

Strategy Status Update – December 2023

MISSION: To meet the technical education and training needs of students and employers in the area.

VISION: COTC will help our students build successful futures by engaging with our industries, communities and employers to uncover opportunities that will address workforce needs, positively influence communities and impact lives for decades to come.

Key Priorities/Strategies		Strategy Lead	Cabinet Sponsor	Critical Team Members
<u>STUDENT SUCCESS</u>				
Help students achieve academic and career goals by improving learning and student support.				
SS01	Support academic success in the classroom and through student-centered programs as outlined in the College Completion Plan	Ferenchak, Sarah Morrison	Provost Sarah Morrison John Davenport	Invested partners identified in Completion Plan; Troy King
<p>12/13/23: The Achieving the Dream core team continues to meet monthly to prioritize and implement large-scale student success initiatives. Upon completion of our three-year engagement with ATD, this group will continue its work in a revised and scaled-back contract with ATD (significantly reduced financial investment).</p> <p>Fall 2023 saw a 78% increase in orders placed this semester in comparison to the same time frame in autumn 2022. This increase was anticipated due to enhanced marketing of the food pantry. Relocation of the pantry to a larger space helped with management of the need. To provide support for future increases, our institution became a campus partner of Swipe Out Hunger, the leading nonprofit organization dedicated to addressing hunger among college students. As a result of this partnership, we received a \$6,000 grant that will provide enhanced infrastructure support, including the hiring of a student manager/intern position and the purchase of PantrySoft software to track inventory and create a more efficient ordering system for students.</p> <p>6/2023 - The holistic student success center continues to focus on improving access to resources for students. Through an expanded partnership with Job and Family Services of Licking County, a rep from FJS was on campus during the spring semester once a week. They are on campus by appointment during summer semester and will continue to enhance our current referral process for students in need. Additionally, the student resource coordinators will receive orientation and training through JFS to better connect students at-risk to basic needs supports.</p> <p>The testing center has expanded testing capabilities and is now a Pearson approved site. They are able to offer GED testing (Coshocton Campus specifically) and testing for industry recognized credentials, including several CompTIA exams and the Ohio Peace Officer Training Exam. Additional testing opportunities will continue to be explored to ensure we are aligning our testing services to our academic preparations within industry recognized credentials.</p> <p>The student success team continues to focus on faculty outreach and training opportunities and plans to develop a series of training with the T&L Center for autumn semester. Ongoing assessment of the early alert system is in progress with plans to streamline processes for faculty and improve student outreach efforts and course outcomes. Troy King, Director of Student Success, will report on early alert data at Faculty Development Days prior to autumn semester. The success coaches are continuing the academic champion workshops for current students and expanding the smart start workshop for new students at all extended campuses. Stephen Pierce, Student Success Coach, became a member of the United Way Community Impact Team, which helps determine fund allocation for basic needs insecurity supports in the community. Lastly, Troy and Stephen will be presenting at the Serve Ohio Conference on Service and Volunteerism in November on the efforts of our Student Resource Center and overall student success initiative.</p> <p>The tutoring center has implemented a new tutoring scheduling system in Who's Next summer semester that allows for easier access to scheduling tutoring appointments. Additionally, the tutoring coordinator continues to work with faculty in high tutoring needs on ensuring the availability of highly trained and quality tutoring services.</p> <p>"Inclusive Access" through Barnes and Noble will be implemented fall 2023 for BIO 121, MATH 130 and PSY 100. This will allow students (including CCP students) to have first-day access to third party vendor course materials, such as Pearson My Math Lab, which will help prevent students from getting behind due to not having needed materials.</p>				

The college is entering its third and final year of a three-year engagement with Achieving the Dream. This relationship has been highly productive. Through a series of facilitated in-depth activities, expert coaching, and internal work, COTC has identified three priorities to drive student success and reduce equity gaps. These include reducing the number of students earning 0 credits in their first semester; increasing the number of women and students of color in the (non-nursing) STEM fields, and establishing a culture of teaching and learning excellence. The cross-functional “Dream Decoders” core team has been meeting monthly to strategize and execute work around these three key student success priorities. Work will continue through the coming academic year with the support of the ATD network and coaches, and will focus on scaling the initiatives found within each of the three areas (additional details can be found in the ATD Action Plan).

The food pantry saw an increase in use throughout the 2022-23 academic year. To better support the increase in usage and further projected growth, due to the plan for increased marketing and promotion in the Fall 2023 semester, the Pantry has been relocated to a larger space, which allows us to increase storage and distribution capacity.

2/2/2023 - In Summer 2022, a new holistic student success center was launched bringing together testing, tutoring, success coaching and basic needs support. Tutoring options were expanded with both virtual and in-person tutoring. As part of the faculty contract, full-time faculty can work in the tutoring center and earn load credit. Testing center successfully implemented the HESI exam, which replace ATI TEAS for health selection. Success coaches have developed a series of workshops for the CCP Reynoldsburg Innovative Waiver program at the Pataskala Campus as well as workshops for the general population. A series of faculty workshops have been developed and are launching spring semester focusing on early alerts, supporting under-resourced students, and general student success. Lastly, the use of the food pantry has expanded with regular deliveries to the extended campus and the installation of self-serve lockers on each campus.

6/2022 - The college will be adopting a new two-year completion plan at the end of June. The work will be centered around our WIG’s and ATD Action plan. Many of the goals will remain the same or similar but extra attention will be paid to students who start a semester at COTC and finish (or drop out) without earning any credit. We will also be focusing on a refresh to our Strategic Enrollment Management Plan in conjunction with an outside contractor.

Wendy Koile has moved to a new full-time position as the Instructional Designer for COTC. Dr. James Jarc has been hired into her former position (which has since been upgraded) of Associate Dean of Online Campus/Teaching & Learning Director.

12/2021 - Success coaches have been at all but one of our campus locations. The extended campus positions at Knox and Coshocton have been adjusted to serve as part-time roles. One full-time position has been hired to serve the Newark campus. The search is ongoing for a full-time success coach at Pataskala.

7/2021 - Two new positions (upgrades) are now official. Troy King is COTC’s Director of Student Success and Wendy Koile is the Director of Teaching and Learning. Both of these positions will help us as we move forward with our WIG’s.

12/2020 - The Provost office has completely overhauled the prior completion plan and received board approval for the new plan at the November 2020 meeting. The new plan represents our goal of focusing on the college’s new “Wildly Important Goals” or WIG’s. The new completion plan gives direct and easy to understand benchmarks for the areas reflected in our WIG’s. This portion of the strategic framework has been completed and will now move towards implementation.

SS02	Achieve greater diversity in the faculty and staff by strengthening recruiting strategies to ensure a broader range of applicants	Sue Wadley	Jackie Parrill	Key hiring managers; Brianna Johnson, Theresa Martelli
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12/22/2023 - The committee continues to meet and is making great progress on finalizing new content for the Human Resource webpage. The committee met with Marketing to discuss a rollout plan for the revised HR recruiting site. The committee also identified LinkedIn Learning videos that could be incorporated into the search committee orientation to help reinforce skills needed to ensure a fair and equitable search process. Videos identified include: “The Business Case for Diversity,” “Like Me Bias in Recruiting,” and “Interrupting Bias.”

Also, Human Resources continues to work with the leadership in Academic Affairs in an effort to attract a diverse pool of qualified candidates for both our full-time and adjunct faculty members. With the addition of a new member on the HR team and New Leadership in Academic Affairs, it is a wonderful opportunity to review and improve the faculty recruiting process.

6/30/23 – The committee meets every other month to discuss, review and update current processes and best practices in an effort to attract and retain a diverse pool of qualified candidates. The process of revising the COTC-HR recruiting website began earlier this year. The committee's focus is on what COTC has to offer in Licking, Knox and Coshocton counties to include but not limited to employee and local community groups. Continued efforts of the committee will focus on supporting candidates with veteran status and accessibility needs.

The part-time faculty webpage was updated and has been live the last few months. HR Recruiting efforts continue to focus on identifying where to promote positions to include local billboards, industry-focused advertising and other related resources.

1/9/23 - HR has been teamed up with Academic Affairs leadership to review and improve the adjunct recruiting process and to ensure a diverse pool of qualified candidates. Discussion areas have included: updating COTC part-time faculty webpage, identifying key areas to target recruitment to include sources and simplify the process where appropriate.

HR Director is initiating a committee of cross-functional staff to participant in reviewing and identifying areas of improvement for this key priority. An initial meeting is scheduled to occur in January 2023. The committee will begin with a review of our current stats and identify areas for opportunity.

2022 diversified hires include one staff member in COTC, three leadership individuals in cost shared positions, and one leadership promotion in a cost shared position.

COTC's job recruitment advertisement was updated in October 2022 to include more specific language to specify COTC's commitment to building a diverse workforce by including an excerpt from the nondiscrimination statement within the job ad.

An Office of Diversity Equity and Inclusion Overview PowerPoint slide deck was shared with Human Resources to be incorporated into new employee orientation. Updated resources on inclusive search committee practices were shared with Human Resources as well. The timeline for the inclusive search committee practices has been extended from a Fall 2022 to a Spring 2023 tentative release.

6/2022 - The Human Resources Director and Chief Diversity Officer (CDO) met in January 2022 and began discussions about how to strengthen recruiting strategies to diversity search pools.

The CDO completed Inclusive Search Committee Training in February 2022 and in April communicated with Human Resources staff about creating an inclusive search committee training video that will be implemented as part of the search committees' orientation moving forward.

Future plans:

1. The CDO, in consultation with HR leadership, will work with Marketing and Public Relations to create and release an inclusive search committee training video to be released in Fall 2022.
2. The Human Resources Director and Human Resources Consultant will meet with the Disability Manager in Student life during the fall of 2022 to review and discuss recruiting strategies to development processes/tools to assist search committees with the recruitment of those with disabilities.

12/2021 – No update

8/2021- The work to-date is being compiled and summarized and recommendations for next steps to completion will be completed before the transition in HR leadership. This will include gap analysis responses from the work team, recommendation regarding identifying reasonable diversity expectations within applicant pools (i.e., availability within the labor market), and potential applicant review and interview-phase changes facilitating bias mitigation. The successor HR director should be able to pick up, review, revise, and complete the strategy formulation with relative ease.

12/2020 - We have completed the workplan review milestone and are engaged in the best practices review. Within that review the best practices inventory has been completed by HR. During the gap analysis by the full strategy team (several responses received), academic affairs participants were requested to identify from their perspective any additional best practices that should be assessed. The full strategy team was requested to review provided COTC resources and representative benchmarking/best practice/advisory resources and respond with an assessment of specific gaps at COTC such as:

- Current COTC policy is addressed inadequately in recruitment and selection practices (which primarily are reflected in the hiring guide), or
- Current COTC policy is addressed but inadequately implemented in practice, or
- Best practices (e.g., per resources provided) are inadequately reflected in currently policy or practice,
- Other gaps that the reviewer identifies or perceives.

Continuing progress is paused due to open enrollment preparations, ACA measurement, Workday implementation tasks and training, and other time intensive activities. In the meantime, I will be soliciting additional gap analysis responses from the full strategy team. I anticipate commencing further progress in January. This will include reviewing the gap analysis responses and wrapping up the workplan with the “Measures” milestone tasks.

SS03	Continue supporting faculty development in teaching effectiveness	Ferenchak	Ferenchak	Massie, Jarc, Director of T&L, and PD Committee
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12/13/23: A new Director of Teaching and Learning position has been created to replace the Associate Dean for Online Campus and Teaching and Learning (vacated by James Jarc’s transition to Dean of A&S). The search resulted in 17 highly qualified applicants, and the hiring process is underway for the selected candidate. This individual should be able to start early in the spring semester, and will continue the work laid out in the T&L Action plan.

Autumn Faculty Development days were a resounding success! The professional development committee implemented many changes to the format of the “conference,” and created new, engaging, and effective PD opportunities for faculty. The committee is hard at work preparing for AU24.

The Teaching and Learning Advisory Committee was established June 8, 2023, to advise the Director of T&L and support campus-wide engagement. This group consists of faculty, staff, and administration.

06/26/2023 - On-going review and updates are occurring related to new faculty onboarding, including enhancement of a training course in Canvas, especially to support (largely adjunct) faculty who are new to teaching. The college has seen an increase in teaching applications from recent graduate school students. Additionally, Academic Affairs staff are working with faculty and the mentorship committee to update the faculty mentoring forms and move them to Dynamic Forms for increased operational efficiency and effectiveness.

The Teaching and Learning Center has been well used since its opening: from 1/1 through 6/30, 106 event occurrences have been booked in the conference space for a total of 260 hours with estimated attendance of more than 900 (excluding ad hoc meetings not reserved online). The team has successfully completed the Achieving the Dream Teaching and Learning Capacity building seminar and now has a 5-year action plan to guide the work. The Teaching and Learning advisory committee (faculty, staff, and admin) was chartered on 6/8/2023 and will meet monthly throughout the academic year. Professional learning programming will continue and grow in the coming years.

The faculty professional development committee has been hard at work planning faculty development days 2023 and has developed many innovative and high-impact sessions for faculty.

Efforts are underway to revise and optimize the end of semester course evaluation process for faculty. A working group of faculty and administrators has been convened to assess the current system and identify areas for improvement. A pilot for the new system will be launched in AU23 with full implementation of the new system proposed for end of semester SP24.

1/31/2023 - The Teaching and Learning Center is officially completed and “open for business.” The campus community can reserve space in the TLC conference center through 25Live. Additionally, users can now reserve space in the multimedia studio where that can record high-quality video and audio for a variety of purposes (online classes, staff training, new student orientation, student success, etc.).

James Jarc is leading a cross-departmental team of 12 faculty and staff through the Achieving the Dream Teaching and Learning Capacity Building seminar. This 8-month intensive process build on the ATD good practice principles for effective teaching and learning, and will result in a Building Capacity Action Plan (BCAP) that will be presented to COTC leadership in the spring of 2023. This plan will include comprehensive recommendations for improving the culture and practice of professional learning at COTC.

A full slate of PL programming has been created for spring semester; the Teaching and Learning Center will host 5-7 events per month for the spring semester on various topics including technology, Canvas LMS, student success, and effective instruction. Additional programming (including significant changes to AU Faculty Development Days) will be implemented at scale starting in August 2023.

6/2022 – COTC has begun work on a state-of-the-art teaching and learning center. The center will house the college's new one-touch studio which will give faculty the ability to record lectures, podcasts, and video presentations in a professional, sound-proof environment. The center will also have meeting and conference space for faculty to participate in professional development opportunities. The center is scheduled to be completed in the fall of 2023 with occupancy occurring soon after.

12/2021 – COTC has identified a new program, Respiratory Therapy, that will serve as the college's identified Perkins program for the next 2-3 years. Monies from Perkins will be used to hire a full-time faculty member as well as providing for some supplies to stand up the program. It is anticipated that the program will start in AU23.

Construction on the new Teaching & Learning Center (TLC) has been identified (HP 70 & 72). Construction should begin this spring with the space available for use by the AU22 semester.

7/2021 – Our newly submitted Perkins budget includes funding a full-time faculty position to support the growth a new program (yet to be determined). We anticipate hiring the new faculty member/program lead in the fall of 2022.

12/2020 - The Provost Office embarked on fulfilling this part of the strategic framework this past summer (2020). We are moving toward the creation of a faculty teaching and learning center. Additionally, we are nearly finished with work towards a new faculty (both adjunct and full-time) orientation within the college's new LMS (Canvas). This training will be required for all new faculty and represents a big step forward with the faculty onboarding process.

Additionally, the college has shifted the focus of Perkins funds to full support faculty in the areas of Career and Technical Education (CTE). Perkins will allow the institution to support the professional development of those teaching in a CTE field without an impact to our current budget. It will also allow us to use current budgeted resources for those faculty not teaching in the CTE areas.

SS04	Further efforts to ensure that online courses are compliant and accessible to all learners	Ferenchak	Ferenchak	Dr. Berry, OTDI representatives, eLearning Champions Committee
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12/13/23: During AU23, the eLearning Champions Committee (eLCC) reviewed and approved 17 new or revised courses. Most courses were for the BSN program. eLCC has implemented a rigorous approval process, and the committee continues to see an increase in the quality of online course offerings.

In SP24 the committee will continue conducting a systematic “audit” of existing online courses in DMS, ECE, and ECON to ensure quality and compliance with the Distance Education Guidelines.

06/26/2023 – Ongoing programming through the Teaching and Learning Center, eLearning Champions, and other resources will address effective and accessible online learning.

2/7/2023 - The eLearning Champions completed the development of the College's Distance Education Guidelines (DEG) which communicates requirements, expectations, recommendations, and best practices for online learning and educational technology at the college. The DEG was adopted August of 2022 and is disseminated to all faculty in a variety of ways. Additionally, the committee developed the Course Design Kit (CDK) which includes further resources for optimizing online courses.

The eLearning Champions committee also instituted a systematic course audit process that will evaluate courses from all program areas. Programs will be reviewed on a 3-5 year cycle; committee members review a random selection of 10 courses from each area against a standard rubric. A report is then generated and submitted to full-time program faculty and academic deans for review and action if necessary.

Ongoing programming in the Teaching and Learning Center includes a heavy focus on technology-supported learning. For example, Wendy Koile hosts a monthly “Canvas Café,” Kacy Burchfield has regular digital learning office hours to support faculty in their use of the LMS and supplemental tools like Panopto, Zoom, and others.

6/2022 - Dr. James Jarc was hired into the newly upgraded position of Associate Dean, Online Campus & Teaching/Learning. Dr. Jarc was a full-time faculty member at COTC prior to accepting this new role. He will continue to serve in a co-chair capacity with eLCC and work on further quality improvements and enhancements to online and on-campus teaching and learning.

12/2021 - The eLearning Champions Committee (eLCC) was officially chartered during the AU21 semester. The committee, led by faculty, serves as the gatekeeper for all online courses. Much like the curriculum committee, all online courses must be run through eLCC prior to being approved to be offered online. Both new and existing courses will be subject to approval from eLCC.

7/2021 – No update

12/2020 - With the adoption of a new LMS and the Faculty Teaching and Learning Center, COTC has made great strides in ensuring that all of our online courses will be compliant with regard to digital accessibility and students with disabilities. The initial part of this process should be completed upon the college's switch to Canvas (Autumn 2021) and will be an ongoing part of the Provost Office trainings to ensure that faculty keep their courses compliant and up to standard for best practices in digital accessibility.

INSTITUTIONAL GROWTH

Increase institutional growth and stability through efficient program, enrollment and fiscal management.

Program management--

IG01	Evaluate academic program offerings to ensure relevancy, effectiveness and viability.	Ferenchak/Massie/Jarc	Ferenchak	Lauren Massie, James Jarc, Sarah Morrison
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12/14/2023 - The Fire Sciences degree pathways and certificate option were evaluated in September 2023 and a proposed redesign was approved. This new design will leverage existing partnerships with OFA and C-TEC to increase enrollment and gain financial aid eligibility for the certificate option. The 18-hour certificate option that is embedded into the Fire Science Technology AAS degree (Approved by Curriculum Committee, ODHE and HLC; pending USDOE submission). Both degree plans of study have been updated and approved. The current FT faculty/PD retires 12/15/23. AA is currently interviewing candidates to fill this position.

The Drone program launched in AU23. The contracted vendor updated curriculum; therefore, AA is engaging with SMEs to realign curriculum and consider a long-term pathway plan to bolster this program. Updated curriculum will be launched in AU24.

The Surgical Technology degree required updated curriculum per accreditation standards. This new curriculum was presented and approved by the Curriculum Committee on 11/17/23. Surg Tech will respond to its program accreditation findings report by 1/12/24.

BPA was approved by the state to expand its offering to the Coshocton campus on 12/11/23. The first cohort begins SP24.

Criminal Justice faculty are currently engaged with C-TEC's high school to align potential CCP options. Implementation is tentatively planned for AU24.

LPN will be expanded to include a new partnership with C-TEC's high school, beginning SP24. Students will take courses at C-TEC then join the existing LPN cohort at the Newark campus for SU24 courses. Starting AU24, LPN core courses will be offered on-site at C-TEC's high school. COTC is also exploring a potential partnership to expand LPN to Licking Heights with the assistance of C-TEC's high school. C-TEC was approved as an additional site by ODHE in November; HLC approval is still pending.

The WORC Grant, focused on "Building Healthcare Pathways in Rural Appalachian Ohio" and in partnership with Muskingum University, Zane State College and Midwest Career Center, ends 12/31/23. COTC has requested an extension to utilize remaining funds through 9/2024. The extension plan seeks to bolster awareness and enrollment specifically at the Coshocton campus in the program areas of LPN, HLT (phlebotomy) and SWA (behavioral and mental health certificate and addiction studies certificate).

DMS has added an AAS to BS transition pathway that has been approved by Curriculum Committee and OHDE. It is pending HLC and USDOE approval. A targeted group of student alumni who earned their AAS degree prior to COTC's implementation of the BS degree have been contacted and could begin to take courses as early as SP24.

ACCT courses are now entirely online. The PD/FT faculty will transition to the CIT PD/FT faculty role as of 1/8/24. AA will pause for one semester to determine if the ACCT program needs a FT faculty going forward.

06/26/2023 - The Programmatic Review Schedule was revised in the spring semester from a 5-Year Cycle to a 3-Year Cycle. The new cycle will begin in the 2023-2024 academic year. The rationale to reduce the time between program reviews to implement an action plan as soon as a negative trend is recognized.

The Human Services program has undergone a program name change and is now the Social Work Assistant program. This name change was effective at the start of summer semester (May 15, 2023) and went through all the proper processes and notifications to accrediting bodies. This programmatic name change better aligns with job titles and career paths in social work.

The last group of students under the former engineering programs completed personalized teach out plans spring 2023 with a few still pending graduation after completion of general education courses and field experience.

The final group of associate degree students in the diagnostic medical sonography program graduated in spring 2023 with the program now fully converted to the bachelor's degree program.

The associate of arts and associate of science degree plans underwent significant review and were updated to better align with transfer opportunities effective summer 2023. Additional review is ongoing with some of the concentration plans and updates will be in place by autumn 2023.

2/2/2023 -The college has experienced a slight increase in Engineering Technology program enrollment. Program reviews continue.

6/2022 - Two new programs have been identified and are in the pipeline for approval. The Bachelor of Science in Nursing (BSN) is pending approval from the Ohio Department of Higher Education. Upon approval, it will move to the HLC for further study and approval. The Respiratory Therapy program has been developed and will be moving through the approval process this summer. The process will be similar to the BSN approval with both ODHE and HLC needing to sign off. Both programs are expected to start in AU 23.

12/2021 - Programmatic reviews are ongoing and on schedule.

7/2021 - In addition to the programmatic cuts, we are also not filling a recently vacated faculty position in the Business Department. This department was flagged for being overstaffed and due to the natural attrition of a retirement, we now feel we are right-sized with regard to staffing.

Ongoing programmatic reviews will continue this fall.

12/2020 - The Provost Office began to evaluate academic offerings prior to the pandemic in early 2020. Due to budget issues presented by the pandemic, this process was forced to accelerate. Programs that had been identified for further investigation were forwarded to the President's Cabinet in April of 2020. From that list, COTC decided to end the Culinary Science program and greatly reduce and streamline the Engineering programs.

This process is ongoing and will be further enhanced as laid out in the college's new completion plan. The new process will review programs on a more regular basis than in the past and will include program reviews and "check-in's" at least once every year.

IG02	Implement new certificate and technical degree programs in response to local needs.	Ferenchak/Massie/Jarc	Ferenchak	Faculty program directors; Kendrah Cunningham, Sarah Morrison; Marketing representative
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12/13/2023:

- **The Associate of Arts with a Concentration in Education has been developed and approved by Curriculum Committee. The Degree has been submitted to ODHE, and is pending approval. Additional AA degrees with concentrations in Economics, English, Philosophy, and Psychology have been submitted to ODHE, and have been approved.**
- **The RN-to-BSN program has been approved by the state and HLC.**
- **The Semiconductor degree and certificate options were approved by all oversight agencies as of 9/2023. The degree option launched AU23 due to existing engineering technology degree course overlap. The certificate launches SP24. COTC signed a tri-party agreement with the Newark-Heath-Licking County Port Authority and Neurxstem to offer students real-world experience in a cleanroom environment beginning SP24. The three fulltime faculty successfully completed a 5-course design/redesign of engineering coursework to ensure proper alignment to OACC-provided curriculum (in partnership with Intel). A new engineering lab coordinator was hired 11/2023 to support faculty in lab and equipment needs, including the space design and purchasing of vacuum systems equipment.**

- **AA hired FT clinical coordinator for Respiratory Therapy, with a start date of 1/8/24. The program achieved its first milestone to program accreditation in 11/2023. Program launch date is AU24.**
- **Supply Chain Management launched AU23.**

06/26/2023 - A program manager was hired for the Respiratory Therapy Program and is preparing the application for accreditation with the Commission on Accreditation for Respiratory Care (CoARC). An additional faculty position has been requested to meet the CoARC requirement to have two faculty hired at the time the application is submitted. The curriculum was approved by the Curriculum Committee and the program was approved by ODHE.

The Ohio Associate of Community Colleges (OACC) has developed and provided semiconductor curriculum to all Ohio community colleges. COTC Engineering (and potentially IT) faculty are developing a semiconductor certificate and an associate of applied science in semiconductors. It's anticipated the new Engineering certificate and associate degree will go into effect in spring 2024 after proper reviews and approvals.

The Program Director for Diagnostic Medical Sonography (DMS) is developing a bachelor's degree completion program for COTC graduates who earned their associate of applied science degree in sonography in the last 7 years. Potential launch for this completion program would be academic year 2024-25.

The Program Director for Early Childhood Education is working on mapping an Associate of Arts in Education based on the Ohio Guaranteed Transfer Pathways (OGTP) to provide students an opportunity to complete an associate degree and transfer credit to a four-year university to pursue a bachelor's degree in education. Currently, there aren't articulation agreements in place between COTC and four-year universities that allow Early Childhood Education graduates to easily or seamlessly transfer to a four-year university to pursue a bachelor's degree in education. It's anticipated this new associate transfer degree will go into effect summer 2024 after proper reviews and approvals.

COTC will fully launch the new following programs in 23AU: Unmanned Aircraft Systems (Drones) short-term certificate and Supply Chain management associate degree and 1-year certificate. Respiratory Therapy is planned to launch during the 23-24 academic year pending final approval and accreditation. A full-time program director/faculty has been hired for the RT program and is currently finalizing curriculum and clinical contracts.

The Engineering faculty have received recommended curriculum from OACC related to Intel and the semiconductor training needs. A new associate degree and short-term certificate are currently in development with a planned launch in spring 2024.

RN to BSN program continues to be developed in the CBE model and will be submitted to HLC soon for review/approval. Approval from ODHE was received in May 2023.

Exploration of new program development will continue in line with community and workforce needs.

12/19/2022

- Expanded Functions Dental Auxiliary – launched 22AU. Accepted 12 new students – all successfully completed and moved on to spring semester. Will complete program at end of spring.
- Drone (UAS) program – to Curriculum Comm. 22AU and approved; approved ODHE; pending HLC; planned launch 23AU.
- Respiratory Therapy AAS – to Curriculum Comm. 22AU – will complete review through Curriculum Comm. in January '23. then proceed to ODHE and HLC; planned launch 23AU. Recruiting faculty/program director.
- Logistics AAS and short-term certificate: developed POS and new courses (thank you Seth Kim); to Curriculum Comm. Feb 10, 2023.
- Data Analytics: no progress at this time.
- CIT short-term certificate and 1-year certificate developed and fully approved. Launch 23SP.
- Electrocardiography for the Cardiac Sonographer certificate fully approved. Part of the BAS plan of study. Students can acquire the certificate in year one.
- DMS Pediatric Echocardiography certificate in collaboration with Nationwide Children's Hospital developed and fully approved.
- RN-to-BAS in Nursing Technology: curriculum approved internally; application to Chancellor drafted & Kendrah Cunningham working on requested revisions/additions. Planned launch 24AU.
- Potential practical nursing pathway from Coshocton County Career Center to COTC still under exploration.

6/2022 - Several new programs have been developed/implemented:

- Industrial Electrician short-term certificate. Will launch at Coshocton campus in 22AU and Knox campus in SP23.

- Business Management Technology
 - Customer Relations short-term certificate
 - Entrepreneurship short-term certificate
 - Entrepreneurship 1-year certificate
- Expanded Functions Dental Auxiliary – launch pending.
- Drone program – to Curriculum Comm. 22AU, planned launch 23AU.
- Respiratory Therapy AAS – to Curriculum Comm. 22AU, planned launch 23AU.
- Logistics AAS: under development; to Curriculum Comm. 22AU.
- Data Analytics: under development.
- Patient Care Technician – launched.
- Paramedic-to-RN launched 21AU.
- RN-to-BSN: curriculum approved internally; application to Chancellor drafted. Planned launch still 23AU.
- Potential practical nursing pathway from Coshocton County Career Center to COTC being explored.

12/2021-

- Reynoldsburg High School ESTEM students have been present on the Pataskala campus for CIT 21AU. This initiative is partially supported through an ODHE grant. We continue to work out the challenges of this project and are working on a more comprehensive presence on campus for the students.
- Restructuring plan for the Engineering programs is complete. The new general Engineering Technology AAS and the revised Electrical Engineering Technology AAS launched in 21AU.
 - The Electrical Engineering Technology program completed an ABET ETAC accreditation visit in November. Final results are pending but we do not anticipate any issues.
- No change: The Paramedic associate degree and certificate options have been discontinued. The accrediting body has been notified. There are no current students enrolled. Work continues with C-Tec to launch a certificate program in paramedic through their adult education program.
 - The current arrangement between COTC and C-Tec for EMT basic continues at this time.
- Completed: Draft one-year certificate and short-term certificate options for the Medical Coding option in Health Services Technology went to Curriculum Committee in September. The certificates become operational in 22SP with Provost approval.
 - The degree and certificates for Medical Coding are now also linked to the Health Sciences web pages online for improved visibility.
- A draft one-year certificate option for CIT will go to Curriculum Committee in 21AU. Status: not completed pending faculty input. This will be completed 22SP.
- Exploration of an Ophthalmic Technician program is underway. Status: on hold due to feasibility.
- Expanded Functions Dental Auxiliary (EFDA) certificate option nearing completion. Potential launch 22AU.
- Development of an unmanned aircraft systems (drone) program underway.
- Development of an applied associates degree in respiratory therapy underway.
- Development of a non-credit truck driver training program underway.

7/2021 –

- Work is underway to bring Reynoldsburg High School ESTEM students to the Pataskala campus for CIT beginning 21AU. This initiative is partially supported through an ODHE grant.
- Restructuring plan for the Engineering programs is complete. Architecture, Civil and Mechanical Engineering options are discontinued with current students completing their majors through a teach-out plan. All documentation has been submitted to regulatory and accrediting bodies.
- A new general Engineering Technology AAS and a revised Electrical Engineering Technology AAS will launch in 21AU.
- The Paramedic associate degree and certificate options have been discontinued. The accrediting body has been notified. There are no current students enrolled. Work continues with C-Tec to launch a certificate program in paramedic through their adult education program.
 - The current arrangement between COTC and C-Tec for EMT basic continues at this time.
- Draft one-year certificate and short-term certificate options for the Medical Coding option in Health Services Technology will go to Curriculum Committee in 21AU.
- A draft one-year certificate option for CIT will go to Curriculum Committee in 21AU.
- Exploration of an Ophthalmic Technician program is underway.
- In exploratory discussions with C-Tec about potential for dental hygiene and Expanded Functions Dental Auxiliary (EFDA) options.

12/2020 - Department meetings were underway in February 2020 with both an Engineering and a CIT meeting held on 2/28/20. Agenda items included discussion of potential for short-term certificate options as well as industry credentials.

Unfortunately, the arrival of COVID-19 and its consequences have significantly slowed this process. Faculty have felt as if they could not take on additional responsibilities while trying to convert effectively to remote instruction. I have recently initiated follow-up communication with several departments to resume exploration of potential certificates/programs:

- Enhancement of CIT programming in preparation for opening of the Pataskala campus, including exploration of industry credentials. Several courses have embedded content that would prepare the student to achieve select credentials.
- Proposal for public health degree option provided to Dean Weirick. I had done some initial work on this, but it fits in with transfer degree options.
- Restructure of the Engineering program pending. Will propose incorporation of short-term certificates and industry credentials where appropriate.
- Restructure of the EMS Paramedic program pending. We did launch EMS-Basic at the Coshocton campus this AU semester.
- A DMS technical bachelor's degree proposal has been drafted and is moving forward.
- Implementation of a partnership with OSU to bring their employees into the SURG tech program – costs covered by OSU. First OSU employees admitted 20AU.
- Establishment of continuing ed. options for weapons and driving tactics through the LET program for select employees in law enforcement/criminal justice.
- Development of draft guided pathways for several technical programs: CIT, CJ, ACC, Health.

IG03	Explore and implement apprenticeship education.	Massie	Ferenchak	External collaborators
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12/13/2023: Several new industry partners were engaged in AU23 with some expressing interest in internship and co-op opportunities, which could lead to apprenticeship opportunities. Partners included: Ariel Corporation, Clean Harbors, Illuminate USA, Behr Paints, HBR, Columbus City Utilities. COTC has joined the Central Ohio Healthcare Collaborative Partnership to explore opportunities. COTC staff also participated in a business resource fair at the New Albany Beauty Park, organized by the City of New Albany. COTC hosted GROW Licking County's Board of Directors in September 2023 and a Manufacturers' Day event in October 2023. COTC is scheduled to host the Licking County Chamber of Commerce's Manufacturers' Council and Local Legislators event on January 10, 2024. This increased community engagement may lead to apprenticeship opportunities with local employers.

06/26/2023 - Apprenticeships will be considered for the Semi-Conductor certificate and associate degree while the curriculum is being developed this summer.

12/19/2022 - No update, although beginning to see a little more interest from industry partners.

6/2022 – No update

12/2021-

- With the Engineering restructuring, the Electric Transmission and Distribution courses were included as an alternate pathway on the revised Electrical Engineering Technology AAS. This will allow the potential for continuation of the AEP apprenticeship with promotion to the students to begin 21AU.
- Discussion regarding various workforce options continues with C-TEC.
- Pending: Eric Wright of the Wiley Co. in Coshocton contacted us in late November about a potential apprentice opportunity in collaboration with our Electrical Engineering Tech. program.
 - No further apprentice options have been identified at this time. Feedback from focus groups in the service area indicate little interest in apprentice programs but strong interest in work co-op/internships.
 - I asked IR&E to pull some data about the practicum/internship/work co-op/field experience courses we offer. I included related courses out of ACCT, BUS, CIT, DMD, ECE, ENGR, HSV, LET. I asked IR&E to run a report over *five academic years* noting students who completed those courses (the report also included demographics). Students who completed these courses equated to a total of 89,730 hours in the field.
 - Field hours per course x 15 weeks x # of graduates
 - I also looked at the clinical hours in the health sciences programs. I only looked at the *19/20 graduates*. This came to a total of 145,524 hours in the field those graduates would have experienced in program.
 - Clinical hours per all clinical courses x 15 weeks x # of graduates

Key point: While we may not have a lot of employers who are interested in DOL apprenticeships, our industry partners are definitely supporting our students with time in the field.

7/2021 –

- With the Engineering restructuring, the Electric Transmission and Distribution courses were included as an alternate pathway on the revised Electrical Technology AAS. This will allow the potential for continuation of the AEP apprenticeship with promotion to the students to begin 21AU.
- Discussion regarding various workforce options continues with C-Tec.
- No further apprentice options have been identified at this time.

12/2020 - An initial discussion did take place with Dr. Heiser and Dr. Maple. The general perception is that area employers do not seem to be fully engaged with the concept of apprenticeships in education. Dr. Walker has attended continuing education opportunities regarding apprenticeships. The AEP ETD apprenticeship that was established previously (2018?) has experienced significant difficulty. It appears the project was launched without well-structured supports in place for student progression. At this time, the students enrolled in the program continue to move forward on the plan of study, but AEP put a hold on the program earlier this year. Due to the pandemic, no further activity has taken place regarding development of additional apprenticeships. However, I plan to revisit this as we begin to build our relationship with C-TEC in the workforce development sector.

IGO4	Expand business and industry training for area businesses to build a competitive workforce and enhance the economic vitality of the communities served.			Business & industry representatives, extended campus advisory board representatives; alumni council representatives
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Discontinued. 12/2020 - Effects of the pandemic and COTC's budget situation necessitated a critical evaluation of the college's Workforce Development and Innovation Center (WDIC). This evaluation has led the college to pursue a completely refocused strategy for provisioning these services in our community. Leveraging a community partnership with historic strengths in workforce development, COTC will partner with the Career and Technology Education Centers of Licking County (C-TEC) to offer workforce development and non-credit training and programming. The WDIC will be closed at the end of the calendar year and the two full-time WDIC positions will not be continued beyond December 31, 2020.

IG05	Manage the operations of the WDIC such that adequate revenues enable the center to operate in a self-sustaining fashion.			David Brillhart
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Discontinued. See IG04.

IG06	Conduct an economic evaluation and needs assessment in all four of COTC's campus service regions, including a comprehensive study into the cost and effectiveness of each of the college's extended campuses.	David Brillhart	John Berry	David Brillhart, Jackie Parrill, extended campus consortium, community partners, Vicki Maple, extended campus advisory board members, Academic Affairs representatives
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06/2022 – Complete

12/2021 - FY21 enrollment on all extended campuses was far below breakeven levels but CARES funding provided funding to balance the budget. As a component of the enrollment summits held to spur enrollment growth, I group is working toward a plan for academic delivery for Autumn of 2022 for all extended campuses.

7/2021 - COVID-19 has created both opportunities and challenges related to the strategic work plan of COTC campus needs assessment and cost study. One major part of this work plan was to conduct academic needs assessment for each of the campuses. Toward that end and although delayed, the campus worked with a group of Licking County stakeholders to create a workforce assessment. That assessment has been completed and a report is imminent.

COTC hired Dr. Bill Lafayette to do a workforce assessment for Coshocton County as well as do some back end to a report already created for Knox County. These reports are now completed. The campus will now focus on implementing the results of these studies into normal academic planning.

An unforeseen opportunity presented itself to streamline operations with the Gateway of the extended campuses during the COVID-19 budget correction activities. Five positions were either moved to Newark or eliminated and a more centralized service delivery method will be instituted for the campuses. This change will significantly assist in reducing operating costs for the extended campuses. Another opportunity may be the utilization of CARES Act funding and a Facebook grant to implement the technology to allow the college to 'combine' low enrolled sections remotely. This technology would open up the ability to offer more sections on the extended campuses.

On the negative side, COVID-19 has challenged enrollments campus wide. For example, remote classes were

combined in the summer for efficiency the ability to differentiate accurately between campuses has been compromised. FY21 enrollments are not predicting pre-pandemic levels. Due to this FY21 will not be a good gauge for the cost effectiveness of the extended campuses. Budgets for the campuses will still be created and monitored for the year. We will look forward to normalized enrollments with a reduced cost model to continue to monitor the cost effectiveness of the extended campuses.

12/2020 - COVID-19 has created both opportunities and challenges related to the strategic work plan of COTC campus needs assessment and cost study. One major part of this work plan was to conduct academic needs assessment for each of the campuses. Toward that end and although delayed, the campus worked with a group of Licking County stakeholders to create a workforce assessment. That assessment has been completed and a draft report is imminent. COTC hired Dr. Bill Lafayette to do a workforce assessment for Coshocton County as well as do some back end to a report already created for Knox County. Stakeholder meetings will be held in early December and a report should be completed by the end of 2020.

An unforeseen opportunity presented itself to streamline operations with the Gateway of the extended campuses during the COVID-19 budget correction activities. Five positions were either moved to Newark or eliminated and a more centralized service delivery method will be instituted for the campuses. This change will significantly assist in reducing operating costs for the extended campuses. Another opportunity may be the utilization of CARES Act funding and a Facebook grant to implement the technology to allow the college to 'combine' low enrolled sections remotely. This technology would open up the ability to offer more sections on the extended campuses.

On the negative side, COVID-19 has challenged enrollments campus wide. For example, remote classes were combined in the summer for efficiency the ability to differentiate accurately between campuses has been compromised. Budgets for the campuses will still be created for the year but FY21 may be lost in the ability to accurately cost the operations on each campus.

Facilities management--

IG07	Update the facilities master plan, Framework 2.0.	Brian Boehmer	Brian Boehmer	Dr. Berry, Dr. MacDonald, David Brillhart, Jackie Parrill, Eric Heiser, Stephanie Brown, faculty representatives, OSU Cols partners
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12/2021 - The Framework 2.0 Master Plan is **complete**. Capital improvement aspects of the project will be considered as future Action Plans.

7/2021- The Framework 2.0 planning team completed their work in November, 2020. Ayers Saint Gross (ASG), the consultant presented the final draft report to the team on November 9, 2020 and emailed on November 11th. OSU-PARE presented the draft plan to the Integrated Physical Planning Liaison Group (IPPLG) in January, 2021. The plan did not require approval from the OSU Board of Trustees. There was a follow-up meeting with ASG, PARE and the other regional campuses on April 14, 2021 to discuss potential signage and wayfinding strategies.

12/2020 - Framework 2.0 is on schedule. The final draft plan was presented to the planning team on November 9th and emailed on November 11th. Next steps in the process are:

- The draft plan will be made available online and open for community feedback (through the end of the month of November 2020).
- OSU PARE will present the draft plan to Integrated Physical Planning Liaison Group (IPPLG) sometime between November 2020 and February 2021.
- ASG (the planning consultant) will finalize materials (plan, presentations, report, executive summary) by the end of December 2020.
- The regional campuses of Ohio State will roll out their plans in 2021.

IG08	Expand COTC's presence and services by completing the John and Mary Alford Center for Science and Technology.	Brian Boehmer	Brian Boehmer	David Brillhart, Project team
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12/2021 –

- **Substantial completion** of the project was achieved last April (on schedule).
- Donor recognition signage and the digital donor wall were installed over the summer.
- Equipment, furniture, and occupants were moved into the Alford Center over the summer. The building officially opened for AU21 classes. Since then, the contractor has been working on punch list, warranty and change order items (there are approximately 15 items remaining).

- The design team is currently reviewing the operating and maintenance manuals that were submitted by the contractor prior to being turned over to the campus.
- Miscellaneous grounds/landscaping repairs will occur in spring 2022.
- Audio/visual equipment for the COTC Health Sciences Simulation Suite has been ordered and will be installed once it arrives.
- The 11-month warranty walkthrough will occur in March/April 2022.

7/2021 - Substantial completion of the project was achieved on April 29, 2021 (per the schedule).

- The Certificate of Occupancy for the project was received on May 5th. The first faculty, as well as lab equipment also began moving into the building in May. Moves of both personnel and equipment from Founders is on-going. Much of the new equipment needed to outfit the various labs has been ordered and/or received.
- Currently, work in the building is focused on addressing the extensive inventory of items on the punch list and building cleaning.
- The last remaining audio-visual equipment is currently being installed in the building. Commissioning of the equipment is scheduled to occur on July 15th. Training of the equipment for OCIO staff is scheduled for July 16th.
- Donor recognition signage has been ordered and was originally scheduled to start installation on July 12th. However, due to manufacturing issues, this has been delayed until July 29th and is expected to take 5-10 working days to complete. The digital donor wall is substantially complete, however the vendor, working with the Advancement Office, OCIO, and Marketing & Public Relations are addressing/correcting some last-minute items.
- The donor recognition luncheon was held on July 16th and the ribbon-cutting ceremony will take place on August 13th.
- Project closeout documents are being assembled by the design team and construction manager. The 11-month warranty walkthrough will occur sometime in March, 2022.

12/2020 - As of October 30, 2020, the project is approximately 65% complete. Current construction activities include masonry, sidewalks, drywall and insulation, monumental stair, mechanical electrical and plumbing rough-ins.

Due to a variety of issues (COVID, supplier delays, scope changes, etc.), the project is currently tracking 29 days behind the original schedule. However, there are opportunities to make up at least 50% of this time. Ultimately, this delay will not affect our planned move-in this summer.

IG09	Renovate the Pataskala campus.	Brian Boehmer	Brian Boehmer	David Brillhart, Project team, extended campus consortium
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12/2021 – The Pataskala Campus renovation was **substantially completed** in July. The ribbon-cutting ceremony took place on August 27.

- All furniture, equipment, and occupants were moved into the building in July and August.
- The contractor has completed all remaining punch list, warranty and change order items.
- The 11-month warranty walkthrough will occur in June/July 2022.

7/2021 - The Pataskala Campus project achieved substantial completion on May 25, 2021. The contractor is currently working on completing punch list and change order items. Of note, we are awaiting arrival of several new interior doors, exterior signage, as well as the lock cores. Temporary lock cores have been installed in the interim. All punch list and change order items are expected to be completed prior to the start of autumn semester. Various training on equipment and systems is underway. All of the furniture was also installed in May. The move from the Annex facility took place on June 14th. The facility is now open to the public. Project closeout documents are being assembled by the design team and construction manager. The 11-month warranty walkthrough will occur sometime in April, 2022.

12/2020 - The renovation of the Pataskala Campus is progressing well. At the end of October, construction is approximately 35% complete. Interior branding layouts are currently being finalized. Final furniture selection and finishes are scheduled to occur November 19, 2020.

Current construction activities include: roofing, exterior concrete, exterior paint, drywall, branch electrical conduits and ductwork.

Primarily due to issues associated with having to install a fire suppression system in the attic, the project is currently tracking 28 days behind the original schedule. However, there are opportunities to make up some of this time. Ultimately, this delay will not affect our planned move-in scheduled for summer 2021.

Enrollment management--

IG10	Rebuild COTC's adult student base (age 25 and older).	Brandy Frias	Sarah Morrison	Admissions and MPR staff
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01/02/2024 - Implemented group admissions info sessions and engineering info sessions. Added additional outreach to traditional students to include increased text messaging and phone calls to nudge through the enrollment steps (orientation, transcripts, etc.). Continued assessment of master schedule to ensure course availability that is conducive to the working adult.

6/30/23 - The admissions and advising teams restructured to focus on streamlining and improving the overall student journey from inquiry to enrollment. This restructuring was based upon assessing current barriers to the enrollment process and analyzing applicant, orientation completers and enrollment data. The design is meant to be more proactive and supportive as students move through each enrollment step with critical staff acting as guides to help nudge and support applicants and students through to enrollment (and eventually completion).

Admissions team will be structured as follows:

- Two admissions representatives who work with inquiries, prospects and applicants up to the point of enrollment in the new student orientation course. The admissions representatives are the college recruiters who will actively engage in recruitment events, managing a territory (including high schools, community engagement and business/industry).
- Admissions outreach coordinator who will support communications (email, phone, text, mail) to prospects, inquiries and applicants. The coordinator will oversee a student/peer call center and conduct strategic outreach to prospects and applicants assisting them with their next steps. The coordinator will also work closely on website enhancements, chatbot maintenance, live chat pilot, and text campaigns. This position is key to ensure proactive and strategic outreach to drive enrollment.
- Two enrollment navigators who will work with applicants enrolled in the orientation course. They will focus on guiding students through critical conversations around enrollment steps (FAFSA, transcript submission, etc.) as well as ensure students understand program requirements, course placement, course offering modalities and basic supports at COTC. The enrollment navigators will bridge the gap between admissions and advising supporting new students through their enrollment in their first semester courses.
- Two CCP enrollment navigators who will work closely with an assigned high school territory on all things CCP from new partnership development, expansion of CCP offerings, CCP student enrollment and advising a caseload of CCP students. The CCP enrollment navigators will work collaboratively with Gateway and academic leadership on enhancing our CCP Pathway models and improving overall CCP matriculation rates post-high school graduation.

Academic advising team will be structured as follows:

- One academic advisor per extended campus
- Four academic advisors in Newark
- Advising will transition new student registration to the enrollment navigators and will focus more on student retention, individual student academic plans, withdraw processing, and stop-out/non-completer outreach.
- Two positions from advising have been shifted to support the new structure in admissions.

2/2/2023 - Employer Outreach - Employer outreach and collaboration is expanding to offer COTC campus healthcare expo events in Newark and on a smaller scale, in Coshocton spring semester 2023. Employers will be directly involved in these campus visit, expo events to recruit students to attend COTC and enter healthcare professions.

Communication - Recurring meetings with Marketing to develop communication strategies, campaigns, and identify market research needed to discern student preferences and capabilities regarding course delivery methods and course scheduling.

6/2022-

Application Analysis

This has been implemented; however, continued analysis is being conducted – with emphasis on military/veteran population.

Tuition Benefit Employer Outreach

Ohio Health is bringing back Education Fairs for their employees this academic year (22-23). The Admissions team will participate in three Education Fairs this academic year to connect with adult learners.

Employer Outreach (in general)

A career-cluster business/industry postcard campaign to up-skill through employer education benefits was launched summer 2022.

COTC Website

In addition to the [Week in the Life webpage](#) launched December 2021, another new webpage was created titled: [Earn Credit for What You Know](#). The new webpage is to help (all) learners understand ways they may already have college credit.

Communication

Knox Promise campaign launched spring semester 2022 and is on-going. Coshocton Promise campaign refresh/relaunch also done spring semester 2022. Promise promotion targets both traditional-age students and adult learners. Meetings with Ohio Means Jobs and Job and Family Services were conducted in person spring semester 2022 to reestablish adult learner connectivity and discuss WIOA funding opportunities for students attending COTC. In addition, reconnection with ASPIRE, the GED program at C-TEC occurred spring semester 2022. Discussing better ways to connect with GED students, when they are further along in that program.

1/2022 –

Application Analysis - This has been implemented.

Tuition Benefit Employer Outreach - This has been implemented to some extent. Admissions has participated in Ohio Health virtual employee education fairs. Adult Learner education fair and connectivity has been limited due to Covid.

COTC Website - The [Week in the Life webpage](#) launched December 2021. The webpage is aimed to help adult learners (and all students) view what real COTC students do to manage their time and other responsibilities outside of school – to show evidence that going to college is possible alongside other life commitments.

Communication - Some adult learner communication strategies have been implemented. Others are still in progress.

- An adult learner name-buy (of 20,000 names) occurred in the spring 2021. The adult recruitment campaign launched in early July 2021 using CRM Recruit. Another name-buy will occur spring/summer 2022. Additional vendor-vetting is occurring. Gateway leadership would like to use 2-3 vendors to explore results and success of name-buys by vendor.
- Chatbot and text messaging project work with Admit Hub, now called Mainstay, began mid-June 2021 and is still on track based on the strategy plan timeline of 1-2 years to fully implement. The Chatbot and some text campaigns launched fall semester 2021. More text message campaigns will be built during the 21-22 (and 22-23) academic year. Generally, there have been and continue to be barriers to implementing adult learner recruitment strategies and increasing adult learner enrollment. Those barriers include but aren't limited to: changes in CCP regulation at a state level, which require time and focus to implement; onboarding new Admissions staff; and trying to determine current needs (and wants) of students during continued Covid concerns.

7/2021 - The Strategy Work Plan submitted related to rebuilding the adult learner student base at COTC has areas that have been implemented, are currently in-progress, and that have not yet been implemented.

- Application Analysis - This has been implemented.
- Tuition Benefit Employer Outreach- This has been implemented to some extent. Admissions has participated in Ohio Health virtual employee education fairs.
- COTC Website - The action plan submitted by OCIO (Connie Gargani) in February 2021 was approved. Work will be on developing an interactive webpage showcasing what it means to be an adult learner, modeled after a Norwich University webpage: <https://online.norwich.edu/student-experience/week-in-the-life>.
- Communication - Some adult learner communication strategies have been implemented. Others are still in progress.
 - An adult learner name-buy (of 20,000 names) occurred in the spring 2021. The adult recruitment campaign launched in early July 2021 using CRM Recruit.
 - Text messaging is another initiative that is in progress but hit a slight slow down due to a change in vendor (from Twilio to Admit Hub). Chatbot and text messaging project work with Admit Hub, now called Mainstay, began mid-June and is still on track based on the strategy plan timeline of 1-2 years to fully implement. The Chatbot will launch by the start of fall semester 2021, with text message campaign building being the next phase of the project during the 21-22 academic year.
- Pataskala - With new and full academic programs being offered at the renovated Pataskala campus, there is increased interest from adult learners. Promotion of the campus re-opening and programming is occurring and will be on-going in collaboration with Marketing.
- Generally, the combination of staffing loss and absorption of CCP in Admissions has been a barrier to implementing strategies and focus on adult learner recruitment.

12/2020 - The Strategy Work Plan submitted related to rebuilding the adult learner student base at COTC has areas that have been implemented, are currently in-progress, and that have not yet been implemented.

- Areas that have been implemented include application data collection for nearly a year now where students can voluntarily provide the name of their employer and indicate whether they plan to use a tuition benefit to help pay for college. As of October 30, 2020, nearly 400 applicants (a little over 10% of our degree-seeking applicants) have provided employer data. This data allows Admissions to see what organizations employees are working for and may be encouraging their staff to seek educational opportunities. Admissions will be conducting outreach to employers we don't already connect with to inquire how to present or provide information to their staff regarding education opportunities at COTC. In addition to collecting applicant data, Admissions and Marketing have collaborated to conduct outreach to adult learners.
- Areas that are in progress include Admissions webpage review and revision alongside implementation of the new COTC website. Admissions pages will incorporate images of adult learners and will generally provide clearer

information to prospective students regarding enrollment at COTC. An Action Plan will be submitted during the budget process to propose the creation of a “Week in the Life” page similar to one found another college (<https://online.norwich.edu/student-experience/week-in-the-life>); with a cost of \$8,000-\$9,000 due to the interactive (versus static) nature of the page. The website would serve as a key recruitment tool for the college and the cost to build some interactive pages would be a worthy investment. In addition to website work, the Prior Learning Assessment policy is in the process of being re-written to help adult learners better understand how trainings, classes and professional experience and existing credentialing may qualify them for college credit. When this policy re-write is complete, a potential webpage could be built on the new website explaining prior learning credit opportunities for prospective adult learners.

- Areas that have not yet been implemented include custom communication plans to adult learners, WDIC training participants specifically. With the recent changes related to WDIC, collaborative work between Admissions and WDIC to build training events in CRM Recruit has ceased. WDIC was going to utilize CRM Recruit to register trainees, which would allow for data sharing between the departments and allow an opportunity for automated, customized communication plans to be built. Historically and currently WDIC training participant data has not been shared between departments. Lastly, text messaging was an initiative being explored to use for Admissions event (Visit Day) reminders to assess whether Admissions would see a decrease in the number of “no-shows” (people who register to attend an event and don’t); however, on campus events have been canceled this year due to COVID. Additionally, text messaging is explored and will be piloted in other areas of the Gateway (Advising and Retention).

IG11	Rework CCP strategy to develop new career pathways.	Toni Trowbridge	Sarah Morrison	Academic Affairs representatives
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01/02/2024 –

- **Continue to work with high school partners on expanding into career pathways and determining internal process for assessing success of pathways.**
- **Added Practical Nursing pathway with C-TEC starting spring 2024.**
- **New potential partnerships include:**
 - **C-TEC – Criminal Justice and Education**
 - **Granville High School – transfer pathway**
 - **Knox County Career Center - Information Technology and Digital Media Design**
 - **Licking Heights High School – practical nursing (preparation for enrolling in PN program at Pataskala Campus senior year) and Education**

06/26/2023 - CCP pathways are being revised, updated, and added for the next iteration of the CCP Student Guide. Pathways revisions include a grade-level breakdown based on student and K-12 staff feedback to help students know per COTC faculty guidance and course prerequisites what college courses are recommended to be taken at what high school grade level. Additionally, pathway revisions include more emphasis on one-year certificates that can be completed. New CCP pathways will include Supply Chain Management and Unmanned Aircraft Systems – Drone certificates.

The current CCP pathways have been assessed and redeveloped (launching autumn 2023) to better present career pathways starting with the sophomore year of high schools. These changes were based upon student/parent and school counselor feedback. The updated CCP student guide will be published early autumn.

Continued and expanded efforts are being made with Coshocton County Career Center and C-TEC in Nursing to provide career center students more opportunities to complete a COTC Practical Nursing (LPN) certificate through CCP partnership and participation.

Additionally, new program codes have been created for each pathway, and the application for admission for CCP has been updated to allow CCP students to only select an approved career or transfer pathway as their program. Degree evaluations will be added for each program once finalized so that students can have visibility around their progress on their program and so that internal short-term and 1-year certificates can be awarded to completers.

Conversations continue to occur with high school partners to move more schools into either an approved or customized pathway. Additional pathways are being added in early childhood education.

Lastly, numerous schools have expressed an interested in an engineering pathway to align with the certificate/degree requirements for employment with Intel and other advanced manufacturing companies coming to central Ohio. Once the curriculum is finalized and approved, these conversations will move into the implementation phase.

2/2/2023 - CCP Partnership Assessment - Anticipate changes in CCP partnerships for 2023-2024 including expansion and reduction. Meeting with Licking Valley spring semester 2023. Licking Valley would be a new CCP partnering school. Several existing partnering high schools have interest in expanding their CCP with COTC. Discussions regarding pathway partnership expansion are taking place spring semester 2023. Meeting with Oakstone and Worthington Schools

spring 2023 to discuss pathways or discontinuation of CCP partnership due to factors like lack of overall pathway development with these schools and/or geographic proximity and matriculation probability of students from these schools.

CollegeU-Business - This partnership and pathway is expanding 2023-2024. The Knox County Career Center has twice as many students interested in this program. Anticipate two full cohorts (of 24 students each cohort) next school year for CollegeU-Business program at Knox County Career Center.

Pathway Development - Revision is occurring for the Business and Allied Health (pre-health) CCP pathways to map which courses could be taken at which high school grade level (sophomores, juniors, seniors). New pathways will be considered and developed based on new academic programming for 2023-2024 academic year (i.e. Drone pathway).

General Updates - The CCP Student Guide will be updated for 2023-2024.

7/19/22-

CCP Partnership Assessment - Additional partnership development is occurring with Coshocton County Career Center in Healthcare for 22-23 academic year.

The Knox County Initiative (KCI) was assessed after several years of implementation. Post review, decision was made to offer Knox County students an opportunity to earn the Associate of Arts (instead of the Associate of Science).

The CollegeU-Business pathway at the Knox County Career Center was revised to eliminate a summer semester offering and offer new courses approved by COTC curriculum committee.

Pathway Development - Reynoldsburg High School will bring new students to the Pataskala campus for the 22-23 academic year. This will be the second Innovative Waiver program Reynoldsburg will bring to Pataskala since the 21-22 academic year. Reynoldsburg is also going to move their Allied Health program to the Pataskala campus in 22-23 (but it will not be an Innovative Waiver program).

Matriculation - Work is in progress to develop certificate/degree mapping in Student Planning, so CCP students can view how many classes they've completed toward a certificate/degree.

CCP Website - The new [CCP Student Guide](#) has been posted for the 22-23 academic year.

General Updates - CCP Superintendent Events are being planned collaboratively with the President's office. There will be one event per campus location in September 2022.

1/2022 –

CCP Partnership Assessment - Initial assessment complete, which included reduction of partners not within our direct service area. Additional assessment is ongoing as we move toward implementing CCP Pathway model and consider Innovative Waiver Programs.

Pathway Development - The following CCP Pathways have been developed: Transfer Ready Certificate, Information Technology, Pre-Health, Digital Media Design, Human Services, and Accounting. Additional pathways have been developed in Business and Engineering. These pathways will be added to our website and be included in an updated [CCP Student Guide](#). Initial conversations have occurred with K12 partners. Additional conversations will be ongoing this academic year and will include implementation and transition planning.

Effective autumn 2021, the Reynoldsburg eSTEM Academy's CIT Innovative Waiver program will be relocated to the newly renovated Pataskala Campus with Reynoldsburg providing bussing to students. We continue to discuss a similar model for the Reynoldsburg Encore Academy's DMD Innovative Waiver program for 2022-2023. Discussion is also occurring to move Reynoldsburg Allied Health to the Pataskala campus, as a new innovative waiver program for 22-23.

Matriculation - The CCP scholarship has been expanded, reducing the required number of credit hours completed from 12 to 3 to be more inclusive of CCP students. The pro-rating model was eliminated so all students receive the same dollar amount regardless of full-time or part-time enrollment status. We will conduct regular reviews of the CCP junior/senior matriculation communication plans in CRM Advise yearly to ensure updated with current, accurate information. Over the next academic year, we will revisit plans for CCP matriculation event activities, including on-campus and in high school opportunities.

CCP Website - New CCP web pages were launched in December 2020. CCP web pages continued to be reviewed and updated with development of new pages as needed (example: course textbooks and supply FAQ, CCP Pathways pages and CCP informational videos).

Gateway Re-org - CCP has been fully moved under the leadership of the Director of Admissions. The CCP Coordinator position was revised and updated to CCP Program Manager. The CCP Program Manager position was filled in April 2021 by Toni Trowbridge. Over the past 6 months, focus has been on admissions staff training, process review and improvements, website development, CCP online orientation, student and K12 communication improvements, collaboration with academic affairs and pathway development and implementation.

General Updates - Toni and Melanie conducted individualized, in person conversations with K12 CCP contacts during autumn semester 2021. Gateway has been working in collaboration with Academic Affairs on reviewing and improving CCP processes, including course request process, high school instructor communication and training, and CCP pathways. Additionally, we have been working with marketing and a CCP Student Guide was created. Lastly, a CCP

specific online orientation course has been built and launched in Canvas. This new orientation process is designed to have a positive impact on CCP student engagement with COTC with a focus on improving retention and matriculation.

7/2021 –

- CCP Partnership Assessment - Initial assessment complete with reduction of partners not within our direct service area. Additional assessment is ongoing as we move toward implementing CCP Pathway model.
- Pathway Development
 - The following CCP Pathways have been developed: Transfer Ready Certificate, Information Technology, Pre-Health, Digital Media Design, Human Services, and Accounting. Additional pathways are being developed in other technical areas based upon interest/demand, such as Engineering and Early Childhood. These pathways will be added to our website and will be a part of a CCP Student Guide (in development). Initial conversations have occurred with K12 partners. Additional conversations will be ongoing this academic year and will include implementation and transition planning.
 - Effective autumn 2021, the Reynoldsburg eSTEM Academy's CIT Innovative Waiver program will be relocated to the newly renovated Pataskala Campus with Reynoldsburg providing bussing to students. We continue to discuss a similar model for the Reynoldsburg Encore Academy's DMD Innovative Waiver program for 2022-2023.
- Matriculation - The CCP scholarship has been expanded, reducing the required number of credit hours completed from 12 to 3 to be more inclusive of CCP students. The pro-rating model was eliminated so all students receive the same dollar amount regardless of full-time or part-time enrollment status. We will conduct regular reviews of the CCP junior/senior matriculation communication plans in CRM Advise yearly to ensure updated with current, accurate information. Over the next academic year, we will revisit plans for CCP matriculation event activities, including on-campus and in high school opportunities.
- CCP Website - New CCP web pages were launched in December 2020. CCP web pages continued to be reviewed and updated with development of new pages as needed (example: course textbooks and supply FAQ, CCP Pathways pages and CCP informational videos).
- Gateway Re-org - CCP has been fully moved under the leadership of the Director of Admissions. The CCP Coordinator position was revised and updated to CCP Program Manager. The CCP Program Manager position was filled in April 2021 by Toni Trowbridge. Over the past 6 months, focus has been on admissions staff training, process review and improvements, website development, CCP online orientation, student and K12 communication improvements, collaboration with academic affairs and pathway development and implementation.
- General Updates - Toni and Melanie plan to conduct individualized, in person conversations with K12 CCP contacts during autumn semester 2021. Gateway has been working in collaboration with Academic Affairs on reviewing and improving CCP processes, including course request process, high school instructor communication and training, and CCP pathways. Additionally, we have been working with marketing on the development of a CCP Student Guide. Lastly, the admissions team has been working on developing a CCP specific online orientation course in Canvas. This new orientation process is designed to have a positive impact on CCP student engagement with COTC with a focus on improving retention and matriculation.

12/2020 - CCP Partnership Assessment

In September, members of the enrollment and academic affairs reviewed CCP course offerings within all our school partners. Data was provided by IR&E and included number of courses offered, enrollment, credit attainment and matriculation data.

Pathway Development

A 15- and 30- credit hour work ready certificate has been developed and will be presented to the curriculum committee in November 2020. Once approved, this certificate will be presented to CCP high school partners. The goal is to move current high school partners to this pathway (or another designated technical pathway) for the next academic year. Additional courses outside of this pathway may be considered once a school reaches the 15-credit hour pathway.

Additional 15- and 30- credit hour pathways are being finalized in healthcare, criminal justice, accounting, information technology, business, digital media, human services, and emergency medical services. These pathways will be implemented with our CTE partners, such as C-TEC, and as an alternative pathway for high schools who are interested in a technical pathway.

Lastly, we are working closely with Reynoldsburg school district on expanding on the innovative programs in CIT and DMD. These programs will be relocated from the high school to our Pataskala Campus effective autumn 2021 with expanded credentialing opportunities, including certificate and degree completion.

Matriculation

A new communication plan to promote CCP matriculation was launched in October 2020 using CRM Advise. This plan targets juniors and seniors encouraging students to explore COTC for degree completion and introduces the CCP scholarship. Additional strategies will be on track to implement in the future, such as targeted classroom visits, on-campus events, and expansion of the CCP scholarship. Some items were on track for implementation during the current academic year but were placed on hold due to the pandemic. Lastly, CCP matriculation data has been integrated into the weekly enrolment reports to continue to assess our matriculation rates.

CCP Website

The current CCP website content was updated early in the fall. The new CCP webpages (launching in December 2020) will include more robust information for students and school administration. Once the pathways are completed and approved (see above), this information will also be more prevalent on our website.

Gateway Re-org

CCP was re-assigned under the leadership of the Director of Admissions. The former manager of CCP position was redeveloped as a coordinator position with focus on program oversight, partnership development, program assessment, and CCP student matriculation. Additionally, all admissions representatives will manage CCP partnerships within their assigned recruitment territory to better facilitate CCP enrollment and matriculation. With the changes to our extended campus structures and reduction in staff, we are currently re-assessing our recruitment territory assignments with an expanded and targeted focus on CCP, traditional student and adult learner recruitment.

IG12	Evaluate online programs and course offerings.	Lauren Massie James Jarc	Ferenchak	faculty representatives, instructional designer, IR&E reps
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12/13/23:

- **15 out of the 20 courses on the RN-to-BSN plan of study have been approved by the eLCC in AU23. Additional courses will be reviewed in the spring.**
- **The committee will renew its audit process in the spring for DMS, ECE, and ECON; reports will be disseminated to program faculty and academic deans upon completion.**
- **We have terminated contracts with CBEN, Learning Mate, and O'Donnell Learn upon mostly satisfactory delivery of services.**
- **We have eliminated the position of Instructional Design and Educational Support Specialist (Wendy Koile) to allow for greater fiscal and operational efficiency in the Academic Affairs area.**

06/26/2023 –

- Supply Chain Management – courses approved for online delivery.
- Business, as a program that can be completed fully online, will pilot delivering courses on their associate degree plan of study as term courses (with general education courses being 12-week summer offerings). Note, not all courses will be delivered online. Some late afternoon and evenings options are being offered face to face to appeal to working students.
- since its inception in 2021, the eLearning Champions Committee has now thoroughly reviewed (including ADA/WCAG compliance review) and approved 26 courses for online delivery. An additional 20 courses will be approved in Autumn semester, the bulk of which are for the proposed CBE/Online RN-to-BSN program. The eLCC has completed “audits” of ten courses each from the following program areas: ACCT, BIO, BUS, CHEM, CIT, DMD. Reports have been presented to program faculty and their appropriate deans for review and remedy where necessary. This coming year, the eLCC will audit DMS, ECE, ECON, ENGL, ENGR, and FIRE courses.
- Significant updates have been made to the college’s public website to better promote online programming and provide supporting resources for students. Ongoing work is being done here as new programs and courses shift to offer online courses, and as additional student supports are developed.

12/2022

- eLCC completed audits for Accounting, Biology, and Business. Ten randomly selected courses from each area were reviewed by committee members and evaluated using a standard rubric. Reports were compiled and shared with full-time faculty from the area and administration. eLCC will review Chemistry, CIT, and Digital Media Design in the spring. Dr. Steven Huizenga, the new eLCC co-chair is overseeing the audit process.
- Since June 2022, eLCC has approved 6 courses for online delivery; there are approximately 37 courses in the queue, including 4 from the new Supply Chain Management degree.
- The college continues to work with CBEN and Learning Mate to develop online, competency-based courses; at this time, only the BSN program will use the CBE approach while additional operational considerations are addressed (e.g., enrollment, advising, records, and financial aid)

- We are working closely with Marketing and Public Relations to update the COTC website to better promote the college's "online campus," including available course/program offerings, online readiness information, and student supports.
- The Associate Dean and the Director of Student success are developing a Canvas course where online students can find wraparound supports in a virtual environment; tentative launch, Fall semester 2023.
- We implemented the Concourse syllabus management application in the summer 2022, and have increased adoption to approximately 25% of all courses. This cloud-based application will greatly improve efficiency, consistency, accessibility, and accountability across the college; we aim to have 75%+ adoption by the end of next academic year.
- Thirteen faculty members have successfully completed their Canvas Certified Educator courses, and 5 are currently in process.

6/2022 –

- The eLearning Champions Committee has finalized the college's Distance Education Guidelines and the Provost has approved the document. This document sets requirements and expectations for online learning and the use of educational technology at COTC. The DEG and supporting training/documentation will be presented to faculty at the beginning of autumn semester.
- eLCC has established a systematic, periodic review process for all online courses (and all other courses with regard to ed tech). The committee is finalizing documentation and processes in the summer of 2022, and will roll out the process in AU22 with three program areas.
- eLCC reviewed and approved 9 new online courses this past academic year. Three courses are pending approval from the committee in the summer, and there are currently more than 20 courses (including competency-based online offerings in the BSN and ECE programs) that will be reviewed/approved in the coming academic year.
- The position of *Associate Dean for Online Campus and Teaching & Learning* has been established and filled by James Jarc (effective June, 2022). Additionally, the *Instructional Designer & Educational Support Specialist* position has been filled by Wendy Koile (effective May, 2022).
- The college has terminated its engagement with O'Donnell Learn. The financial investment was not justifiable based on faculty engagement/participation. The Teaching and Learning Center will be able to leverage learning materials and resources created by O'Donnell Learn in the future.
- The college has engaged with CBEN and LearningMate to assist with the design and development of online CBE courses for several program areas.

12/2021 - The college continues to use the O'Donnell Learn Group to develop online courses. Faculty are continuing to build out their courses in an online format with the support of O'Donnell Learn. The E-Learning Champions Committee (eLCC) has established a formal procedure for how courses are approved for online delivery. Several faculty have gone through this process already to have their course delivered in an online format. The college has invested in advanced Canvas training for faculty. Several faculty are utilizing the extra training in Canvas to help support their peers in Canvas training. The instructional design position will be posted at the start of the new year.

7/2021 - The O'Donnell Learn group is providing support for online course development for faculty. Faculty are beginning to build their courses in an online format with the support of O'Donnell Learn. The E-Learning Champions group has officially been established as a faculty committee and is guiding the faculty on best practices for online course delivery and practices. Lastly, the instructional designer position will be reposted on 7/1/21.

Update 11/2/2020 - The Instructional Designer position was posted on 10/25/2020. The Instructional Designer will be critical in moving the college forward in online learning and assisting faculty to build their courses in an online environment. The position closes 11/16/2020 but as of 11/2/2020, only 1 applicant has applied to the posting. The original milestone plan was to have this position posted by 7/1/2020 but it was not approved to post until October.

An E-Learning Champions Committee was established in the autumn semester of 2020 out of the Provost Office. The E-Learning Champions Committee comprises members of the Provost Office, Faculty, and OCIO. The committee will serve as a group to help push online learning forward for the college as well as ensure standards are in place for the creation of new online courses.

Further, during Autumn Semester 2020 the Provost's office began working with O'Donnell Learn to begin establishing online standards and specific protocols for moving courses into an online environment. This will be in conjunction with the E-Learning Champion team. The project will serve as a guidepost for future faculty to use to ensure that all online courses have consistency and specified standards before they are published.

IG13	Promote diversity to provide meaningful educational experience in our communities.	Vorley Taylor & Brianna Johnson	John Davenport & Brianna Johnson	Members of the Diversity and Inclusion Advisory committee; Gateway staff, faculty representatives
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12/21/2003 - Black Educators and Staff Together (BEST) employee resource group hosted three meetings this semester – one in August to welcome faculty, staff, and students and two other faculty and staff events later in the semester, including one at the Pataskala campus. BEST also connected with other campus partners including the Ohio State Newark DEI Committee and the Human Resources office, and with community partners from Denison University and Licking County NAACP.

In August 2023, the college/campus served as the host site for the Ethiopian Tewahedo Social Services (ETSS) annual youth summit. This event brought 600+ refugee, immigrant, and New American youth to our campus for a day of workshops and celebration. 50+ high school-aged youth participated in a “College 101” workshop led by representatives from COTC and Ohio State Newark admissions.

In Autumn 2023, the RISE Professional Development Network was launched. The RISE Network is a professional development network on campus open to people of all genders and focused on the experiences of those identifying as women in the workplace. RISE held two professional development sessions during the Autumn semester. Johnson also collaborated with the OSU Women’s Place to bring a workshop on career and negotiation strategies for women.

The Equity Team analyzed and discussed the spring 2023 campus climate results and presented findings to the Achieving The Dream Deam Decoders and Strategic Planning Council groups for feedback this semester. Presentations will continue more broadly in the spring to present findings and gather recommendations from faculty, staff, and students.

Monthly DEI community conversations continued which focused on building an inclusive culture (September), neurodiversity (October), LGBTQIA+ experiences in higher education (November), and practicing self-care during challenging current events (December).

Events offered through Multicultural Affairs:

- Multicultural Student Leadership Retreat - Tues., Oct 24, 5-7pm, Warner Center #126 (platform) - The MCLSR retreat is designed to build life skills and competencies to prepare students to interact with diverse populations. In this program, students will participate in activities that highlight economics, politics, and citizenship to help students reach their inner balance of self-awareness for self-improvement. Respecting self is very important, and it is the first step to respecting others. Attendees: 30 students
- NAIP - Giving Thanks: Myths and Realities of Native Americans. Presented by Dr John Low and Eric Jorrey, Tuesday, Nov 28, 2:30-3:30pm (virtually). During this time of year, many Americans partake in traditions that involve preconceptions and idealized versions of our relationship with American Indians. Yet current tribal members continue to deal with a reality that is connected to the past, and the impact involving many rights and representations in the U.S. today. Please join us for this session, as we discuss current issues that impact the rights and life outcomes of Indigenous Americans. This presentation will include misconceptions, intergroup relationships, issues relating to representation, voting rights, and health outcomes. Additionally, we will discuss the dynamics and effects of tribal sovereignty and portrayal and use of mascots. Presented by the Student Engagement Team (SET) which is comprised of faculty, staff, and students with special presenter, John Low, PhD. Attendees: 38 (combination of students, staff and faculty)
- National Respect Day – Sep 18, 2023 – Warner Center, 11:30am-1:00pm - Help us celebrate the National Respect Day on the first floor with a photo booth, karaoke, games and free RESPECT t-shirt and other give-a-ways. Wear your RESPECT T-shirt the entire week, Sep 18-22. Want a shirt, tell us how you like to give or get respect (in your own words) via twitter or Instagram at #RspectOnCampus (t-shirts is part of the RESPECT campaign). Attendees: Open Event
- Cultural Mixer In-Person, Aug 24, 2023, 4:45-6:00pm - Join us for this annual social and cultural event that encourages mingling, socializing, networking and food; part trivia, old school games and scavenger hunt. Part of the Welcome Week Activities. Attendees: 27 students
- Preparing volunteers for the Diversity Through Artistry eight-week program that starts the week of Jan 8, 2024. DTA) is an outreach program to help 3rd graders learn about global diversity.
- Collecting attendance to identify students who meet the four attendance criteria for Social Justice & Community Engagement (SJCE) Certificate eligibility. SJCE is a certificate earning program for all students interested in enhancing their college experience through co-curricular involvement focused on diversity, social justice, and leadership. SJCE provides diversity training through flexible, engaging, and experiential learning and serves as a unique way of supporting student identity and interpersonal development. Earning a SJCE certificate is a great way for students to show future employers or

graduate/professional schools that they had a vested interest in diversity and social justice during their time at Ohio State Newark or COTC.

06/28/2023 - In January 2023, Brianna Johnson became co-lead for the college's Achieving the Dream (ATD) Dream Decoder's team and was especially focused on the college's ATD priority of increasing the enrollment of students from historically underrepresented backgrounds (including students of color, women in STEM, veterans, and rural students) in Engineering programs. As part of this strategic effort, Johnson had several meetings throughout the spring 2023 semester with community partners to and prospective students from refugee, immigrant, and New American communities as a continuation of the DEI recruitment strategy.

In March and April 2023, the COTC Equity Team worked with an external partner (HEDS) to launch COTC's first-ever campus climate survey. The final report is forthcoming and will be analyzed in late summer/early fall 2023.

The 14th Annual Community Intercultural Relations Conference (CIRC) was hosted on April 14, 2023. Titled: Stronger Organizations, Stronger Communities: Engaging People with Diverse Background. Conference description: Our community and the organizations within it are growing more diverse and will continue to do so with the expanding industries and opportunities in Central Ohio. The need to focus on building stronger organizations and communities that can provide a foundation for this growth and diversity is more pressing than ever before for people who reside and work in Licking County. The conference explored how individuals and organizations can forge intentional and deep connections with people of all backgrounds. The event featured presentations from expert speakers and engaged group conversations. Attendees gained insights including how to build common ground with people with diverse backgrounds, how to help people feel truly included and valued within their organizations and communities, and much more. Registration-173, Company Sponsorships-11, Diversity & Inclusion Champion Awardees-2: Licking Heights Elementary School & School Leaders for the Student Diversity Council and Sarah E. Quick (CIRC member)-posthumously and three CIRC members serving ten-years: Sarah E. Quick, Paddy Kutz and Deb Dingus. CEUs and Recertifications were provided through SHRM and HRCI for Human Resource Professionals, Prevention Action Alliance for Prevention Specialists and Behavioral Healthcare Partners of Central Ohio for Social Workers & Counselors.

Employee Resource Group – Black Educators and Staff Together (BEST) at Ohio State Newark & COTC

The group met several times during the spring 2023 semester to determine the interest and need for forming a group to support our faculty and staff. BEST will also partner with students and student organizations who share common interests, issues, backgrounds, characteristics, and pursuits. The attendees unanimously agreed that this group was very much needed to work together to build community and partnerships on campus and with the local community. The proposal for the ERG was submitted on May 8, 2023, and was approved on June 23, 2023. The first activity is scheduled for August 29, 2023, to meet students, especially incoming students to inform them of this great campus resource to help support them.

Celebrated the 20th Anniversary of the Black Heritage Gala on February 23, 2023, 4:30-7:30pm with 100 attendees. Title: Pan Africanism: Cultural & Social Connectedness, event with students, cultural drummers and dancers and negro spirituals. Our invited speaker: Chief Diversity Officer and Assistant Dean for Diversity, Equity, and Inclusion in College of Dentistry at Ohio State Columbus- Akil Houston, PhD. His speech: Beyond Wakanda: Pan Africanism Forever and description: Although works of fiction, Marvel's Black Panther (2018) and Wakanda Forever: Black Panther (2022) engage real-life debates about the content and meaning of Pan-Africanism. What is the ideal pathway forward? Is it a conscious identification with Africa and all Africans across the diaspora? Should Africans born on the continent of Africa only be concerned with African liberation as it applies to specific African countries? Would an agenda of mutual responsibility for people of African descent work? With these films as a backdrop, this talk explores the relevance of Pan-Africanism in the 21st century.

12/22/2022 - In July 2022, the COTC Equity Team held their first meeting as part of the Achieving the Dream project. This team meets monthly to plan and advance projects and initiatives that will help the college better understand and work towards closing equity gaps in student academic outcomes. In November 2022, the Equity Team began preparing for a campus climate assessment which is set to launch in the spring 2023 semester.

Throughout the autumn semester, Brianna Johnson worked with an external consultant to design a DEI recruitment strategy for the electrical engineering technology program and industrial electrician certificate program. As part of this work, Brianna Johnson and the consultant met with several community organizations including refugee— and immigrant—serving organizations to get input on how the college could best serve students from all backgrounds. The first phase of the strategy development work culminated in presentations of the recruitment strategy to internal and external groups (including industry partners) in November 2022. By the end of the Fall Semester, Brianna Johnson and members of the recruitment team began having engineering program informational meetings with small groups of

perspective students who are also clients of refugee— and immigrant—serving organizations. These meetings are scheduled to continue in the spring semester.

The Office of Diversity Equity and Inclusion continued implementing professional development and community building programming such as the Monthly DEI Community Conversations as well as the DEI Book read (in partnership with the Library).

June 30, 2022

Brianna Johnson, PhD, Chief Diversity Officer

The Chief Diversity Officer joined the Achieving the Dream (ATD) Dream Decoders team to improve student success and ensure the college is doing so through an equity lens. In April the CDO led group conversations with COTC faculty and staff during the ICAT Capacity Café and met with and the ATD Equity Team in June 2022.

In March 2022, the CDO created monthly DEI Community Conversations to provide opportunities for COTC faculty, staff, and students, along with those from Ohio State Newark to voluntarily come together to learn about and discuss DEI topics such as current events that relate to social justice, supporting students from underrepresented communities while supporting oneself, LGBTQIA+ experiences in higher education. These community conversations have occurred monthly since March and feedback has been positive.

In May 2022, the CDO began critical conversations with two community organizations that serve refugee, immigrant, and other New American populations to learn how COTC can better recruit and retain a diverse student population.

In June 2022, the CDO in partnership with the Library Director launched a DEI book read to provide COTC and OSUN employees (and students) with the opportunity to learn more about DEI topics and discuss how the information can be used to help them better perform their roles through a DEI lens. The CDO and one equity team member completed Racial Equity Institute training in June 2022.

Multicultural Affairs

The Community Intercultural Relations Conference (CIRC) held the 13th annual conference on April 8, 2022, Creating Inclusive Spaces. CIRC was organized by 15 members, largely consisting of community members who are executive directors and staff members of nonprofit agencies (UWLC, MHALC, LCBDD and LCCH), HR personnel (PNB), retiree, government agency (LCJFS), profit organizations (Amazon and Boeing), college representative (Denison) and college representatives (COTC and Ohio State Newark); chaired by Vorley Taylor. This was the third year in a row for virtual conferencing. Attendance for 2020 and 2021 was close to or at 100 and 2022 attendance was over 120. Attendees represent community members and students, staff and faculty from high schools and colleges. The committee expects attendance to increase by 100% when we return to an in-person conference or hybrid format on April 14, 2023. This was the best year for receiving external sponsorship with ten supporting agencies giving generously. We hope supporters continue to see the value of CIRC bringing great speakers and trainings to highlight complex topics about the importance of relationship building, strategic planning, awareness of biases, and recruiting and improving retention of a diverse workforce.

The MCA Commons' Open House was postponed due to new COVID protocols. The open house is now scheduled for August 25, 2022. The MCA Commons is not only available to students, staff and faculty during open times, but the space can be reserved for meetings, trainings, and virtual group discussions with power stations and power banks available for use. The space is uniquely diverse with wall art of global representation for all to feel a sense of belonging.

The Social Justice & Community Engagement (SJCE) Certificate program will be officially implemented to students (and faculty & staff) at the start of fall 2022. Vorley Taylor will reach out to the Diversity, Intercultural & Community Engagement (DICE) staff at Ohio State to reengage the partnering relationship (partnerships dissolved with employee turnovers on the Columbus campus) held previously.

The Student Engagement Team (SET) is planning a new theme and set of programs and activities for 2022-2023. The plan is to continue offering multiple programs throughout the academic year that are independent of each other and relevant.

Vorley Taylor and Brianna Johnson will work closely together to establish timelines and assignment projects according to the strategic planning document.

1/2022 - Strategic Planning has always been contingent upon hiring a Chief Diversity Officer (CDO) in conjunction with Ohio State Newark. The position was approved with the official title of Diversity, Equity, and Inclusion director. A search committee was formed with members from COTC: Troy King, staff, and Kris Bowman, faculty, Ohio State Newark: Cory

Brown, faculty, and Jamie White, staff, and cost-shared: Vorley Taylor, staff and Dr Jackie Parrill, VP & Chief of Staff and committee chair. The search committee's kick off meeting was on held on September 21, 2021, led by Jackie Parrill with campus leaders, Dr John Berry, President of COTC and Dr William MacDonald, Dead/Director of Ohio State Newark. In subsequent months, the committee reviewed numerous applications, and held preliminary (virtual) interviews and (in-person) campus interviews. After careful review, assessment, and consideration, the committee submitted their final recommendations to the campus leaders on November 15, 2021. Drs Berry and MacDonald made their selection, and the position was offered to Brianna Davis-Johnson who accepted and started on January 3, 2022.

As the DEI director gets acclimated to the campus, the Multicultural Affairs' program manager, Vorley Taylor will continue to plan events with the Student Engagement Team (SET) consisting of a cost-shared team of faculty, staff, and students from Ohio State Newark & COTC. The 2021-2022, Heritage & Cultural series continues to focus on history, traditions, and celebrations of various cultures.

The approved cultural space is named MCA Commons and is in Warner Center #201. The formal classroom has been converted to a transformative space that is welcoming and inviting for all to feel a sense of belonging. An Open House is scheduled on January 13, 2022, 11:30am-12:45pm, as a way to share the newly converted space with the entire campus community.

7/2021 - Strategic Planning is contingent upon hiring a Chief Diversity Officer (CDO) in conjunction with Ohio State Newark. The CDO is a position that has been approved for inclusion in the budget. Jackie Parrill will be chairing the search and has been meeting with various campus constituent groups this summer to finalize the job description. The position will be posted in the fall with an anticipated start date of January 2022.

In lieu of a CDO, the Multicultural Affairs' program manager, Vorley Taylor continues to plan events with the Student Engagement Team (SET) consisting of a cost-shared team of faculty, staff and students from Ohio State Newark & COTC to develop a 2021-2022 series called "Heritage & Cultural Series." The series will focus on history, traditions, and celebrations of various cultures throughout the upcoming academic year.

Multicultural Affairs submitted a proposal for a Cultural Center. The executive leaders understand the need for a Cultural Center on our campus to help students feel belonging. Although the action plan for the Cultural Center did not get approved, approval was given for a Cultural Space. The name of the space is MCA Commons, and it is currently under renovation.

12/2020 - Strategic Planning is contingent upon hiring a Chief Diversity Officer (CDO) in conjunction with Ohio State Newark. The CDO is a position being reviewed by Ohio State Newark and has been included in the Ohio State Newark's Anti-Racism task force planning with a projected hire month in September 2021.

The CDO has several milestones, activities, and deadlines to create, prepare and implement after hired. In lieu of a CDO, the Multicultural Affairs' program manager, Vorley Taylor organized a Student Engagement Team (SET) consisting of a cost-shared team of faculty, staff and students from Ohio State Newark & COTC to develop a series called "Know Your Rights." In the series, once a month, a session is offered containing information of constitutional rights, historical context, and social issues relative to targeted groups of various racial, ethnic, and social demographics.

In lieu of a CDO, various institutions, consultants and agencies highlighting justice, equity, diversity, and inclusion offer an array of events. These sessions are offered through webinars, trainings, and seminars to further knowledge and awareness of anti-racism and social injustice. These sessions provide opportunities for staff, faculty, and students to register for individual and group participation. The Multicultural Affairs' office distributes new sessions, bi-weekly, to entire campus community to inform about challenging concerns and issues.

IG14	Strengthen partnerships with all secondary education partners within our service region to enhance offerings and expand opportunities.	Ferenchak	Ferenchak John Berry	Lauren Massie, Sarah Morrison, James Jarc
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11/22/23: During autumn semester 2023, meetings were held with representatives from the Coshocton County high schools, CTEC, Granville High School, Licking Valley High School, and the Knox Career Center to discuss current and future College credit Plus courses for their students. Follow up meetings will be scheduled during the spring semester 2024 to include the academic and technical studies deans to determine which Plans of Study will be the most beneficial for each student population.

06/26/2023 - Event held at Licking Heights High School spring 2023 that included business, industry, and educational partners to discuss, collaborate and partner to meet anticipated workforce needs due to economic developments such as Intel. Johnstown High School would like to duplicate this event and host something during the 23-24 school year.

The College U-Business program at the Knox County Career Center will double in size for the 23-24 school year. The career center will have 2 cohorts totaling approximately 50 students who will aim to complete an associate degree in business alongside their high school diploma.

On June 15, 2023, COTC hosted a community summit with Ohio State Newark, A Call to College, and Newark City Schools (NCS) to identify strategies for increasing the college enrollment and college retention rates of NCS students. Over 80 individuals participated.

Continued conversations are occurring with all secondary partners on CCP pathway opportunities. New pathways in early childhood are being added to Lancaster and Knox County Career Center.

We are currently exploring a practical nursing program at C-TEC through CCP that would result in graduating seniors in clinical care to earn their LPN license while in high school. This program could become a feeder school to our LPN to ADN transition program.

During the fall, COTC and Ohio State Newark will host the bi-annual Counselor Day to share updates for each college and showcase our engineering programs. Additionally, the director of admissions and admissions team will meet with each school individually to discuss additional opportunities for partnering and getting students to visit our campuses (all locations).

2/2/2023 - Meetings with new and existing CCP high school partners are occurring regularly since the CCP Superintendent Summits held fall 2022. Several high schools are expressing interest in expanding CCP with COTC. Below is a brief snapshot of schools and CCP pathway discussion.

- Coshocton County Career Center – Business
- Knox County Career Center – Engineering, English
- Fredericktown – Associate of Arts, Criminal Justice (and Knox County Career Center doesn't have a CJ program), and Psychology (2024-25)
- Eastland-Fairfield – Engineering (in discussion); they want to move all of their CCP courses to COTC
- Licking Valley (This would be a new partnering high school.)
- Newcomerstown – Business, Pre-health
- Johnstown – Business

6/2022 - We continue to roll out the new CCP certificates in both work-ready and pathway specific programs. A new ENGR pathway was developed to facilitate building a pipeline of students for the new Intel factory coming to New Albany. We've also revised the original work-ready certificate to reflect courses that are most popular among our CCP partners. New CCP partners are evaluated on a yearly basis and will be added if they make sense for both COTC and the K-12 district.

12/2021 - New CCP certificates have been launched. The certificates have been very well received from our secondary partners. We continue to have discussions about CCP growth with our largest partner (Reynoldsburg Schools). There are exciting developments occurring with the re-opening of the renovated space at our Pataskala campus.

7/2021 - COTC is also looking to enhance our offerings to school districts within our service area while ending relationships with those that are not. We recently met with the Newark City School District and are excited about the prospect of adding more options and certificates with a partner in our home city. In terms of the superintendent summits, due to COVID we are still in the planning process given that we've only recently begun to hold events in person. This will pick up steam in the fall.

12/2020 - Prior to the pandemic, the Provost Office in conjunction with the Gateway began to evaluate our CCP offerings. Upon the completion of that survey, we have begun strategically eliminating, revising, or adding CCP offerings with our partner schools. Further, the college received accolades from the Ohio Department of Higher Education (ODHE) when presenting the new "Work Ready Skills Certificate" for both 15 and 30 credits. While ODHE approval was not required, the department was very excited to see a deliberately designed proposal that focuses on the soft skills that many employers have been demanding. Regardless of program concentration, these two new certificates will help students in the areas of critical thinking, reading comprehension, writing, and public speaking. The new certificates will be launched in the Autumn of 2021 and will serve as COTC's main offerings for CCP students. The college will continue to offer additional and enhanced specialized programming to partner schools, where appropriate and feasible.

The college will begin hosting annual Superintendent Summits in each of our service counties/regions. The summits will launch this spring (2021).

Fiscal management--

IG15	Ensure financial stability through effective fiscal stewardship and promotion of a fiscally responsible culture.	Lisa Orr David Brillhart	David Brillhart	President's cabinet
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12/27/2023 – The budget for FY2024 was built with an operational deficit of \$2,000,000. When the budget was passed, the Board and Finance Committee also discussed a multi-year plan to eliminate this deficit starting with the FY25 Budget. Autumn 2023 enrollment results were greater than budget and has positioned the campus well toward this goal. The FY25 Budget process will carefully consider any new funding from the enrollment growth towards either deficit elimination, compensation goals and required expenditures connected directly to enrollment growth.

06/12/2023 - The FY24 budget was created and aligned current enrollment and known effects of the state capital budget, December budget reductions and acceptable use of the enrollment stabilization fund. It is also of note, that a new plan for the investment of short-term reserves has led to a significant revenue line item that offset losses from tuition and State support. While this budget continued the trend of a shrinking resource base, planning focused on the framework of a plan to re-align the operating budget by FY28 through successive reductions of the need for the fund leading up to that point either by enrollment gains or cost reductions and determined annually.

12/08/2022 - Due to autumn enrollment results being lower than projected, college leadership has developed a plan to reduce operating expenditures by just under a million dollars. This involves a comprehensive plan of reducing vacant positions in various departments, several reorganizations, reduction of part time faculty budgets and anticipates finding additional operational efficiency savings in the FY23 budget process.

6/2022 - The College has made a strategic decision to operate at an operational deficit for FY23. This has been made possible by the establishment of the enrollment stabilization fund, a special reserve fund created by surpluses in the previous three fiscal years. These surpluses are due to the College's aggressive use of CARES Act funding as well as curtailed spending. An allocation of just over \$1.7 million is planned for in the FY23 Budget. This strategy will allow the college to avoid significant and potentially harmful budget cuts that would impair its ability to pursue new academic programming and enrollment strategies. It is the goal that these measures will ultimately assist in re-aligning its operating budget.

12/2021 – The college has committed significant time to the use of CARES Act funding. This funding will not only assist our students directly but will also provide relief to the college during both FY21 and FY22 directly. The college is focused on enrollment planning to rectify the negative long term consequences of enrollment losses.

7/2021 - One of the activities involved in the work plan, to ensure financial stability, is to monitor and benchmark the college's fiscal watch ratios against other colleges in the state of Ohio. A review was conducted with the Finance Committee of COTC's ratios for the year ended June 30, 2020. The ratios are explained and discussed. The college's current index of 4.6 is an improvement from the previous fiscal year and places the college in the top quartile of colleges as benchmarked by the Ohio Department of Higher Education. The college also benchmarks well when comparing levels of institutional reserves and debt as well. Due to the crisis caused by the pandemic, numerous conversations were held with the cabinet of the college to discuss the fiscal ramifications and the plan going forward. A side benefit of this immersive conversation was hopefully a greater understanding by the cabinet of the key financial drivers of the college and how departmental plans roll into the greater college operating budget. One goal of this workplan was to consider doing more training in college fiscal policies. We will continue to seek opportunities to embed these training opportunities into the great culture of fiscal stewardship with our budget managers.

12/2020 - One of the activities involved in the work plan, to ensure financial stability, is to monitor and benchmark the college's fiscal watch ratios against other colleges in the state of Ohio. A review was conducted with the Finance Committee of COTC's ratios for the year ended June 30, 2020. The ratios are explained and discussed. The college's current index of 4.6 is an improvement from the previous fiscal year and places the college in the top quartile of colleges as benchmarked by the Ohio Department of Higher Education. The college also benchmarks well when comparing levels of institutional reserves and debt as well.

Due to the crisis caused by the pandemic, numerous conversations were held with the cabinet of the college to discuss the fiscal ramifications and the plan going forward. A side benefit of this immersive conversation was hopefully a greater understanding by the cabinet of the key financial drivers of the college and how departmental plans roll into the greater college operating budget. One goal of this workplan was to consider doing more training in college fiscal policies. This goal has not been met due to the myriad of challenges brought upon by the pandemic but will remain a goal going forward.

IG16	Grow COTC's endowment and NCDF holdings and capacity to award student scholarships, support programs and fund capital projects.	Kim Manno	Kim Manno David Brillhart	NCDF/Jennifer Roberts; Faith Phillips
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12/20/2023 - In March 2023, the Advancement Office kicked off the second phase of the fundraising campaign to support the renovation of Founders Hall after securing a combined \$13-million commitment from the Gilbert Reese Family Foundation, the Thomas J. Evans Foundation, and the Newark Campus Development Fund. As of December 20, 2023, we have raised an additional \$2.756 million, bringing our campaign total to \$15,756,440. Although we have now surpassed our \$15.75-million fundraising goal, we will be kicking off a mini-campaign in early 2024 to sell the remaining 130 auditorium seats for \$5,000 each. We hope this will generate an additional \$150,000-\$200,000 for the project.

We have also worked with new donors to establish several new scholarship funds:

- ***The Kevin and Nicole Cox Scholarship* – an endowment held at NCDF that will benefit COTC and Ohio State Newark after it has reached the minimum \$25,000 endowment level.**
- ***The Linda Forsythe Miller Scholarship* – a current use fund held at COTC that will benefit students in the Early Childhood Education program.**
- ***The Behr Paint Company Scholarship* – a current use fund held at NCDF that will provide \$5,000 a year for active or retired military service members attending either COTC or Ohio State Newark and \$2,500 a year for single parents attending either COTC or Ohio State Newark.**

06/12/2023 – The Advancement Office continues to remain focused on growing both COTC's endowment and NCDF's endowment in an effort to increase our capacity to award student scholarships, support programs and fund capital projects.

In March 2023, we kicked off the second phase of the fundraising campaign to support the renovation of Founders Hall. As of June 12, 2023, we have raised \$1.33 million, bringing our fundraising total for the project to \$14.83 million. We expect to meet and hopefully surpass our \$15.25-million campaign goal this summer.

We have also secured sponsorship support for a variety of campus events:

- *CIRC* (April 2023) – \$15,825
- *Blue Line Twilight Run* (May 2023) – \$8,950
- *Independence Day Concert and Fireworks* (July 2023) – \$10,000 from community sponsors (to date) and an additional \$10,000 commitment from the Reese Family Foundation, bringing the Foundation's annual contribution to \$20,000.

12/21/2022 - The Advancement Office continues to remain focused on growing both COTC's endowment and NCDF's endowment in an effort to increase our capacity to award student scholarships, support programs and fund capital projects.

- In July 2022, we secured a \$500,000 commitment from the Licking County Foundation to support the renovation of Founders Hall, putting us at \$13.5 million toward our \$15.25 million campaign goal. After the new year, we will launch a targeted fundraising effort in partnership with NCDF to raise the additional \$1.75 million for the project.
- In September 2022, we finalized the details of the new Velvet ice Cream Dager Family Scholarship which will be awarded to COTC students pursuing a degree in Business Management Technology with a cumulative GPA of 3.2 or greater, with preference given to students who have a specific interest in small business entrepreneurship. This current use scholarship will provide \$2,000 in funding and we hope to continue it in the future.
- Also in September 2022, we secured a \$25,000 donation from Park and Holly Shai to establish a new endowed scholarship. The Holly Griesse Shai and J. Park Shai III Scholarship will be awarded to COTC students with demonstrated financial need.

6/2022 –

- In March 2022, we launched a new Knox Promise program in partnership with four funding partners—the Knox County Foundation, Ariel Foundation, Mark and Denise Ramser, and Gordy and Fran Yance. During the three-year pilot period, this new initiative will generate an additional \$100,000-\$150,000 in scholarship dollars coming to the college for Knox County residents who meet the eligibility criteria.
- This spring, we worked with the Office of Multicultural Affairs to secure and process \$14,975 in corporate sponsorships for the 2022 Community Intercultural Relations Conference.
- In April 2022, we launched a targeted fundraising campaign for the Radiologic Science Technology Alumni & Friends Scholarship in honor of Ken Ollish's retirement. This effort has generated \$2,200 in gifts to date, but more gifts are expected.

- Also in April 2022, we inducted two new members into the 1971 Legacy Society. We plan to do a broader appeal to long-term donors, retirees, older alumni, and dedicated friends of this college this summer in hopes of garnering more legacy society members. We also plan to work with the Facilities Office on a location and design for a physical, on-campus recognition of legacy society members.
- In May 2022, we hosted the 3rd annual Blue Line Twilight Run in partnership with the Licking County Sheriff's Office to help build the endowment for the Officer Thomas W. Cottrell, Jr. Award for Character and Dedication to Public Service. The event generated \$6,500 in corporate sponsorships and \$1,395 in race registrations despite the unfortunate weather conditions.
- This summer, we will launch a targeted fundraising effort in conjunction with NCDF to raise an additional \$2M-\$3M for the renovation of Founders Hall.

12/2021 – The Advancement Office continues to remain focused on growing both COTC's endowment and NCDF's endowment in an effort to increase our capacity to award student scholarships, support programs and fund capital projects.

- We're in the process of finalizing a new \$25,000 cost-shared scholarship at NCDF that will benefit students pursuing a degree in criminal justice or law enforcement, with preference given to Knox County residents and/or veterans and their family members.
- In January 2022, several members of the college's leadership team will be meeting with some engaged members of the Knox County community to explore the possibility of launching a Knox Promise Scholarship. If these community members decide they'd like to help us move forward with this new initiative, it could be an additional \$100,000-\$150,000 in scholarship dollars coming to the college for Knox County residents who meet the eligibility criteria.
- In spring 2022, we will launch a targeted fundraising campaign for the Radiologic Science Technology Alumni & Friends Scholarship in honor of Ken Ollish's retirement.
- In late spring 2022, we will launch a targeted fundraising effort in conjunction with NCDF to raise additional funds for the renovation of Founders Hall.
- In May 2022, we will host the 3rd annual Blue Line Twilight Run in partnership with the Licking County Sheriff's Office to help build the endowment for the Officer Thomas W. Cottrell, Jr. Award for Character and Dedication to Public Service.

7/2021 - The Advancement Office continues to remain focused on growing both COTC's endowment and NCDF's endowment in an effort to increase our capacity to award student scholarships, support programs and fund capital projects.

- We ended the Alford Center fundraising campaign by raising approximately \$13.9 million. On July 16th, we hosted a private luncheon for donors who had made a commitment of \$10,000 or more as a way to steward these VIP donors. We will be hosting a public ribbon cutting event for the Alford Center on August 13th.
- In February 2021, we secured a \$12-million cost-shared commitment from the Reese Family to support the renovation of Founders Hall, and in June 2021 we secured an additional \$1-million cost-shared commitment from the Newark Campus Development Fund. This fall, we will launch a targeted fundraising effort in conjunction with NCDF to raise additional funds for the project.
- We are also preparing a \$2-million solicitation proposal for John Hinderer to name the Pataskala Campus and kickoff the fundraising campaign to support the construction of a 7,300-square-foot addition on the current facility.
- Lastly, in June 2021 we secured a 20-year pledge from the Heath-Newark-Licking County Port Authority to provide a cost-shared STEM scholarship for Licking County residents, with preference given to employees of the businesses located on the Port Authority's campuses. The Port Authority will make an annual gift of \$50,000 each fall starting in 2021 to support this current use scholarship. After 20 years, the Port Authority will have funded \$1 million in scholarships for local students.

12/2020 - The Advancement Office continues to remain focused on growing both COTC's endowment and NCDF's endowment in an effort to increase our capacity to award student scholarships, support programs and fund capital projects.

To date, the Advancement Office has raised \$13.82 million toward the \$14.4 million (stretch) fundraising goal for the Alford Center. Although we have not been able to host donors for hard hat tours because of COVID, we have been actively sharing with them the virtual hard hat tour video Brian Boehmer created for the COTC SPC meeting in October. We are currently preparing three grant applications to support the project (Schooler Family Foundation = \$150K, Coshocton Foundation = \$10K, and Knox County Foundation = \$10K). We also have one pending response (Pat Jones = \$150K) and two planned solicitations (Smoot Construction = \$150K and Jeanetta Pyle = \$25K). If we are able to successfully close these gifts, we will be nearly to goal.

When the pandemic hit, we redirected our fundraising efforts on a newly developed COTC Student Emergency Fund. To date, we have raised \$2,725 for the fund. We have also continued to solicit annual gifts for the Elizabeth Barnhart Award

for Nursing Excellence, the Radiologic Science Technology Alumni and Friends Scholarship, the Dixie Lauer Fishbaugh Scholarship, the Walter C. and Iona Kuhn Beroth Scholarship, and the Judy Ratliff Stansbury Scholarship.

This summer, we recommended naming the former JBA building in honor of Thomas J. Evans, which presented an opportunity to discuss the renaming of Founders Hall with Sarah Wallace. We are currently on track for future collaborative conversations about the Founders Hall renovation and renaming with the Reese Family.

This month, we are publicly announcing two new funds with the help of the Marketing and Public Relations Office. The new COTC Diversity Scholarship will benefit students of color, and community members are being encouraged to support the fund because the original donors have committed a dollar-for-dollar match up to \$25,000. We are also announcing the creation of a new cost-shared Veterans Emergency Fund that we hope to have available for active military and veteran students by Summer 2021.

Our stewardship efforts for current COTC donors also shifted because of COVID. Since March, we've made personal phone calls to dozens of top donors, and we mailed COTC face masks to approximately 75 donors. We also developed a new scholarship report that will be personalized for each endowed scholarship and shared with donors in December.

In addition, we have found new ways to identify and cultivate new donors and alumni. Most notably, we launched a new COTC Facebook Alumni Group in September 2020 that now has more than 400 members. Our alumni have seemed to enjoy connecting with each other and sharing their personal and professional success stories.

IG17	Generate private support for the enhancement of the Pataskala campus renovation.	Kim Manno	Kim Manno John Berry	Pataskala Advisory Board members, Friends
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12/20/2023 – In December 2023, we submitted a \$12-million state capital request to State Rep. Thad Claggett for One Time Strategic Community Investment Funds (OTSCIF) to support an expansion of the Pataskala Campus. Rep. Claggett’s legislative aide responded that our application had been placed in his budget request spreadsheet and that Rep. Claggett would be meeting with Rep. Kevin Miller and Sen. Tim Schaffer for an in-depth discussion of the various projects that had been submitted.

In early April, 2024, we plan to submit a similar funding application to Sen. Tim Schaffer.

06/12/2023 - We submitted an official request to the Governor’s Office in May 2023 to request \$12 million in workforce-related state capital funds to support the construction of an addition to the Pataskala Campus. In the proposal, we explained that an expansion of the Pataskala Campus is critical to COTC’s ability to meet the education needs of more local students and the highly specialized workforce needs of neighboring employers like Intel and its broad ecosystem of partners and suppliers. We also explained that this shovel-ready project will have a direct impact on workforce development, career training, and the region’s long-term economic viability for decades to come.

12/21/2022 - We are still awaiting a response from the state regarding our request for additional workforce-related state capital funds to support the construction of an addition to the Pataskala Campus. Although our original request was for \$5 million, Dr. Berry has been able to advocate to the Governor’s Office that \$10 million of state funding would allow us to expand the footprint of the Pataskala Campus to better meet the workforce needs of Intel and its ecosystem of partners and suppliers that are also relocating to this area.

Brian Boehmer and David Brillhart are currently working with BHDP, the architecture firm that designed the renovation of the Pataskala Campus, to identify the college’s needs for the facility and determine what the next phase of the project might entail.

We are also exploring a new naming prospect for the Pataskala Campus and hope to reignite their interest in COTC in the coming months.

6/2022 - We are still awaiting a response from the state in regard to our \$5M request for additional workforce-related state capital funds to support the construction of an addition to the Pataskala Campus. In autumn 2022, we plan to launch biannual community outreach lunches at each of COTC’s extended campuses to help build a consortium of up-and-coming community leaders who can become advocates, workforce development partners, and prospective donors for the college and their respective campus.

12/2021 - In July 2021, we solicited an engaged COTC constituent for a \$2-million gift to name the Pataskala Campus and serve as a dollar-for-dollar match to help raise the additional \$2 million needed to build a 6800-square-foot addition on the current facility. The constituent declined our proposal due to some logistical and timing issues related to his business.

In November 2021, we were able to use much of the information compiled for the proposal to provide a more compelling case for the college's \$5 million request for additional state capital funds to support the construction of an addition to the Pataskala Campus.

7/2021-

- The Advancement Office is currently partnering with the Marketing and Public Relations Office on a \$2-million solicitation proposal for an identified individual donor to name the Pataskala Campus and kickoff the fundraising campaign to support the construction of a 7,300-square-foot addition on the newly renovated facility. Chris Dawson is helping us put together a video proposal and Leslie Lenzo is helping finalizing the design of the written proposal. We hope to share the written proposal and video link with the potential donor by the end of July.
- The Advancement Office will be hosting a public dedication and ribbon-cutting ceremony for the Pataskala Campus on Friday, August 27th to celebrate the completion of the first phase of the renovation. If potential donor accepts our proposal to rename the Pataskala Campus, we will unveil the new name at this public event and announce his \$2-million commitment as a dollar-for-dollar match to help raise the additional money needed to complete Phase 2 of the renovation.
- After the ribbon-cutting ceremony, we will work with MPR on campaign materials and then actively start meeting with prospective donors.

12/2020 - Prior to the COVID-19 pandemic, the Advancement Office was busy preparing for the launch of the Pataskala Campus Capital Campaign. We secured Steve Cohen as our Campaign Chair; began developing a comprehensive prospect list of individuals, businesses, and foundations; identified three prospective \$2 million lead donors; drafted a compelling case for support; identified Phase 1 and Phase 2 interior naming opportunities; met with a Grant Opportunity Liaison at the Columbus Foundation to discuss the project and possible foundation funding sources; developed a PowerPoint presentation to share with community stakeholders and prospective donors; and began scheduling face-to-face meetings with the mayors of Pataskala, Reynoldsburg, Pickerington, and New Albany (the meetings had to be canceled later because of COVID).

When the pandemic hit and it became clear that fundraising for a capital project would be extremely difficult given the uncertain economic climate, Dr. Berry, Steve Cohen and I discussed our options and ultimately made the decision to postpone the fundraising campaign to 2021 at the earliest.

Despite postponing the campaign, we still found ways to announce and celebrate the renovation of the current Pataskala Campus facility. In May, Dr. Berry and I presented virtually to the members of the Pataskala Chamber of Commerce, and in June we presented virtually to the Newark Rotary Club. I also shared our presentation with the COTC Alumni Council in August.

The Advancement Office is still planning to host a public dedication and ribbon-cutting ceremony in Summer 2021 to celebrate the completion of the first phase of the renovation project. Ideally, we would like to have a \$2 million lead donor secured by the ribbon-cutting ceremony, so we could publicly launch the capital campaign in front of a group of engaged stakeholders and utilize the lead donor's commitment as a dollar-for-dollar match to raise the additional \$2 million needed to complete the 5,800-square-foot addition to the facility (Phase 2).

IG18	Explore areas of potential efficiency to free up resources.	David Brillhart	David Brillhart	John Berry, Cabinet members
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12/27/2023 - The President's cabinet undertook a planning exercise in the summer/fall 2023 to consider operational budget reductions or revenue enhancements that might be possible if the longer-term plan for enrollment growth did not materialize in coming years. This exercise has created opportunities for cost reduction considerations going forward.

12/08/2022 - See IG15.

6/2022 – No update

12/2021 – No update

7/2021- Quite unexpectedly due to the onset of COVID-19 and the corresponding fiscal challenges therein, the college was forced to do a major initiative related to efficiency of operations. The state of Ohio made two rounds of cuts, the first in May of 2020 and then July 2020, that materially affected the operating budget. In response, leadership developed a \$1.4 million dollar plan that involved budgetary reductions, the use of reserves and the use of CARES Act funding. As a part of the plan, most of the major activities of this work plan were considered. For example, academic programming was evaluated resulting in the closing of several associate degree programs and a major overhaul of Engineering

technologies. Positions across the entire campus were evaluated with the ultimate plan to reduce multiple positions taking advantage of vacant positions wherever possible. Campus budgets were reviewed, and numerous efficiencies were discovered and resulted in over 400k of savings. While the efficiency of operations was not the driving impetus for this effort, the work on this plan essentially resulted in a plan to keep the college fiscally solvent going forward. A recap of the budgetary action plan is available if needed.

12/2020 - Quite unexpectedly due to the onset of COVID-19 and the corresponding fiscal challenges therein, the college was forced to do a major initiative related to efficiency of operations. The state of Ohio made two rounds of cuts, the first in May of 2020 and then July 2020, that materially affected the operating budget. In response, leadership developed a \$1.4 million dollar plan that involved budgetary reductions, the use of reserves and the use of CARES Act funding. As a part of the plan, most of the major activities of this work plan were considered. For example, academic programming was evaluated resulting in the closing of several associate degree programs and a major overhaul of Engineering technologies. Positions across the entire campus were evaluated with the ultimate plan to reduce multiple positions taking advantage of vacant positions wherever possible. Campus budgets were reviewed, and numerous efficiencies were discovered and resulted in over 400k of savings. While the efficiency of operations was not the driving impetus for this effort, the work on this plan essentially resulted in a plan to keep the college fiscally solvent going forward. A recap of the budgetary action plan is available if needed.

COLLABORATIVE CULTURE

Promote a culture of collaboration and build a college community that values diversity and mutual respect.

CC01	Foster improved relationships and cooperation within the internal COTC community.	John Berry	John Berry Jackie Parrill	Cabinet members
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12/28/23 –

- **Two Framework Forums were conducted during Fall 2023. These forums are intended to provide faculty and staff with periodic updates on spotlighted initiatives currently being worked on as outlined in our strategic framework plan, *Honoring Our Past, Focusing on our Future*. In September, Marketing & Public Relations Director Sanath Kumar, Ph.D., provides an update regarding the initiative on *implementing new marketing strategies* under the institutional priority Operational Effectiveness. Additionally, in support of the strategic priority of Institutional Growth, Sarah Morrison, Brandy Frias, and Jennifer Abraham presented on recent structural changes in the Gateway and enhancements to our enrollment and onboarding processes. Forty-five employees attended. In November 2023, Business and Finance Vice President David Brillhart, Ed.D., presenting on the college’s fiscal health and Dr. Ferenchak providing an update related to Engineering/ Semiconductor manufacturing as we continue to see positive movement. Thirty-two employees attended.**
- **Enrollment Summit – expanded the group to include input from additional areas of the college (OTDI, Student Success)**
- **Hosted Public Safety Day – July 19th -- Gateway and Faculty were able to promote key programs**
- **Veteran’s Lounge Grand Opening – September 6th – Participated in Grand Opening – support of our veterans on campus.**
- **Suicide Prevention Walk – September 13th – participated in walk – passing out refreshments with Dr. MacDonald to walkers (entire campus community) to educate on how to identify risk factors and warning signs of suicide and bring message of hope**
- **Legacy and Leadership Dinner – September 22nd – recognize staff/faculty with longevity and service to the college (Legends of Loyalty awards)**
- **Conducted the First Annual Town Hall on October 30th. The Town Hall was in conjunction with Ohio State Newark and was hosted out of the President’s and Dean/Director’s offices.**
- **Hosted Holiday Open House on December 11th at the President’s residence for COTC and Ohio State Newark staff and faculty.**
- **Continued the Leadership Reflections professional development series for managers and supervisors. In October, Emily Smith, Ohio Public Affairs Director at Intel, presented. Twenty-eight managers participated.**

06/27/2023 –

- **Two Framework Forums were conducted during Spring 2023. On April 19, 2023, Joe Argiro presented the Economic Impact Study results and Jackie Parrill gave an update on the upcoming Higher Learning Commission Year 4 Assurance Review. Thirty-six employees attended. On February 15, 2023, 55 employees attended President Berry’s update on Intel including COTC’s response to helping build a talent pipeline to support the anticipated 3,000+ jobs needed in Ohio and examining corresponding career opportunities in multiple industry sectors. Additionally, Dr. Johnson outlined the college’s approach to increasing DEI recruitment and retention in our engineering programs that serve as pathways to careers in advanced manufacturing.**

- In Spring 2023, the development of the bi-weekly presidential communication was transitioned for the Office of Marketing & Public Relations to the President's office. Email communications are sent to all faculty and staff and to students every two weeks to provide campus updates, recognition, and events.
- In fall 2021, Dr. Berry began holding Enrollment Summits approximately bi-monthly. All invitees on campus have some role in enrollment and are encouraged to engage in discussions that focus on our current enrollment and envisioning opportunities to improve enrollment. Focus areas have included Academic Affairs and the various programs offered, Gateway's (Enrollment Management Center) strategy for enrolling and retaining students, Marketing and Public Relations role in recruiting students, community partners and ways for engagement opportunities. Occasionally, Dr. Berry will invite outside partners to a meeting for discussions. Meetings in 2023 were held on 3/22/23, 5/3/23, and 6/28/23.
- Dr. Berry meets once a month with the faculty union president to keep all the lines of communication open. He and the union president discuss issues, items, concerns, and opportunities that may be developing on any of the campuses of COTC. This is an opportunity to create alignment and to curtail any issues before they manifest into potential problems.

01/31/2023—

- Two Framework Forums were conducted during Autumn 2022. On December 7, 2022, Provost Eric Heiser presented – The Path Forward: Reflecting on the work we've done and where we're going. The presentation focused on a number of academic-related strategic initiatives included in our strategic plan. Additionally, he commented on the state of Academic Affairs, as he departs from the college at the end of the calendar year. Fifty-two employees attended the session. On September 13, 2022, Provost Heiser presented the updated College Completion Plan and President Berry provided a Campus Update. Forty-five employees attended.

7/2022 –

- Two Framework Forums were conducted during Spring 2022. These forums are intended to provide faculty and staff with periodic updates on spotlighted initiatives currently being worked on as outlined in our strategic framework plan, *Honoring Our Past, Focusing on our Future*. The February forum included presentations from Vice President David Brillhart and Enrollment Dean Sarah Morrison. Dr. Brillhart provided a CARES funding overview regarding the strategy *Ensure financial stability through the effective fiscal stewardship*. Sarah Morrison presented on the initiative *Rework CCP strategy to develop new career pathways* and on our plans for enrollment on the extended campuses. In May, another forum was conducted that included a presentation from Facilities Superintendent Brian Boehmer on the renovation of Founders Hall. Since this is a shared initiative with Ohio State Newark, all campus faculty and staff were invited to attend.
- In February, the members of the COTC bargaining team have agreed to participate in Interest Based Bargaining with The United Faculty/Central Ohio Technical College, AFT/OFT. The teams enjoyed participating in the IBB refresher training provided by SERB and successfully completed negotiations in May 2022. Using IBB helps to build and maintain our relationship with our faculty. Sitting down with each other and sharing our issues and interests helps us build trust between the faculty and the administration and contributes to higher levels of job satisfaction.
- The results of the Fall 2021 Ruffalo Noel-Levitz employee satisfaction survey were released in spring 2022. Improvements were noted in *faculty satisfaction with communication between faculty and administration* and in the *spirit of teamwork and cooperation*. Both items received ratings above the 3.0 goal (these were areas of noted dissatisfaction in the prior survey). Overall employee satisfaction was consistent with the goal of the national public 2-year benchmark.
- The Commitment to Diversity Website was updated in January 2022 with information about the new Dir. of Diversity, Equity, and Inclusion/Chief Diversity Officer.
- In May 2022, updated Employee Resource Group guidelines were sent to all faculty and staff (of both COTC and OSUN) to promote an environment where all can feel safe, supported, and welcome.

12//2021-

- In April 2021, as the spring Framework Forum. Dr. Berry shared information on the economic evaluation and needs assessment in all COTC's campus service regions (IG06). Another forum was conducted during the autumn 2021 semester. In August, Suzanne Bressoud provided an update on our new marketing strategies and Kim Manno provided an update on the fundraising efforts for the Alford Science and Technology building, Pataskala Campus and Founders Hall.

7/2021 –

- The first campus-wide Framework Forum was hosted on December 14, 2020 and included a presentation on Framework 2.0 and on Academic Affairs WIG.
- Facilities Superintendent provided monthly updates to the COTC Board for both the Alford Center and Pataskala Campus renovation projects through May, 2021.

- Facilities Superintendent participated in three video interviews regarding the status of the Alford and Pataskala projects (1 for Staff Forum and 2 for OSU Admissions).
- The Facilities Department issued eight campus-wide emails regarding various issues (equipment maintenance, power outages, water shut-offs, COVID vaccination site, etc.).
- The Facilities and Public Safety Departments were instrumental in working with the Licking County Department of Health for the vaccination clinics on campus, including the one designated for campus employees.
- Effective July 2021, monthly emails are sent to faculty and staff regarding mental health. The first communications focused on resources for mental health and encouragement for self-care, relating it to a recent event of a very visible display of self-advocacy from Simone Biles. Each monthly email will involve updates from the Office of Student Life, relevant topics/reminders for faculty/staff to not only help them personally but encourage them to share the information with students for assistance.
- Student Life staff members have presented at Staff Forums on various topics – including, but not limited to disability awareness, mental health, and multicultural issues.
- Student Life websites have continued to be updated and information/resources are expanded. In addition, printed materials have been updated and prepared and will be shared around campus.
- Warner 201 has been transformed into a Multicultural Commons. Our hope is that there can be sessions, a general ability to gather for fellowship, etc. for our BIPOC campus community and their allies. I anticipate that there will be campus communication regarding this space at the beginning of the autumn semester with a potential campus open house.
- The Office of Student Life and the Ohio State Office of Retention are expanding their partnership to include the Gateway to increase the services provided by the Campus Corner Food Pantry. We are in the process of changing the location to allow for a larger space, have expanded the online shopping offerings to include BIPOC products; personal items like socks, towels, blankets; meal kits, etc. and are purchasing lockers which will allow students to pick up their groceries at their convenience and we will be expanding these services with grocery/supply deliveries to the extended COTC campuses. In addition, the Gateway and Student Life are working with the Hope Center on a project to assess our students' needs.
- The Office of Student Life Counseling Services has purchased online mental health assessments which can be utilized on their websites. This in turn will allow students, faculty and staff a chance to complete a self-assessment and for students then to provide this to the counseling staff to assist with communication in experiences they are facing. In addition, faculty and staff can utilize this resource to provide the feedback to the EAP or their selected therapist. It is also linked to specific local and community resources depending on the outcome of the self-assessment.
- The Office of Student Life Counseling Services has implemented online referral forms for students to complete for self-referrals to the office and for faculty and staff to complete to provide referrals of students to the therapists for follow up care. This communication will do a better job of tracking and logging the referrals as compared to our current system of walk-ins, phone calls and emails. Obviously we will still take referrals in that manner, but will be entering those into our system for better communication and follow up.
- The Dean of Students and Director of Public Safety created a Parking Appeals Review Committee (PARC) to review parking appeals. The board consists of faculty, staff and student representation from each institution as compared to the old system where the appeals were only reviewed and decided upon by the Dean of Students. This allows for more transparency and reduces any potential concerns of bias from having just one individual responsible for the appeals.
- Departments within the Office of Student Life identified and created written procedures and policies to better communicate expectations, limitations, purpose and scope of duties/care within their offices. These are then posted and shared with students utilizing services. Examples include Counseling Services – scope of care, session and attendance expectations, explanation of referrals, limitations for requests from therapists for comfort animals/course accommodations, etc. and Career Services outlined expectations and communication of services provided to community partners, tabling events, recruiting, job postings, etc.
- Office of Student Life Career Services is exploring and communicating with various disciplines about providing better service opportunities for students in the technical area. For example, partnerships and working with the Engineering program on externship/internships and the Nursing program and other health services about tabling and job fairs targeting those majors.
- Office of Student Life Recreation Sports is adding a couple of tv monitors on campus to communicate wellness information to the campus community. This will include tips, important information regarding wellness/self-care/fitness, etc. as well as displaying information and offerings available within the Adena Recreation Center.
- Office of Student Life Multicultural Affairs has resumed weekly emails complete with relevant trainings, article links, webinars, etc. sent to all faculty and staff to encourage them to explore topics related to diversity, inclusion, justice and equity.

12/2020 - This strategy resulted directly from areas of dissatisfaction expressed by our faculty and staff with regard to communication between faculty and administration and with the spirit of teamwork and cooperation. Some headway in improving these relationships have resulted from a number of activities already underway prior to the beginning of the new year (i.e. the recent collective negotiations process with our faculty union, the implementation of the extended campus consortium, etc.). Since the beginning of the new year (2020), the following activities have been implemented to further internal COTC communication:

- Weekly presidential communications in connection with the COVID-19 pandemic. These communications have included both email and video messages. Communications moved to bi-weekly in October 2020.
- Weekly communications to the faculty from the Provost.
- COTC President attending Staff Forum at least once per semester. This semester (Autumn 2020), Dr. Berry will attend Staff Forum on three different occasions.
- President Berry has hosted several virtual happy hours for the cabinet.
- Framework Forums will be implemented beginning in Autumn 2020. These college-wide forums will be virtual meetings to highlight the work on various strategic initiatives included in the strategic framework plan. The first forum will be scheduled in December 2020.
- Provost hosts monthly college updates/listening sessions with all faculty.
- In November 2020, the weekly Student Life email sent to students is now also distributed to all faculty and staff. This has updates about events and information pertaining to Student Life and the campus.
- Over the past 2 – 3 semesters, around mid-terms, the director of student life sends an email to the entire faculty and staff reminding them about mental health, what students may be facing and resources available.
- Student Life hosted several open forums/sessions around various topics – Black Lives Matter, diversity topics, mental health, etc. We have had anywhere from 5 – 30 in attendance and these have been held between Summer 2020 – current. Also, Student Life has implemented “drop in hours” or “open office hours” in a few offices to be open for questions, guidance, etc.
- Student Life has presented informational update sessions at the Ohio State Newark Faculty Assembly, the Student Financial Services retreat, several Gateway staff meetings and the Ohio State Newark Advising Staff Retreat/Meetings. Many of these were new presentation opportunities. In addition, staff have continued to present at the COTC Faculty Development Days and have a presence at the Advisory Council meetings.
- Student Life has implemented various social media communications (in partnership with Marketing) that are Student Life specific. While we have had Facebook and Twitter over the past year, we implemented Instagram this year as it is used by a greater number of people. We utilize these communication avenues for tips, strategies, updates, advertising, contests, outreach, etc.
- From March 2020 to current, the director of student life has implemented various communications, many themed, in order to keep connections ongoing with my staff. Most recent examples include: Motivational Monday, Topsy-Turvy Tuesday (hodgepodge), Mid-Week Thoughts, Try It Thursday and High Five Fun Friday. An example is today’s “Try It Thursday,” she shared a story about seeing someone play the glass harp/water glasses at a festival, attached a link to a video of someone playing a song on the water harp and then challenged my staff to play their own glass harp, shoot a video and share with the staff.
- Seeing a decline in the mental health/morale of the Student Life staff, an increase in their stress levels and with many expressing sadness/nostalgia for not feeling “connected” anymore, the director has scheduled “meet up” times as an entire staff, in addition to our regular 1-1s. They have been meeting every other week as a staff in a “formal” staff meeting, but on the off weeks they schedule “non-mandatory, social” time...one week being a “Tuesday Touchpoint” which is 30 minutes set aside to just socialize and touch base and then the other week being a “Student Life Virtual Lunch” where they can join each other to socialize and eat lunch.
- Student Life has continued to update their websites with helpful information, links to resources, etc. and continue to partner with/complete outreach to community partners to provide connections and resources for our on-campus community.
- The facilities superintendent is on the agenda for the monthly COTC Board meetings to provide an update on the Alford and Pataskala projects.
- A construction cam has been added on the college website.
- The Office of Advancement posted the Alford video as part of a campus donor push.
- President Berry expand the President’s Cabinet membership to include broader representation from college departments.

CC02	Improve internal communication strategies via an array of engagement platforms (i.e. videos, blogs, meetings).	Sanath Kumar	John Berry & Sanath Kumar	Staff forum leadership, faculty council representatives, managers
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12/15/23 - A replacement for the digital communications specialist has been hired, and the search for a marketing writer is ongoing. Social media postings have increased, to reinforce student engagement with campus activities and awareness of events on and around the campus.

The 2023-24 Impact report has also been completed and published, the theme of which this year is 'partnering with community to inspire great outcomes'. In addition to highlighting community engagement, the publication recognizes outstanding alumni, staff and faculty. It also celebrates the long-term, dedicated contributions of staff and faculty via the 'legends of loyalty' award.

07/10/2023 - Since the digital media specialist position was created and social media content creation actively pursued, there has been very good engagement on campus with the content being published digitally. Due to limited engagement with and inadequate generation of sustained content for a campus newsletter, the MPR team no longer publishes a newsletter – using social media platforms as a substitute for highlighting current and upcoming events. In addition, the news and events are also published and readily available on the COTC website.

12/08/2022 –

- Impact report complete
- Continuing - Regular, planned email and video communications to faculty, staff and students from President Berry continued on an every-other-week basis.

6/2022 –

Campus communications:

- ICATS survey data: Are student success vision and goals communicated regularly and broadly across the institution? COTC recorded a 3 out of 4 on this metric.
- Question – didn't satisfaction with communications increase in the most recent faculty/staff employment survey? Are they posted anywhere?

Presidential communications.

- Continuing - Regular, planned email and video communications to faculty, staff and students from the Office of the President continued on an every-other-week basis.
- Continuing - Additional email communications were distributed to faculty, staff and students as necessary regarding timely matters of importance to the COTC community including COVID protocols, enrollment, academic programming and budget updates, as well as a response to news of national and regional significance.
- Continuing - Office of the President website updates continue.
- Exploring additional regular communication from the Office of the President to include more faculty/staff news and area updates.

Profiles newsletter

- New position will begin in July 2022. Shifting editorial oversight of campus newsletter and email marketing to newly created digital media specialist position (formerly communications coordinator). Consolidating these roles will allow one staff member to become the department's subject matter expert on content creation for these particular channels.

Impact Report

- 2022 issue in process.

1/2022-

Presidential communications.

- Regular, planned email and video communications to faculty, staff and students from the Office of the President continued on an every-other-week basis.
- Additional email communications were distributed to faculty, staff and students as necessary regarding timely matters of importance to the COTC community including COVID protocols, enrollment, academic programming and budget updates, as well as a response to news of national and regional significance.
- An html email template was created and implemented for all official communications from the Office of the President. This ensures that official presidential communications are immediately recognizable by their distinctive look, which clearly defines the COTC Office of the President as the sender, and amplifies the college's visual identity, mission and values.
- The Office of the President collaborated with digital media design students and faculty to create a special COTC 50th anniversary holiday message, which was distributed in December 2021.
- Created COTC 50th anniversary video.
- Office of the President website updates continue.
- COTC COVID website updates continued.

Profiles newsletter

- Shifting editorial oversight of campus newsletter and email marketing to newly created digital media specialist position (formerly communications coordinator). Consolidating these roles will allow one staff member to become the department's subject matter expert on content creation for these particular channels.
- Increased circulation 14% from December 2020 to December 2021, due to adding a subscribe link to the COTC website homepage.

Impact Report - 2021 issue complete.

7/2021 –

- Redesign e-version Profiles newsletter – in process. We are continuing with metrics collection to determine if the return to on-campus work will alter engagement in any way. We have refreshed some elements of the newsletter:
 - New 50th anniversary masthead and theme color
 - Slight format change in photo spacing
 - Addition of section with quick-links to news stories and major publications
 - Added subscribe link to website homepage
 We will continue to review metrics to measure engagement and conduct a further content review this fiscal year.
- Impact Report implement broader distribution – in process and on track. The 2021 issue is in the final design stages. MPR will work with the advancement office to identify any additional community members to be included in the distribution.
- Presidential communications – in process. Regular, planned communications to faculty, staff and students from the Office of the President continue on an every-other week basis. While pandemic protocols and return-to-campus information have been included as necessary, communications have also been able to incorporate more general information regarding strategic initiatives and college news, such as academic program and enrollment updates, capital projects, and retirements and new hires. Plans are in place to create an html email format for the Office of the President.
- Social media – data is collected on a regular basis
- A COTC COVID-19 website was created in March 2020 to serve as a reference for faculty/staff/students and community members regarding COTC COVID-19 campus protocols and information, and as an archive of all official communications. Beginning in March 2020, multiple email communications were distributed weekly to faculty/staff/students, and it was determined that all official communication regarding the college's response to the pandemic would be disseminated from the Office of the President. From April through September 2020, weekly communications were distributed from the president, as well as individual notices when necessary, regarding changes in protocol. From October 2020 until the present, the president's office has distributed communications every other week to all faculty/staff/students, in addition to individual notices regarding changes and updates.

12/2020 - Strategy Define, create and implement both new and continuing strategies and tactics to facilitate and improve two-way communication with all Central Ohio Technical College internal constituents (faculty, staff, cost-shared staff, fiduciary board members, alumni, extended campus board members and students) by utilizing both new and existing communication channels in regular, planned deployment.

Redesign e-version Profiles newsletter – in process and on track. We have begun data collection of the current newsletter, which will continue through March 2021. This metrics review will inform the creation of a strategic plan including target audiences and KPIs for this collateral piece. We anticipate implementing the refreshed newsletter in July 2021.

Impact Report implement broader distribution – in process and on track. Planning for the 2021 issue will begin in December 2020. The 2020 issue was delayed for several months due to the inability to take photos in early summer due to COVID-19. As we reach out to constituents in preparation for COTC's 50th anniversary, MPR will work with the advancement office to identify additional community members to include in the distribution.

Presidential communications – in process. Due to COVID-19, communications were greatly accelerated in March 2020. Early in the pandemic, communications were emergency oriented and driven by the evolving crisis. Content continues to a fair extent in reaction to the effects of the virus on enrollment, budget, academic plans and programming, student success and continued employee health and safety. A combination of written and video communications from the President's Office occurred at least weekly from March through October and are continuing semi-monthly. This plan will continue to be evaluated as the pandemic progresses. Quarterly updates of the president's web page began earlier than scheduled due to the need for up-to-date info during the pandemic; those quarterly updates are on track and will continue. Other in-person communication opportunities such as Staff Forum, Faculty Council and Faculty Development Days have been able to continue remotely during the pandemic. The fun, informal Pizza with the Provost is not occurring during the pandemic, but students have been receiving the weekly and then semi-monthly communication from the president.

Social media – data gathering continues regularly.

CC03	Value employees through recognition and engagement programming that promotes satisfaction.	Jackie Parrill	Jackie Parrill John Berry	Sue Wadley, MPR representative, the assistant director of student life, a Staff Development committee representative and two full-time faculty members
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12/13/23:

- With the completion of the Teaching and Learning Action Plan, faculty and staff have a roadmap for enhanced programming and employee satisfaction initiatives that will include onboarding, mentoring, learning communities, ongoing professional development program, etc. The new Director of Teaching and Learning will be instrumental in implementing strategies identified by the Teaching and Learning Advisory committee.
- Drs. Berry and MacDonald awarded the annual President’s and Dean/Director’s Diversity award and the Julius S. and Joette Greenstein Award in August 2023.
- COTC and cost-shared employees were recognized in Autumn 2023 for reaching service milestones of 5, 10, 15, 20, 25, 30 and 35 years.
- Drs. Berry and MacDonald hosted a joint birthday celebration (they share the same birthday) on December 1st for all COTC and Ohio State Newark faculty members.
- The President’s Office hosted the annual holiday open house celebration at the Hall-Coe house on December 11, 2023. All COTC and Ohio State Newark employees were invited.

06/20/2023 - work is underway through the Teaching and Learning Center and several faculty council committees to enhance faculty satisfaction. This includes proposed changes to the faculty awards (additional new awards, incentives, and processes); improvements to onboarding and mentoring; enhanced professional development opportunities (and funding!); and improvements to the rank and promotion process.

01/31/2023-

- The President selected four employees as 2022-2023 League Excellence Award recipients as those who exemplify exceptional teaching and leadership. Excellence Award recipients are featured on the League of Innovation’s website and are recognized during the Innovations Conference in March 2023.
- Drs. Berry and MacDonald awarded the annual President’s and Dean/Director’s Diversity award and the Julius S. and Joette Greenstein Award in August 2022.
- Thirty-five COTC and cost-shared employees were recognized in Autumn 2022 for reaching service milestones of 5, 10, 15, 20, 25, 30 and 35 years.

6/2022 - The Faculty Council, by virtue of subcommittee, voted to change the way in which faculty are selected for teaching excellence awards. Rather than a singular award, faculty who receive a nomination from a student are recognized at the end of each year. The new process ensures that all faculty who have been nominated by a student receive some form of recognition. The awardees are highlighted in the Provost Weekly Update email and are shared with the President’s office.

12/2021 – The recommended change for the presentation of length of service awards was implemented in autumn 2021. Staff length of service awards were presented during the autumn Staff Forum meeting so that individuals could be recognized in front of their peers.

7/2021 – The findings of the assessment are summarized below. Overall, the committee found the college’s program to be strong, comprehensive, and appropriate for our organization. Opportunities for enhancements of the program are also offered for consideration by the cabinet/President.

Strengths--

- Central Ohio Technical College’s current recognition programs are comparable to programs offered at other Ohio two-year colleges. Based upon a literature review, offerings are consistent with best practices employed by other organizations, businesses and colleges. The program offers recognition opportunities for all classifications of employees.
- The college’s partnership with The Ohio State University affords COTC’s employees with a rich level of wellness programming that is unusually rich for a small technical college.
- President Berry leads by example in this area. He is perceived as genuine, very warm and welcoming. His impromptu visits to offices, providing jokes and candy, and opening his home for the holidays are examples of ways he makes employees feel appreciated and valued.

Opportunities—

- Consider the criteria for awarding the Teaching Excellence Awards. Faculty are selected based upon the number of votes from students. Is that fair for all faculty when some faculty have exposure to more students by virtue of the type of classes they teach? Also, does the current system provide an unintended advantage to faculty who teach face-to-face classes over those that are teaching online. An opportunity exists for the provost or president to send each finalist that was not selected an email or letter acknowledging their nomination and recognizing their good work. These suggestions were forwarded to Dr. Heiser for consideration, and he intends to make adjustments to the program in the coming year.
- College-level awards/recognition should be provided in person and not left on a desk or via email. Public recognition is preferable. The college could consider an annual recognition event to present length of service and other college level awards to which all campus employees would be invited to attend (not a food event). After COVID, the event could be available in-person and via Zoom. Recommendation: Take this recommendation to cabinet for further discussion/consideration. The president's cabinet took this recommendation under consideration on January 13, 2021 and debated a variety of options for in-person recognition for Length of Service (LOS) awards. Based upon this discussion and deliberations, it was determined that Staff Forum would be an appropriate place at which to publicly recognize and present the *staff* LOS awards. Human Resources and Staff Forum leadership are working to implement this enhancement to the LOS recognition program this coming fall. COTC faculty LOS awards will continue to be presented at Faculty Development Days.
- Several managers across campus do a great job of recognizing their employees and expressing appreciation over the course of the year. Some managers are better than others. Provide information and share best practices with managers for incorporating recognition into regular meetings or informal celebrations after a large initiative to make an impact on an ongoing basis. Recommendation: Ask that Human Resources provide best practices information to managers/supervisors. This recommendation was supported, and Human Resources will be moving it forward in the coming year.
- Faculty and staff appreciate the opportunity to engage with Dr. Berry and encourage him to continue to provide those opportunities that are noted in the strengths section above. Providing opportunities to engage with other campus leaders would be welcomed too. Recommendation: Take this recommendation to cabinet for further discussion/consideration. As a result of this recommendation, an Action Plan for consideration in the FY21-22 budget process was submitted to establish an ongoing leadership development program out of the Offices of the COTC President and The Ohio State Newark Dean and Director. This new program will provide opportunities for campus leaders to engage directly with Dr. Berry. The program, titled Leadership Reflections, would entail inviting local leaders to present to managers/supervisors a 30-minute discussion on their leadership type, successes and lessons learned. Following their presentation, Dr. Berry or Dr. MacDonald will host a 30-minute conversation, reflecting on the comments made by the local leader and further exploring the leadership strategies brought forward in the discussion. These sessions will be virtual (even after the pandemic is over). We anticipate offering four sessions each year: two in the autumn semester and two in the spring semester.

12/2020 - To gauge that objective, the committee conducted a comprehensive assessment of the college's current recognition programs. In conducting the assessment, the committee prepared an inventory of current recognition programs, conducted a literature review, and conducted a benchmarking survey of other Ohio two-year colleges. The committee is in the process of finalizing the findings from the assessment and will be making recommendations to the president/cabinet for consideration. Additionally, the standard operating procedures for the college-wide recognition programs will be updated.

CC04	Further develop a robust and effective executive leadership team.	Jackie Parrill	John Berry	Cabinet members
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12/15/2023 – As foundational work to the development of the college's next strategic plan (to be launched in January 2025), the President's Cabinet engaged in a mini retreat to develop the next college vision statement. The initial retreat was held on November 14, 2023, and the cabinet finalized the proposed vision during their meeting on December 14, 2023.

06/30/2023 – The annual President's Cabinet retreat was held in April 2023, off-site at Licking Memorial Hospital. The agenda included several teambuilding components such as panel discussions, a presentation (Three C's of Teamwork) and activities facilitated by Joan Franks, VP of Human Resources at Matesich Distributing Company, and BINGO.

01/31/2023 – Several transitions occurred within the leadership team during Autumn 2023. The college welcomed Dr. John Davenport as the new Dean of Student and Dr. Sanath Kumar as the new Director of Marketing and Public Relations. As part of their onboarding activities, the new employees meet individually with each cabinet member. Additionally, Eric Heiser, Provost, left the college at the end of the calendar year. Dr. Greg Ferenchak will be joining the college as Provost in February 2023.

7/2022 – Area updates continued in spring 2022 and are scheduled to be completed in August. In April 2022, the cabinet retreat was hosted in by our partners in Ohio State’s Office of Technology and Digital Innovations (OTDI) on the Columbus campus. The retreat included several teambuilding activities including a tour of Ohio stadium and lunch at the Faculty Club. The leadership structure in the Office of Student Life has been restructured effective July 1, 2022, and the search for the next dean of students is underway.

1/2022 – Area updates continued in the autumn 2021 semester. The president’s cabinet is being expanded to include the college’s first diversity office who joined the college on January 3, 2022.

7/2021 – The 2021 President’s Cabinet retreat was held via Zoom on April 30, 2021. The agenda included a variety of institutional planning and visioning topics. Specific to this initiative, the cabinet engaged in a “guess who” activity when cabinet members guessed who’s who from baby pictures and a discussion of the book *The Boys in the Boat* by Daniel James Brown. Dr. Berry facilitated the discussion and provided a summary of lessons in strategy execution and organizational leadership from the book to help lead any kind of team to collaborative greatness. The cabinet also engaged in a virtual escape room exercise. In FY22, “round two” for the Area Updates will continue at upcoming cabinet meetings. Each cabinet member will make a 15-minute presentation regarding critical higher education issues, trends and/or strategic plans for his/her respective department/ offices.

12/2020 - The board of trustees tasked Dr. Berry to empower an effective senior team to reinforce transparency, enrich morale and enhance trust with all those for whom the team is responsible as one of its charges to the new president. Dr. Berry had already taken a number of actions to that end. Early in his tenure, he expanded the cabinet to facilitate discussion and ensure critical areas of campus are represented and have voice at the leadership table. Last year, he made the decision to restructure organizationally to a provost model of leadership. The provost serves a chief academic and enrollment officer for the college and is charged with bringing together all of academic affairs, the Gateway, student success, and the library to create a collaborative and intentional system to build enrollment and support student success. In November, the vice president and chief of staff role was defined to, among other duties, serve as a liaison with college/campus leadership and work closely with the senior leadership teams to monitor, advise, and communicate the implementation of the operational and strategic agendas. Dr. Berry has also committed to hosting an annual retreat for cabinet members to strengthen the team and help increase respect, rapport and understanding. Due to the COVID pandemic, the scheduled retreat was moved from April to a virtual retreat in June 2020. The book reading as part of the year’s retreat was intended to spark a conversation about fostering improved relationships and cooperation.

In February 2020, the cabinet was charged to build out a yearlong agenda of activities and professional development opportunities for our team to foster teamwork, collaboration, and trust. The cabinet identified three components to be included: a personality assessment, Area Updates, and Leadership Reflections. In June 2020, all of the cabinet members participated in the Four Tendencies Quiz and Assessment to better understand and know how each cabinet member responds to expectations in order to help set up situations in the ways that make it more likely that we will achieve our aims. Area Updates began at the July 2020 cabinet meeting. Each cabinet member signed up for a meeting at which he/she provides a 15-minute presentation regarding their department/office to include critical higher education issues, trends, and strategic plans. Leadership Reflections were also a critical component of the professional development calendar. In these sessions, local leaders were invited to join the cabinet for a discussion on their leadership style, successes and lessons learned. Local leaders invited to the cabinet meetings include Escol Curl, Marcia Downes, and Lisa Whitaker. The calendar activities run through May 2021 and are currently on track.

CC05	Fully implement the executive team approach of an extended campus consortium with all members of the team working from an extended campus location a minimum of one day per month.	John Berry	John Berry	Brian Boehmer, Sarah Morrison, Eric Heiser, extended campus staff, community partners
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12/2020- **This strategy has been fully implemented.** Due to COVID, meetings are being held virtually. Post pandemic, we anticipate all members of the team will resume working from an extended campus location a minimum of one day per month.

CC06	Restructure organizationally to enfold enrollment management with academic affairs and student support.	Ferenchak	Ferenchak	Sarah Morrison, John Davenport, Melanie Garrabrant, Lauren Massie, Gateway reps, student affairs reps, academic affairs reps
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06/26/2023 – The restructuring to enfold enrollment management and student support within academic affairs is **complete.**

12/2022 – The management of the scheduling process has been moved from academic affairs to the Gateway. The goal of this move is to bring a focus to the process of student demand while maintaining academic input and needs. This represents another merger between the offices that will foster improved communications and ultimately a better schedule for students.

6/2022 - The first full Provost Staff retreat with all areas will be held on June 24. This will mark the first time that the teams have formally come together in a planning process since the pandemic. While the groups have continued to work very well together, this retreat will give us the ability to gather in the same space and think strategically about what is working and where we can improve. The retreat will also focus on the new 2022-24 completion plan as well as our ATD Action plan.

Melanie Garrabrant, Director of Admissions, has accepted a role as Interim Dean of Arts & Sciences. Melanie brings many strengths to the position and will serve as a great voice for both Gateway and Academic Affairs in planning and strategic processes. A national search will be launched at the end of the calendar year. Melanie replaces Dr. Chad Weirick who resigned in June after spending 16 years at COTC.

12/2021 - Ongoing, nothing new to report. Continue to be impressed with the way this model is working.

7/2021 – No update

12/2020 - With the advent of the Provost model in January of 2020, COTC has made very deliberate efforts to fold in student support (Gateway and Student Success Center) and academic affairs into one cohesive unit. The model has shown tremendous promise to this point as staff from across all areas within the Provost office meet on a regular basis. This has led to increased collaboration, understanding, and innovation as it relates to student success and support. This will be an ongoing project and is a large part of the college’s completion plan for 2021-2023 and beyond.

OPERATIONAL EFFECTIVENESS

Aim for the most efficient use of resources and optimal alignment of processes to improve institutional effectiveness, deliver consistently high quality and provide exceptional services.

OE01	Facilitate rigorous, quality instruction which supports successful student learning.	Ferenchak	Ferenchak	Lauren Massie, James Jarc, full & part-time faculty, academic support unit and IR&E reps
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11/22/23: Faculty continue to be encouraged to complete the ACUE courses offered through OACC.

Some CBE courses for the RN to BSN curriculum were completed in the autumn 2023 semester. The remainder of the courses are to be submitted by the end of autumn 2023 semester.

The eLearning Committee continues to complete its eLearning and Technology audit to ensure a high quality, consistent, accessible, and effective experience for students across the college (in all delivery modalities).

06/26/2023 –

- Faculty have been encouraged to complete the ACUE courses offered through OACC.
- CBE courses for the RN-to-BSN curriculum are being developed by the faculty with an established deadline of autumn 2023.
- While adjunct faculty staffing is still a significant challenge, ongoing work is being done in Academic Affairs and Human Resources to improve the recruitment and retention of qualified adjunct faculty, including:
 - Public marketing campaign and significant enhancements to the COTC faculty recruitment web pages.
 - Updates to the employment/hiring portal to increase efficiency, reduce redundancy, and increase clarity for applicants and hiring managers.
 - Revisions to the mandatory part-time faculty training course in Canvas.
 - Increased communication/engagement with PT faculty through the deans and Teaching and Learning Center
- The college has successfully concluded its contract with CBEN. Faculty, staff, and administrators involved in the implementation of the CBE RN-to-BSN program took advantage of more than 32 hours of individualized consulting through CBEN’s expert coaches and consultants. At this point, no additional program areas are transitioning to CBE delivery.
- As noted above, the eLearning Committee will continue its eLearning and Technology audit to ensure a high quality, consistent, accessible, and effective experience for students across the college (in all delivery modalities).

1/31/2023 - Academic Affairs leadership has begun a process to improve recruitment, onboarding, and ongoing training/evaluation/assessment of adjunct faculty. The goal will be to increase the number of engaged, qualified part-time faculty in order to 1) improve student outcomes, and 2) reduce staffing challenges due to scheduling conflicts, load hours, travel, and academic qualifications. Additionally, we will work to more closely engage with CCP partners to optimize staffing as programming increases in our partner schools.

Two CBE courses in the RN-to-BAS-Nursing Technology program have been approved by the eLearning Champions committee and will serve as exemplars for others in the program. James Jarc and Kendrah Cunningham are working closely with faculty to continue the course development process. CBEN will provide 32 hours of additional hands-on coaching for faculty and operational areas during spring semester 2023.

6/2022 - The CBE and eLearning projects continue to move along nicely. The BSN will be COTC's first fully CBE degree, upon approval from HLC. The nursing development team is working with C-BEN to finish the final steps prior to submission to ODHE and HLC for approval.

Dr. James Jarc will lead the work in this area in his new role as Associate Dean of Online Campus/Teaching & Learning. We are excited to see what he'll bring with him to the new role given his experience as a full-time faculty member at COTC prior to taking the role.

12/2021 - CBE project kicked off in September during the AU21 semester. The work has been occurring at a breakneck pace and will continue through the academic year. COTC took a select group of faculty working on the project to the CBExchange conference in Austin, TX in November. The time spent with experts in the field was extremely beneficial to our faculty.

7/2021 - Beginning in the fall of 2022, COTC will partner with the Competency-Based Education Network (C-BEN) to begin transitioning three full programs to competency-based education (CBE). In addition, we will also offer a cadre of our gen-ed's in CBE modality.

12/2020 - The Provost office will continue to monitor all courses and programs to ensure learning outcomes and objectives are being met. This happens in throughout the year in a couple of different ways. First, each program undergoing program review does and audit of their learning objectives and outcomes and benchmarks that data with help from IR/E. If there are areas that are found to be lacking, efforts are made to ensure the program fixes those errors and improves the benchmarking scores in subsequent reviews. The second way this occurs when programs choose to move into differing modes of instruction. Competency-Based Education can help programs assure they are not only providing rigorous and quality instruction but also ensures that assessments are designed in an authentic and reliable manner. Programs not moving to CBE can still use that design philosophy to ensure all assessments are valid and reliable. This process should continue in perpetuity to ensure that programs are consistently delivering quality educational outcomes.

OE02	Raise awareness of COTC/Ohio State Newark's collaborative partnership and the corresponding efficiencies it garners.	Sanath Kumar	John Berry	Bill MacDonald, Cabinet
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12/15/23 - Through cost-shared sponsorship of community events such as the Licking County Chamber of Commerce and The Works at Newark, the marketing department seeks to highlight the COTC/Ohio State Newark partnership, and the synergistic relationship between the two institutions. This is also highlighted in the Impact report of COTC and the Progress Report of Ohio State Newark. In 2023/24, further efforts will be made to publicize the partnership via online platforms.

07/11/2023 – No report

12/8/2022

- Virtual Tour update (utilizing new platform from “concept 3d” thanks to Ohio State) – highlights the co-located Newark campus including the Alford center.

6/2022 – Collateral featuring the Alford Center and otherwise emphasizing the efficiencies and importance of the collaborative cost-shared relationship between COTC and Ohio State Newark appeared in:

- COTC and Ohio State Newark websites
- Major annual campus publications are forthcoming

12/2021 –

- As part of the college's 50th anniversary celebration, President Berry has been presenting to various service clubs in our service area. His presentation PowerPoint includes a slide that focuses on our cost-shared partnership with Ohio

State Newark and the efficiencies that result from the partnership. It was also included in the PPT he shared at the Knox Town Hall in November 2021, and it will be included in the PPT for the Coshocton Town Hall in February 2022.

- Collateral featuring the Alford Center and otherwise emphasizing the efficiencies and importance of the collaborative cost-shared relationship between COTC and Ohio State Newark appeared in:
 - COTC 2021 Impact Report
 - Ohio State Newark 2021 Progress Report
 - COTC and Ohio State Newark Profiles
 - COTC and Ohio State Newark web sites
 - COTC and Ohio State Newark social media channels
 - 2022 Licking County Chamber Pride magazine
 - COTC 50th anniversary community presentation
 - COTC 50th anniversary video

07/2021 - Articles or emphasis in:

- Harriet Tubman statue dedication video, joint video February 2022 – shared campus partnership.
- Co-sponsors STEMfest! at The Works, February 2021. Dr. MacDonald and Dr. Berry created videos to welcome participants to the event and congratulate winners at event’s conclusion. Cost-shared logo featured in all collateral. Shared-campus partnership.
- Alford Center donor luncheon and ribbon-cutting. Shared-campus efficiencies.
- COTC Impact Report and Ohio State Newark Progress Report. Shared-campus partnership and efficiencies.

12/2020 - The COTC president routinely meets with legislators and other public officials. The collaborative partnership between the two institutions is always highlighted in the discussion topics.

Implementation of the earliest communication milestones for this strategy were superseded by the urgent and ongoing need for cost-shared communications surrounding both the COVID-19 pandemic and racial injustice in our community.

With the advent of the New Year, especially as campus looks forward to the opening of the Alford Center in spring 2021, we will return to implementation of this segment of the strategic framework, including articles supporting the cost-shared relationship in the first half of 2021 in Profiles newsletter, the President’s and Dean’s messages, editorial opportunities and in the 2021 Impact Report and Progress Report.

OE03	Further maximize collaboration between the college and Ohio State Newark to increase effective resource allocation.	John Berry Bill MacDonald	John Berry	COTC Cabinet, Ohio State Newark Cabinet
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12/15/2023—

- **In August 2023, COTC participated with Ohio State Newark and representatives from various local law enforcement agencies in the Licking County Emergency Management Association Tabletop Exercise to discuss response protocols and actions during an actual public safety emergency**
- **Through the partnership with Ohio State, all COTC employees now have access to LinkedIn Learning, an online professional development platform.**
- **The governance documents for all cost-shared campus committees were defined/updated and are now available on both institutions’ websites.**
- **COTC and Ohio State Newark partnered to financial support the new Green Line bus route now available through the Licking County Area Transit.**

06/27/2023-

- In partnership with The Ohio State University at Newark, hosted a community summit with Newark City Schools (NCS) and A Call to College for the purpose of identifying strategies for increasing the college enrollment and college retention rates of NCS students.
- Partnering with Ohio State Newark in support of the Licking County Transit Deviated Fixed Route Pilot proposal to provide public bus service within the county.
- Launching a process to develop a Public Art Master Plan for the Newark campus.
- Five years ago, COTC and Ohio State Newark began a new model of IT service delivery partnering with OSU’s Office of Technology and Digital Innovation (OTDI). The five year agreement was a fixed cost agreement with an annual rate. Beginning July 1 of 2023, a new model of contracting and invoicing will be instituted that provides a level of transparency that will greatly enhance COTC and OSU Newark’s ability to be flexible and knowledgeable about their IT spending. This will be an annual agreement that will have enhanced detail of costs in all contracted IT services and provides the college with the flexibility to adjust costs as changes are needed in the IT environment. This detail will allow much greater scrutiny in the monitoring of expenses as well as a deeper level of understanding of the drivers of IT cost for both institutions as well as their collective cost-shared investments. Having a quality IT

infrastructure and service delivery system is absolutely critical but must be delivered in as efficient manner as possible. The changes described will give the college a new tool to accomplish that goal.

01/31/2023-

- In partnership with The Ohio State University at Newark, implemented the plan to temporary relocate all employees and services located in Founders Hall as part of the process for the full renovation of Founders Hall.
- Successful executive leadership cost-share hiring (Student Life, Marketing/PR)
- Multiple public forum platforms sharing response (COTC and OSUN) to Intel and Semiconductor Industry generation
- In February 2023, representatives from Central Ohio Technical College and Ohio State Newark will meet with folks from the Office of Administration and Planning to act on a request from the OSU Board of Trustees to revisit Newark's Framework plan to ensure that it addresses emerging needs related to the arrival of Intel in Licking County.

8/2022 –

- Co-located Campus Performance Audit – COTC and Ohio State Newark continued their participation in this state-mandated audit of the co-located campuses. The final meeting of all institutions to review data collected was conducted on July 26, 2022. The exit conference is scheduled for August 3, 2022, and the full report will be released on August 25. The institutions are required to implement any recommendations coming out of the audit and must provide an annual report of progress in January/February each year.
- In connection with the renovation of Founders Hall, COTC and The Ohio State University at Newark partnered in securing space at the Newark City Schools building in order to relocate many of the staff members currently residing in Founders Hall. Staff and faculty have begun moving to the new space and all areas should be moved by mid-August. We will use this space for a two-year period.
- In May 2022, Employee Resource Group (ERGs) guidelines were jointly developed and distributed to all faculty and staff. ERGs are voluntary, employee-initiated groups of The Ohio State University at Newark and/or Central Ohio Technical College (COTC) faculty and staff who share common interests, issues, backgrounds, characteristics, or pursuits. Ohio State Newark/COTC recognizes and supports ERGs organized around the dimensions of race, ethnicity, gender, language, region of origin, life stage, physical challenge, and sexual orientation. The ERG program is designed to support faculty and staff forming ERGs that assist Ohio State Newark/COTC in the following: sustaining a diverse and inclusive workplace, enhancing employees' sense of belonging and connectedness, promoting personal and professional development for all, building highly effective teams, and increasing community involvement.

1/2022 - The first director of diversity, equity and inclusion/chief diversity officer has been hired and started with the institutions on January 3, 2022.

7/2021-

- Co-located Campus Performance Audit – Since the passage of Senate Bill 120, the Auditor's office has launched a performance audit of Ohio's co-located campuses – meaning a look at all eight colleges that share a campus with a larger state institution. The audit was scheduled to be completed in 2020 but was delayed due to Covid. The project was launched with an initial phone meeting with representatives from all 14 institutions in May 2021. The auditors meet with representatives from COTC and Ohio State Newark in separate meetings on July 22, 2021, to collect preliminary information regarding the partnership.
- Shared Diversity, Equity, and Inclusion Director - Both COTC and Ohio State Newark included this new cost-shared position in their budgets for FY2022 and a process to define the position and identify an incumbent was outlined including activities in two phases to be completed before the end of the year. Phase 1 (Late Spring 2021 – Early Summer 2021) is complete. We engaged with a number of constituent groups to gather input on the director of diversity, equity and inclusion search. These meetings included a question-and-answer session and discussions about the campus's environment and the desired qualifications of the new director. Meetings were held with the Ohio State Newark faculty assembly executive committee, the COTC faculty council and union leadership team, the Ohio State Newark diversity, equity and inclusion committee, representatives from Student Life, and a representative from Ohio State University's office of diversity and inclusion. Additionally, benchmarking with other OACC colleges and OSU departments was conducted. All the collected information was considered and used to draft the job description. We are now beginning Phase 2 (Late Summer 2021 – Autumn 2021) of our process. Drs. MacDonald and Berry are currently seating the search committee. The committee will include faculty and staff representatives from both institutions. We are currently initiating the hiring exception process with the Columbus campus, and we anticipate engaging with The Ohio State University office of human resources to conduct an extensive recruitment effort to attract a diverse pool of candidates. Our Target Hire Date is early spring semester 2022.
- Founders Hall Renovation and Gift Solicitation - In February 2021, COTC and Ohio State Newark secured \$12 million in private funding to move forward with a cost-shared renovation of Founders Hall. In June 2021, the campus secured an additional \$1 million cost-shared commitment for the project. Utilizing a collaborative approach for fundraising allows both institutions to present a united front to prospective donors which results in extraordinary community

support compared to community colleges of a similar size around the state. The renovation of Founders Hall will further strengthen the unique partnership between COTC and Ohio State Newark. The relocation of several cost-shared departments within the renovated facility, including Business & Finance, Human Resources, and ITS, will also increase departmental efficiencies.

12/2020 -

- Beginning in February 2020, in an effort to facilitate routine, focused conversation on this topic, Dr. Berry added this as a standing agenda topic for Campus Council.
- The Framework 2.0 Master Planning process being completed in conjunction with Ohio State Newark for the Newark campus is another example of maximizing collaboration between the two institutions. COTC and Ohio State Newark have been working together over the past year to develop the next master plan for the campus. A draft of the plan was distributed to campus constituents for review in mid-November 2020.
- Dr. Berry continues to meet with legislative representatives to further promote the partnership between the college and Ohio State Newark.
- Navigated and effectively executed the re-opening of the campus and operations in collaboration with Ohio State Newark during COVID-19. Collective efforts between the two institutions resulted in an effective and safe delivery of classes over the Autumn 2020 semester. With the spike in COVID cases at this time, Dr. Berry will continue to work closely with Dr. MacDonald in coordinating efforts for Spring 2021.

OE04	Continue to pursue compliance with applicable standards of accreditation agencies.	Provost	Provost	Jackie Parrill, Lauren Massie, James Jarc, Faculty, IR&E rep
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11/22/23: The Surgical Technology Program Virtual Site Visit took place on July 31 and August 1, 2023. The Summary of the Site Visit from the Accreditation Review Council on Education in Surgical Technology and Surgical Assisting was received on October 6, 2023. The College’s response to the Summary must be submitted by January 12, 2024.

The Surgical Technology Program’s Annual Accreditation Report was submitted in August 2023.

The Respiratory Therapy Program’s Letter of Intent 10/26/23 to start the program was submitted to The Commission on Accreditation for Respiratory Care (CoARC). Once approved by CoARC, the self-study will be submitted. The projected timeline to accept the first cohort is autumn 2024.

The Ohio Department of Higher Education (ODHE) approved the College’s Ohio Guaranteed Transfer Pathways in Applied Business (October 16, 2023) and the request to add C-TEC as an additional site to offer the LPN program (November 2023).

Higher Learning Commission activities:

- The HLC Year 4 Assurance Review was completed in June 2023, and the college received an exemplary report.
- Institutional change applications submitted for:
 - Associate of Applied Science in Respiratory Therapy Technology
 - Registered Nurse to Bachelor of Science in Nursing as credit-based Competency-Based Education (CBE) – Nov 2023. Courses will be offered effective Autumn 2024.
 - Recognition of C-TEC as an additional location
 - The Certificate in Unmanned Aircraft Systems through a contractual relationship with Unmanned Safety Institute.
- Notified the HLC of new certificates, academic program changes, and new programs:
 - A.A.S. Diagnostic Medical Sonography Technology to B.A.S. in Diagnostic Medical Sonography Technology completion programs (General and Cardiovascular)
 - Associate of Applied Science in Fire Science Technical Rescue (changes to existing program)
 - Associate of Art in Education (new program)
 - A.A.S. in Semiconductor Manufacturing Engineering Technology program (new program)
 - Associate of Art in Economics (new program)
 - Associate of Art in English (changes to existing program)
 - Associate of Art in Psychology (changes to existing program)
 - Certificate in Semiconductor Manufacturing Engineering Technology (new certificate)
 - One-year certificate in Applied Business in Supply Chain Management Technology (new certificate)
 - Inactivations of programs/certificates: Culinary Science 1 Year Certificate, Architectural CAD Certificate, Mental Health Certificate, Heavy Equipment Operation Technology 1 Year

Certificate, Emergency Medical Services Technology Certificate, Pharmacy Technician Certificate

- **Retitles: Certificate in Human Services Addiction Studies to Certificate in Addiction Studies, Associate of Applied Science Degree in Human Services Program to Associate of Applied Science in Social Work Assistant Program, Certificate Program in Behavioral and Mental Health Technician to Certificate Program in Behavioral and Mental Health Technician, Associate of Arts Degree in Social Work to Associate of Arts Degree in Social Work**
- **Inactivations of additional locations: Pickerington High School, Pataskala City Building**

06/26/2023 –

- HLC 4-Year Assurance was completed in May 2023 and submitted.
- The Surgical Technology Program is scheduled for a Virtual Site Visit July 31 through August 1, 2023.
- The change request to add the Respiratory Therapy program was submitted to the HLC on March 29, 2023, and approval was received on June 12, 2023.
- The Respiratory Therapy Program is completing the initial accreditation letter of intent with an established date to submit it in the autumn 2023 semester.
- The Ohio Department of Higher Education (ODHE) utilizes EDVera for tracking and reporting new certificates and degrees. COTC leadership has been working with ODHE to update certificates and degrees for COTC, which includes removal of inactive programs where teach-out is complete and removing locations for COTC no longer in use (for example, the Performance Training Site – 7791 Taylor Road – used for the former Heavy Equipment program).
- A HLC change request is being prepared for the new degree completion program RN to BSN with a date to submit yet this month.

02/08/2023 – Work continues in preparation for the June 2023 4-year Assurance review by the Higher Learning Commission. Over 45 skunkworks teams (comprised of approximately 100 faculty/staff/board members) worked to update the report by addressing the various components of each criterion. The first draft of the Assurance Argument was completed in January 2023 and is currently being edited. The final draft will be reviewed by the college community and the President's Cabinet in early spring and will be presented to the Board of Trustees for approval at their May 2023 meeting. The report will be submitted to the HLC no later than June 5, 2023.

6/2022 - COTC had a successful multi-site visit from HLC in March 2022. The college was approved to continue offering instruction at each of our multi-site locations.

The Provost's Office held numerous meetings in April and May to work on the HLC open pathway mid-cycle review. The sessions are held via Zoom and feature teams from across the college looking at where we were in 2018 and where we are in 2022. These meetings, referred to as Skunkworks teams, allow the college to give HLC a full picture of how we are operating and what we've changed since the last visit.

12/2021 –

- COTC has scheduled our multi-site HLC visit for March 7-9, 2022. This will be an on-site visit taking place mainly at two of our three multi-site (non-COTC campus) locations.
- The college hosted an HLC visiting team along with ODHE representatives in September 2021 to review the change request to offer the bachelor's in applied science in diagnostic medical sonography. The team recommended the changes and it is being presented to the IAC in January 2022 for a final decision.

7/2021 – No update.

12/2020 - The Provost office has continued to ensure that all programs are maintaining not only regional accreditation standards but also specialized accreditation requirements, where applicable. The Provost Office will ensure that all academic programming is up to or exceeds the standards of both our regional and specialized accreditors. Additionally, where applicable and appropriate, the Provost Office will continue to ensure that COTC maintains good standing with regard to added programs, program closures, and program revisions (moving to CBE, online, etc.).

OE05	Build relationships to promote advocacy, enhance state financial support, ensure positive public perceptions and support fundraising.	John Berry	John Berry Jackie Parrill	Kim Manno, David Brillhart, Sanath Kumar
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12/27/2023 –

- **COTC entered into a partnership to allow Licking County Transit to develop and operate a transportation service for the benefit of students, faculty and staff of COTC and Ohio State Newark, the residents of Licking County, and visitors to Licking County. This partnership involves COTC, Ohio State Newark, the Licking**

County Health Department, Licking County Transit and Dennison University. The new bus route created will connect downtown Newark, Licking Memorial and the Newark campus.

- **Built deeper relationships with OACC, JobsOhio, and Intel to promote COTC as a preferred partner for advanced manufacturing workforce education. Case in point: The semiconductor curriculum launch took place at COTC campus, drawing the attention of the Governor's office, with the Lieutenant Governor as one of the key speakers.**
- **Supported STEM education in Licking County by sponsoring Girls in STEM and other programs at The Works in Newark.**
- **Partnered with local TV stations to feature and elevate COTC in Central Ohio as a premier institution providing education for the workforce of the future.**
- **Press releases related to the Choose Ohio First grant and the Clean Room facility partnership at the port authority highlighted awareness in the regional press and communities about COTC's commitment advancing education in Central Ohio.**
- **COTC contracted with 21 Consulting, LLC who represented COTC's interests before all applicable Executive Agencies with the Ohio General Assembly. They were able to arrange a meeting with area mayors (Newark, Pataskala, New Albany) to discuss the Pataskala campus expansion.**
- **Established working rapport and relationships with new state representatives at the legislative level to promote knowledge, awareness and support for COTC.**

06/28/2023 - Vorley Taylor and Brianna Johnson co-chaired the 14th annual Community Intercultural Relations Conference (CIRC) in April 2023 which brought more than 150 local corporate and nonprofit leaders to campus in person and virtually. Through Taylor's sponsorship efforts, this year's conference saw a higher number of sponsorship dollars than had been received in previous years. Positive events like this are integral to maintaining the college/campus positive perception in the community as a leader in diversity, equity, and inclusion.

The Advancement Office successfully nominated Dan DeLawder for the Central Ohio Association of Fundraising Professionals' 2022 Volunteer Fundraiser of the Year Award and successfully nominated Louella Reese for the Ohio Arts Council's 2023 Governor's Arts Patron Award. These kinds of recognitions strengthen the positive public perception of our institutions and support fundraising.

01/31/2023-

- Hosted the Independence Day Concert and Fireworks Display on the Newark campus for the first time since 2019. Attendance estimated at 20,000 people.
- Dr. Berry and COTC student Affiong Hawkins attended the Intel Groundbreaking Ceremony on September 9, 2022 and several Cabinet members attended the Intel Community Celebration that evening.
- Hosted a Family Drive-in Movie for employees, alumni, donors and community members on October 8, 2022. Attendance estimated at 200 people.
- Hosted the annual One Book, One Community author event on October 9, 2022 in partnership with Ohio State Newark and all the public libraries in Licking County. Attendance estimated at 100 people.
- Hosted a group of executives from Intel Ohio and other workforce-related community organizations at the Enrollment Summit on November 16, 2022.
- Successfully nominated Dan DeLawder for the Association of Fundraising Professionals' 2022 Outstanding Volunteer Fundraiser Award. Jointly sponsored a table with Ohio State Newark for the National Philanthropy Day Awards Luncheon on November 22, 2022. Attendance estimated at 400 people. Attend a Clippers game with executives from Intel and his colleagues - 6/1/23
- Licking County Workforce Development meetings
- Workforce & Education Roundtables (w/Pat Tiberi and other community members)
- Superintendent Summits (9/23 – Pataskala), (9/28 Coshocton), (9/30 Knox)
- Celebrating Appalachia's Bright Future – Reception at Governor DeWine's residence 7/28
- Ohio Campus Compact Annual mtg – 8/4 "The future of community and civic engagement"
- Planning NEXT Framework meetings (Jennifer Roberts organizes)
- Licking County Opportunity Forum – 10/5
- Central Ohio Regional Presidents Mtgs.
- Knox Intel Response mtgs.
- Partnering with Licking Memorial to host a Healthcare Forum in March
- COTC has been involved in several discussions with OACC and JobsOhio, on the Intel jobs opportunity in central Ohio. COTC is seen as one of the primary institutions to both support and benefit from the opportunity to create a candidate pool of qualified talent in multiple disciplines. COTC, in partnership with the other organizations, will be taking a multi-channel marketing approach to create public awareness.
- Community College focused conversations at the governor's mansion (two times)

6/2022 –

- Completed 62 Inter-related events and activities during the past quarter.
- Maintain a distribution list of media contacts within the college's service region. Regularly distribute press releases about COTC's academic programs, student and alumni success, college initiatives, etc., to ensure positive perceptions about the college. Twenty-nine press releases were distributed in the second six months of FY21-22.
- Strategically allocated funding for each campus location to conduct public relations activities to build relationships and ensure positive perceptions of the college with stakeholders and promote advocacy. Additional examples of public relations sponsorships in second half of fiscal year: Licking County Chamber of Commerce Welcome Intel Forum; COTC sponsor of Business First Welcome Intel panel discussion – Dr. Berry panel speaker.
- Knox Promise campaign press conference at Ariel Hall in Mount Vernon was attended by close to 90. This partnership will promote further fundraising and enhance perceptions of the college while offering free college to eligible Knox County residents.

12/2021 –

- In celebration of the college's 50th anniversary, the president has conducted numerous community presentations throughout the service region.
- In December 2021, Pat Tiberi, President and CEO of the Ohio Business Roundtable, hosted the Licking County Workforce Development meeting on the Newark campus. The meeting was a roundtable discussion with community and economic leaders regarding the future of business development and workforce needs in the greater Licking County area.
- The college hosted the Knox Extended Campus Town Hall meeting in November 2021 at the Woodward Opera House in downtown Mount Vernon (legislators are invited).
- Maintain a distribution list of media contacts within the college's service region. Regularly distribute press releases about COTC's academic programs, student and alumni success, college initiatives, etc., to ensure positive perceptions about the college. Twenty-eight press releases were distributed in the first six months of FY21-22.
- Strategically allocated funding for each campus location to conduct public relations activities to build relationships and ensure positive perceptions of the college with stakeholders and promote advocacy. Examples of public relations sponsorships this fiscal year include: HATSOFF – The Works: Ohio Center for History, Art & Technology; Licking County Chamber of Commerce business development events; Newark Kiwanis; United Way; Roscoe Village Foundation; and the Dolly Parton Imagination Library.

7/2021 –

- In spring 2021, an annual town hall meeting for each of our extended campus communities was instituted to maintain a purposeful and robust dialogue with the communities served by the College. The town halls are designed so that participants will learn firsthand about the state of the college with a particular emphasis on initiatives at each respective campus. College leadership will also answer questions submitted in advance by community members. Input from the town halls will help inform strategic planning. The town hall meetings focused on each campus's respective county's workforce development and higher education needs. President Berry also shared the results of a recently completed Licking County strategic workforce needs assessment. Community members were invited to share their insights, hopes and concerns regarding future local workforce drivers and specific campus academic programming needs. The partnership between the college and community is paramount to the success of the extended campuses and community input is essential as COTC works to build an ever-stronger connection to the communities we serve. These inaugural events generated several positive news articles from local media. The new engagement format will be highlighted in the 2020-2021 COTC Impact Report.
- The public ribbon cutting events for the John and Mary Alford Center for Science and Technology (Friday, August 13th) and the newly renovated Pataskala Campus (Friday, August 27th) will promote the positive perception of the college and support future fundraising. We are expecting local government officials, media outlets, alumni, current and retired employees, and community partners to attend both events.
- In addition to the 50th anniversary presentations we will be sharing with local service clubs, we will be hosting some public 50th anniversary events including a family drive-in movie presentation of Willy Wonka and the Chocolate Factory scheduled for Saturday, October 9th. We will also be highlighting 50 notable alumni in a special publication scheduled for early 2022.
- A webpage was created to report on funding: <https://www.cotc.edu/post/cares-higher-education-emergency-relief-fund>. This information was also reported to faculty/staff/members of the public in the 2019-2020 COTC Impact Report, which is mailed to stakeholders, posted on the website and shared via link in Profiles e-newsletter. Information on CARES distribution was also reported in a press release, posted on the COTC news site and shared via the college's social media channels.

12/2020 - In March 2020, the committee met to brainstorm ways in which to fulfill this strategy.

- The current crisis communications serve as an area for ensuring positive perceptions and the collaborative partnership with Ohio State Newark during this time.
- With regard to supporting fundraising, the group discussed what we could do for emergency funds for students and that such work would go hand in hand with positive perceptions. On April 22, 2020, Central Ohio Technical College was granted funding under the Higher Education Emergency Relief Fund (HEERF) to provide emergency grants to students impacted by COVID-19. The funds totaled \$833,000. To receive the grant, enrolled students complete the Emergency Financial Grant Application, demonstrated eligibility for federal financial aid and could not be enrolled solely in an online program when courses were changed to remote delivery. In addition to disbursing these funds, COTC had to report to the public within 30 days of receipt of the funds how the funds are being used. These funds were completely awarded by June 9, 2020. Subsequently, the college received funding from the State of Ohio as Federal Financial Assistance from the U.S. Department of Treasury. Funds were awarded under the Social Security Act, as amended by section 5001 of the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act") as the Coronavirus Relief Fund (CRF). The CRF was awarded to the State of Ohio, and a portion was then in turn approved by the State Controlling Board in multiple actions to support the higher ed institution response to the COVID-19 pandemic. COTC is in the process of utilizing \$220,000 of this funding for additional emergency grants for students with the stipulation that they had to be affected by the loss of income due to COVID-19. The combination of these funding streams allowed student emergency grants of over \$1,050,000 to students.
- After our discussion last spring, the Advancement Office started brainstorming names for community outreach lunches in our extended campus communities. We decided to start with one lunch in each community and expand as necessary. Unfortunately, COVID derailed our plans, but when the pandemic comes to an end and we can start meeting safely, we plan to implement this initiative.
- We also talked about revamping the Knox and Coshocton Friends of the College events. Since we were already planning to focus our next set of Friends events on the workforce assessments that have been taking place in each of those communities and we feel confident that topic will draw a good group of participants whether we do it in person or virtually, we decided to put the revamping or sunseting of our Friends events on hold until after the next set of events. (As a sidenote, the Friends events got postponed from Fall 2020 to Spring 2021 because the college is not ready to announce the degree/certificate programs that will be offered in each of those communities in full to meet the workforce demands identified by the assessment.)
- Since our Friends events are really meant to be stewardship events, Dr. Berry mentioned that he would be interested in hosting annual "State of the College" type events in each community which could serve as a way to engage and cultivate new stakeholders. The 50th anniversary could be a great time to kick off this new initiative.
- A 50th anniversary presentation will be shared with all the various Rotary and Kiwanis clubs in our three-county service area, which should also build the positive public perception of the college.
- As communicated and distributed via email at least twice per month, a series of remote training courses and programs were offered through the Workforce Development Innovation Center at COTC to business and industry partners throughout central Ohio. Within each HTML-formatted email communique, the language remained sensitive, supportive, and employer-centered as well as mission-centric. In addition to the WDIC's distribution list of area employers, several partners such as the local Chambers of Commerce, Economic and Workforce Development leaders, and OMJ/JFS agencies also distributed the announcements to their constituents and database groups.
- Additionally, grant funding and creative funding solution projects were solicited. In recent years, funding was secured for COTC to enhance technical college laboratories with state-of-the-art equipment, as well as to establish community-centered upskilling, job readiness, and technical advancement programs including one serving the manufacturing and engineering technology sector of Coshocton and contiguous counties (OH) called Advancing Coshocton through Technical Training (ACTT). An additional \$300,000 pre-application was submitted to scale the program and launch ACTT2.0 as a workforce development model with a focused priority on the industrial, engineering, and manufacturing sector working in conjunction and collaboration with leading community resource providers, workforce and economic development practitioners, and industry employers. The framework was designed to advance the incumbent workforce, providing greater occupational development and educational access for achieving industry-recognized credentials and career growth while removing barriers and making a positive impact on economic growth and recovery efforts; further creating and cementing an ecosystem to fully execute the goals of an industry sector partnership.
- Additional creative funding solution projects included writing and executing a successful Facebook sponsored initiative (\$99,000) to expand the digital learning framework for the virtual learning community and introducing a scholarship program for partner families of Habitat for Humanity called Build Your Dream, Build Your Career (with gap financing provided by Park National Bank).
- Negotiated and led the expansion of the ODHE Short-term Certificate and Foster Youth grant awards (\$179,000); plus, secured a quarter-million dollar award for the Individual Microcredential Assistance Program which targeted new job seekers who had been recently displaced with a need to reskill or upskill quickly in response to their desire to work in one of the fields deemed "essential" at this time.
- A \$100,000 industry sector partnership grant proposal for Knox County was written which garnered support from the manufacturing and engineering technology-based employers as well as the workforce and economic development

leaders and elected officials. A \$28,000 proposal was submitted to regional economic development partner OhioSE for providing Talent Development & Training for an Appalachian-based manufacturer. The plan included two comprehensive series called Manufacturing Leaders in Manufacturing 1.0 and 2.0, plus an add-on option for a Train the Trainer training which would sustain the program and promote scalability.

OE06	Implement new marketing strategies.	Sanath Kumar	Sanath Kumar	Provost, Sarah Morrison, Marketing team, Cabinet
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12/15/23 - The digital marketing strategies implemented earlier in the year are bearing fruit, in part evidenced by the increase in enrollment in Fall '23 and Spring '24.

07/10/2023 - From January 2023, with the creation of the multi-functional Marketing Strategy Team, there has been a deliberate focus on promoting specific academic programs, in addition to high level brand awareness campaigns. Multi-channel, digital marketing campaigns started in December 2022 and continuing through Spring 2023 have resulted in very high engagement rates across all platforms. In addition, multi-media promotion of campus events via Radio, TV, streaming, digital billboard, and social media advertisements has been implemented.

Along with the multi-faceted marketing of the Intel opportunity, MPR has been tasked with promoting several new and existing academic programs such as Supply Chain, Drone, CDL, Public Safety and Business. With the ability to target specific audiences and monitor results at top-of-funnel, the goal is to continuously refine marketing to generate leads and enrollment.

12/08/2022 –

- New messaging language was put into place with help of digital partner, Carnegie Dartlet. Working towards linking Facebook with Ellucian for improved metric tracking.
- Diagnostic Medical Sonography Bachelors degree promotional video
- August 2022- two video and audio advertising spots completed first spot degree focused, second one career focused - mentions Intel careers, health care careers
- two video and audio advertising spots planned for release in January or February 2023

Define, create and implement both new and continuing strategies and tactics, paid and non-paid, to drive enrollment. Define KPIs and evaluate on an annual basis.

6/2022 - Updating strategy and messaging to respond to the opportunities presented by Intel's plan to hire associate degree graduates at its planned semiconductor facility in Licking County and continue responding to current employer needs.

1/2022- Additional work was completed to reach target markets and enhance data gathering.

- RFP was completed to consolidate all digital marketing under one vendor, allowing the college to gain efficiencies in data gathering, targeting and use of staff resources.
- Unique non-public landing page was created for paid advertising traffic utilizing best practices in behavioral marketing including strategic use of design, color, messaging and call to action.
- New, shortened request for information form was created utilizing best practices in behavioral marketing. Form submission is linked directly to Google analytics.
- COTC application is now also linked directly to Google analytics, allowing COTC to track prospects from digital ads through the request for information submission and application completion.
- Ongoing review of campaign strategy and metrics.
- New audio and video assets are in process.

07/2021 - All of the milestones are in process and on-track or ahead of schedule.

- Paid advertising review and implementation – on track.
- Casting call – second casting all complete for 2021. annually.
- Website redesign – completed in December 2020.
- Brand refresh – complete.
- Recruitment personas – complete. New video and audio assets were completed in autumn 2020.
- Website updates – in process. Ongoing

12/2020 - All of the milestones are in process and on-track or ahead of schedule.

- Paid advertising review and implementation – on track. A Google Analytics dashboard was created to capture web analytics; all digital ads currently include Google tags to track data. Strategic plans were created for each persona, identifying optimum channels and KPIs. Data will be reviewed annually prior to implementation of ad buys. Data review will also allow the creation of an annual report of high-level metrics along with a paid advertising cost analysis.

- Casting call – complete for 2020. Our goal is to conduct this annually.
- Website redesign – on track for completion in December 2020.
- Brand refresh – complete.
- Recruitment personas – ahead of schedule. MPR, in collaboration with IRE and the Gateway, created several recruitment personas in autumn 2019. Coordinated advertising campaigns targeting each persona were instituted in autumn 2019. Creation of new campaign collateral for autumn 2020 was slightly delayed due to restrictions caused by COVID-19, but new digital and billboard campaigns are currently live. The college is hiring a free-lance videographer to create new video and audio assets for implementation in December 2020 or January 2021. Data informing these personas is being updated annually with IRE.
- Website updates – in process. During the creation of the new website, we have been able to review and update content on every page. Under our new website governance system, we will implement a schedule to review all web content annually as well as review Google analytics monthly.