

Chapter One: Executive Summary

Overview - Orange County Community College

Orange County Community College was founded in 1950 as the first County sponsored community college in the State University of New York system (SUNY). The main campus in Middletown is located on 37 acres in the western end of the County with the eastern end anticipating the official opening of the newly designated Newburgh branch campus in Fall 2009. Orange County Community College operates extension centers in Warwick, Port Jervis and Monroe-Woodbury as well as the Community College in the High School (CCHS) Program in high schools across the County.

Orange County Community College was the first two year college in the nation to offer the associate degree in nursing as well as the first community college to plan and co-sponsor with local Chambers of Commerce a Business Institute. The College's reputation as a leader in providing rigorous academic programming and valuable services continues today. Experienced and dedicated faculty have prepared nearly 450,000 students with the knowledge and skills to achieve their academic and career goals. Orange County Community College students transferring to SUNY four year institutions consistently rate highest in persistence among the 30 SUNY community colleges.

Educational Offerings - The College is dedicated to enriching the lives of all citizens of Orange County by providing quality education to meet students' needs for further education, employment and personal growth. The College offers three degrees, the Associate degree in Art (AA) and Science (AS) preparing students for successful transfer to four year institutions and the Associate degree in Applied Science (AAS) providing the knowledge and skills for entry into the workforce or possible transfer. The College's three Academic Divisions, Liberal Arts, Health Professions and Business, Mathematics, Science and Technology provide 32 associate degree programs and 6 certificate degrees through full-time or part-time study and day, evening and online instruction. Through comprehensive programmatic reviews, the College ensures that its educational offerings are current and relevant.

A substantial number of non-credit courses and workforce development opportunities are offered by the College's Continuing and Professional Education (CAPE). The College also sponsors a series of cultural events, lectures and performances for students, staff, faculty and the community.

Enrollment - Orange County Community College enrolled 6,763 students in Fall 2008, 54% as full-time and 46% part-time. Enrollment is projected to continue to increase, especially in response to current economic conditions. The diversity of the students reflects the increasing diversity of the County with 11% Black, Non-Hispanic; 16% Hispanic and 65% White, Non-Hispanic. Increasing enrollment and economic challenges have resulted in an increase in demand for adjunct instructors. In Fall 2008, there were 340 part-time instructors and 141 full-time faculty.

As an open-enrollment institution, the College is challenged to serve the needs of an increasingly cultural, socio-economic and academically diverse student population. Recognizing the growing diversity, the College is committed to being an accessible and affordable academic institution. The College ensures student success by supporting students from admission to graduation through effective advising, counseling, career guidance and learning assistance services.

Structure & Resources - Orange County Community College is governed by the State University of New York's Board of Trustees and supported by System Administration in Albany. The College's Board of Trustees consists of nine members appointed by the Orange County Executive and the Governor as well as a student member. The College President's Cabinet meets bi-weekly to review policies and procedures, discuss issues and initiatives, address concerns and make recommendations to assist the President in decision-making.

The College's active Governance system recommends policies, procedures and advisory opinions to the President concerning academic policies, standards, curriculum, staff development, planning, assessment, student affairs, recruitment and retention. The Executive Committee oversees the formation of committees and ensures that the charges of the 13 current Standing Committees are carried out.

Orange County Community College's funding for the general operating fund comes from three primary sources: student tuition revenues, Sponsor [Orange County] contribution, and New York State aid. In efforts to diversify funding sources and increase revenue, the College implemented a Capital Campaign in 2007. Additionally, the Grants Office actively seeks funds to support the strategic priorities that guide the College.

Preparation of the Periodic Review Report:

This Periodic Review Report is the result of a collaborative and inclusive effort between the College's academic and administrative areas. Those playing a significant role in compiling the data and evidence of institutional progress on the recommendations made by the College and Middle States during the last decennial Self-Study include the College Cabinet, leaders in the College's Governance system, Chairs of the Planning and Budgeting for Institutional Effectiveness Committee and the Assessment Advisory Committee, representatives from the last Middle States Self-Study Steering Committee, and the Institutional Planning, Assessment and Research Office. Periodic Review Report Steering Committee members are listed on Page 10. Most importantly, the College community contributed to the development and review of the report by participating in open forums, providing feedback and reviewing drafts.

Developing the Periodic Review Report parallel with reviewing and revising the Strategic Plan provided the College the opportunity to document accomplishments and identify next steps in preparation for the 2014 Decennial Self-Study. Below is a summary of activities that were undertaken in preparing this report:

- Reviewed thoroughly College documents including:
 - *Orange County Community College's Middle States Self-Study 2004 Report*

- *Middle State Self-Study Team's Recommendations 2004*
 - *Orange County Community College's Monitoring Reports - March 2006*
 - *SUNY's Mission Review II Memorandum of Understanding*
 - *Middle States Institutional Profile 2008*
 - *Orange County Community College's Strategic Plan 2005-2010*
 - *Academic Master Plan 2005-2010, IT Master Plan, Facilities Master Plan*
 - *Planning, budgeting and assessment schedules, plans and findings*
 - *Middle States Integrity Committee Recommendations*
 - *Student Development Review Committee Report*
- Attended MSCHE's Periodic Review Report Workshop in December 2007
 - Presented to College Assembly Periodic Review Report preparation plan; College Assembly received regular updates on progress of report
 - Presented results of Strategic Plan review to Board of Trustees during May 2008 retreat and updated BOT on Periodic Review Report progress
 - Facilitated open forum in October 2008 for faculty and staff to share feedback on College's challenges, opportunities and strengths in preparation of PRR as well as for review and revision of Strategic Plan
 - Held working retreat on Periodic Review Report in December 2008, attended by College President, Interim Vice President for Academic Affairs, Associate Vice Presidents from each academic division, College Governance President and Institutional Planning Assessment and Research Officer
 - Cabinet reviewed and commented on PRR draft
 - Presented College Assembly overview of PRR draft in April 2009. Faculty, staff and students were invited to review [electronically available] draft of Periodic Review Report for comment
 - Held open forum to discuss draft of PRR in April 2009. Comments were gathered and appropriately incorporated into final report of Periodic Review Report
 - Submitted Periodic Review Report to College's Board of Trustees for endorsement

Summary of Institutional Changes & Developments:

Since Orange County Community College's last decennial accreditation, several changes and developments are worth noting, particularly since they are relevant to Middle State accreditation Standards.

- The development and implementation of the College's ***Strategic Plan and supporting Master Plans*** including the Academic Master Plan, Facilities Master Plan, IT Master Plan and the Resource Development Plan have provided the College guidance and direction in fulfilling its mission and achieving its goals. The College is committed to furthering its linked planning, budgeting and assessment efforts in order to continue effective and efficient decision making.
- The conversion to ***Banner*** has impacted all College areas, including demanding extensive time and resources. The project is managed by the College's ITS Department with direction and guidance from the Banner Steering Committee whose members include the Admissions, Registrar, Business, Accounts Receivable, Financial Aid, Institutional Planning Assessment & Research as well as the Academic Affairs Office. Due to budget constraints the conversion of Human Resources and Institutional Advancement is on hold. The migration to Banner has benefited

students, faculty, and staff and addressed many of the recommendations made by the College and the Middle States Team.

- The College's Student Development division, now titled *Student Services*, has experienced changes in organization and leadership largely resulting from findings and recommendations from the formal review of the Division completed in 2005. The Associate Vice President (AVP) for Enrollment Management position was created to oversee the Admissions and Registrar's Office. After a formal review of the departments' mission and goals, the priority of the Student Services Division is to finalize and implement the Enrollment Management Plan.
- The *Vice President for Academic Affairs* search is ongoing. The College is committed to searching for an academic leader to ensure the academic rigor of programs, create professional development opportunities for faculty and enhance services to support student success.
- College-wide *collaboration and communication* has improved significantly through an increase in the use of list serves, open and collaborative meetings and internal and external publications. The Director of Communications effectively manages the College's public and media relations, designs and coordinates publications and writes releases, features and articles.
- Middle States Commission on Higher Education acknowledged receipt of approval from SUNY and NYSED to include the *AS in Accounting and the AAS in Business Management* degree programs offered via distance learning within the scope of the College's accreditation.
- The *Office of Educational Partnerships* was formed to provide comprehensive coordination of all the College's activities related to external educational partnerships. The Office has facilitated 72 articulation agreements with four-year transfer institutions to provide students opportunities for academic progression.
- The *Center for Teaching and Learning* was created to promote excellence in teaching and learning for the College community through programs, services and resources in order to enrich student learning and success, enhance effective teaching methods and practices, promote collegiality and collaboration as well as to develop technological competence and creativity.
- *Learning Communities* have been developed through the collaboration of Academic Affairs and Student Services in an attempt to enhance student persistence through offerings that promote social and academic integration. The Learning Communities were designed for first time students placing into Basic Writing Skills II (WRT 040).
- The *SUNY Assessment Initiative* including the assessment of student learning outcomes in General Education and in the major has been successfully implemented. The College has completed three cycles of General Education assessment, conducted comprehensive reviews of its academic programs resulting in curricular changes and administered the Community College Survey of Student Engagement (CCSSE).
- An online *Planning and Initiative Prioritization (PIP) System* was developed and implemented to allow the College to link planning and budgeting activities. The PIP system is a comprehensive planning instrument that enhances transparency and collaboration. Modifications to the system will incorporate assessment fields to further link planning, budgeting and assessment activities.

- The designation of *Newburgh* as a branch campus has been a significant achievement for the College. Construction is ongoing; and six programs are scheduled for implementation at the Newburgh campus for Fall 2009.

Summary of Periodic Review Report Chapters

The chapters of this report have been developed in accordance with the *Handbook for Periodic Review Reports, 11th Edition*. Orange County Community College's Periodic Review Report consists of six chapters followed by appendices and required attachments. The content of each chapter is summarized below:

Chapter 1 - Executive Summary provides an overview of the College's enrollment, educational offerings, structure, and resources, including references to the mission. An overview of the preparation of the PRR is described. Significant developments since the 2004 decennial visit are highlighted followed by a summary of the PRR chapters.

Chapter 2 - Institutional Response to Recommendations describes the College's progress and next steps to the recommendations made during the 2004 Middle States Self-Study by each Standard. Additionally, this chapter further documents progress made to the Monitoring Report requests.

Chapter 3 - Challenges and Opportunities anticipated by the College over the next five years are highlighted in this chapter and include managing enrollment, responding to demands of developmental education needs, maintaining relevant academic programming, improving full-time faculty ratio, advancing technology, further linking planning, budgeting and assessment activities, addressing accessibility issues, enhancing campus sustainability efforts and expanding the Newburgh campus.

Chapter 4 - Enrollment and Finance Trends and Projections provides an overview of the College's financial resources and challenges. Additionally, the College's enrollment projections, activity and trends are highlighted through graphs and charts.

Chapter 5 - Assessment Processes and Plans describes the College's accomplishments and next steps in the assessment of student learning outcomes and institutional effectiveness.

Chapter 6 - Linked Institutional Planning and Budgeting Processes are described in this chapter. The Planning and Budgeting for Institutional Effectiveness Committee has facilitated the progress the College has made in comprehensive, strategic and collaborative planning and budgeting.

Orange County Community College presents this Periodic Review Report to the Middle States Commission on Higher Education with the satisfaction that much progress has been and will continue to be made in furthering the Institution in all accreditation Standards.