



# DREAM. PLAN. BUILD.

2023-2028

**STRATEGIC  
PLAN**

**OZARKS TECHNICAL  
COMMUNITY COLLEGE**



# OTC STRATEGIC PLAN THREE COMMITMENTS



OTC is  
committed to  
**Student  
Success**

in all programs,  
practices  
and supports.



OTC is  
committed to  
**Institutional  
Excellence**

through a dedication to  
innovation and  
operational effectiveness.



OTC is  
committed to  
**Local  
Communities**

by advancing Southwest  
Missouri through education,  
workforce and economic  
development.





Dr. Hal L. Higdon  
OTC Chancellor

## Foreword

We are pleased to introduce Ozarks Technical Community College's strategic plan for 2023-2028. Its theme – Dream.Plan.Build. – captures our culture of listening to what our students, employers, and communities want and need, then developing the approach to achieve these goals and bring them to life.

The college is committed to our mission of providing accessible, high quality, and affordable learning opportunities that transform lives and strengthen the communities we serve. One of the most powerful tools we have to accomplish this mission is our strategic plan.

As you will see in the pages of this document, creating a prepared workforce is one of the most significant achievements we aim for, with the real ability to change lives and fuel the engine of our economy. Our industry partners and community members rely on OTC, and we are excited to meet the challenge of serving their needs as we build Southwest Missouri's economy together.

Through Dream.Plan.Build., and all of our endeavors, OTC is committed to moving forward as an institution that is student-centered, data-informed, innovative, community-focused, and driven by excellence. These values shape everything we do, and our new strategic plan is no exception to this.

The college's next five years will continue our commitment of serving as an educational and economic development leader in our region. The continued support of our faculty and staff, community members, donors and partners, as always, will serve as the foundation of this work. I look forward to what the future holds as we continue to work to transform lives and strengthen communities as we implement Dream.Plan.Build. together.

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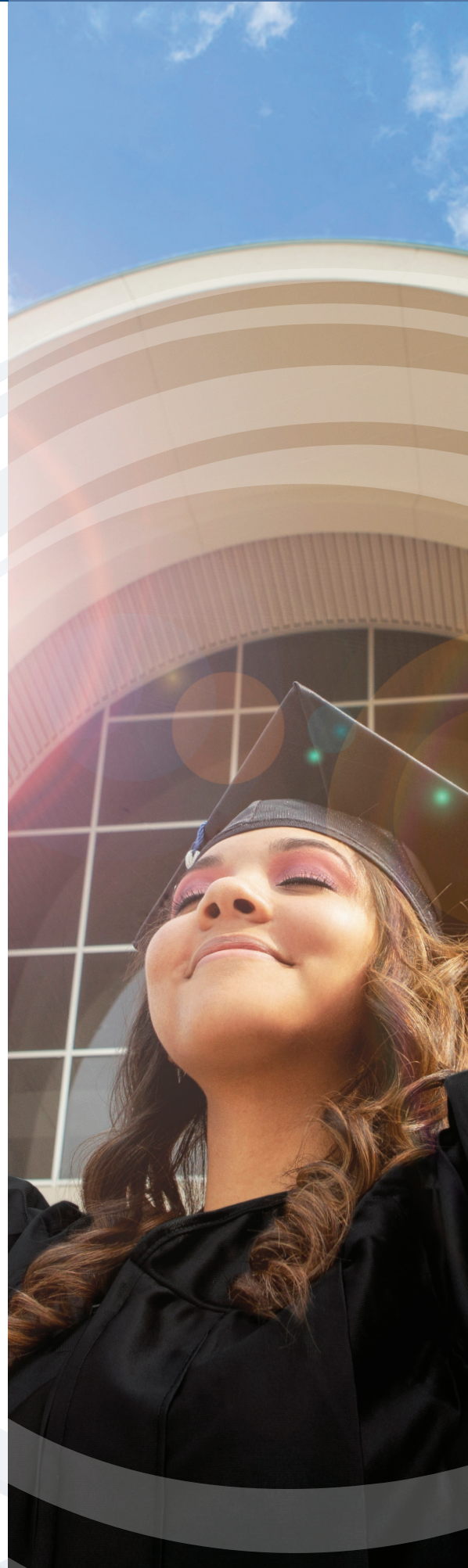
OTC by the  
Numbers

# 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

OTC will be a recognized leader in innovation and educational excellence to empower our students and communities.





# CORE VALUES



## STUDENT-CENTERED

OTC makes the commitment to place students at the center of our work. We support students to achieve their educational goals by addressing barriers and working collaboratively with internal and external stakeholders.



## INCLUSIVE

We recognize and value our students, employees, constituents and greater society. Inclusion at OTC centers on providing education for all who seek to attend college and to intentionally create a culture of belonging regardless of background.



## DATA-INFORMED

OTC commits to using data to better understand our students, community and future needs. We understand the value of data to uncover new insights, provide a renewed perspective and guide the work of the college as we implement our strategic vision. We lead OTC using data and strategy to guide bold decisions that move our institution forward.



## INNOVATIVE

We value innovation to create an environment that fosters and promotes creative and effective approaches to education and training. We embrace new ideas and approaches to serving students by leveraging best practices, effective strategy and emerging trends.



## COMMUNITY-FOCUSED

OTC is committed to meeting the needs of the communities in our service region. We work closely with community leaders, employers and fellow educational institutions to determine how to strategically support the future of Southwest Missouri through education, training and workforce development.



## ETHICAL

The college operates according to the highest standards, as befitting the public trust placed in us by the communities we serve. OTC promotes rigor and integrity in the classroom while fostering an environment respectful of academic freedom. The result for students is an intellectually challenging and diverse education, one that holds students to the same high standards modeled by OTC.

# WHAT SHOULD OTC? DO IN THE NEXT FIVE YEARS

In 2022, from late summer throughout the fall semester, the Dream.Plan.Build. workgroup conducted data collection with all stakeholder groups. The feedback gathered was critical to determining the dreams and goals of the college over the next five years.

## How was feedback gathered?



**34 engagement opportunities** hosted across the service area



**Postcard** sent to all residents



**Digital survey** for all stakeholders





# ENGAGEMENT OPPORTUNITIES





# WE ASKED. YOU ANSWERED.

From our engagement events, a total of 1,600 comments were collected. Feedback overlapped between students, the community, faculty and staff. Here are a few highlights from the feedback received.



## COMMUNITY



"The days of going to 2-year or 4-year colleges are going to the wayside. We have to get people into the workforce. What can we do to make things more competency-based? That is the future of education."

**"Universal design in all buildings needs to be the priority. Accessible facilities are necessary if we are open to ALL our community."**

**"Continue to grow departments that help meet the employment needs of local businesses."**

"Our teacher and nursing shortage is critically bad. We need teachers who can teach and nurses who can maintain hospital beds."

"Assist students with finding career paths early on. Giving students occupational information and giving them information beforehand so that they are able to make decisions. Create solid, transparent information to make decisions."

**"You provide value to many in the community from an employer and student perspective."**





## STUDENTS

**"Create a student union building and have a one-stop shop where everything is available."**

"More clubs and ways to be involved. I want to make new friends."

**"Everyone is so very helpful and nice! It really made me feel more comfortable starting my first year."**

## FACULTY/STAFF

"Continue being advocates and flexible for students."

**"Create partnerships with community organizations to help students and look at how we can help put resources into the community. Work to not just take resources but put resources in as well."**

"Student life center – creating a space for student activities to take place – great food service, student lounge, fitness center – centralize all of these things in one place for students."



# OTC is committed to **Student Success**

in all programs, practices and supports.



## **Student Supports**

Utilize student-centered design and a data-informed approach in all areas of the college to proactively and holistically meet the needs of students.

### ACTION ITEMS

- Reevaluate internal college processes and policies using a student-centered lens.
- Utilize the OTC Cares framework to provide proactive, data-informed supports to better target the provision of academic and non-academic student supports.
- Centralize OTC Community Resource Specialists to provide a comprehensive community referral system for students.
- Redesign the OTC website to provide a streamlined and intuitive experience to prospective and current students.
- Co-locate the offices of Student Account Services and Student Affairs to create a single access point for student financial services.
- Expand access to stigma-free supports for academic and non-academic student needs.



## **Student Engagement**

Create a campus environment where students are able to engage and learn as a community.

### ACTION ITEMS

- Build a Student Success and Workforce Development Center with dedicated space for student activities, organizations and resources.
- Develop internal communications, utilizing student-centered language, to strategically inform students about available services on campus.
- Expand dedicated resources for student life and engagement through the development of the Office of Student Engagement.
- Incorporate feedback from students into the development of college events, activities and engagements.
- Engage students online and at each OTC location to increase a system-wide campus culture.
- Develop student organization programming to expand and support student interest groups within the OTC system.





## Accessibility

Increase equitable access to college programs and services for citizens in the OTC service area.

### ACTION ITEMS

- Develop targeted outreach and recruitment strategies for underserved student groups to increase educational attainment in Southwest Missouri.
- Evaluate OTC facilities and services to ensure they meet the diverse needs of all students.
- Increase access to technology and internet in rural areas through the expansion of technology lending programs.
- Translate OTC website and materials into Spanish to serve the growing Hispanic population of Southwest Missouri.
- Support the development and implementation of resources for faculty, staff and students to create an inclusive and welcoming campus environment.
- Create an Academic Learning Center at each OTC location as an access point for OTC services and supports.

## TARGET OUTCOME



- OTC will be in the top 25th percentile in fall-to-fall retention rates, as compared to peer community college institutions.

*Source: Integrated Postsecondary Education Data System (IPEDS)*

# OTC is committed to **Institutional Excellence**

through a dedication to innovation  
and operational effectiveness.



## **Operational Excellence**

Strengthen OTC's capacity through physical, virtual and human resources to meet the needs of future programs and educational opportunities.

### ACTION ITEMS

- Establish the OTC Professional Development Institute to create resources and training for faculty and staff that is structured, strategic and resourced.
- Evaluate internal structures and processes for increased operational efficiencies.
- Integrate college-wide stakeholders into the development, selection and implementation of OTC's information technology resources.
- Increase external funding to support and expand high-demand education and training opportunities.
- Utilize the shared governance system to improve communication and feedback channels throughout the college system.
- Expand opportunities for professional development and training to adjunct and part-time staff members to ensure equitable services and supports for OTC students.



## **Innovation**

Foster a culture of collaboration and innovation to further OTC's mission.

### ACTION ITEMS

- Become distinguished as a national leader in the community college sector by both professional organizations and peer institutions.
- Increase the promotion and publication of best practices developed at OTC.
- Redesign OTC Development Days to provide holistic training and cultivate innovation.
- Provide an ongoing platform for college community members to share new solutions with peers.





## Academic Excellence

Identify and support best practices in instruction to meet emerging academic needs and improve the student experience.

### ACTION ITEMS

- Establish and implement a faculty-driven process that identifies and disseminates resources for effective teaching practices.
- Develop avenues for faculty to collaborate between departments and divisions to create new curricula, courses and teaching methods.
- Provide increased opportunities for faculty to participate in system functions such as best practice development, production of professional development opportunities or college strategic planning efforts.
- Integrate academic supports and practices designed to serve underprepared students while maintaining academic integrity and increasing student success.
- Create a dedicated committee to study and utilize high-impact practices in teaching and learning at the college.
- Establish a standardized Learning Management Software (LMS) course layout informed by student and faculty feedback to ensure consistent course navigation.

## TARGET OUTCOME



- OTC will exceed the median performance on academic measures as compared to peer community college institutions.

*Source: Community College Survey of Student Engagement (CCSSE)*

# OTC is committed to Local Communities

by advancing Southwest Missouri through education, workforce and economic development.



## Workforce Development

Provide flexible and accessible opportunities for education and training in high-demand, high-wage occupations.

### ACTION ITEMS

- Develop increased offerings in short-term, credit-based training that are reflective of industry demand.
- Integrate industry-recognized credentials into OTC degree programs and certificates.
- Provide proactive career transition services for students to successfully enter the workforce upon completion of their educational goals.
- Develop continuing education to provide credentialing opportunities for working professionals.
- Develop an instrument to track short-term training credentials and provide students with a detailed summary of their earned credentials.
- Integrate supports for short-term training offerings into OTC processes, such as enrollment, student accounts and student success.
- Assist in creating a regional Economic and Workforce Development Institute to centralize workforce development resources.

## Community Engagement

Develop community partnerships to align education and supports with the diverse paths of OTC students.

### ACTION ITEMS

- Develop a system to facilitate cross-sector collaboration and long-term partnerships with community service organizations in support of common student needs.
- Continue strong partnerships with regional higher education institutions and agencies to provide seamless pathways for students.
- Develop partnerships with local property management companies to make housing accessible near each OTC location.
- Build a network of OTC alumni and industry partners to provide students with internship and mentoring opportunities.





## Career Pipeline

Collaborate with industry and workforce partners to develop programs that meet economic needs in Southwest Missouri.

### ACTION ITEMS

- Create a career interest pipeline through the development of K-12 engagement opportunities.
- Develop industry training hubs at OTC locations in the OTC Taxing District to meet the unique needs of local communities.
- Utilize employer feedback and collaboration to design programs and curricula to train the next generation of the Southwest Missouri workforce.
- Develop an Airframe and Powerplant program and facility to meet the growing transportation needs of the region.
- Develop a Plumbing program on the OTC Springfield campus to meet the needs of area plumbing employers.
- Develop health care career pathways that provide students with clear and structured steps to completing programs in high-demand health care occupations.

## TARGET OUTCOME

- OTC will increase the institution's regional economic impact by 2028.

*Source: Economic Impact Study (EMSI)*



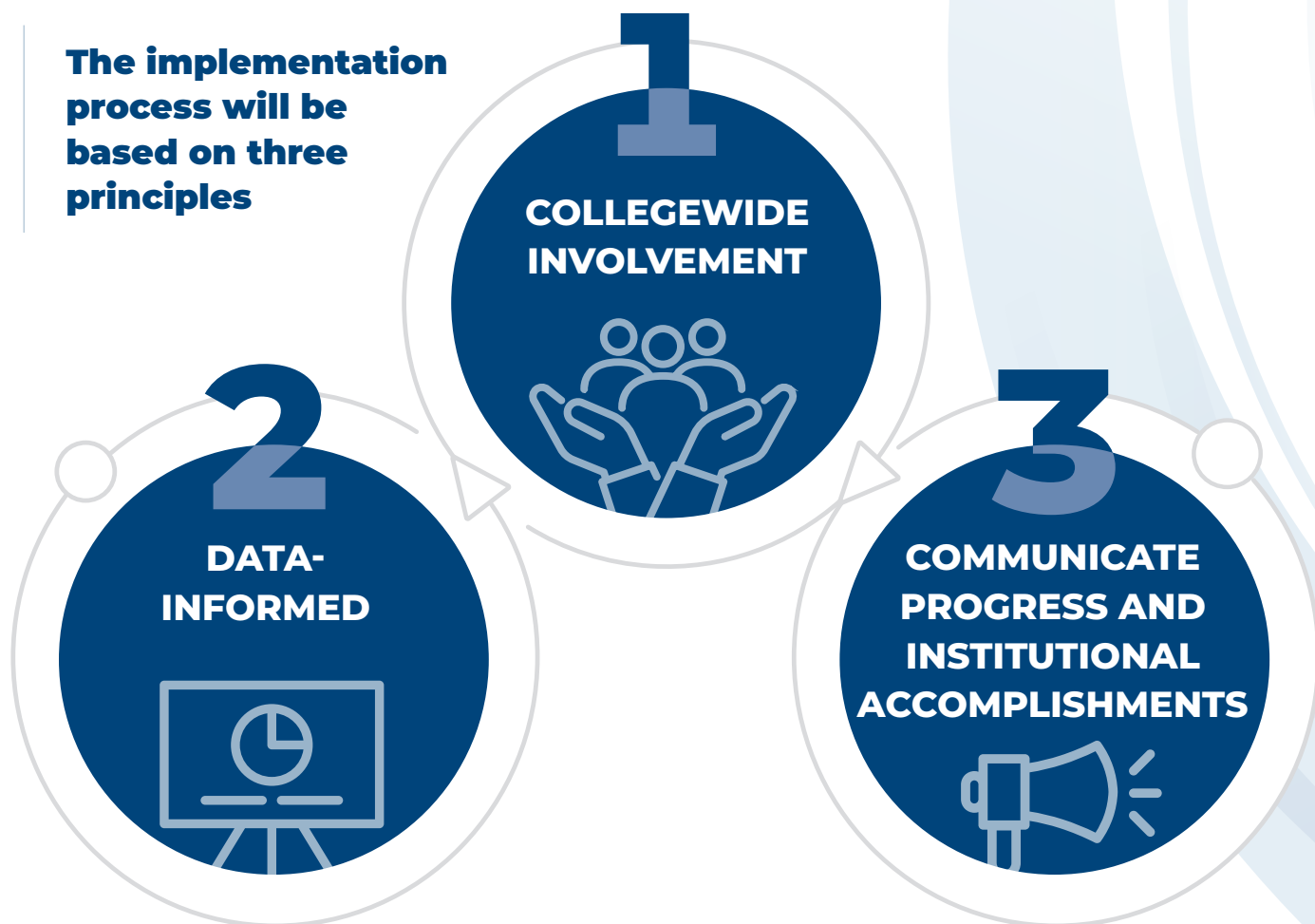


# IMPLEMENTATION OVERVIEW

To support the implementation of the new strategic plan, taskforces will be established to oversee each of the strategies. Taskforces will assess the college's position in 2023, develop a plan to accomplish action steps and oversee progress throughout the next five years.

## IMPLEMENTATION PRINCIPLES

**The implementation process will be based on three principles**



# IMPLEMENTATION STRUCTURE



*Want to be a part of Dream.Plan.Build.?*

Joining a taskforce is easy. Sign up at [about.otc.edu/plan](https://about.otc.edu/plan), email [planning@otc.edu](mailto:planning@otc.edu) or scan the QR code.





## OUR STUDENTS



**15,000** Students enrolled each year



**19**

Median age



**58%**

Female



**60%**

Work while attending OTC



**62%**

Receive financial aid



**39%**

Receive Pell Grants



**1 IN 6**

Underrepresented minorities



**56%**

First-generation students

**2,000+**

A+ Scholarship students enrolled annually

**1<sup>st</sup>**

Most recipients of Fast Track Workforce Incentive Grants in Missouri

## PILLARS OF OTC CARES

Our college community has embraced these guiding principles to remove barriers for students and to work collaboratively to put our students and communities at the center of everything we do.



**STUDENT-CENTERED**



**DATA-INFORMED**



**PROACTIVE**



**HOLISTIC**

## EDUCATION AND TRAINING IMPACT



**93%**

Graduates who find employment or continue their education at a four-year institution



**97%**

Graduates who stay in Missouri



**110**

OTC certificate and degree options

## COMMUNITY ECONOMIC IMPACT

(EMSI Study Fiscal Year 2021-2022)

### FOR EVERY DOLLAR SPENT



Students

**\$5.10**

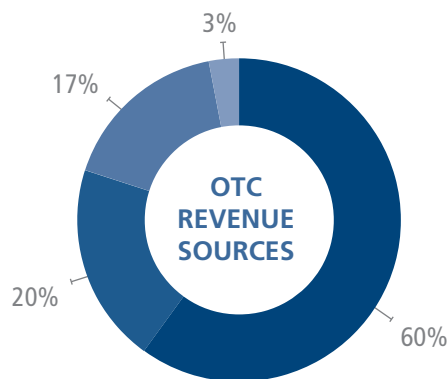
Gained in lifetime earnings for students

Society

**\$6.30**

Gained in economic improvements and other benefits to community members

## OTC REVENUE



### 2023 STATE APPROPRIATIONS

St. Louis	\$3,904
East Central	\$3,192
Metropolitan	\$3,100
Mineral Area	\$2,932
Jefferson	\$2,873
State Fair	\$2,773
North Central	\$2,714
Three Rivers	\$2,697
St. Charles	\$2,591
Crowder	\$2,551
Moberly	\$2,377
<b>OTC</b>	<b>\$2,238</b>

Fiscal Year per IPEDS 12 Month FTE Enrollment  
(Source: MCCA Equity Model for FY 2023)





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