Strategic Planning & Budget Handbook

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The Purpose of the Strategic Planning & Budget Handbook

The Strategic Planning & Budget Handbook is a guide to help coordinate institution-wide strategic planning and budgeting. The strategic plans for each institution serves to identify a framework of priorities that are collectively derived to guide the work of the institutions and to inform choices for resource allocation.

COTC and Ohio State Newark are committed to strategic and quality planning and managing the future of education in our community. Our strategic planning processes provide a basis for the effective and efficient use of our resources to serve our constituents. It enables us to make critical decisions regarding the implementation of activities and resource allocations in a challenging and dynamic environment. It also establishes a participative process that ensures decisions are consistent with the goals, objectives, and strategies to meet the missions and visions of our two institutions.

The purpose of this handbook is to document the processes, guidelines, and responsibilities for strategic and quality planning. Specifically, it delineates the following:

- Using quality improvement processes;
- Integrating strategic planning and the academic plan, budget process, institutional effectiveness, human resources, grants, and facilities and technology planning;
- Developing linkages from strategic planning to operational planning;
- Evaluating and improving performance of the planning process; and
- Delineating and linking the roles and responsibilities of planning among the cabinet/leadership team, committees, and individual employees.

Effective planning is occurring at all levels of the institutions and this handbook provides a framework to align unit/department activities with the visions, missions, values, and goals of COTC and Ohio State Newark.

This handbook serves as a guide and is meant to be reviewed and improved as needed.

Central Ohio Technical College (COTC) and The Ohio State University at Newark have strategic plans that shape each institution's budget as well as the budget that the two institutions share with each other. COTC's strategic framework plan supports COTC's vision to 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. Ohio State Newark's strategic plan supports both Ohio State's overall mission and Ohio State Newark's vision to prepare every student to be an engaged citizen in a global society. The strategic plans for both institutions are paramount for achieving the potential and the promise of each institution. The implementation of the strategic plans ensures that both institutions continue to provide quality education, service to our communities, and contribute to the economic development of our area.

Each institution has a committee that assists with strategic planning, and the committees are made up of representatives from many college or campus departments. In doing strategic planning, the committees seek input from the entire college/campus community, including community representatives, and, in the case of Ohio State Newark, Ohio State leaders such as deans and vice provosts.

Central Ohio Technical College's strategic framework plan:
http://www.cotc.edu/Communities/Documents/COTC%202020%20Strategic%20Framework.pdf

Ohio State Newark's strategic plan:
https://newark.osu.edu/assets/newark/uploads/OhioStateNewarkStrategicPlan.pdf

Our Institutions—

Central Ohio Technical College

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.

Mission - To meet the technical education and training needs of students and employers in the area.

Priorities -

1. **Student success.** Help students achieve academic and career goals by improving learning and student support.
2. **Institutional growth.** Increase institutional growth and stability through efficient program, enrollment and fiscal management.
3. **Collaborative culture.** Promote a culture of collaboration and build a college community that values diversity and mutual respect.
4. **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.

The Ohio State University at Newark

Vision - To become a national model for regional campuses of public universities.

Mission - To provide affordable, open access to The Ohio State University for all Ohioans.

Strategic Focus – Improving Student Success

1. **Enhance the Student Experience** - The Ohio State University at Newark offers students an opportunity to experience Ohio State on a small campus with an incredibly diverse student population. We plan to leverage our diversity and the personalized nature of our learning environment to enhance student success and further distinguish the student experience. Our goal is to develop an experience that is extremely attractive to all Ohioans because of its outstanding reputation for excellent faculty and staff who are dedicated to preparing students to be engaged citizens in a global society. Through internships and service-learning experiences, students support the community that helped develop the campus and become engaged citizens.
2. **Expand Academic Programming** - Ohio State Newark offers rigorous academic programming devoted to excellence and designed to meet Ohio's educational needs. We plan to increase the flexibility of our course schedule and add courses that make it easier for students to pursue degrees in STEM fields. We also plan to broaden the range of enriched learning opportunities.
3. **Improve Access and Affordability** - In accordance with Ohio State's land-grant mission, and with the State's expectations for Ohio's regional campuses, we will continue our commitment to providing an Ohio State experience at an affordable cost. Our cost-shared relationship with our co-located institution has been a model for the state and a foundation for efforts to keep costs low while maintaining quality programming. We will pursue efficiency initiatives across all departments on our campus, work to keep tuition low, and generate new opportunities for scholarships and tuition grants.

Definition of Strategic Planning

The central value of planning is to provide guidance for an institution. Continuous planning that is future-oriented, fosters dynamic programming and is based on sound financial and operational strategies is the key to maximizing the institution's strengths and is a basis for ensuring that the institution can continue to meet the needs of its constituency.

COTC and Ohio State Newark Planning

The purpose of strategic planning is contained in the definition of planning. ***Planning is anticipating trends and determining the best strategies to achieve organizational goals and objectives.*** For COTC and Ohio State Newark, the strategic planning process provides the framework to advance each institution's mission, vision, and goals; this is accomplished by each of the institutions taking action to better meet the needs of students and the internal and external communities and thereby advancing their individual missions, visions, and goals to serve students and the internal and external communities.

Three traditional types of planning used at COTC and Ohio State Newark are strategic, operational, and action planning.

Strategic planning – a visionary process that results in major, long-range and far-reaching strategic directions or goals for the future to advance the institutions' goals for service to students and the community. Strategic plans provide the foundation for operational planning in the form of policies, procedures, and strategies for obtaining and using resources to achieve those directions. As a result of our strategic planning efforts, four strategic priorities were developed for both COTC and Ohio State Newark for use in college/campus and unit/department planning. Each department determines their own strategic priorities (goals) that advance institution-wide strategic directions.

Operational (implementation) planning – These plans are developed by each unit/department and incorporated in one, unified, institutional operational plan. The operational plan translates the longer term strategic plan into a one-year timeframe and thus to the annual resource allocation. These are plans that specify one-year objectives in all areas of the institution set to achieve the strategic goals.

Action planning – developing detailed, short-term statements about what is to be done, who is to do it, and how it is to be done. These are plans to implement the outcomes of strategic planning. This process often involves setting work standards and schedules necessary to implement the objectives. Whereas strategic planning looks at the organization as a whole, action plans focus on action carried out by specific supervisors and department managers in the implementation of daily and weekly operations. Important to action plans are specificity and time frames for completion for the action in the plan. Action planning involves both the development of plans to improve and change daily operations as well as the development of capital projects that will ultimately be used in daily operations. Note that capital planning activities often span a longer period of time than plans around day-to-day operations.

In addition, COTC and Ohio State Newark also engage in **Capital/Master planning**. Capital/Master planning – long-term capital planning based on master planning efforts that support strategic directions of COTC/Ohio State Newark units and departments.

There are two levels in the decision-making hierarchy in COTC and Ohio State Newark: Institution-wide (including cost-shared) and Units/Departments. Strategic planning occurs on both levels but development of action plans tends to be focused at the unit and departmental levels. The two levels are shown in the following table and examples of specific responsibilities are identified:

Strategy	Job Titles	General Responsibilities	Examples of Responsibilities
Institution-wide & Cost-Shared	**COTC** - President, COTC Board of Trustees, cabinet **Ohio State Newark** – Dean and Director, Advisory Board, council **Cost-Shared** – COTC President, Ohio State Newark Dean and Director, Campus Council	Financial performance and achievement of non-financial goals. They set objectives and formulate strategies.	Recommendations on institution-wide budget, recommendations on institution-wide strategic direction and priorities
Units/Departments	Vice Presidents, Deans, Directors, Supervisors, Managers	Translate institution-wide and cost-shared directions into concrete objectives	Operational/action plan development, development of budget requests, unit/department budget development

Steps in the Planning Process

The graphic below shows the steps in the planning cycle. Environmental scanning and developing strategic thinking about this data and trends lead to the development of overall institution-wide strategic direction and priorities. For COTC, environmental scanning and developing strategic thinking led to the adoption of four strategic priorities that are used to focus action planning. Ohio State Newark adopted four strategic focus areas for this purpose. Action planning occurs in the planning and implementation phase: Action Plans are developed and implemented. Data on the outcomes of implementation (accountability) are used to support planning activities.

Environmental Scanning	Developing Strategic Thinking	Strategic Directions and Priorities	Planning and Implementation	Accountability
• Issues Facing COTC and Ohio State Newark • Data Trends • SWOT Analyses	• Identifying Key Issues • Gap Analysis • Identifying the Initiatives	• Approve and Adopt • Communicate	• Developing Directions & Action Plans • Link Strategic and Financial Planning • Allocate to Priorities	• Assess & Implement Strategic and Financial Planning • Assess & Improve Initiatives • Review Planning Processes

Integration of the Strategic Planning Process and the Budget Process

Integrated planning is the process whereby all planning and resource allocation activities throughout every level of the institution are effectively linked and coordinated, and driven by the institution's vision, mission, and academic priorities.

Planning drives budget development. The resources of the college/campus advance strategic planning decisions but also are required to support operational planning such as covering utility costs, salary and benefit increases, funding system implementation, capital development program operating costs, and enrollment growth. A typical term used to apply to all of these items is "operational commitments". Part of the annual budget process is

determining the cost of these operational commitments and whether or not they still exist as priorities and determining how these needs balance against needs coming from strategic planning efforts.

Not all planning requires additional funding. Some plans require a reallocation of resources, new processes or procedures. In some cases, strategic planning efforts may result in a recommendation to allocate fewer resources to particular efforts. Effective planning looks at all possibilities in attempting to achieve desired outcomes.

Annual Planning Calendar

Autumn	- Environmental Scan - Conduct SWOT analysis
Winter	- Units/departments review College/campus goals, objectives, & KPIs and develop strategies - Next action plan/decision cycle begins - Deadline for unit action plan requests for budget consideration
Spring	May/June - Operational (COTC)/Implementation (Ohio State Newark) plans updated with progress on strategic initiatives - Annual Strategic Planning Evaluation
Summer	

Budget Process Overview

*General Overview—*The Budget Office will develop funding projections for college-wide/campus-wide costs for review by the COTC President and the Ohio State Newark Dean and Director. These projections include the following:

- Initial or continued implementation of a college-/campus-wide compensation initiative.
- Inflationary and business needs such as supplies and utilities, fixed charges, software and hardware maintenance, and/or liability insurance.
- Enrollment growth funding at current/projected rate, as well as potential increase at the rate equal to tuition increase (if applicable).

The Budget Office will provide the estimates of the general fund resources available for the fiscal year allocations to fund various needs at COTC and Ohio State Newark. These resources consist of the balance of available funds remaining after estimates for mandates and both prior and on-going commitments.

The central administration of each institution asks Unit Budget Managers (UBMs) to submit their cost-to-continue budgets and any new Action Plans in February of each year. Action Plan requests must be submitted on the forms in use for budget development for the year in question. The appropriate member of the COTC president's cabinet or Ohio State Newark Dean and Director's cabinet must approve Action Plan submissions prior to submission to the Budget Office.

> **Evaluation of College-wide/Campus-wide Requests**—The President's Cabinet (COTC) and the Budget Advisory Committee (Ohio State Newark) will review all Action Plans and make recommendations to the

COTC President and the Ohio State Newark Dean and Director, respectively, in February/March. Executive leadership will prioritize the Action Plans in terms of how well each plan advances each institution's strategic plan.

Operating Budget Review – budgets that are needed year after year for ongoing operations; these budgets are reviewed annually and adjusted for cost-to-continue or inflationary increases.

Action Plan Submission – process for submitting new initiative requests, capital project requests, and Personnel Action Requests.

After the approval of the budget, all of the funded action plans are reviewed and divided into two categories—strategic and routine. Strategic action plans are directly related to the institutions' strategic plan goals and objectives. Examples of approved strategic action plans included items to pursue a new initiative/new direction for the institution, or that were of an innovative/strategic nature to move the institution(s) forward.

As a result of funding these initiatives, we expect results in quality improvement, growth of the unit, or gain towards the outlined strategic directions. One of the ways in which we hope to sustain our strategic plans is to monitor our progress on these strategic action plan through updates to the Operational Plan (COTC) and/or the Strategic Implementation Plan (Ohio State Newark).

Operating Budget Review Instructions

1. Access Excel operating budget file(s) on myCOTC or myNewark. Log into the portal and then under My Team Sites select **Budget Planning**. From the Budget Planning site, see Unit Budget Managers section and locate last name. All files are organized by Unit Budget Manager's last name. Select **More Documents** to expand the section and use the arrow at the bottom to access hidden folders.

2. Select UBM to expand folder and access all files. To open the Excel file, click the department file name (this will open the file in Excel). The file will open as read-only, to edit the workbook, select "Edit Workbook" on the yellow banner below the menu. Next, review the information in the *Request Budget* section. This section provides actual expenditures by object code for the last three fiscal years. These columns should be used as a guide to allocate the total budget request for the upcoming fiscal year. COTC Unit Budget Managers should review year-to-date account information on myCOTC and Ohio State Newark Unit Budget Managers should review their most recent monthly report.

3. Click in the *Requested Budget* column for the upcoming fiscal year and enter requested amount (if any) for each line that is being budgeted.

4. Add additional object codes at the bottom of the *Request Budget* section, if necessary.

5. If the department total exceeds last year's budget the *Justification* section will indicate that justification is required and the dollar amount requiring justification. **Operating budget increases should be inflationary in nature and not a new initiative (which should be submitted through the Action Plan form). If no justification is required, skip to step 8.

6. In the *Justification* section, enter the Planning Initiative Code(s) that the request most directly addresses. Ohio State Newark and COTC requests should include one or more planning initiative codes for the applicable institution; cost-shared departments must include a Planning Initiative Code for each institution. See APPENDIX C for Planning Initiative Codes.

7. Enter the justification/explanation for the additional funds requested.

8. After the file is complete be sure to save changes by selecting FILE and then SAVE. The file will be saved back to the server. Once you're finished with all operating budgets notify the Budget Office that folder is complete.

Action Plan Submission Instructions

Locating the Action Plan Form:

Log into the portal (either myCOTC or myNewark) and then under My Team Sites select **Budget Planning**. Select **ACTION PLAN** on the menu on the left side of the screen. Selecting **Action Plan** will display a listing of all action plans that the user has entered. To enter a new action plan, select **new item** which is on the upper right side of the screen (above "find an item").

It may be helpful to expand the form to full screen. This can be done by selecting the following icon on the upper right side of the screen: ⬜ *(it is found next to SHARE and FOLLOW).*

Directions for completing the Action Plan Form:

1. Submission Number: will be assigned automatically once form is saved (at bottom of form).

2. Lead Person: enter the first and last names of the requesting individual.

3. Action Plan Title: enter a short identifiable title.

4. Fiscal Year: enter the fiscal year for budget consideration.

   Please note: If an Action Plan spans multiple fiscal years, please fully submit the Action Plan for the first phase (or for the first fiscal year). Within the Description of Action Plan section, estimate the costs for future fiscal years. Future phases of the plan will need to be submitted in applicable fiscal years (for example, Phase I of a plan is submitted for FY09-10 budget consideration, Phase II would be submitted in FY10-11 and Phase III in FY11-12).

5. Date of Initial Proposal: enter date proposal is submitted.

6. Department Number: enter department number. COTC and cost-shared departments should enter fund, location, cost-share, and department. Ohio State Newark departments should enter org and fund number. If a new department will be assigned, please enter "New Dept".

7. Senior Administrator: from the drop down box select applicable Senior Administrator.

8. Affiliation: from the drop down box select Ohio State Newark, COTC, or cost-shared.

9. Planning Initiative: from the drop down box select the Planning Initiative Code(s) that the Action Plan most directly addresses. For a complete list of Planning Initiatives please see APPENDIX C.

   Please note: Requests must be aligned with one or more of the Planning Initiative Codes established by the institution(s). Financial resources will not be allocated to requests that are not aligned with the institution's missions and goals. Ohio State Newark and COTC requests should include one or more planning initiative codes for the applicable institution; cost-shared departments must include a Planning Initiative code for **each** institution.

10. Description of Action Plan: provide a complete description of Action Plan including timeline and activities. Requests for replacement equipment should include the tag number for the equipment being replaced. **Note that for especially long Action Plan descriptions it may be easier to type this section in a Word document and then copy and paste it into this section of the form.

11. Justification: provide justification as to how the Action Plan helps meet Planning Initiative Code identified above. Also, include explanation as to why current resources cannot fulfill Action Plan goals, as well as the impact if not approved. **Note that for especially long Action Plan justifications it may be easier to type this section in a Word document and then copy and paste it into this section of the form.

12. Funding Sources: from the drop down box select most appropriate funding source – general funds, grants, other, or combination.

13. Funding Source Explanation: provide brief overview of funding sources if expected to be grants, other, or a combination of funds (not necessary for general fund submissions). **Each Action Plan must include a complete budget. Action Plans that rely on pending funding from other sources will not receive consideration**.

14. Additional Supporting Evidence: attach any additional supporting evidence to be included in Action Plan. To attach a file with the Action Plan submission, simply click in the box next to Additional Supporting Evidence. Select browse, locate file, and then attach (any type of file may be attached including pdf).

15. Save action plan by hitting the save button on the form. Your assigned submission number will appear in the submission number box at the bottom right.

    It is important to note your assigned submission number; it is required when submitting the Operating Budget, Facilities Request, Technology Request, and Personnel Request (and later editing a previously submitted Action Plan).

16. The next section will be used to detail specific costs associated with the Action Plan. Costs are separated into Operating Budget Requests, Facilities Requests, Technology Requests and Personnel Requests. Operating Requests should be used to request additional funds for an existing operating budget or to request a new 'on-going' operating budget (expected to be needed year after year). Facilities and Technology Requests are one-time requests (not expected to be needed year after year). To enter detailed estimates for Operating, Facilities, Technology, or Personnel items, click on the applicable button. The Facilities and ITS Offices can assist in obtaining estimates. *Note that the submission number assigned on the Action Plan form will be required to enter detailed requests (you will receive an error if, either no value is entered or an incorrect value is entered for the submission number).

- Operating Budget: Note that a new webpage will open for operating. All operating items entered previously will be listed on this screen. To add a new item, select **New Item**. Enter submission number (automatically assigned on the Action Plan Form), enter requested object code, enter requested amount, and enter any relevant information for object code requested (may be details on expected expenditures). Save by pressing the disk button on the menu. Repeat this process for additional object codes. When finished (after saving) close the operating webpage to return to the Action Plan.

- Facilities Requests: Note that a new webpage will open for facilities. All facilities items previously entered will be listed on this screen. To add a new item, select **New Item**. Enter submission number (automatically assigned on the Action Plan Form), enter item description, unit cost, and quantity desired. Save by pressing the disk button on the menu. Repeat this process for additional facility items. When finished (after saving) close the facilities webpage to return to the Action Plan.

- Technology Requests: Note that a new webpage will open for technology. All technology items previously entered will be listed on this screen. To add a new item, select **New Item**. Enter submission number (automatically assigned on the Action Plan Form), enter item description, enter unit cost, quantity desired, and associated annual maintenance costs. Save by pressing the disk button on the menu. Repeat this process for additional technology items. When finished (after saving) close the technology webpage to return to the Action Plan.

- Personnel Requests: Note that a new webpage will open for personnel. All personnel items previously entered will be listed on this screen. To add a new item, select **New Item**. Enter submission number (automatically assigned on the Action Plan Form), select type of action requested from the drop down box, and enter current and proposed FTE%. If the position request is a reclassification, enter the name of incumbent. Next, enter requested title and affiliation. If temporary, enter the start date and end date needed. Then select position type from drop down box and then enter the position description for the request (this may be pasted in from a Word document). Lastly, check applicable box if Personnel Request will require office space, furniture and/or technology (facility and technology requests associated with a new position will not need to be further documented within the Facilities and Technology Request forms; marking what is required here is sufficient). Save by pressing the disk button on the menu. Repeat this process for additional personnel items. When finished (after saving) close the personnel webpage to return to the Action Plan.

17. Printing Report – printing the submission reports is not available for FY20, please request a report through the Budget Office by sending your submission number.

18. Navigating within the portal – to return to the portal page, click the COTC or Ohio State Newark Logo in the top left corner of the screen. To return to the **Budget Planning** page, select the hamburger menu in the left corner and select **Budget Planning**.

Editing a Previously Submitted Action Plan:

From the Budget Planning portal page, select **Action Plan** on the menu on the left side of the screen. All actions previously entered by user should be entered on the Action Plan screen. Select the action plan that needs edited. From the menu at the top of the screen select **ITEMS**. Then select **Edit Item**. Save after edits are made (be sure to save any edits within Operating, Facilities, Technology, and Personnel too).

APPENDIX A

Action Plan Pre-Planning Form

Action Plan Pre-planning Form:

1. Lead Person:

2. Action Plan Title:

3. Fiscal Year:

4. Date of Initial Proposal:

5. Department Number (COTC & CS – fund, location, cost-share & dept; Ohio State Newark – dept & fund):

6. Senior Administrator:

7. Affiliation (Ohio State Newark, COTC or cost-shared):

8. Planning Initiative Code(s):

9. Description of Action Plan (including timeline, activities, and replacement equipment tag number if applicable):

10. Justification (for how the Action Plan helps meet planning initiative code(s) identified above, why current resources cannot fulfill Action Plan goals, and the impact if not approved):

11. Funding Sources (General funds, Grant(s), other or combination):

12. Explanation of Funding Sources (if Grants, other or combination):

13. Additional supporting evidence (attach file):

14. Detailed requested costs:

Operating:

Relevant Information:	Object Code	Requested Amount
		$ -
		$ -

Facilities/Capital:

Item Description:	Unit Cost:	Qty:	Total Cost:
	$ -	-	$ -
	$ -	-	$ -

Technology/Capital:

Item Description:	Unit Cost:	Qty:	Annual Maintenance:	Total Cost:
	$ -	-		$ -
	$ -	-		$ -

Personnel:

Type of action requested (New position, reclassification, title change, FTE change, increase/add overtime budget, change in appointment length, supplemental compensation, or other change):

Position Type (regular, temporary or term):

Current FTE%:

Proposed FTE%:

Check if action requested requires any of the following:

- ☐ Office Space
- ☐ Furniture
- ☐ Technology

If Reclassification, Name of Incumbent:

Requested Title:

Affiliation (COTC NCS, OSU NCS, COTC CS or OSU CS):

If Temporary:
    Temp employee start date:
    Temp employee end date:

Position Description:

APPENDIX B

Sample Completed Action Plan

Action Plan: Submission Report

Submission Number:	288	**Lead Person:**	Jennifer Barthen
Action Plan Title:	Heavy Equip Mgmt Program - Phase I	**Fiscal Year:**	FY09-10
Date of Initial Proposal:	3/1/2009	**Department Number:**	New Dept
Cabinet Member:	Prystowsky	**Affiliation:**	COTC
Planning Initiative:	COTC 1.2, COTC 1.5		

Description of Action Plan:

This Action Plan is a proposal for a new academic program offering for Heavy Machine Management. This OBR approved program will be introduced in Knox County in combination with ABC Construction Company. ABC Construction Company has agreed to allow the campus to use their equipment and site at a rate of $5,000 per month; likewise, the College will be responsible for maintaining the utilized equipment. Additionally, ABC Construction Company has requested that we hold five seats in the program for their employees whom they will scholarship: these seats shall be held up to 30 days prior to the start of autumn quarter. If the seats are not filled, COTC has the right to open up the seats to waitlist students. According to studies performed by local industry in Knox County, the program is expected to draw full enrollment of 30 students. Please find attached (in additional supporting evidence) program course listing, employer needs assessment survey and enrollment evidence.

The implementation of the Heavy Machine Management program will take place in three phases (over three fiscal years). The first fiscal year, FY09-10, will involve hiring a full-time 9-month faculty member, developing curriculum, preparing the site and marketing the program. OBR requires at least one full-time faculty member for each academic program. During the first phase of the implementation, the faculty member will be responsible for developing program curriculum. Marketing the new academic program during this phase is necessary for generating enrollment for autumn 2010. Preparing the site is also important during this first phase. In addition to minor lab site preparation, classroom space will need to be constructed. The advanced site preparation ensures the program can begin autumn quarter 2010.

Phase II (FY10-11) marks the first year of course offerings for the program. Part-time faculty and overload budget will be required to cover course instruction at approximately $5,000. Both the operating budget and course fees (ranging from $65 to $500 per student based upon the course) will need to be set up during this phase to cover the necessary supply costs. Supplies, equipment repairs, and equipment rental costs are expected to be fully offset by course fees. Additionally, the site and equipment rental costs from ABC Construction Company will cost $5,000 per month (or $60,000 for the year).

Phase III, or the third fiscal year (FY11-12), will mark the complete implementation of the program with the offering of second year courses. In this final stage, additional operating budget and course fees will be required. The extra supply costs are expected to be offset by additional course fees. Additional part-time and overload budget will be required to cover the additional courses (estimated at approximately $10,000).

Justification:

The approval of this Action Plan will help COTC meet two strategic goals/objectives. The introduction of the Heavy Equipment Management program will meet strategic goal 1.2 which is to strengthen program offerings to meet workforce needs. According to surveys received from Knox County construction industries, there is a high need for trained individuals in the area of heavy equipment operations. Satisfying this need in Knox County is beneficial both for the College and the community. This proposal also satisfies strategic goal 1.5 which is to optimize points of access to the College. Heavy Equipment Management, as a new academic program, will increase access to the College; this new program will appeal to a group of students that otherwise may not be interested in obtaining a college degree. Upon approval of the program, the College will need to commit to the operating funds needed to run the program, as current instructional resources are not sufficient for funding the new program. If this program is not approved, the College will lose a valuable opportunity for a new program offering, as well as a life-long partnership with ABC Construction Company of Knox County.

Action Plan: Submission Report

Funding Sources: General Funds

Funding Source Explanation:

Additional Supporting Evidence:

Operating Budget Requested

Submission Number:	Relevant Information:	Object Code:	Requested Amount:
288	Periodicals and Books	64402	$500.00
288	Mileage	63403	$500.00
288	Start up supplies	61205	$500.00
			$1,500.00

Facilities/Capital Requested

Submission Number:	Item Description:	Unit Cost:	Quantity:	Total Cost:
288	Construction of Classroom at ABC	$10,000.00	1	$10,000.00
288	Furnish Classroom	$10,000.00	1	$10,000.00
288	Laboratory site preparation	$10,000.00	1	$10,000.00
				$30,000.00

Action Plan: Submission Report

Technology/ Capital Requested

Submission Number:	Item Description:	Unit Cost:	Quantity:	Annual Maintenance:	Total Cost:
288	ABC Construction Classroom	$5,000.00	1	$0.00	$5,000.00
					$5,000.00

Personnel Requested

Submission Number:	288
Type of Action Request:	New Position
Current FTE%:	0.00%
Proposed FTE%:	100.00%
Name of Incumbent:	
Requested Title:	Instructor
Affiliation:	COTC NCS
Position Type:	Regular
Temp Employee start date:	
Temp Employee end date:	
Position Description:	Full-time faculty member for Heavy Equipment Management program per COTC Faculty Agreement
Office Space Required	☑
Furniture Required	☑
Technology Required	☑

APPENDIX C

Planning Initiative Codes

In order for personnel action requests or requests for new initiative(s) to be considered, the requests must be aligned with one or more of the College's identified priorities. Please include the planning code(s) for each personnel action/new initiative request to link your request to one or more of the strategic priorities. *Financial resources will not be allocated to requests that are not in line with the College's mission.*

Mission - To meet the technical education and training needs of students and employers in the area.

Planning Codes/Institutional Priorities & Strategies:

COTC1.0	**Student Success.** Help students achieve academic and career goals by improving learning and student support.
COTC1.1	Support academic success in the classroom and through student-centered programs as outlined in the College Completion Plan;
COTC1.2	Achieve greater diversity in the faculty and staff by strengthening recruiting strategies to ensure a broader range of applicants;
COTC1.3	Continue supporting faculty development in teaching effectiveness; and
COTC1.4	Further efforts to ensure that online courses are compliant and accessible to all learners.
COTC2.0	**Institutional growth.** Increase institutional growth and stability through efficient program, enrollment and fiscal management.
COTC2.1	Evaluate academic program offerings to ensure relevancy, effectiveness and viability.
COTC2.2	Implement new certificate and technical degree programs in response to local needs.
COTC2.3	Explore and implement apprenticeship education.
COTC2.4	Expand business and industry training for area businesses to build a competitive workforce and enhance the economic vitality of the communities served.
COTC2.5	Manage the operations of the WDIC such that adequate revenues enable the center to operate in a self-sustaining fashion.
COTC2.6	Conduct an economic evaluation and needs assessment in all four of COTC's campus service regions,
COTC2.7	Evaluate academic program offerings to ensure relevancy, effectiveness and viability.
COTC2.8	Update the facilities master plan, Framework 2.0.
COTC2.9	Expand COTC's presence and services by completing the John and Mary Alford Center for Science and
COTC2.10	Renovate the Pataskala campus.
COTC2.11	Rebuild COTC's adult student base (age 25 and older).
COTC2.12	Rework CCP strategy to develop new career pathways.
COTC2.13	Evaluate online programs and course offerings.
COTC2.14	Promote diversity to provide meaningful educational experience in our communities.
COTC2.15	Strengthen partnerships with all secondary education partners within our service region to enhance offerings and expand opportunities.
COTC2.16	Ensure financial stability through effective fiscal stewardship and promotion of a fiscally responsible culture.
COTC2.17	Grow COTC's endowment and the Newark Campus Development Fund's (NCDF) holdings and capacity to award student scholarships, support programs and fund capital projects.
COTC2.18	Generate private support for the enhancement of the Pataskala campus renovation.
COTC2.19	Explore areas of potential efficiency to free up resources.
COTC3.0	**Collaborative culture.** Promote a culture of collaboration and build a college community that values diversity and mutual respect.
COTC3.1	Foster improved relationships and cooperation within the internal COTC community.
COTC3.2	Improve internal communication strategies via an array of engagement platforms (i.e. videos, blogs, meetings).
COTC3.3	Value employees through recognition and engagement programming that promotes satisfaction.

COTC3.4	Further develop a robust and effective executive leadership team.
COTC3.5	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.
COTC3.6	Restructure organizationally to enfold enrollment management with academic affairs and student support.
COTC4.0	**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.
COTC4.1	Facilitate rigorous, quality instruction which supports successful student learning.
COTC4.2	Raise awareness of COTC/Ohio State Newark's collaborative partnership and the corresponding efficiencies it garners.
COTC4.3	Further maximize collaboration between the college and Ohio State Newark to increase effective resource allocation.
COTC4.4	Continue to pursue compliance with applicable standards of accreditation agencies.
COTC4.5	Build relationships to promote advocacy, enhance state financial support, ensure positive public perceptions and support fundraising.
COTC4.6	Implement new marketing strategies.

THE OHIO STATE UNIVERSITY
NEWARK

2018 – 2023 Planning Initiative Codes

In order for personnel action requests or requests for additional funding in support of new initiative(s) to be considered, the requests must be aligned with one or more of the campus's strategic focus areas. Please include the planning code(s) for each personnel action/new initiative request to link your request to one or more of the strategic focus areas/strategies. *Financial resources will not be allocated to requests that are not in line with the campus's mission.*

Mission - To provide affordable, open access to The Ohio State University for all Ohioans.

Strategic Focus: Improving Student Success

Planning Codes/Initiatives/Strategies:

OSU1.0	**ENHANCE THE STUDENT EXPERIENCE:** The Ohio State University at Newark offers students an opportunity to experience Ohio State on a small campus with an incredibly diverse student population. We plan to leverage our diversity and the personalized nature of our learning environment to enhance student success and further distinguish the student experience. Our goal is to develop an experience that is extremely attractive to all Ohioans because of its outstanding reputation for excellent faculty and staff who are dedicated to preparing students to be engaged citizens in a global society. Through internships and service-learning experiences, students support the community that helped develop the campus and become engaged citizens.
OSU1.1	Elevate the quality of campus life
OSU1.2	Increase faculty diversity
OSU1.3	Enhance teaching quality
OSU1.4	Enhance student support
OSU2.0	**EXPAND ACADEMIC PROGRAMMING:** Ohio State Newark offers rigorous academic programming devoted to excellence and designed to meet Ohio's educational needs. We plan to increase the flexibility of our course schedule and add courses that make it easier for students to pursue degrees in STEM fields. We also plan to broaden the range of enriched learning opportunities.
OSU2.1	Expand availability of courses
OSU2.2	Add degree-completion programs
OSU2.3	Add enriching learning opportunities
OSU3.0	**IMPROVE ACCESS AND AFFORDABILITY:** In accordance with Ohio State's land-grant mission, and with the State's expectations for Ohio's regional campuses, we will continue our commitment to providing an Ohio State experience at an affordable cost. Our cost-shared relationship with our co-located institution has been a model for the state and a foundation for efforts to keep costs low while maintaining quality programming. We will pursue efficiency initiatives across all departments on our campus, work to keep tuition low, and generate new opportunities for scholarships and tuition grants.
OSU3.1	Reduce cost of attendance
OSU3.2	Improve operational efficiency
OSU3.3	Improve operational sustainability