

PROGRESS REPORT 2019

OZARKS TECHNICAL COMMUNITY COLLEGE

**YOUR DREAMS
OUR PLAN**

2018-2025 STRATEGIC PLAN



Mission Statement

The college mission is to provide accessible, high quality and affordable learning opportunities that transform lives and strengthen the communities we serve.

Vision Statement

The college vision is to serve our communities by expanding opportunities for personal and professional growth through our commitment to excellence and innovation.



Core Values

Quality	Inclusion	Integrity
Opportunity	Innovation	Affordability
Accessibility	Collaboration	Personal Growth
Learning	Respect	Professional Growth

In spring 2018, Ozarks Technical Community College released its new strategic plan: *Your Dreams, Our Plan – OTC 2025*. As the community's college, OTC developed this plan using an extensive community engagement process. Feedback from students, alumni, employers and residents throughout our service area led to the identification of three key strategic initiatives, each with four goals, for the college to even better meet community needs. Feedback from employees across the college led to the development of key deliverables for each goal, providing an initial roadmap for implementation work.

A comprehensive implementation process, led by the college's Strategic Planning Council and workgroups comprised of the broader college community, was established to oversee the activities furthering each strategic initiative. Currently, more than 75 faculty and staff from across the OTC system serve on these open invitation workgroups. In addition, the OTC community is continually encouraged to share work done personally or by colleagues on the strategic plan.

In the first year of this implementation work, the OTC community has made significant progress toward the goals highlighted in our strategic plan. This progress report highlights select accomplishments made through the course of the past academic year. As we begin the second year of implementation, we are excited to share these highlights and celebrate what we've already accomplished together.

We can continue this progress by building on successes, learning from what didn't work and keeping a focus on continual improvement in achieving OTC's strategic initiatives and goals.

Every employee has the ability to contribute toward the college's progress. Your feedback, work and shared results all help OTC better meet the needs of those we serve. If you are interested in any of the work of the strategic plan, have accomplishments to share or would like to join a workgroup, please contact the **Research, Strategic Planning and Grant Development Office** at research@otc.edu.



Strategic Initiative One



Goal One: Improve advising support to help students make course and degree selections that will move them toward their educational goals.

Key Deliverables:

- Implement an embedded advising model to increase student access to specialized advising support.
- **Use external best practices and employee ideas to pilot advising programs with the creation of an Advising Task Force to review pilot results for scalability.**
- Utilize the OTC-101 course to provide students with early advising guidance including information on financial literacy, information literacy and college expectations.
- Develop sequenced course pathways for every OTC degree and top transfer pathways within the Associate of Arts degree.
- Improved integration of career guidance into the onboarding process prior to the student's selection of a degree or pathway.
- Provision of cost and career information for each OTC degree program to aid students in selection.
- Improve access to relevant information and training for faculty and staff who provide students with advising support.

HIGHLIGHT: ADVISING TASK FORCE

Key Deliverable #2

In feedback collected during the Strategic Planning process, advising was identified as a top opportunity for improvement by both students and employees.

To address this, the Advising Task Force (ATF) was created in fall 2018. The ATF investigated best practice data and feedback from students, faculty and staff to inform the creation of a draft Advising Proposal. This proposal outlines OTC's mission of advising, and details the structural, cultural and institutional realignment necessary to provide students with the support they need to meet their educational goals. Faculty and staff will continue to help refine this draft proposal.

Advising Proposal Key Recommendations:

- Creation of an admissions/exploratory advisement center
- Transition to a proactive divisional advising model
- Advising structure designed for consistency and student support



4,000

**STUDENT RESPONSES
ON ADVISING SURVEY**



Over 100

**faculty and staff attended
information sessions or
responded to opportunities
to provide feedback.**

Improve experiences at every point in the institution to increase opportunities for students to attain their educational goals.



Goal Two: Provide a campus environment that promotes student learning and success in goal attainment.

Key Deliverables:

- **Increase student life and engagement opportunities at every OTC location tailored to meet student needs.**
- Provide support services and resources that promote a welcoming environment and success in educational goal attainment for a diverse student population.
- Create an oversight structure for student communications to coordinate efforts and ensure that student communications are helpful, timely and relevant.
- Provide a centralized access point for student help requests, allowing for immediate answers to frequently asked questions, and identify resources to aid in college communication efforts.
- Evaluate services at every OTC location to identify opportunities, such as cross-training or co-location of relevant services, to improve student experiences.
- Implement an online system for all OTC students and employees to share feedback and ideas; evaluate an incentive structure for ideas that improve college operations.

HIGHLIGHT: STUDENT ORGANIZATIONS

Key Deliverable #1

OTC student organizations help students gain skills in leadership, communication and organization. Two examples of new and growing student organizations are:

POLITICALLY ACTIVE

Politically Active is a nonpartisan, student-run organization dedicated to improving the political literacy of OTC students. The group hosts political events, discussion panels and voter-registration drives to promote civic engagement on campus and in the community. There are currently more than 100 students, faculty and staff that are a part of the organization. This past year, they fulfilled their mission of raising awareness and engaging students on issues within their community, state, nation and world.

THE HELPERS

The Richwood Valley campus began a new student organization, The Helpers, during the 2018-2019 academic year. The Helpers is a student-led community service club with the purpose of building connections between students, and the community, through volunteer opportunities. This past year, they donated more than 100 hours of community service by organizing a suicide awareness and prevention table, a voter registration drive, a hygiene kit drive for hurricane victims, donations to local food pantries and a blood drive.



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Strategic Initiative One



Goal Three: Embrace innovative practices that result in strong levels of student learning and success in courses within programs and college-wide.

Key Deliverables:

- Recognize faculty with high rates of course success and encourage sharing of instructional practices that produce that success.
- **Create a faculty center for teaching and learning to promote professional development and the sharing of effective instructional practices.**
- Provide forums for faculty and staff to share best practices learned from conference attendance.
- Encourage professional development opportunities for faculty and staff aligned with institutional priorities and employee feedback.
- Recognize innovative departmental and divisional initiatives that promote student success.

HIGHLIGHT: CENTER FOR ACADEMIC INNOVATION

Key Deliverable #2

In August 2019, the Center of Academic Innovation will launch to promote faculty professional development and the sharing and application of effective instructional practices. The center's vision is to advance teaching, learning and student success through academic innovation and collaboration.

The Center for Academic Innovation will provide:

- Creative space for faculty experimentation and innovation
- Faculty professional development
- Instructional technology support
- Program development and curriculum design
- Virtual resource hub
- Collaborative opportunities
- Expanded programming and events
- Course level data analysis



Improve experiences at every point in the institution to increase opportunities for students to attain their educational goals.



Goal Four: Address barriers to educational access for current and potential students.

Key Deliverables:

- Identify opportunities to integrate personal and financial support resources into existing student services and seek external funding for the addition of wrap-around student services.
- Work with local school districts to increase the number of residents who have access to in-district tuition, reducing the cost of accessing education.
- **Take steps to reduce the cost of textbooks and supplies for students while maintaining quality and accessibility.**
- Continue efforts to increase the enrollment of underserved student groups and provide support services to promote successful outcomes once enrolled.
- Increase the provision and awareness of support services that aid in addressing specific barriers to education faced by students.
- Evaluate student technology and internet access needs to identify opportunities for improved access.

HIGHLIGHT: AUTOACCESS PROGRAM

Key Deliverable #3

In an effort to reduce the cost of textbooks and course materials for students, OTC implemented the AutoAccess Program. This program makes interactive and adaptive digital course materials automatically accessible for students and is included in the cost of their course.



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COURSES OFFERING
AUTOACCESS



\$2 MILLION

IN STUDENT SAVINGS
FROM FALL 2018 - SUMMER 2019



Average AutoAccess
material cost is

42% less than
non-AutoAccess materials

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Strategic Initiative Two



Goal One: Add technical training facilities and programs to meet community needs for retaining and attracting manufacturing firms.

Key Deliverables:

- Construction of a Center for Advanced Manufacturing and Technology to allow for the addition of new programs in the field of advanced manufacturing and training space to meet the needs of area employers.
- Centralization of technical education programs in Springfield into a single building allowing for an integrated approach to training.
- **Relocation of the agriculture program to the Richwood Valley campus to allow for improved facilities and alignment with emerging regional needs.**
- Expansion of technical education programs at the Table Rock campus to meet the training needs of area employers and school districts.
- Annual survey of area manufacturers to evaluate their needs and satisfaction with OTC's training opportunities.

HIGHLIGHT: AGRICULTURE CENTER AT THE RICHWOOD VALLEY CAMPUS

Key Deliverable #3

OTC's Agriculture Program is moving from Springfield to the Richwood Valley campus in fall 2019. The new Agriculture Center will operate on OTC's 84 acres off Highway 14 between Nixa and Ozark.

This move facilitates the expansion of the program and improved student learning experiences. Students will have opportunities to study livestock management, forestry practices, equipment operation, modern greenhouses, soil test pits and wildlife management.



Increase and sustain the college's physical and online capacity to ensure every citizen in OTC's service area has an opportunity to access college services.



Goal Two: Evaluate physical facility capacity and usage system-wide to ensure that OTC's service area needs are being met.

Key Deliverables:

- Completion of a new facility master plan for the OTC system.
- **Construction of an educational center using donated land in Republic to improve educational access for the western portion of the OTC service area.**
- Annual review of service area population trends, high school and OTC enrollment to ensure that the college has the physical capacity to meet community needs.
- Evaluate classroom utilization across the OTC system to maximize the number of students served with existing classrooms and identify opportunities for classroom redesign to improve student learning.
- Continue the relocation of parking at the Springfield campus outside of the campus core to improve pedestrian access and safety, analyze parking demand as part of master planning process and evaluate external funding opportunities to improve parking and access to alternative transportation.

HIGHLIGHT: OTC REPUBLIC CENTER

Key Deliverable #2

Construction is underway for OTC's newest education center in Republic, Missouri. The Republic area was identified by OTC's service area review as having the greatest need for a new location.

Projected to open in August 2020, the 30,000-square-foot facility will feature eight classrooms, two computer labs, three science labs, a student common area, testing center and writing area.

The Republic center will provide residents in this fast growing area with access to programs including behavioral health, bioclinical science, teaching, business and marketing. It will allow OTC to partner with the Republic school district, and other area districts, to provide high school students with increased access to college classes and workforce training.

The land was donated to OTC by the Bussey, Cox and Lipscomb families and is supported by a \$1.25 million state appropriation, approved by the legislature in spring 2019.



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Strategic Initiative Two



Goal Three: Modernize and maintain the college's information technology infrastructure to support college operations.

Key Deliverables:

- **Evaluation of existing software and hardware to identify opportunities for cost-savings and improved services.**
- Annual assessment of information technology life-cycle and needs.
- Reduction of deferred maintenance costs through modernization efforts and maintenance of equipment within operational life-cycle.
- Development of a capital budgeting process to link life-cycle assessment and budgeting processes.
- Annual survey assessment of employee information technology needs and satisfaction.

HIGHLIGHT: INFORMATION TECHNOLOGY

Key Deliverable #1

During the past year, OTC's Information Technology Department has been making critical upgrades to the computer and network infrastructure of the college. These upgrades will enhance the experiences of both students and staff as well as make the system more reliable as the college continues to grow. OTC anticipates significant savings both upfront and in future expenses due to this work.

Updates include:

- Updated data center resulting in increased speed and dependability
- Updated wireless network resulting in cost savings and allowing more students, faculty and staff to connect at the same time
- Upgraded network infrastructure to higher performance technology resulting in doubled network speed and increased network reliability



Increase and sustain the college's physical and online capacity to ensure every citizen in OTC's service area has an opportunity to access college services.



Goal Four: Improve the ability of OTC Online to meet increasing online student demand.

Key Deliverables:

- Increase support services and technology resources for students taking online courses at each OTC location to promote educational access and success.
- **Assess the different support needs of online students to ensure that OTC provides it at times and formats that work for these students; develop a support structure based on online best practices such as intrusive advising and mentorship models.**
- Evaluate online instructional design and delivery to identify and share practices that support student success in online courses.
- Improve information on online course experience and expectations for students during the onboarding process to help in their course selection decisions and in preparing for success.
- Identify opportunities to expand allied health capacity using a hybrid approach to course delivery.

HIGHLIGHT: OTC ONLINE PILOT

Key Deliverable #2



During the spring 2019 semester, OTC Online conducted a pilot to address the hypothesis,

"Does intrusive advising improve student retention and success in at-risk students enrolled in online courses?"

The initial pilot program contained 22 high-risk online students — first-time online students who face additional barriers outside of academics (such as hunger, housing, or health issues). Students in the pilot received one-on-one intrusive advising support including regular in-person or online communications customized to their individual needs. Support not only connected students to educational resources such as tutoring services but also to more personal resources for life's many challenges.

Overall, 67 percent of students were retained throughout the semester. This is an encouraging initial result for the targeted high-risk population, but more progress can be made to achieve a retention rate equal to that of OTC's overall student population. All pilot participants were able to provide essential feedback for this effort moving forward. The pilot will continue in fall 2019 with programmatic adjustments made from initial data findings and student feedback.

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Strategic Initiative Three



Goal One: Maintain alignment between the college's operations and area workforce needs to provide graduates with rewarding employment outcomes that strengthen our community.

Key Deliverables:

- Conduct an annual skills gap analysis evaluating area employment needs, future trends and current graduate production.
- **Identify opportunities to expand high-demand programs based on area needs.**
- Continue to actively engage advisory groups for all career and technical programs to ensure alignment of training with industry needs.
- Survey area employers annually to assess community needs and satisfaction with OTC graduates hired (where applicable).
- Ensure that employability skills are integrated into every student's education and evaluate methods of documenting employability skill outcomes.

HIGHLIGHT: GOV. PARSON'S VISIT

Key Deliverable #2

In spring 2019, Gov. Mike Parson announced the creation of the Certified Production Technician (CPT) program during a visit to OTC's new MHC Diesel Technician Training Center. The new program, supported by both industry and government, will provide free training opportunities for 500 Missourians in the upcoming year, including many in southwest Missouri. About 25 percent of all Missouri jobs are centered around manufacturing. The goal of the CPT certification program is to raise the level of performance of workers to assist both the individual in finding higher-wage jobs and to help the employer ensure their workforce increases the company's productivity and competitiveness.



Actively engage the community and external groups to best meet the educational and workforce needs of OTC's service area.



Goal Two: Develop partnerships with area employers, school districts, universities and organizations to improve educational opportunities and outcomes for the OTC service area.

Key Deliverables:

- **Identify opportunities to create or expand school district partnerships to increase the number of area high school students who have access to OTC training or educational opportunities.**
- Work with area employers who offer tuition reimbursement programs to provide their employees with access to low-cost, high-quality education that is relevant to their jobs.
- Provide training programs to meet the occupational continuing education requirements of area employers.
- Increase productive apprenticeship and internship opportunities for OTC students, aligned with workforce needs.
- Conduct outreach with area homeschool families and organizations to provide their students with an effective path to educational opportunities at OTC.
- Collaborate with area universities to develop effective transfer pathways for OTC students and follow up to evaluate student performance after transferring.

HIGHLIGHT: DUAL CREDIT PARTICIPANTS & SCHOOLS

Key Deliverable #1

OTC's Dual Credit Program provides an opportunity for area high school students to earn high school and college credit while taking classes at their home high school.

OTC places a strong emphasis on best practices in education and research shows students who participate in dual credit are more likely to enroll in college, complete a college degree and have higher college GPAs.

This past year, the program added three high school partners and increased the number of students enrolled, credit hours and number of instructors who teach dual credit students.



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Strategic Initiative Three



Goal Three: Continue a high level of engagement with the community so that OTC can keep informed on community needs and provide awareness of OTC services.

Key Deliverables:

- Maintain an annual presence at well-attended community events to provide area residents with convenient opportunities to share feedback.
- Identify opportunities to allow residents and community groups to tour OTC locations and receive information on the services and opportunities provided by the college.
- Develop a volunteer program to provide qualified area residents with the opportunity to engage with the college and support students through efforts like tutoring.
- **Pursue outreach efforts, including on-campus events, for area middle and high school students to inform them of available career educational opportunities and resources such as the A+ scholarship program.**

HIGHLIGHT: EXPLORE OTC

Key Deliverable #4

Through data collected from students, OTC's Career Center and Middle College discovered their students were more likely to attend OTC when they had the opportunity to participate in hands-on learning experiences and interact with program instructors.

To meet this need, OTC held its first Explore OTC event in October 2018. Over 1,300 high school sophomores from 22 local high schools attended this expo-style event held at the Ozarks Empire Fairgrounds E*Plex. Prospective students learned about OTC's technical programs through informative and engaging hands-on activities. Planning is underway for next year's event. The goal is to expose students to educational opportunities at OTC, both through high school and post-secondary programs.



Actively engage the community and external groups to best meet the educational and workforce needs of OTC's service area.



Goal Four: Improve the college's fiscal sustainability and capacity to meet community needs through increased external funding.

Key Deliverables:

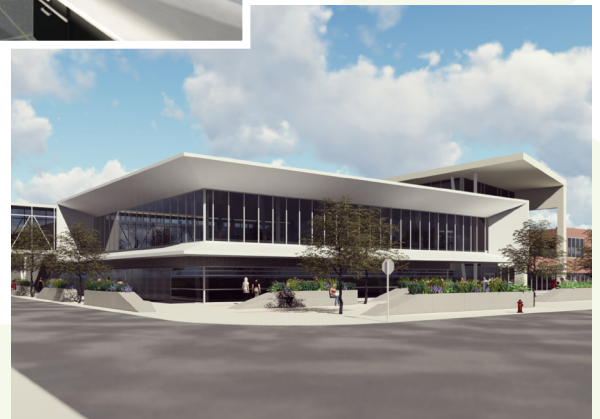
- Increase private support of the college through the OTC Foundation endowment and donor base.
- **Secure external grants and contract funding to support the college's mission and strategic plan.**
- Creation and maintenance of a project priority list by every division for use in identification of external funding opportunities.
- Maximize net revenue from ancillary and auxiliary funding sources to support college operations.
- Engage with the community, legislature and state government to maintain awareness of OTC's fiscal needs and outcomes provided.

HIGHLIGHT: MOEXCELS CAM FUNDING

Key Deliverable #2

OTC's Center for Advanced Manufacturing (CAM) proposal was identified as the top ranking MoExcels Workforce Initiative project by the Missouri Department of Higher Education and Department of Economic Development. Based upon this ranking, the state legislature approved Governor Mike Parson's recommendation of \$4.75 million in funding to OTC's CAM project.

This award will fund capital costs associated with construction of the CAM. Opening in fall 2022, OTC plans to offer education in subjects such as robotics, mechatronics and 3D printing. In addition to courses and education for degree-seeking students, this state-of-the-art facility will be designed to attract new businesses to the region and help existing employers. The center's footprint will include customizable simulation training centers, research and development labs as well as business incubation test centers.





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