

2024 Planning Retreat
Special meeting of the COTC Board of Trustees
Hodges Hall | June 7, 2024
Annotated Minutes

In attendance-- Board members: Chair Rob Montagnese, Andrew Guanciale, Bruce Hawkins, Sally Heckman, Barry Riley (emeritus) Cheryl Snyder, Marion Sutton, Rhoda Warnock, Sarah Wallace (emeritus); President John Berry and VP & Chief of Staff Jackie Parrill.

Absent: Andy Crawford and Mark Law

The meeting commenced at 12 noon with Mr. Montagnese welcoming the board members.

College Update. President Berry provided the board with the following update.

- Budget/Enrollment/Academics - President Berry discussed the current budget deficit and plans to address the deficit through enrollment growth. He shared enrollment growth over the past two semesters and projections for the coming year. The top five factors that are driving growth are as follows:
 - Launching new academic programs 2023-2024 and 2024-2025
 - Restructuring staff/processes in Gateway to focus on outreach and engagement of applicants, students, and stop-outs as well as enhanced recruitment efforts and community engagement.
 - Expanding College Credit Plus partnerships focused on career pathways, credit attainment, and completion opportunities.
 - Enhanced and expanded marketing and advertising campaigns.
 - Improved master schedule development and management in collaboration with enrollment and academic affairs with a focus on student-centered principals.
- OACC/2-Year College System Update – Leadership at OACC is in flux with both the president and vice president positions vacant. They have elevated the operations support person. The search for the president is ongoing. Dr. Berry is now serving as vice chair for OACC.
- Succession Planning – Dr. Berry indicated that he intends to retire in seven years and would like to complete his career at COTC, if the board is so inclined. He stated that several members of his senior staff could retire within that timeframe. All senior staff members are working to develop the next generation of leaders within their respective areas.
- Ohio State Newark transition – Dr. Berry discussed his involvement in the search for the new dean for the Newark campus. He indicated that he has been trying to schedule a meeting with OSU president Ted Carter in order to reinforce the partnership between the two institutions, but he has not yet been successful.

Board Rules Review - Fiscal. Dr. Parrill reminded the Board that rules are reviewed every five years to ensure currency and relevancy. The rules are reviewed on a rolling review schedule so that different chapters are reviewed every year.

This year the 16 rules included in the Fiscal section were up for review:

3357:3-3-01 Annual Budget

3357:3-3-02 Depository Bank Account

3357:3-3-03 Campus Safety

3357:3-3-04 College's Board Designated Account

3357:3-3-05 Donations

3357:3-3-06 Facilities Use

3357:3-3-07 Financial Reports

3357:3-3-08 Grant Proposals and Grant Administration

3357:3-3-09 Investments

3357:3-3-10 Payroll

3357:3-3-11 Purchasing and Procurement

3357:3-3-12 Surplus Property

3357:3-3-13 Suspected or known fraud, abuse or other illegal acts; Identity theft prevention

3357:3-3-14 Employee Travel

3357:3-3-15 Tuition, Fees and Refunds: Financial Aid

3357:3-3-16 Insurance

Dr. Parrill engaged the Board in reviewing each of the rules and shared the Business and Finance Staff's recommended edits to Employee Travel. These rules will be brought to the board for approval during the June meeting.

Strategic Framework Update/Goals & Measures. Dr. Parrill presented the updated Goals and Measures sheets for each of the priorities identified in the strategic framework plan. Dr. Parrill talked about each strategic priority, the progress to date towards meeting the goals and the status of specific strategies.

Strategic Plan Development Progress & Discussion. Dr. Parrill discussed the primary fiduciary duty as our board is oversight. That duty requires, among other things, that the board help management set and monitor the organization's strategic direction. Strategic direction-setting is an overarching responsibility that includes all longer-range thinking and decision making done on behalf of the college. For COTC, like most organizations, the principal representation of the strategic direction is the strategic plan. The plan provides critical focus for the college and is the driver for resource allocation and budget decisions.

COTC's current 5-year strategic plan is set to expire in December of this year. Dr. Parrill shared with the board the plan of work document that was developed last fall that built in specific milestones around data collection and board meeting dates so that the new plan will be ready for launch in January 2025.

Dr. Parrill recognized Trustee Marion Sutton for her work as the board's liaison on the Strategic Planning Council.

The development timeline was shared to indicate our progress. The proposed mission, vision and purpose, and values were shared with the board. Dr. Parrill reminded the board that the board reconfirmed the mission during last summer's retreat. Dr. Parrill indicated that this is the same mission the college has had since our inception. The vision was developed by the president's cabinet. The values were developed by the Strategic Planning Council.

Dr. Parrill indicated that the next step is to develop the priorities and goals. This is the point in the process where we conduct a comprehensive environmental scan and determine what challenges and opportunities the college needs to address. Dr. Parrill described the process we used. The first step in the process was to identify the strategic issues or challenges that we want to address or take on in this planning cycle. The issue is the statement of the problem/concern. The second step was to prioritize the issues as it is more than likely that more issues will be identified than we can successfully address in this planning period. Once the strategic issues and challenges we intend to address during this planning cycle have been identified and prioritized, we then need to determine what direction we want to go; we need to determine our goal. Goals are the institution's major strategic priorities and indicate the major areas which must be addressed in order to achieve our vision and fulfill our mission. They indicate in broad strategic terms what it is that the institution wishes to accomplish. They focus on the "what", not the "how". And they lead to the development of performance measures against which the organization can assess its progress.

Dr. Parrill shared the process that was used over the past five months to identify the strategic issues:

- That process started with the constituent survey that we sent out back in January. The survey included several strategic planning questions, one of which was "What one or two things would you suggest to make COTC a better institution."
- During the March 20th cabinet meeting, after considering the constituent survey information and discussion, the cabinet engaged in a fishbowl exercise to anonymously identify their top areas of concern.
- In April, the Strategic Planning Council engaged in a full day of information/data sharing and engaged in a strategic issue identification and prioritization exercise that we titled the Lottery Winner exercise.
- During the President's Cabinet retreat on April 26, the group engaged in a deeper dive of the top six identified strategic issues and determined the direction we wanted to take to address each of these issues.
- During their May 29th meeting, the cabinet approved the draft priority/focus areas and strategies that we are presenting you with today.

Dr. Berry reviewed the strategic issues that were identified and the goals and strategies that are proposed for inclusion in the next strategic plan:

Top **strategic issues** identified for focus in this plan:

- Significant enrollment decline resulting in budget deficit.

- Underutilization of Knox and Coshocton campuses. The sustainability of Coshocton is questionable.
- Reynoldsburg High School’s amplified presence on the Pataskala campus through CCP has resulted in space limitations and high-school management issues.
- Pataskala campus students primarily come from outside our service area and typically return to those communities upon graduation which is outside the scope of our mission of building the workforce for employers in our service area.
- Leadership transitions and structural changes at Ohio State and impact on the partnership.
- Area employers are struggling to find skilled workers to fill jobs. Ensuring academic programs meet area industry needs.
- Quality and competitiveness concerns in certain academic programs [Outdated curricula in certain areas (i.e. IT); Surg Tech accreditation concerns; BMT has experienced significant drops in enrollment; only 35% of FT faculty are using professional development funds].
- Current CCP configuration is not sustainable. [COTC CCP students only matriculate to COTC at a rate of just over 6%; most (70%) Ohio CCP students attend a 4-year college after HS graduation, indicating a preference for non-tech education; COTC CCP student typically attend CSCC (17.5%) or Ohio State (25.5%)].
- Facility renovations needed to support academic programs (LeFevre, Evans).
- Internal barriers to student success (COTC’s retention and graduation rates are below national averages; 16% of new students receive no college credit in their first semester.)
 - Advising process needs strengthening.
 - Courses not scheduled in modality and at times desired by students.
 - Faculty reluctance to teach off times and at extended campuses.
 - Perceived lack of support for part-time faculty.
- External barriers to student success (73% of students face financial difficulty while in college; 43% worry about meeting current expenses; 46% expressed some form of housing insecurity.)
- Lack of student engagement in co-curricular activities.
- Connecting students to jobs - Need for enhanced career services.
- Need for stronger partnerships with area high schools and career centers.
- Better support economic development in our service area through new business and industry partnerships, promotion of the college, and community engagement.

The board engaged in discussion and concurred that the most critical issues for COTC have been identified and are these the problems that we are committing to address during this planning cycle.

Dr. Parrill shared with the board summarized responses to the constituent survey question “What should we be sure not to change about COTC?” sheet, which highlights a number of distinguishing attributes of the college.

Executive Session - President’s Performance Evaluation and Compensation. At 2:00 pm, Mr. Montagnese took a roll call for executive session to discuss a personnel matter. Jackie Parrill, Barry Riley, and Sarah Wallace were invited to join the session.

Roll call was taken to come out of the executive session and the meeting adjourned at 2:30 pm.