

STRATEGIC PLANNING

PROGRESS REPORT 2020

**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 (OTC) released its new strategic plan: **Your Dreams, Our Plan – OTC 2025**. Feedback from students, alumni, employers and residents throughout our service area led to the identification of three key strategic initiatives, each with four goals. Feedback from employees across the college led to the development of key deliverables for each goal, providing a roadmap for implementation work.

A comprehensive implementation process, led by the college's Strategic Planning Council and workgroups comprised of the broader college community, has worked to guide the plan during its first two years. Currently over 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.

The OTC community continues to make 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 for each Key Deliverable of our three Strategic Initiatives.*** As we continue implementation over the next year, we are excited to share these highlights and celebrate what we've already accomplished together.

Your Dreams, Our Plan – OTC 2025 is an opportunity to build a better future for our students and community. Throughout the first two years of implementation, OTC has made significant progress towards its goals. 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 this continued 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 Office of Strategic Planning and Grant Development at grants@otc.edu.

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Strategic Initiative One

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



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

Key Deliverables:

1. Implement an embedded advising model to increase student access to specialized advising support.
2. 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.
Pilots through RootED and Admissions Representatives began to test and implement portions of the Advising Task Force's Student Success Redesign plan.
3. Utilize the OTC-101 course to provide students with early advising guidance including information on financial literacy, information literacy and college expectations.
OTC-101 continues to assess and refine the curriculum updated in year one of the plan to ensure students receive support for academic advising, financial planning, and career support that meets their needs.
4. Develop sequenced course pathways for every OTC degree and top transfer pathways within the Associate of Arts degree.
Web services is in the process of developing and publishing a template of sequenced course pathways for each OTC program.
5. Improved integration of career guidance into the onboarding process prior to the student's selection of a degree or pathway.
OTC added a step in the admissions checklist to prompt students to complete career exploration.
6. Provision of cost and career information for each OTC degree program to aid students in selection.
An online calculator was added to the OTC website for students to calculate tuition.
7. Improve access to relevant information and training for faculty and staff who provide students with advising support.
OTC Academic Advising continues to use and refine the ARTS advisor training for faculty and staff advisors developed in year one.

Highlight: Student Success Redesign

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 and developed a proposal to the college for a student success redesign. This proposal reorients OTC's services to a proactive, data-informed, intrusive advising model. This year, significant

progress was made towards the implementation of the redesign. An Allied Health advising center was opened in Lincoln Hall and pilots of the new student success processes were started through support of the RootED Alliance.

To lead the project, a search for a College Director of Student Success was completed. Andrew Goodall assumed the role at the beginning of the 2020-



2021 academic year and will open the first student success centers in Technical Education and all non-Springfield campuses and centers to students for fall 2020.



Strategic Initiative One

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:

1. Increase student life and engagement opportunities at every OTC location tailored to meet student needs.
After the success of the Student Life Fair in 2019, several new student organizations were created.
2. Provide support services and resources that promote a welcoming environment and success in educational goal attainment for a diverse student population.
The Disability Support Services department has continued their work increasing services for students with special educational needs including the Mock School Day and autism services programs.
3. Create an oversight structure for student communications to coordinate efforts and ensure that student communications are helpful, timely and relevant.
OTC made significant progress towards the acquisition of a Customer Relationship Management (CRM) database. Implementation of the CRM is expected to begin in fall 2020 with full integration to the OTC system in next 1-2 years.
4. 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.
5. Evaluate services at every OTC location to identify opportunities, such as cross-training or colocation of relevant services, to improve student experiences.
An evaluation was scheduled for spring 2020, but was delayed due to COVID-19.
6. 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.
In spring 2020, the college held the first Innovation Celebration where employees were able to compete for institutional grants to support innovative ideas that move the college towards achieving the goals outlined in the strategic plan.

Highlight: Student Support Website

In response to COVID-19, OTC developed holistic supports to make accessing assistance and resources straightforward for students. As a part of this work, the college created a centralized webpage for students to be able to easily access services throughout

campus. From students.otc.edu/support students are able to schedule distance meetings with various departments, complete a request for resources form, or access the webpages of over a dozen OTC departments. Live Chat was revitalized so students could also get

real-time assistance from experts across campus, and hours were extended to 10 p.m. and also available on weekends. Between the centralized webpage and chat service OTC was able to meet students even more effectively, although not in person.



105

STUDENTS COMPLETED THE
REQUEST FOR RESOURCES
FORM WITH OVER 225
TOTAL REQUESTS RECEIVED



\$8,000+

IN STUDENT ASSISTANCE
BY THE OTC FOUNDATION



TOP 5

BASIC NECESSITIES, FOOD,
TECHNOLOGY TO HELP WITH
ONLINE LEARNING, UTILITY BILL,
LOSS OF EMPLOYMENT

1

Strategic Initiative One

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



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

Key Deliverables:

1. Recognize faculty with high rates of course success and encourage sharing of instructional practices that produce that success.
Work is being done toward defining teaching excellence at OTC, recognizing faculty for exceptional teaching in meaningful ways, and the creation of peer-to-peer sharing opportunities.
2. Create a faculty center for teaching and learning to promote professional development and the sharing of effective instructional practices.
The Center for Academic Innovation responded to COVID-19 by developing faculty resources. The Center responsively assisted faculty in converting from seated to online and improving courses.
3. Provide forums for faculty and staff to share best practices learned from conference attendance.
The Center for Academic Innovation began posting #ConferenceClips to the OTC Faculty Facebook page to encourage sharing of best practices amongst peers.
4. Encourage professional development opportunities for faculty and staff aligned with institutional priorities and employee feedback.
Faculty and staff professional development both received major changes in leadership in the 2020-2021 academic year. HR will be leading professional development next year. To foster faculty development the Center for Academic Innovation hired a Faculty Development Specialist.
5. Recognize innovative departmental and divisional initiatives that promote student success.

Highlight: Innovation Celebration

In an effort to encourage innovation at every level within the OTC System, the college hosted its inaugural Innovation Celebration in spring 2020. The event, attended by the college's 500+ full time employees, recognized individuals, departments and programs for their exceptional contributions to the college. Recognition was given through three different awards: Trailblazers were given to outstanding faculty and staff, Mini-Grants were awarded to departments with innovative ideas, and Game Changers were given to teams to with revolutionary ideas that

further the strategic plan. Game Changer ideas were selected by the college live during the event following presentations by each team. The winning projects will be implemented in the 2020-2021 academic year. Those projects are:

- Farm to Table: an interdepartmental project that introduces a livestock component to the college's agriculture program.
- Interactive Campus Maps: a



platform to create digitally enhanced campus maps, which will support the college's recruitment and marketing efforts.

- Former Felon Support: a prison-to-college pipeline to help offenders successfully integrate into college life and prevent recidivism.

1

Strategic Initiative One

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:

1. 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.
During the past year OTC has made several successful partnerships with community organizations like Burrell and Crosslines to expand services for students. COVID-19 will likely continue to reshape this landscape as we enter the next academic year.
2. Work with local school districts to increase the number of residents who have access to in-district tuition, reducing the cost of accessing education.
After being approached by the Camdenton School District to move into the OTC taxing district, OTC was unsuccessful after pursuing a vote of residents of the district in spring 2020.
3. Take steps to reduce the cost of textbooks and supplies for students while maintaining quality and accessibility.
To build on success and savings that students have already experienced through AutoAccess, OTC will be investing in developing Open Educational Resources (OER) in several courses during the next academic year.
4. Continue efforts to increase the enrollment of underserved student groups and provide support services to promote successful outcomes once enrolled.
Outreach to underserved student groups, particularly rural students, was the key focus of several OTC projects including RootED and Richwood Valley's embedded high school advisor programs.
5. Increase the provision and awareness of support services that aid in addressing specific barriers to education faced by students.
6. Evaluate student technology and internet access needs to identify opportunities for improved access.
In order to increase student access to the internet during the COVID-19 crisis, OTC provided Wi-Fi access points at OTC campuses and centers in the parking lots.

Highlight: Student Calling Campaign

To ensure students knew they had access to OTC resources, even in the midst of COVID-19, an institution-wide calling campaign reached out to every student throughout the spring 2020 semester. Callers from nearly every staff department contacted students and assisted in answering questions and connecting them to campus resources. Throughout the campaigns, approximately 50% of students, 4,224 in total, had the opportunity

to talk to a staff member directly. This intervention, combined with the many other initiatives supporting students through COVID-19, not only prevented a large number of students withdrawing from courses due to the crisis, but in fact led to an increase in retention in spring 2020 over spring 2019. Due to the overwhelming success of the proactive services provided in the calling campaign, OTC plans to conduct campaigns during all future semesters.



*"I just wanted to email you back and say thank you for reaching out and I truly appreciate all that OTC has done to make this transformation as easy as possible. Transitioning to distance learning has been tough to say the least, and as a student who will be graduating during this pandemic while also transferring to a University, I think the hardest thing is the unknown. I am very proud to be a *soon* graduate of this institution! Keep up all the great work you guys do!" - Student Email*

2

Strategic Initiative Two

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

Key Deliverables:

1. 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.
Work has not yet begun on this deliverable.
2. Centralization of technical education programs in Springfield into a single building allowing for an integrated approach to training.
Complete: Courses began at the new agriculture facility in fall 2020.
3. Relocation of the agriculture program to the Richwood Valley campus to allow for improved facilities and alignment with emerging regional needs.
Complete: Courses began at the Table Rock technical education facilities in fall 2019.
4. Expansion of technical education programs at the Table Rock campus to meet the training needs of area employers and school districts.
Complete: Courses began at the Table Rock technical education facilities in fall 2019.
5. Annual survey of area manufacturers to evaluate their needs and satisfaction with OTC's training opportunities.
OTC developed a new employer survey and released it in 2019. In the next year, the OTC Research Office is working on making the survey customizable to different academic programs and industry sectors.



Highlight: Center for Advanced Manufacturing

In spring 2020, OTC received the final architectural designs for the Center of Advanced Manufacturing (CAM).

The 130,000 square-foot facility will house laboratory instructional space in addition to speculative high-bay area

that can be adapted with the changing needs of the sector. With degrees from Industrial Systems Technology to Networking, students leaving CAM programs will be prepared to enter the world of advanced manufacturing. Over the next year, watch the southeast

corner of campus as this design begins to take shape. During summer 2020 site preparation will begin with construction of the new Center for Advanced Manufacturing slated to start fall 2020.

2

Strategic Initiative Two

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:

1. Completion of a new facility master plan for the OTC system.
2. Construction of an educational center using donated land in Republic to improve educational access for the western portion of the OTC service area.
Complete: Ready for courses to begin fall 2020.
3. 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.
This deliverable is ongoing. This year's analysis showed anticipated increases in enrollment in the western part of the OTC service region in future years.
4. 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.
After an evaluation of the physical utilization of classrooms in year one, in year two the focus shifted to technology capacity.
5. 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.
In spring 2020, OTC began construction of a new parking lot north of the campus core along Pythian. The lot is expected to be open in fall 2020.



Highlight: Master Plan

Fall 2020 ushered in a new vision of the future of OTC's Springfield Campus with the approval of the new Master Plan. This new Master Plan will support continued expansion of academic and student facilities. These efforts will make the OTC Springfield Campus more than just a place to learn, but also a place where our students belong. The new plan continues to shift traffic and

parking to the edges of campus and create a pedestrian-safe core. Featuring projects that are currently underway, like the Pythian parking lots and the Center for Advanced Manufacturing, some aspects of the new Master Plan will soon be a reality. However, the Master Plan also gave a glimpse at what projects years in

the future may be, such as increased space for students and state-of-the-art training facilities. While some of these projects may be years in the future, the Master Plan is evidence of OTC's commitment to continue to improve and enrich students' experiences.

2

Strategic Initiative Two

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

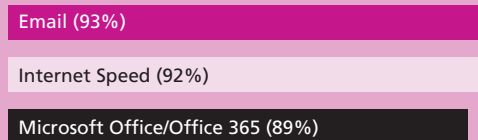
Key Deliverables:

1. Evaluation of existing software and hardware to identify opportunities for cost-savings and improved services.
This work is ongoing. In year two, IT implemented a new ticketing system and is conducting Wi-Fi mapping.
2. Annual assessment of information technology lifecycle and needs.
This deliverable is ongoing.
3. Reduction of deferred maintenance costs through modernization efforts and maintenance of equipment within operational life-cycle.
OTC is converting file storage from onsite to cloud-based storage which will increase reliability and decrease maintenance expenses.
4. Development of a capital budgeting process to link life-cycle assessment and budgeting processes.
This process is ongoing after development in year one.
5. Annual survey assessment of employee information technology needs and satisfaction.

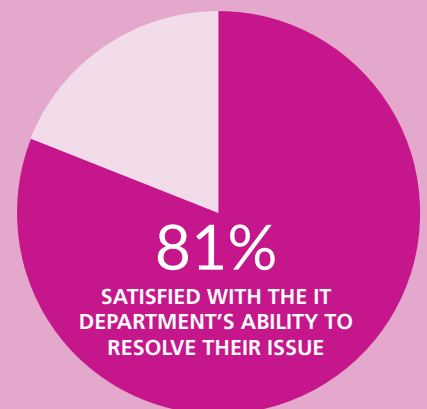
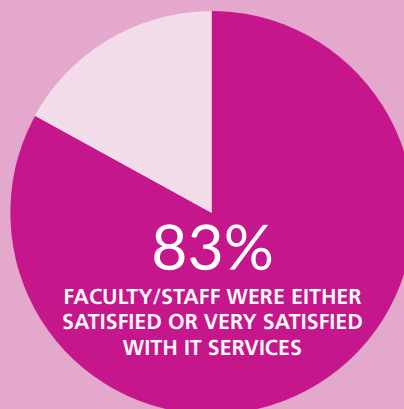
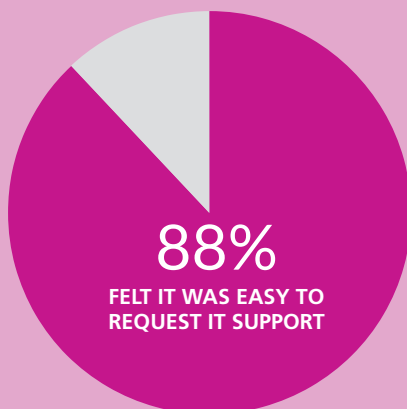
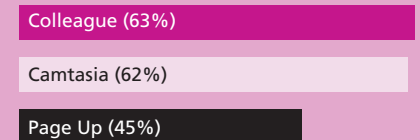
Highlight: Annual IT Needs and Satisfaction Survey

In fall 2019, OTC's IT Department conducted a Needs and Satisfaction Survey with faculty and staff. This is the first of an ongoing survey which will provide IT with information to make adjustments to the needs of the college. In its first survey it had the following findings:

IT SERVICES FACULTY/STAFF WERE **MOST** SATISFIED WITH



IT SERVICES FACULTY/STAFF WERE **LEAST** SATISFIED WITH



2

Strategic Initiative Two

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:

1. Increase support services and technology resources for students taking online courses at each OTC location to promote educational access and success.
2. 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.
This deliverable is ongoing.
3. Evaluate online instructional design and delivery to identify and share practices that support student success in online courses.
4. 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.
During the past year, research into the online student onboarding experience was completed and considerations on how to align with the student success redesign are currently being discussed.
5. Identify opportunities to expand allied health capacity using a hybrid approach to course delivery.
This is an ongoing process, particularly after the response to COVID-19. Allied Health is continuing to explore opportunities to make didactic learning online while preserving on-the-job learning experiences within healthcare.

Highlight: Increase Online Course Support

The Center for Academic Innovation switched into high gear as they helped faculty transition to fully online learning in spring 2020. Students and faculty transitioned from the seated classroom to virtual classroom to maintain academic continuity and finish out the spring semester. Students and faculty had to quickly learn an array of new instructional technology—such as Canvas and Zoom. In under three weeks 3,765 OTC students with no prior OTC Online course enrollments transitioned from seated classes to “distance

learning” during the pandemic and global shutdowns. Of those, 3,611 remained active in their courses. It was thanks to the quick adoption of educational technologies, the hard work of faculty and staff, the flexibility of administration, and the dedication of our students that made it possible for learning to resume allowing OTC students to successfully complete the spring 2020 semester.



“My instructors have been really helpful and have given me a ton of resources and guidance on using the new technology. Shout out to OTC faculty!” - Student Comment from Calling Campaign

3

Strategic Initiative Three

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



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:

1. Conduct an annual skills gap analysis evaluating area employment needs, future trends and current graduate production.
This deliverable is ongoing.
2. Identify opportunities to expand high-demand programs based on area needs.
In collaboration with CoxHealth, OTC developed a new cohort of Practical Nursing students offering a pathway for students with Medical Assistant training.
3. Continue to actively engage advisory groups for all career and technical programs to ensure alignment of training with industry needs.
This deliverable is ongoing after consolidations in advisory committees were completed in year one.
4. Survey area employers annually to assess community needs and satisfaction with OTC graduates hired (where applicable).
5. Ensure that employability skills are integrated into every student's education and evaluate methods of documenting employability skill outcomes.
Best practice research is currently being conducted into the integration of employability skills at other institutions.



Highlight: Annual Employer Survey

A new employer survey was developed and distributed in the 2019-2020 academic year. While the results are still being collected, below are the initial results of employers' views of OTC programs and graduates:

- 68% of respondents have hired an OTC graduate
- 82% of employers were either satisfied or very satisfied with the OTC graduate they hired
- None of the respondents answered as being dissatisfied or very

dissatisfied.
To continue to engage employers, the survey will be conducted annually. In future surveys, academic programs will be able to include program-specific questions targeted to gain valuable information specific to their industry.



3

Strategic Initiative Three

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:

1. 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.
A new dual credit program was offered at Hillcrest High School in Springfield Public School district.
2. 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.
Work has not yet begun on this deliverable.
3. Provide training programs to meet the occupational continuing education requirements of area employers.
This deliverable is ongoing.
4. Increase productive apprenticeship and internship opportunities for OTC students, aligned with workforce needs.
5. Conduct outreach with area homeschool families and organizations to provide their students with an effective path to educational opportunities at OTC.
Work has not yet begun on this deliverable.
6. Collaborate with area universities to develop effective transfer pathways for OTC students and follow up to evaluate student performance after transferring.
In fall 2019, Mizzou signed an articulation agreement with Missouri's community colleges, making it easier for students to continue their education at the largest 4-year university in the state.

Highlight: Apprenticeship and Internship Opportunities

In spring 2020, Branco Enterprises, Inc. and OTC partnered to provide training for Branco's Carpentry Apprenticeship Program. The apprenticeship program provides on-the-job experience and classroom instruction to select employees.

With OTC as its new training partner, Branco's apprentices will receive classroom instruction a few hours a week at OTC's Springfield campus as part of their work week. When

they're not in the classroom, the apprentices work alongside skilled craftsmen on active construction sites. Apprentices' wages increase as they gain skill and experience, and they graduate the program as journeyman carpenters with a nationally recognized certificate of completion issued by the Department of Labor.



Currently, there are six students in this class of apprentices. Depending on the level of experience they bring to the table, apprentices can expect to spend up to four years in the program.

3

Strategic Initiative Three

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



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.

1. Maintain an annual presence at well-attended community events to provide area residents with convenient opportunities to share feedback.
This deliverable is ongoing.
2. Identify opportunities to allow residents and community groups to tour OTC locations and receive information on the services and opportunities provided by the college.
3. Develop a volunteer program to provide qualified area residents with the opportunity to engage with the college and support students through efforts like tutoring.
This deliverable is ongoing.
4. 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.
In fall 2019 and early 2020, OTC hosted several community groups including Leadership Springfield. As COVID-19 reduced the ability for community groups to meet on campus, the college is continuing to explore potential alternatives.

Highlight: Virtual Events

OTC strives to reach students where they are, even when physically meeting with students was impossible during the COVID-19 pandemic. OTC's Recruitment and Admissions teams continued to help students transition. Through online Q&A's, representatives answered students' questions live. Helping students decide whether OTC is for them, the Admissions team conducted virtual and socially distanced tours.



OTC

Katelyn Mills & Mackenzie Steelman

3

Strategic Initiative Three

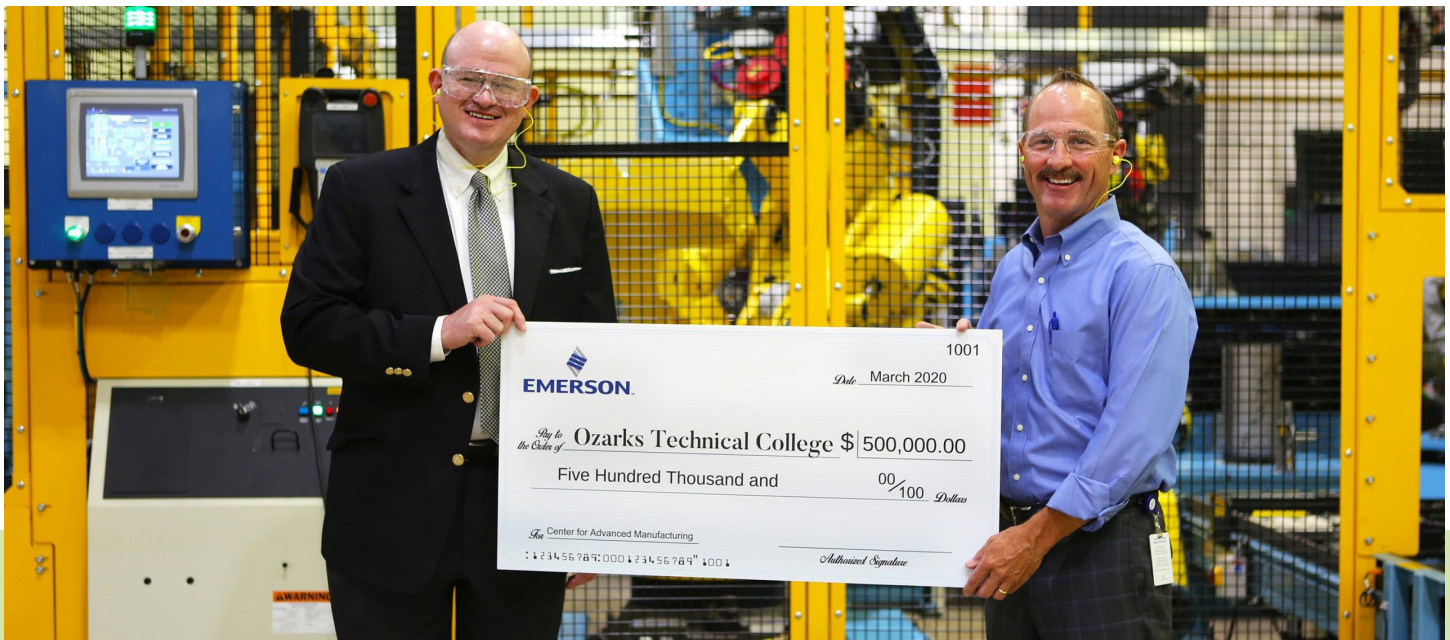
Actively engage the community and external groups to best meet the educational and workforce needs of OTC's service area.



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

Key Deliverables:

1. Increase private support of the college through the OTC Foundation endowment and donor base.
2. Secure external grants and contract funding to support the college's mission and strategic plan.
OTC secured \$4,140,870 in grant and contract funding in the 2020-2021 year. Additionally, in response to the COVID-19 pandemic, OTC received \$8,338,801 in federal funding to assist in meeting the needs of both the institution and students.
3. Creation and maintenance of a project priority list by every division for use in identification of external funding opportunities.
This deliverable is ongoing.
4. Maximize net revenue from ancillary and auxiliary funding sources to support college operations.
In fall 2020, Café 101 partnered with outside vendors to bring more choices to students on the OTC Springfield Campus.
5. Engage with the community, legislature and state government to maintain awareness of OTC's fiscal needs and outcomes provided.
This deliverable is ongoing.



Highlight: Corporate Support

Emerson, a global technology and engineering company based in St. Louis, pledged \$500,000 to Ozarks Technical Community College's Center for Advanced Manufacturing

(CAM). OTC and Emerson have had a relationship for years. Currently, Emerson employs 32 OTC graduates, and more are pursuing their degrees from the college. In addition to providing facilities for OTC technical education programs, CAM will feature

space for companies like Emerson to conduct research and develop new processes and equipment. As CAM's first six-figure gift, this will build the foundation for public support of the project as the college begins construction in fall 2020.

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