

OCC College Leadership Council - Agenda
 September 22, 2023
 1:30 – 3:30 PM
 Whitney 210

Members Present:

Staff and Students Present:

Agenda

Item	Presenter	Main Point of Discussion	Outcome	Follow-up Actions
Call to Order	Dr. Hilton			
Introduction of Members	Dr. Hilton			
Review of meeting processes, procedures and bylaws	Dr. Hilton			
Approval of minutes from 5-1-23	Dr. Hilton			
Presentation Schedule	Dr. Hilton			
Strategic Plan	L. Hoff & Dr. Vormwald			
Student Success Policy	Dr. Hilton			
College Calendar & Block Scheduling	L. Hoff			
Middle States	Dr. Choseed & E. Vaccaro			
Open Forum for Council Members	Dr. Hilton			

OCC College Leadership Council - Minutes

May 1, 2023

1:00 – 3:00 PM

Whitney 210

Members Present: Dr. Warren Hilton; Lisa Hoff; Enid Reiley; Nina Tamrowski; James Taylor; Anastasia Urtz

Staff and Students Present: Dr. Agatha Awuah; Dr. Malkiel Choseed; Julie Hart; Christian Heisler; Flagan Prince; Dr. Christopher Thuot; Denise Valdes; Dr. Sean Vormwald; Monifa Wilcox

Agenda

Item	Presenter	Main Point of Discussion	Outcome	Follow-up Actions
Call to Order	Dr. Hilton	1:01 PM		
Approval of minutes from 4-7-23	Dr. Hilton	Motion to approve the meeting minutes by A. Urtz; seconded by N. Tamrowski; all in favor; none opposed.		
Middle States	Drs. Choseed and Thuot	Drs. Choseed and Thuot provided an overview of the process to date for the upcoming Middle States review.		
Institutional Effectiveness	Drs. Choseed & Vormwald	Drs. Choseed and Vormwald provided an overview of the work of the Institutional Effectiveness Committee which includes Administrative Review. The Committee revised the guidelines for such reviews ensuring everything is in alignment with the Strategic Plan. They also reviewed their own processes and procedures to be sure they meet the standards within Middle States, particularly standard 6. The Committee is suggesting that the College reinstate annual operational plans to ensure alignment and implementation with the new Strategic Plan. Also		

OCC College Leadership Council - Minutes

May 1, 2023

1:00 – 3:00 PM

Whitney 210

<p>Student Success Council</p>	<p>D. Valdes & C. Heisler</p>	<p>suggesting that Master Plans across the College align with the new Strategic Plan.</p> <p>D. Valdes and C. Heisler provided an overview of the Committee charges for the year. They completed the Data Summit in spring in conjunction with Achieving the Dream. They began with an overview of retention and persistence, then discussed the earned and unearned F. They reviewed the early momentum dashboards as it relates to retention and persistence. Final recommendations from the Committee include yearly data summits; reinstate the unearned F; send surveys to students who live 50 or more miles away; assist department chairs and other academic support stakeholders with departmental data summits; and discuss the addition of more 7-week courses.</p>		
<p>Strategic Plan</p>	<p>L. Hoff</p>	<p>L. Hoff provided an overview of the Strategic Planning process to-date, including the new webpage.</p>		
<p>Open Forum for members</p>	<p>Dr. Hilton</p>			

Meeting adjourned 2:35 PM.

ONONDAGA COMMUNITY COLLEGE
COLLEGE LEADERSHIP COUNCIL

BYLAWS

These Bylaws of the College Leadership Council are made and effective **October 24, 2014**.

ARTICLE I - NAME

The name of this body shall be the College Leadership Council.

ARTICLE II - PURPOSE

The purpose of the College Leadership Council shall be to serve as the central, cross-campus governance body responsible for advising the President on strategic issues, projects and proposals with significant cross-institutional impact.

In so doing, the College Leadership Council will:

1. Promote organizational excellence and institutional effectiveness.
2. Improve cross-institutional collaboration.
3. Foster continuous improvement of shared governance.
4. Embrace diversity and encourage collegiality.
5. Facilitate consistent, effective, campus-wide involvement in strategic planning and review.

ARTICLE III - MEMBERSHIP

The membership of the College Leadership Council shall be comprised of representatives of the College's recognized associations and the heads of the College's divisions, as follows:

Associations:

1. Faculty Association Chairperson
2. Staff Association President

3. Administrators' Council Chairperson
4. Student Association President
5. Student Association Designee
6. Faculty Association Adjunct Representative
7. Chair-of-Chairs

Divisions:

8. Educational Services
(Provost & Senior Vice President)
9. College-Affiliated Enterprises
(Vice President Finance)
10. College-Affiliated Enterprises & Asset Management
(Senior Vice President)
11. Finance
(Chief Financial Officer)
12. Human Resources & External Relations
(Vice President)
13. Institutional Planning, Assessment & Research
(Chief IPAR Officer)
14. Enrollment Management
(Vice President)
15. Information Technology
(Chief Information Technology Officer)
16. Student Engagement & Learning Support
(Vice President)

While the President of the College is not a member of the College Leadership Council, he/she shall have a standing invitation to attend any and all meetings, and to address the body.

ARTICLE IV – MEMBER ROLES AND RESPONSIBILITIES

The roles and responsibilities of the membership are to:

1. Represent the collective views of their respective constituencies.
2. Report to their respective constituencies on the work of the College Leadership Council.
3. Solicit input from their respective constituencies on matters that come before the College Leadership Council.
4. Review the agenda and all supplemental information prior to meetings.

ARTICLE V - COLLEGE LEADERSHIP COUNCIL CHAIRS

The College Leadership Council shall be co-chaired by the Chairperson of the Faculty Association and the College's Chief Academic Officer.

ARTICLE VI - MEETINGS

The College Leadership Council shall determine and establish its own meeting schedule, subject to the following provisions:

1. Regular meetings of the College Leadership Council shall be of sufficient frequency and duration as to effectively carry out the Council's purpose and responsibilities.
2. The College Leadership Council shall meet no fewer than monthly during the College's academic year, and at least once during the summer. The summer meeting shall serve as a retreat for setting the College Leadership Council's agenda and goals for the upcoming academic year.
3. Special meetings of the College Leadership Council may be scheduled at the request of the College President or the co-chairs.

The agenda for all meetings shall be established by the co-chairs subject to the following provisions:

1. Meeting agendas will follow a standard format acceptable to the Council to include review of any new material as well as standing items based on a calendar of critical topics to be reviewed and discussed throughout the year.
2. The agenda for regular meetings, including all relevant materials for consideration, shall be distributed to the membership no later than one week prior to the meeting.
3. In the case of a special meeting requested by the College President, the co-chairs and the President shall collaborate on the agenda.

The minutes of all meetings shall be made publicly available to the College community within one week after the meeting.

ARTICLE VII - COLLEGE COMMITTEES

The College Leadership Council shall be the reporting home for official College Standing Committees, as outlined in the College's Centralized Policy Manual, and College Ad Hoc Committees. (These "College Standing Committees" are separate and distinct from the College's Faculty Standing Committees.)

With regard to College Standing Committees, the College Leadership Council shall have the authority to review the structure and charges for such committees, and to recommend to the President the creation or dissolution of College Committees. Recommendations to create or dissolve College Standing Committees shall require a two-thirds vote of the College Leadership Council membership. Recommendations to create or dissolve Ad Hoc Committees shall require a simple majority of the College Leadership Council membership.

ARTICLE VIII - AMENDMENTS

These Bylaws may be altered, amended, or repealed and supplanted by new Bylaws in the following manner:

1. Notification of an amendment proposal must be received by the membership of the College Leadership Council no fewer than thirty (30) days prior to the meeting at which it is to be considered.
2. Amendment proposals shall be clearly stated on the agenda for the meeting at which they are to be considered.
3. Adoption of an amendment proposal shall require a two-thirds majority of the College Leadership Council membership.
4. The College Leadership Council shall forward approved amendments to the College President.
5. Approved amendments shall not take effect until ratified by the College President.

College Leadership Council
Schedule for 2023-24 Academic Year*

September 22, 2023

Organizational Meeting

- Introduction of members
 - Dr. Warren Hilton
 - Olin Stratton (Faculty Senate President)
 - Lisa Hoff (Faculty Senate Vice President)
 - Mark Manning (EC)
 - Shannon Nolan – (OCCAC co-chair)
 - Colleen Stevens (OCCAC co-chair)
 - James Taylor (Chair of Chairs/Faculty Senate)
 - Anastasia Urtz (EC)
 - Lori Doyle (CSEA)
 - Julie Hart (Coordinator)
 - Anthony Mancini (SGA)
 - Abigail Marin (SGA)
- Review of meeting processes/procedures/bylaws
- Approval of minutes from May 1, 2023 meeting
- Review of presentation schedule
- Strategic Plan
- Student Success Policy
- College Calendar and Block Scheduling
- Middle States
- Other items for discussion

October 20, 2023

- Approval of minutes from September 22, 2023 meeting
- ATD Update
- Facilities Master Plan/Capital Projects
- Other items for discussion

November 17, 2023

- Approval of minutes from October 20, 2023 meeting
- New programs/workforce/non-credit update
- Middle States
- Other items for discussion

February 2, 2024

- Approval of minutes from November 17, 2024 meeting
- Meg O'Connell Center for Social Justice & Community Impact
- Unity Day
- DEIB Council
- Civic Engagement Center
- Other items for discussion

March 8, 2024

- Approval of minutes from February 2, 2024 meeting
- Residence Life
- Athletics
- SOLE Update
- Middle States
- Other items for discussion

April 5, 2024

- Approval of minutes from March 8, 2024 meeting
- Enrollment Update
- Other items for discussion

May 10, 2024

- Approval of minutes from April 5, 2024 meeting
- Student Success Council
- Institutional Effectiveness
- Middle States
- Other items for discussion

**All presentations are subject to change and presenters' availability.*



ONONDAGA
COMMUNITY COLLEGE

An aerial photograph of a campus walkway. The walkway is a wide, paved path with a metal railing on one side, curving through a landscape of trees with vibrant autumn foliage in shades of orange, yellow, and red. Several people, likely students, are walking along the path. In the background, there are brick buildings and a clear blue sky with scattered white clouds.

Strategic Plan
2023-2028

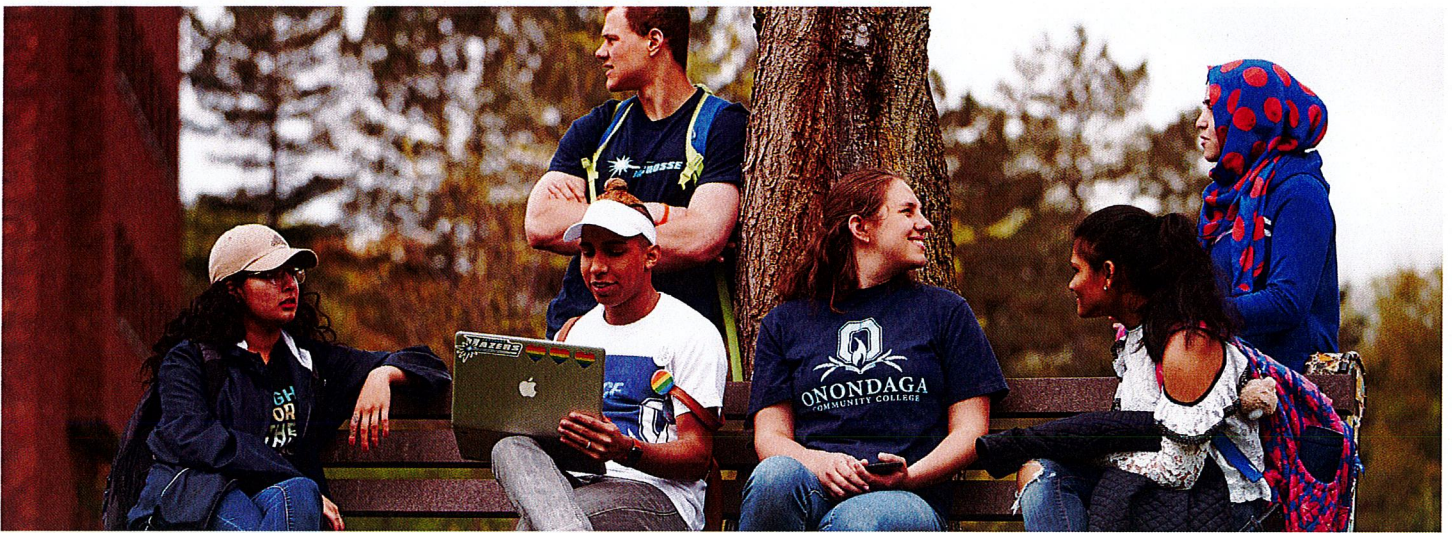
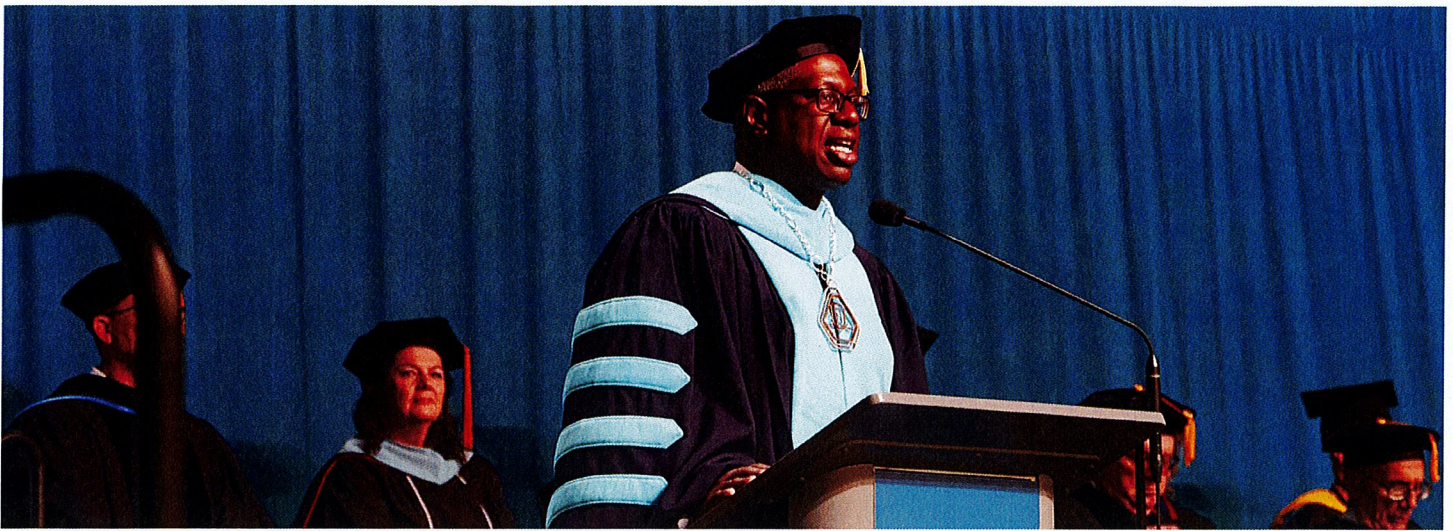


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Message from the President

Dr. Warren Hilton

Dear Colleagues,

As members of the OCC family, we all have the ability to play a role in this institution's future and its critical place in the community. Last year we launched a Strategic Planning Task Force. The campus-wide representative group of faculty, staff, students, and administrators was led by Co-chairs Lisa Hoff and Dr. Sean Vormwald. I thank them for their work on this important initiative which included intense and provocative discussion about how best to serve our students.

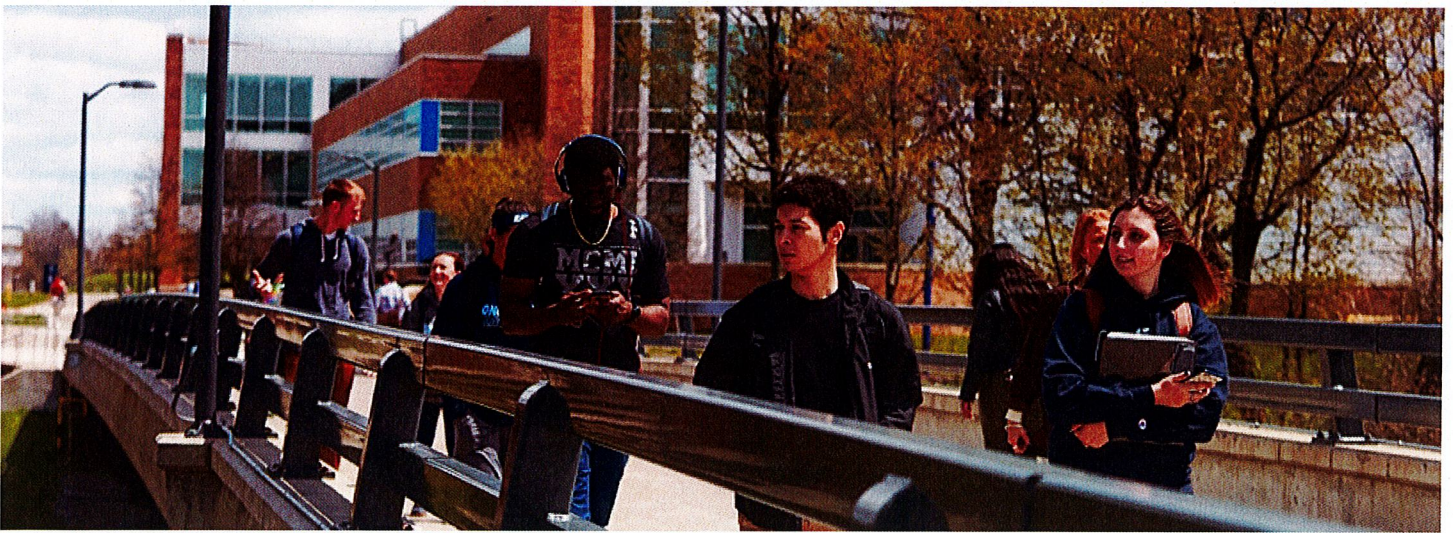
It has been my experience that many Strategic Plans are often cumbersome and include too many goals which stretch resources so thin that few, if any, can be achieved. I'm proud to say our Strategic Plan has three main goals centered around the following: academic success, student experience, and communication.

I believe this plan will point the way for us as we fortify our position as Central New York's Partner in Education for Success. Through our 2023-2028 Strategic Plan we will continue to serve a higher purpose and contribute to the greater good.

The Strategic Plan is one of the main tenets of our institution along with our Mission and Values, our Enrollment Management Plan, our Diversity, Equity & Inclusion Master Plan, and our Student Success plan.

Go Lazars!

Warren Hilton
President



Task Force Membership

Strategic Planning Task Force Members 2022-2024

Lisa Hoff, Co-chair, Library Department Chair, Associate Professor, VP Faculty Senate

Dr. Sean Vormwald, Co-chair, Director of Data Insights & Visualization

Dr. Agatha Awuah, Vice President, Institutional Planning, Assessment, & Research

Helaine Lubar, Professor of English

Daniel Nemeth-Neumann, J.D., Assistant Dean, Student Affairs

Amy Proulx, Assistant Controller

Olin Stratton, Professor of Mathematics, President Faculty Senate (2023-24)

Dr. Chris Thuot, Assistant Provost (2022-23)

Shayne Turo, Student Representative

Anthony Vadala, Instructor, Broadcast Media Communications (2022-23)

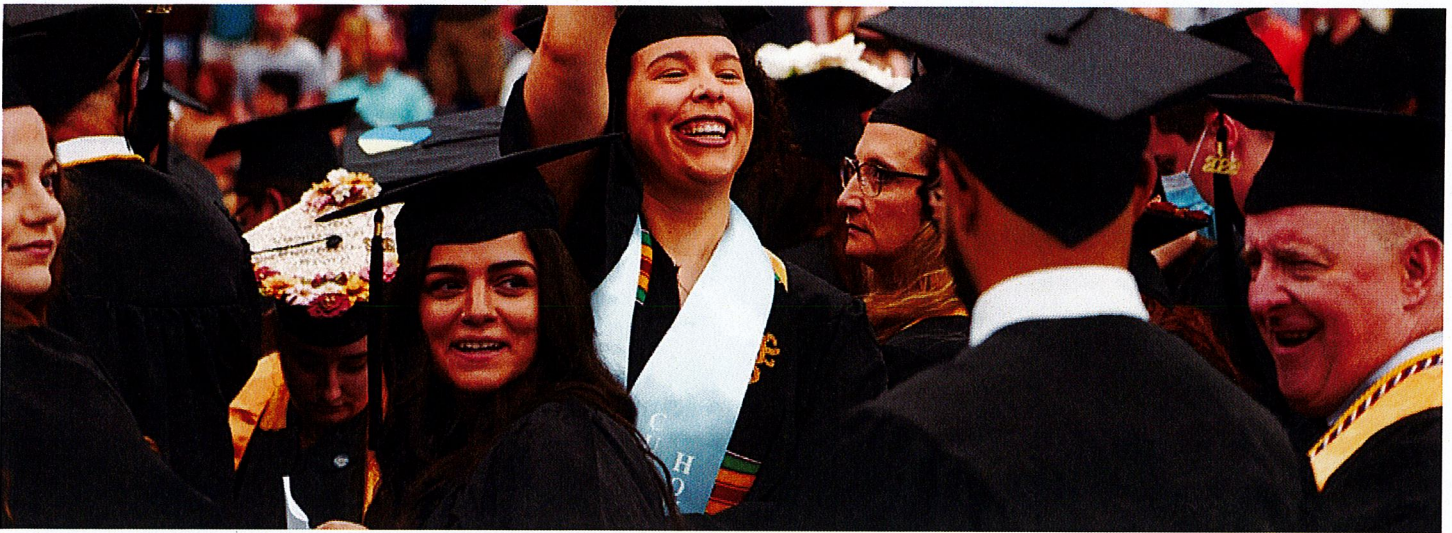
Dr. Eunice Williams, Vice President, Chief Diversity Officer



Task Force Charge

In the fall of 2022, Onondaga Community College (OCC) began a collaborative and inclusive effort to develop a new strategic plan that will provide a roadmap for the institution to reach its short- and long-term goals. OCC President, Dr. Warren Hilton, charged the Strategic Planning Task Force with creating a plan to advance OCC as a supportive and welcoming college dedicated to student success and achievement. This encouraged the Task Force to consider a plan that is:

- Aspirational and achievable;
- Considers our unique role in the region;
- Simple, direct, and coherent;
- Keeps student success at the forefront of all that we do; and
- Ensures good stewardship of resources.



Mission, Vision, and Core Values

Mission

Onondaga Community College is Central New York's partner in education for success.

Achieving our mission through:

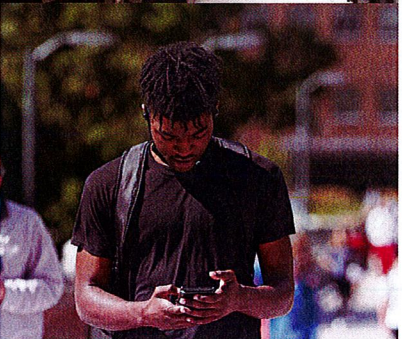
- Student Access, Retention, Completion, Transfer
- Academic Excellence
- Student Engagement and Support
- Career and Workforce Advancement
- Responsible Stewardship of Resources
- Community Engagement

Vision

Onondaga Community College will be recognized as a dynamic leader in higher education and as one of the nation's most innovative community colleges.

Core Values

- Students First – Keep students at the center of all we do.
- Learning – Embrace the lifelong pursuit of knowledge and free expression of ideas in a safe environment to advance the individual and the community.
- Excellence – Strive for continual improvement and innovation to seek our highest potential.
- Diversity – Enrich learning through an inclusive campus environment that respects human dignity and difference.
- Community – Foster active and productive participation in building a mutually supportive environment for members of the campus and broader communities.
- Responsibility – Build a culture of integrity and accountability to develop both self and others.

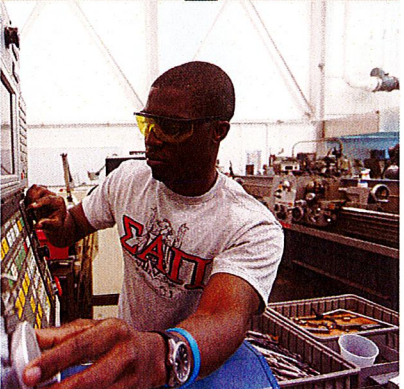


Equity Statement

Onondaga Community College is committed to addressing all inequities in its policies, practices, services, and programs. The following statement was endorsed by the College Leadership Council, Student Association, and Faculty Senate, accepted by former college president, Dr. Casey Crabill, and approved on January 26, 2021, by the OCC Board of Trustees:

At Onondaga Community College, equity permeates all we do. We believe everyone should have access to higher education and be treated equitably and fairly as a member of our community. Our institution recognizes the structural barriers and histories of systemic discrimination that have limited opportunities for marginalized, underrepresented, and underserved groups. We are invested in addressing the imbalances of power that contribute to patterns of exclusion and disparities in access to education, retention, and completion.

Our commitment to equity entails routinely assessing the fairness of our institutional policies, practices, and culture and implementing data-driven improvement plans. We are dedicated to informing our community when inequities manifest at our institution and in the broader society. Through ongoing dialogue and critical reflection, we will continue to identify and ameliorate gaps in equity consciousness on our campus and cultivate an inclusive environment that facilitates every individual's self-actualization and success. It is our priority to ensure our students and employees receive access to the resources they need to thrive and achieve their goals. We remain steadfast as an ally in the pursuit of justice and meaningful change. With our efforts to advance educational opportunities and equitable outcomes for all, we collectively affirm equity as not only an institutional value, but our promise.



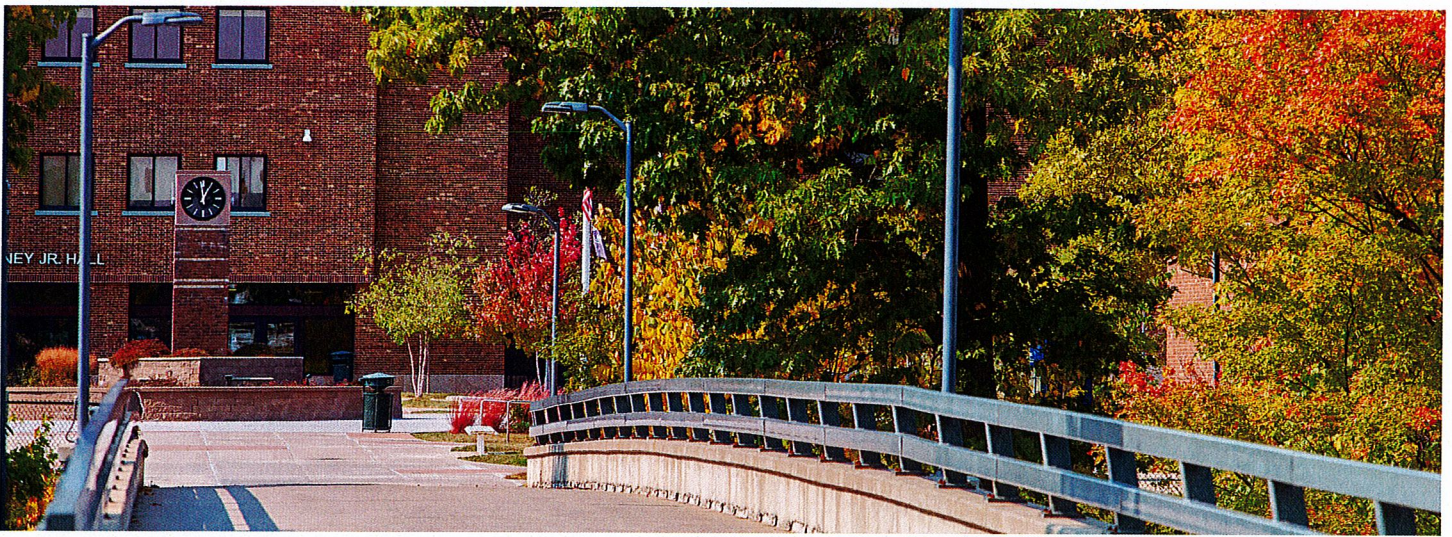
Overview of Strategic Planning Process

To assist OCC in the advancement of a strategic planning process to create a shared vision, strategy, and implementation framework, Alla Breve Consulting engaged internal and external stakeholders in the identification of challenges and opportunities as they relate to the key areas of new student enrollment, student success (retention, persistence, and graduation), social justice, and management and care of resources.

Input was gathered formally via focus groups, interviews, and surveys from various groups connected to the institution including students, prospective students, alumni, family members of students, faculty, staff, administrators, Board of Trustees members, and local school district representatives. Most groups had representation across genders, race/ethnicity, age, and years of work experience.

In addition to soliciting direct feedback from internal and external stakeholders, existing plans, program evaluations, progress reports, and data dashboards were analyzed to provide a well-rounded snapshot of the College's current condition, perceptions, and challenges based on multiple inputs.

The themes that emerged from the stakeholder input and data analysis were synthesized into the development of a primary focus for the strategic plan and goals, strategic priorities, and key performance indicators that support the primary focus.



Primary Focus: Persistence

Based on stakeholder engagement and data analysis results, one primary focus emerged as being critical to student success: Persistence. While it is clear from the feedback from all groups that student success has always been at the core of the college's mission and there is a shared desire to help students achieve their potential, the precursor to student success is students' ability to persist. Persistence was selected as the primary focus of the strategic plan to ensure the college's systems, processes, and support services are designed to enable students to achieve their goals despite challenges that come their way. To support student persistence, the strategic plan addresses three goals that aim to foster student academic success, ensure a positive student experience, and enhance strategic communications to promote student success.

Goals

Academic Success

Goal 1: Help students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services.

Student Experience

Goal 2: Foster a student-centered and equitable campus experience where all students feel welcomed, valued, connected, and empowered to succeed.

Communication

Goal 3: Ensure communication systems are consistent, transparent, and designed to promote student success.

Academic Success

Goal 1: Help students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services.

Strategic Priorities

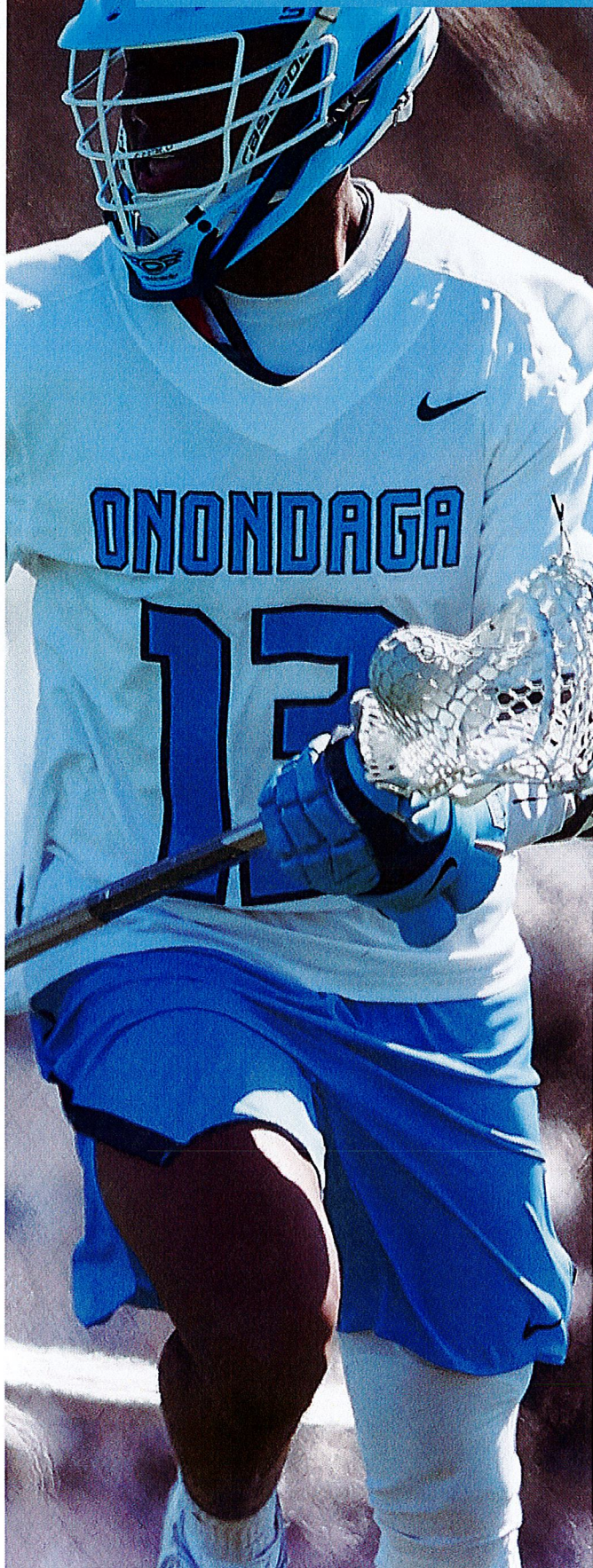
- Ensure that academic programs and course modalities meet student demand and foster student success.
- Promote teaching innovation and excellence that utilizes inclusive, equity-minded pedagogy.
- Enhance academic support services and intervention systems to foster successful course completion and sufficient credit momentum.

Key Performance Indicators

- Retention rate
- Graduation rate
- Early momentum metrics
- Underrepresented minority and first-generation achievement gaps



Student Experience



Goal 2: Foster a student-centered and equitable campus experience where all students feel welcomed, valued, connected, and empowered to succeed.

Strategic Priorities

- Ensure systems and procedures are student-centered and equitable to make it easier for students to navigate college processes.
- Integrate diversity, equity, and inclusion principles and practices throughout campus.
- Foster student belonging, engagement, and wellbeing.
- Enhance support systems to address non-cognitive barriers to success.

Key Performance Indicators

- Students' self-efficacy
- Students' sense of belonging
- Students' perception of positive experience
- Students' perception of college's responsiveness to student concerns

Communication

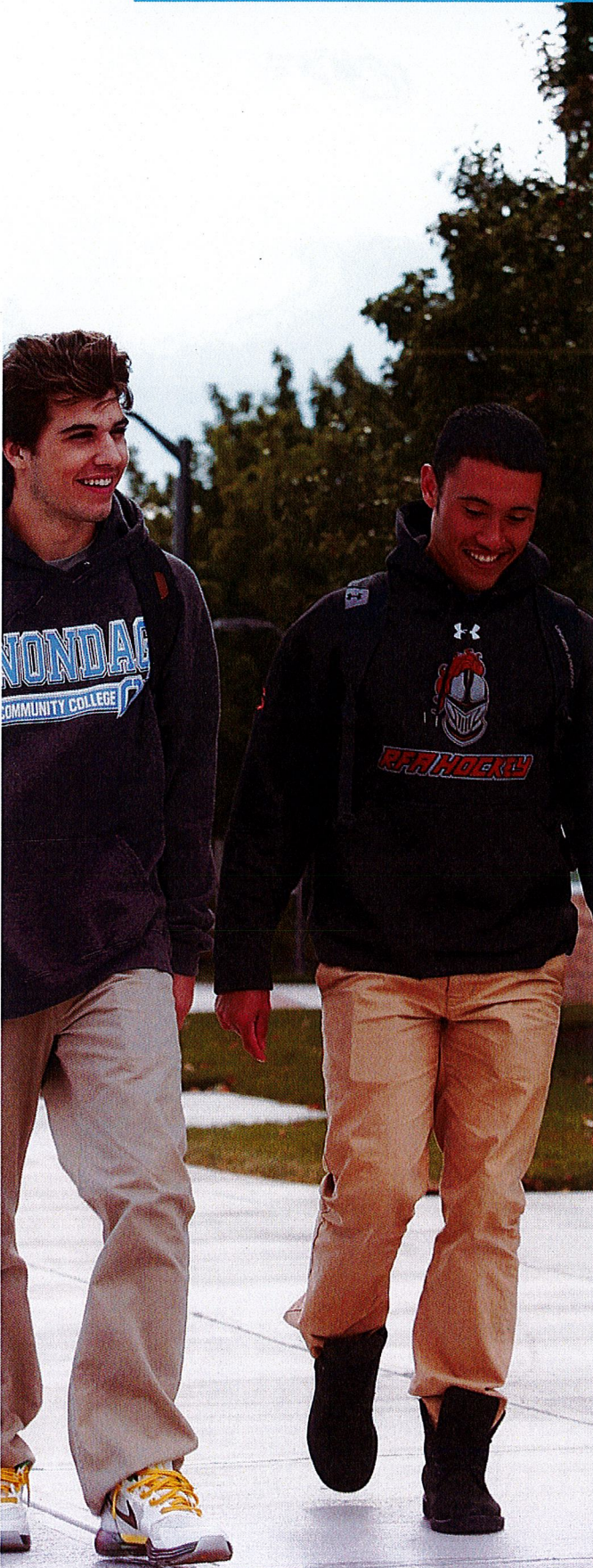
Goal 3: Ensure communication systems are consistent, transparent, and designed to promote student success.

Strategic Priorities

- Ensure communication messages and tactics are consistent, well-coordinated, and focused on promoting academic success and a positive student experience.
- Enhance and expand strategic communication interventions that support student success.
- Improve employees' understanding of how their area contributes toward overall college goals.
- Ensure all stakeholders have a mechanism to share their ideas and concerns.
- Enhance recognition of OCC's brand and increase positive perceptions of the college in the community.

Key Performance Indicators

- Results of periodic communication audit
- Employees' understanding of their responsibility in OCC's efforts to improve student experience and academic success
- Net Promoter Score from internal and external stakeholders



Primary Focus: Persistence

Academic Success

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Implementation of the Strategic Plan

With a Strategic Plan articulated, Onondaga Community College will develop annual operational plans which will include objectives, tasks, timelines, and evaluation measures that align to goals, strategic priorities, and key performance indicators. Progress will be evaluated through formative assessment practices mid-year and summative evaluation activities at the end of each academic or fiscal year. Refinements to operational plans will be based on results to date and impact on key performance indicators.

OCC will repeat the strategic planning cycle in the 2027-28 school year.

Contact



Onondaga Community College
4585 West Seneca Turnpike
Syracuse, NY 13215



(315) 498-2622



occinfo@sunyocc.edu

B21: Student Success

Responsibility for Maintenance: Office of the President

Date of Most Recent Changes:

I. Policy Statement

The success of Onondaga Community College (OCC) depends on the success of students. OCC will continually align its student success efforts with its vision, mission, and core values. OCC has adopted a Guided Pathways framework, based on research informed by the American Association of Community College's Pathways Program and the Community College Research Center at Columbia University. Additionally, in consultation with Achieving the Dream, OCC implements data-informed strategies utilized by successful community colleges, including Early Momentum Metrics and other research-informed standards. OCC's vision of being "Central New York's partner in education for success" as well as its core values: Students First, Learning, Excellence, Diversity, Community, and Responsibility, will be at the center of the College's resource allocation. Recognizing transformational change affects the culture and operation of OCC, student success efforts will be designed to improve student outcomes and success through significant and continuous improvements to policies, structures, academic support services, and programs.

II. Reason for the Policy

This policy is designed to ensure that the College focuses on developing, implementing, monitoring and reporting on goals and improvements related to student success.

III. Applicability of the Policy

All members of the College community should be familiar with this policy. It is expected that all departments will take part in student success efforts.

IV. Related Documents

- [OCC's Vision, Mission and Core Values](#)

V. Contacts

Subject	Office Name	Title or Position	Telephone Number	Email/URL
Questions regarding the Policy	President	Chief of Staff	(315) 498-2214	hartj@sunyocc.edu

VI. Definitions of Student Success

A. Excellence – as defined by the Aspen Institute, four areas compose the definition of excellence - to achieve extraordinary outcomes for students while maintaining a deep commitment to open access. These four measures of excellence are not stand-alone metrics of performance; rather, they are interdependent parts of a definition of community college excellence that is student-centered and that reflects the reality that community college is not a final destination for students but a springboard to a wide array of opportunities after they transfer or graduate. The Four Measures of Excellence follows:

- Completion and transfer with baccalaureate attainment: ensuring that students earn associate degrees and other meaningful credentials, as well as bachelor's degrees after they transfer;
- Learning: setting high expectations for what students should learn, measuring whether they are doing so, and using that information to engage faculty in improving teaching and curricula;
- Labor market outcomes: ensuring that graduates find and maintain employment that provides a family sustaining wage after completion of a degree or credential, and using labor market outcomes to improve programs;
- Equity: ensuring equity in access and in learning, completion, and labor market success for minority, low-income, and other historically underserved students.

B. Early Momentum Metrics/Indicators – as defined by the Community College Research Center, these are strong leading indicators of improved student completion rates over a longer term. These metrics/indicators include:

- Credit Momentum
 - Completed 6 or more college-level credits in the first semester
 - Completed 12 or more college-level credits in the first semester
 - Completed 15 or more college-level credits in the first year
 - Completed 24 or more college-level credits in the first year
 - Completed 30 or more college-level credits in the first year
- Gateway Course Momentum
 - Completed college-level English in the first year
 - Completed college-level math in the first year
 - Completed both college-level English and math in the first year
- Persistence Momentum
 - Fall to spring persistence in the first year

C. Student course success rate – percentage of students who receive a passing/satisfactory grade. The rate is calculated with a:

Numerator including the following grades: A+, A, A-, B+, B, B-, C+, C, C-, Exceeds Mastery, Mastery +, Mastery, Mastery, S, CR, SA, SA-, SB+, SB;

AND

Denominator including the following grades: A+, A, A-, B+, B, B-, C+, C, C-, Exceeds Mastery, Mastery +, Mastery, Mastery, S, CR, NC, SA, SA-, SB+, SB, U, UF, CR, AU, W, X, I, and IP

D. Retention - percentage of students who return to OCC. Various retention rates exist including:

- Fall to Spring
- Fall to Fall
- First year Full-time, First time student retention, which is a measure most often used in federal enrollment reporting and includes the retention of only full-time, first time students to their second year of college

E. Degree/certificate completion – percentage of students who complete their degree/certificate in a given period of time. Most often this rate includes full-time, first time students who graduate in two, three and/or four years.

F. Transfer Outcomes – the percentage of students in transfer degree pathways that successfully transfer to a bachelor's degree; and who complete a bachelor's degree

G. Employment Outcomes – the average median income for graduates: 1) one year and 10 years after graduation as compared to a living wage

H. Goals– the goals referred to in this policy must be SMART: Specific, Measurable, Achievable, Realistic, and Timely. SMART goals are defined as 1) Specific: well defined, clear, and unambiguous, 2) Measurable: with specific criteria that measure progress toward the goal, 3) Achievable: attainable and not impossible to achieve, 4) Realistic: within reach, realistic, and relevant, 5) Timely: with a clearly defined timeline, including a starting date and a target date.

VII. Procedures

To work toward improvement in student success, OCC, under the leadership of the President, is committed to:

- Developing, taking action, and monitoring progress towards student success goals. Goals must be SMART: Specific, Measurable, Achievable, Realistic, and Timely;

- Monitoring, assessing, and acting on information gathered through its Key Performance Indicators (KPIs). The KPIs may include (but may not be limited to):
 - Early Momentum Metrics
 - Student course success rate
 - Retention
 - Degree/certificate completion
 - Transfer Outcomes
 - Employment Outcomes
 - Comprehensive strategic planning that sets success goals and measurements, including implementation measures, for improving student outcomes;
 - Organizational structures, policies, and practices that support student success, student equity outcomes, and student personal well-being and mental health;
 - Instructional practices that incorporate sound principles of teaching/learning theory that enhance learning outcomes;
 - Program-level learning outcomes that are aligned with the requirements for success in employment and further education in a given field and that the results of learning outcomes assessment are applied to improve the effectiveness of instruction across programs.
-

Approve by the OCC Board of Trustees _____