--|--|--|--|--|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the actions steps for intervention? | Who will be responsible? (Title) | Who will need to support/bolster the change and how? (Titles) | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Determine and evaluate common first year courses and develop advising strategies | Review and analyze courses first semester students take and review how students perform | Academic Chairs Faculty Director of Advising | Academic Deans Institutional Effectiveness Vice Presidents | Clearly developed identification and analysis of common first year courses | Advising strategies infused based on common first year course data | Determination and evaluation in Fall 2015 with advising strategies implemented spring 2016 |
| Redesign of Program Review and Evaluation Process (PREP) | Incorporate Completion by Design (CbD) principles into PREP | Curriculum Committee Vice Presidents | Academic Deans Academic Chairs Institutional Effectiveness Faculty Program Advisory Boards | Programs designed for efficient student completion | Graduation and transfer rates | Begin Fall 2014 and continue on 3 year cycle of review |
| Master syllabus review or course audit | Course review process developed and utilized with course redesign incorporated as necessary | Academic Chairs Academic Deans | Curriculum Committee Faculty | Validate teaching what is current and relevant | Employability and transferability | Begin Fall 2014 and continue on 3 year cycle of review |



OWENS
COMMUNITY COLLEGE

Exhibit 12 - Attachment

Student Progress

Improvement Focus Description: Systematic early intervention to support student completion

Improvement Focus Current Status: _____

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline: |
|--|--|---|--|--|---|--|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the actions steps for intervention? | Who will be responsible? (Title) | Who will need to support/bolster the change and how? (Titles) | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Early intervention based on grades | Train faculty on Blackboard (Bb) | Director, E-learning | Faculty Academic Deans Academic Chairs | 100% trained by Fall 2015 | Utilization of Bb grades by 100% faculty | Fall 2015 |
| Early intervention based on grades | Require all grades (homework/quizzes/tests/etc.) posted in Bb within 7 business days of due date | Academic Deans - informing faculty Institutional Effectiveness – oversee reporting of data Vice Presidents review of data | Information Technology Services(ITS) to develop scripts for data, intervention workflows and exception reports | Dashboard developed to track student grades | Data mining to determine trends that could impact student success (like financial aid not in place) | Begin Fall 2015 with pilot programs and fully implement Fall 2016; then develop intervention strategies (like emergency aid) |
| Early intervention using Early Alert | Expand use of Early Alert | Academic Deans and Chairs – informing faculty Institutional Effectiveness – oversee reporting of data | Advisors | Overall non-selective admission increase course completion with D or better by 3% points Selective admission increase course completion with D or better by 2% points | Complete assessment of course passing rates | Ongoing until implemented with all programs |



OWENS
COMMUNITY COLLEGE

Exhibit 12 - Attachment

Student Completion

Improvement Focus Description: Improve programs, services and processes to support student completion

Improvement Focus Current Status: _____

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline: |
|--|---|---|---|---|--|---|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the actions steps for intervention? | Who will be responsible? (Title) | Who will need to support/bolster the change and how? (Titles) | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Implement a degree audit system | Assists students with development of academic plan and provides progress towards program completion | Records Office Academics Advising | ITS | Completed implementation of degree audit system | Student use of the new system and reduced time to degree completion | Completed by Fall 2015 |
| Develop year-long centralized schedule | Publish year-long schedule to provide pathway for completion | Academic Deans Vice Provost | Records ITS | Finalized year-long schedule that is online and easily accessible and understandable for students to plan course schedule | 100% of highly enrolled programs complete and viewable; Schedule planned accordingly with reduced number of sections while still meeting student needs | Complete highly enrolled by Fall 2015 and continue until all programs complete by Fall 2017 |
| Career connection and exploration | Identify programs that need, but are lacking career connections or internships | Strategic Enrollment Management Committee | Academic Deans and Chairs Faculty Program Advisory Boards | Increase percentage of programs with opportunities for internship options and exploration | 100% of highly enrolled programs with opportunities developed | Complete highly enrolled by Fall 2015 and continue until all programs complete by Fall 2017 |



OWENS
COMMUNITY COLLEGE

Exhibit 12 - Attachment

Other Aspect of Completion Success

Improvement Focus Description: Develop institutional infrastructure to support student completion

Improvement Focus Current Status: _____

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline: |
|--|--|-----------------------------------|---|---|---|---|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the actions steps for intervention? | Who will be responsible? (Title) | Who will need to support/bolster the change and how? (Titles) | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Institutional policy and procedure review | Review current, update as necessary and develop new policies and procedures to support student completion [types of policies include faculty (attendance/grading); academic departments (admissions/pre-requisites); student services(advising/orientation/financial aid policies); and business office(billing and payment/drop policies)] | Vice Presidents | All faculty and staff | Policies establish a process and encourage student completion while removing unnecessary barriers | Updated policies and procedures developed and implemented while removing unnecessary ones | Begin Fall 2014 and ongoing over 3-5 years with continuous review |
| Improve data driven decision making | Develop data sets that support understanding completion rates on different populations | Vice Presidents Academic Deans | Institutional Effectiveness Business Affairs Risk Management Committee (RM) | Completed data sets | 100% of major decisions have data to support and reviewed by RM | Begin Fall 2014 and ongoing |



OWENS
COMMUNITY COLLEGE

Exhibit 12 - Attachment

Workforce

Improvement Focus Description: Relevancy of course offerings and program advisory boards in comparison to local job market

Improvement Focus Current Status: _____

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline: |
|--|--|---|---|---|---|---|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the actions steps for intervention? | Who will be responsible? (Title) | Who will need to support/bolster the change and how? (Titles) | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Analyze course offering alignment and review of common skills with respect to local employer needs | Analyze data from NW Ohio and align course offering to Owens current local labor market. Identify common skills needed and verify content offered in courses | Academic leadership Executive Director of Workforce Training | Faculty Program Advisory Committees Marketing Business Affairs Grants | Students completing with skills needed to go directly into labor market | Students obtaining employment | Begin Fall 2014 and ongoing over 3-5 years with continuous review |
| Program advisory board review | Review current program advisory board membership | Academic Deans and Chairs | Faculty | Program advisory boards with appropriate members from local businesses | 100% of advisory program board membership reviewed (posted with minutes) and incorporated into PREP | Complete highly enrolled by Fall 2015 and continue until all programs complete by Fall 2017 |

STRATEGIC COMPLETION PLAN

RESOLUTION 2014-06-11

WHEREAS, the 130th Ohio General Assembly added Ohio Revised Code (ORC) 3345.81 Strategic Completion Plan, which became effective on September 29, 2013; and

WHEREAS, ORC 3345.81 requires that not later than June 30, 2014, the Board of Trustees of each Ohio institution of higher education adopt an institution-specific strategic completion plan designed to increase the number of degrees and certificates awarded to students; and

WHEREAS, ORC 3345.81 states the plan shall be consistent with the mission and strategic priorities of the institution, include measureable student completion goals and align with the state's workforce development priorities; and

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Board of Trustees hereby adopts the attached Strategic Completion Plan for Owens Community College (Attachment); and

BE IT FURTHER RESOLVED that a copy of the plan be forwarded to the Chancellor of the Ohio Board of Regents; and

BE IT FURTHER RESOLVED that the strategic completion plan for Owens Community College be reviewed, updated and adopted at least once every two years and forwarded to the Chancellor of the Ohio Board of Regents.
