

Strategy Status Update – Summer 2021

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	Eric Heiser Sarah Morrison	Eric Heiser Sarah Morrison Holly Mason	Invested partners identified in Completion Plan; Troy King
<p>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.</p> <p>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.</p>				
SS02	Achieve greater diversity in the faculty and staff by strengthening recruiting strategies to ensure a broader range of applicants	John Ralston	Jackie Parrill	Key hiring managers; Sherry Abbott
<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>				
SS03	Continue supporting faculty development in teaching effectiveness	Eric Heiser	Eric Heiser	Sandy Walker, Chad Weirick, Kevin Reardon, Kim Gates (Faculty Development Chair)

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	Eric Heiser	Eric Heiser	Dr. Berry, OCIO representatives, Faculty IT committee, Faculty members of the union negotiation team, Jackie Parrill
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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.	Eric Heiser	Eric Heiser	Sandy Walker, Chad Weirick, Kevin Reardon, Sarah Morrison
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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.	Sandy Walker	Eric Heiser	Faculty program directors; Vicki Maple, Annie Carpenter, Sarah Morrison; Marketing representative
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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.	Sandy Walker	Eric Heiser,	External collaborators
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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
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
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>				
<i>Facilities management--</i>				
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

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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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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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).	Melanie Garrabrant	Sarah Morrison	Admissions and MPR staff
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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 and Melanie Garrabrant	Sarah Morrison	Academic Affairs representatives
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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.	Sandy Walker Chad Weirick	Eric Heiser	Kris Read, faculty representatives, instructional designer, IR&E reps
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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	Holly Mason	Members of the Diversity and Inclusion Advisory committee; Gateway staff, faculty representatives
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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.	Eric Heiser	Eric Heiser John Berry	Chad Weirick, Sandy Walker, Sarah Morrison, Melanie Garrabrant
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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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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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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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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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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.

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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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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).	Suzanne Bressoud	John Berry	Staff forum leadership, faculty council representatives, managers
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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	John Ralston, MPR representative, the assistant director of student life, a Staff Development committee representative and two full-time faculty members
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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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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
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.	Eric Heiser	Eric Heiser	Sarah Morrison, Holly Mason, Chad Weirick, Sandy Walker, Gateway reps, student affairs reps, academic affairs reps
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.				
<u>OPERATIONAL EFFECTIVENESS</u>				
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.	Eric Heiser	Eric Heiser	Sandy Walker, Chad Weirick, full & part-time faculty, academic support unit and IR&E reps
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.	Suzanne Bressoud	John Berry	Bill MacDonald, Cabinet
07/2021 - Articles or emphasis in:				
<ul style="list-style-type: none"> • 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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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 (attached). We are now beginning Phase 2 (Late Summer 2021 – Autumn 2021) of our process. Drs. MacDonald and Berry are currently seating the search committee, which I will chair. 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.	Eric Heiser	Eric Heiser	Jackie Parrill, Sandy Walker, Chad Weirick, Faculty, IR&E rep
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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, Suzanne Bressoud
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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 article 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 (ACtTT). An additional \$300,000 pre-application was submitted to scale the program and launch ACtTT2.0 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.	Susan Bressoud	Suzanne Bressoud	Eric Heiser, Sarah Morrison, Marketing team, Cabinet
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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.

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.