

Owens Departmental Quality Teams & Committee Accomplishments

EXTERNAL RELATIONSHIPS

High School Partnerships and Collaborations

- Career and Technical Transfer Initiative – Collaboration between Higher Education and Secondary Education in the State of Ohio to develop statewide competencies for transfer in technology disciplines. The agreed upon competencies guarantee transfer from secondary to postsecondary institutions and count toward completion of a certificate or associate degree.
- Extensive articulated pathways from high school to college technical completion programs (Tech Prep)

CONTACT: Renay Scott, Interim Executive Vice President & Interim Provost
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University Collaborations/Partnerships

- Partnership with Lourdes College that allows students accepted into one of four health science programs at Owens to simultaneously earn a baccalaureate degree at Lourdes.
- Member of the Research Consortium of Northwest Ohio with the University of Toledo and Bowling Green State University. The consortium pools facilities, equipment and personnel for research activities, thus avoiding duplication of program and facilities for costly high-tech areas.
- First Northwest Ohio College to join the Computer Security Consortium, a venture of Southern Michigan Colleges. Owens will work with consortium members in the development of a model community college degree program for Information Security. In addition to the quality degree program, the consortium will provide more financial support for Owens students seeking information security as a career.
- Collaboration with Ohio University in a grid lab for the Center for Emergency Preparedness
- Bachelors of Applied Organizational Technology – Collaboration with the University of Toledo for an applied baccalaureate degree to provide an articulated pathway from Owens School of Business and Information Systems Technology to the University of Toledo School of Business

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Community Partnerships and Collaborations

- Center for Emergency Preparedness – In collaboration with Northwest Ohio municipalities, the City of Toledo police and fire divisions, Owens developed a master plan to create a Center that focused on the critical need for first responders to be able to interact simultaneously at the scene of a tragedy or natural disaster. Donations of materials, labor, and in kind services were secured from 18+ businesses and organizations along with a \$2.3 million capital appropriation from the State of Ohio to develop and construct the Center for Emergency Preparedness. The Center also has access to the Ohio

SuperComputer Network, the nations most advanced fiber optic network for research, education and economic development initiatives.

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- Partnership with the EMS Training Division of the Toledo Fire Department to offer joint EMS training and degree program on the Owens Campus, thus eliminating duplication of facilities and instructor expense.
- Partnership with the Ohio Fire Academy to provide an Associate degree pathway for all Ohio Fire Academy participants
- Collaboration with the Lucas County Public Library to provide classes in local libraries
- Collaboration with Bowling Green State University in developing a “Transfer Workshop” to help transferring students with the adjustment to a new campus and differing expectations.
- ISO certified. We have led four companies in our area to achieve their ISO certification. We have served 70 different local companies for their various training needs from computer to skill trades.
- Through a partnership with Apple Computers, Owens opened two state-of-art graphic design labs equipped with the latest MAC systems and software packages. Owens is now recognized as an Apple Authorized Training Center for Education. Students and faculty can use the state-of-art graphic design labs to become proficient and even certified in Mac applications.
- Collaboration with Toledo Public Schools and Millstream Vocational and Technical High School in having courses in the high schools both dual enrollment and evening classes
- Partnership with Paired Alliance which matches kidney donors and recipients to academic pathways that would provide upon completion of the pathway employment opportunities with medical benefits.

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- Establish a presence in Arrowhead Business Park, transferring Workforce and Community Services courses to Maumee, Ohio. WCS offers both professional and personal growth courses. Arrowhead is located off I-475 and less than ½ mile from the Ohio Turnpike.

CONTACT: Mike Bankey, Ph.D., Vice President, Workforce and Community Services
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- Collaboration with the Findlay Family YMCA to offer courses without incurring costs for pool, courts and training facilities
- Collaboration with the Hancock Area Senior Citizens Center to offer computer classes as well as special interest classes such as How to Buy and Sell on EBay.
- Offer classes at four Findlay area high schools various times of the day.

- Established a regular presence in Putnam County by being in the Educational Service Center twice a month and presenting programs of interest to Putnam County citizens. Programs range from Financial Aid, How to Take Tests, Discover Career Options, Fear of Math, Visit with the Academic Chairs, to traditional classes for Lifelong Learners.

CONTACT: Brian Paskvan, Interim Executive Dean, Findlay Campus
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Economic Development

- Provide outreach and academic programs to support local businesses focusing on global business and exchange

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International Exchange Programs

- In collaboration with Global Nursing Institute, provide westernized nursing curriculum, including English language skills, to registered nurses or those eligible for RN licensure who reside outside the United States. The program is in its third year and combines classroom experience, hands-on clinical training and guidance from the faculty.

CONTACT: Mathew McIntosh, Ph.D., Dean, School of Health Sciences
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CURRICULA & DELIVERY

Customized Training

- Union specific training throughout the state of Ohio (IBEW, Plumbers & Pipefitters, Ironworkers, Sheet Metal Workers, Asbestos Workers, Millwrights, Plasterers & Cement Masons, Bricklayers, Roofers, Insulators, Carpenters, Glaziers and Painters)

CONTACT: David Siravo, Director, Skilled Trades Apprenticeship Training
 Email: david_siravo@owens.edu Phone: (567) 661- 7449

Basic Skills, GED, Literacy

- Provide services to meet the needs of Adult Basic and Literacy Education practitioners in 31 programs throughout 30 counties in NW Ohio. Support is offered in professional development opportunities, resources, and technical assistance through the Northwest ABLE Resource Center.

CONTACT: Jody Angelone, Director, Northwest Able Resource Center
 Email: jody_angelone@owens.edu Phone: (567) 661-7355

- Recently in Ohio, the Ohio Board of Regents standardized the COMPASS placement scores which resulted in raising cut scores for developmental education placement by 20 points. Consequently, nearly 48% of students tested during the snapshot period tested

below the minimum threshold for a developmental math course. In an effort to accommodate those students, we provide 3 pathways for students to move from COMPASS placement testing to an appropriate level of coursework based on Math Compass Scores. The pathways include a three hour intense COMPASS Prep Workshop, COMPASS Extended Preparation Classes (Adult Basic and Literacy Education - ABLE), and pre-developmental education math course.

CONTACT: Verne Walker, Director, Center for Teaching & Learning
Email: verne_walker@owens.edu Phone: 567-661-2037

Cultural and Performing Arts

- Walter E. Terhune Gallery exhibits contemporary and traditional visual art from national and local professional artists, as well as Owens students and faculty.
- World Cultures Film Series - Free and Open to the Public. A pre-curtain overview of each film is hosted by an Owens Community College faculty or staff member.
- Performing Arts Events – Community venue where local and nationally known artists perform on-stage. These performances are often accompanied by an educational forum with the artist as the presenter.

CONTACT: Barbara Barkan-Grabiec, Manager, Center for Fine and Performing Arts
Email: barbara_barkangrabiec@owens.edu Phone: (567) 661-7776

Program Review

- Provide a web-based common data set for academic administrators to use in preparing their program review analysis. Prior to implementing this, the majority of time was spent on obtaining data rather than analyzing it and making data driven decisions for program improvement or elimination.

CONTACT: Debra Rathke, MS & Ed., MA, Director, Institutional Research
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STUDENT SUCCESS SERVICE

Student Recruitment

- Provide scholarships to students of selected high schools that fill the gap between Owens tuition and federal financial aid. Currently serving Toledo Public, Whitmer and Findlay high schools in the program. The long-term target is to include all high schools in our legal district.

CONTACT: Ann Savage, MA, JD, Executive Director, College Development
Fund Development and President/CEO Owens Foundation
Email: elizabeth_savage@owens.edu Phone (567) 661-7184

First Year Experience

- Provide a comprehensive retention program targeting the critical first 30 credit hours earned by college students. Although FYE research focuses on the “first year”, we have

chosen to measure credit hours to identify the patterns of part-time enrollment, stopping-out, and institution hopping common among community college students. The model being implemented is an adaptation of John Gardner's FYE Programming for four-year colleges. The approach integrates aspects of a first year experience seminar, learning communities, supplemental instruction and online learning communities (e-portfolio).

- Participated in the Foundations of Excellence Self Assessment which will result in an improvement plan that addresses process issues impacting a student in their first 30 credit hours that were identified in the comprehensive self-assessment.

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Success Skills

- Faculty have worked closely with the State of Ohio initiative to implement curriculum alignment to support both transfer module courses and core requirements in academic programs ultimately facilitating transferability throughout the state system

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Early Alert

- Summer Bridge to Success Program is designed to assist those students participating in the "Gap Scholarship" who may not be adequately prepared for college-level work. Objectives of the program are:
 - Acclimate students to academic expectations at OCC, especially first generation college students, by providing the First Year Experience course during the program
 - Provide a smooth transition from high school to college for student participants
 - Enhance study skills and life skills for participants
 - Provide dynamic curricular experiences for participants
 - Introduce students to college faculty, staff and administrators
 - Support academically-deficient students with developmental course work (math), tutoring, academic advising and mentorship service.

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Student Tutoring

- Combined a number of discrete learning centers located in academic departments into one center with common philosophy and learning strategies including joint training activities, common website, supplemental instruction program and scheduling based on student demand.

CONTACT: Verne Walker, Director, Center for Teaching & Learning
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EMPLOYEE SUCCESS SERVICES

Faculty/Staff Recruiting & Hiring Process

- Use internet advertising in recruitment
- Implemented People Admin for centralizing, automating, communicating and distributing application documents online. This enhances communication and status updates with applicants, as well as distribution of applications and communications to Search Committee members.
- Provide required training for individuals who sit on Search Committees. The training includes best practices for the hiring process as well as legal and ethical issues to reduce liability. This helps maximize the quality of new employees and reduce the need for corrective action later. It also aligns recruitment with our mission, core values and culture.
- Human Resources provides on-going consultation with the search committees throughout the hiring process.

CONTACT: Marc Levy, Ph.D., Director, Human Resource Management & Development
Email: marc_levy@owens.edu Phone: (567) 661-2555

Staff Orientation

- Provide full day training per month that includes a general orientation to the history, culture and mission of the college as well as information helpful in navigating the new employee's life at the college. The new employee meets key contact people, receives information on compensation and payroll, and a broad campus tour. Three required areas of training are also included: FERPA laws, sexual harassment prevention and safety and security.

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Email: marc_levy@owens.edu Phone: (567) 661-2555

Faculty Development

- Creation of a Teaching Learning Center that has begun developing a teaching laboratory to showcase and develop best teaching practices.

CONTACT: Verne Walker, Director, Center for Teaching & Learning
Email: verne_walker@owens.edu Phone: 567-661-2037

Staff Development

- Provide a required 6 Module Supervisory Series, "Leadership Toolkit for Effective Management" that includes Employee Engagement and Performance Management,

CONTACT: Marc Levy, Ph.D., Director, Human Resource Management & Development
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Leadership Development

- Owens Leadership Academy was launched in Fall 2004. Owens Leadership Academy is featured in the American Association of Community College's Leading Forward

publication, *Growing Your Own Leaders: Community Colleges Step Up*, Community College Press, 2006. As of Spring 2009, 69 faculty, staff and administrators have advanced through the Owens Leadership Academy. Academy participants actively implement team projects that contribute to the strategic initiatives of the College. Upon completion of the Academy, alumni continue their involvement in an advisory capacity for future classes.

CONTACT: Marc Levy, Ph.D., Director, Human Resource Management & Development
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- Creation of the Guiding Coalition charged with developing a leadership model for the College.

CONTACT: Thomas Perin, Sr., M.Ed., Director, Organizational Performance and Accountability
Email: thomas_perin@owens.edu Phone: (567) 661-7880

INSTITUTIONAL SUCCESS PROCESSES & PRACTICES

Grant Seeking and Writing

- Created a Perkins Grant Allocation Committee charged with developing a 5 year plan and associated annual implementation plan, ensuring the implementation plan is executed, monies are spent, and performance outcomes are achieved
- During the planning period, the committee conducts a “mini-grant” process where college administrators, faculty and staff are invited to submit a grant proposal that assists in meeting Perkins Program objectives, implements the 5 and 1 year plans and is aligned with the AQIP criterion. The maximum amount per proposal is \$10,000, however if the total cost to implement the project is over that amount, applicants are encouraged to provide the total cost. There are 3 independent grant reviewers who read and score each proposal according to set criteria. The scores are averaged and a ranking list is prepared. From this list, recommendations are made for funding. Those selected are incorporated into the Perkins annual implementation plan
- A workshop for persons interested in submitting a mini-proposal is conducted to explain expectations and criteria for submittal.

CONTACT: Heidi Altomare, Coordinator of Grant Programs
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Fund Raising

- Sold naming rights for buildings (new or old) and or building parts
- Provide scholarships to students of selected high schools that fill the gap between Owens tuition and federal or state financial aid (GAP Scholarship). Currently serving Toledo Public, Whitmer and Findlay high schools in the program. The long-term target is to include all high schools in our legal district.

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College Marketing

- Tuition Giveaway. For the past seven years, we have partnered with local media just prior to an enrollment cycle, generating five figures in value-add advertising, a database of names of people interested in going to college, and the positive PR of someone winning free tuition to Owens CC. The radio station pays for the tuition
- Get A Job Monday. We are currently partnering with NBC24 and The Source, making the first Monday of each month Get A Job Monday. The 6 PM news features a story about a high-demand career - tying into a program offered by Owens CC - and the 7-8 PM news offers viewers the opportunity to call in and talk to job placement workers from The Source. Open jobs are posted on NBC24.com and The Source staff talk to callers about these jobs. They forward all inquirers about the highlighted Owens program to Enrollment Services or owens.edu. We are collecting the video segments for future YouTube and web use leverage.
- In our integrated marketing campaign, we utilize Owens students, faculty and alumni - attractive and "real" individuals who come across as genuine and believable when talking about Owens CC. This extends our communication reach as these highly visible individuals become "unofficial" spokespeople for Owens College through their media story telling experiences.
- We developed targeted campaigns in direct mail, billboards and busboards based on zip code data analysis and in turn eliminated waste of budget resources. We are mailing to a more "likely to enroll" audience and reducing waste. Our workforce development operation increased their ROI significantly with this approach.
- We reduced the size of the Class Schedule from a thick bulky catalog to a self-mailer, making it a more user-friendly and readable piece for students and potential students to react to and register for classes. The new format also eliminated waste and saved budget resources.
- We changed the size of newspaper ads to banner ads - page 1 where available - and shortened the message to two sentences, giving consumers a short "elevator speech" that was easy to remember and act upon while significantly reducing advertising costs.

CONTACT: Gary Corrigan, Ph.D., Director, Marketing & Communications
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Process Management

- Three years experience in AQIP (Academic Quality Improvement Program) and process management with over 50 team projects and 300+ persons involved
- Team reports posted to the web
- Adopted train the trainer model - 18 Certified Quality Trainers and 3 Certified Master Trainers
- Tool for implementing strategic and quality improvement (AQIP) action projects

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Efficiency Initiatives

- Launched the “From Your Desktop to Your Door” on-line purchasing program with Office Max. Office supply orders are placed at the desktop and promptly delivered by Office Max to the offices initiating the order. The College receives deep discounts in this arrangement. Annual savings total \$10,000 plus volume incentive rebates of about 7% of annual net sales.
- Joined the Northwest Ohio Non-Profit Entities Consortium, a collaborative purchasing effort with local colleges, schools, governmental agencies that increases the purchasing power of Consortium members.
- Collaboration with Bowling Green State University, University of Toledo, and Owens Community College, in developing a P-card system to allow all three institutions an opportunity to receive greater rebate percentages by pooling their purchases through the system.

CONTACT: Laurie Sabin, BBA, Director, Budgeting/Assistant Treasurer, Finance

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- Completed a Strategic Energy Plan to be implemented over the next several years. It will produce significant savings in energy consumption as well as reduce carbon emissions.

CONTACT: Thomas Horrall, MS, Director of Capital Planning

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Strategic Planning Process

- Grass roots process involving community and college stakeholders resulting in the development of the strategic plan composed of 6 initiatives, and 36 objectives.
- Led by the College Planning Council, a group composed of representatives from administration, full-time and adjunct faculty, student government, professional and support staff from academics, student services and business affairs.
- Employ the Transformations Model
- To keep the strategic plan evergreen, information is fed into the process using the Environmental Scan. Then initiatives and objectives are either removed as completed, validated as still being needed and implementation should continue, or removed because of changes in the environment.
- Action projects to implement the objectives are developed using a variety of process management tools and compression planning. These are aligned with the nine AQIP categories. Our 3 AQIP Action Projects (Student Assessment, Student Retention, and Information Technologies) emerged from Strategic Plan objectives thus ensuring linkage between strategic plan development, continuous improvement, and accreditation.

- College Planning Council also provides a list of topics that will assist in the implementation of strategic plan objectives to the Leadership Academy for their action projects.
- Action projects are monitored and reported back to the College Planning Council to complete the information loop. Activities that implement the Strategic Plan are logged and available on the Web
- Conduct orientation and professional development sessions for College Planning Council members

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Environmental Scanning

- Began researching and produced our first environmental scan document in 2005, a compilation of thousands of pages of research condensed onto a 160 slide power point presentation that highlights the facts as well as the implication to the college.
- The Scan includes technology, competition, the environment, learning, politics, economic and social issues impacting higher education in general and Northwest Ohio in particular.
- We produce a scan document every 2 years. Our second was completed in 2007.
- The Scan information is presented to the College Planning Council for their inclusion in the strategic plan where appropriate and consideration in formulating initiatives, objectives and action projects. This is typically done through a retreat format.
- The Scan document is made available to all 2200 employees in the Library and on the College's Intranet.

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Institutional Research

- Research activities include general analysis of data, trend reports, enrollment and retention studies, enrollment projections, graduate follow-up studies and ad hoc queries
- Conduct surveys to collect baseline and trend/comparative data for continuous improvement initiatives
- Provide common data set for Program Review
- Point of contact for outsourced surveys
- Assist administration, committees, improvement teams and faculty in identifying and locating data sources

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Planning & Budgeting Cycle

- Earmarked funds in the annual budget for new positions
- Allocated money for unbudgeted action projects to implement the strategic plan

- Building a capital plan covering a five year cycle consistent with the state budget cycle and our AQIP cycle

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Open Book Budgeting

- Created a Budget Advisory Council that reviews, discusses, and recommends changes to the proposed budget. It is composed of a cross section of college constituencies including administration, full-time and adjunct faculty, student government, deans, chairs, support and professional staff. Establishing this committee made the college finances and budget process open and transparent to stakeholders.
- Increased budget management competencies for supervisors through one-on-one and leadership toolkit training

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