

Goal Status Report – December 2025

Catalysts in Action: Transforming Lives and Building Communities

Central Ohio Technical College’s 2025-2029 Strategic Plan

Mission: Central Ohio Technical College’s mission is to meet the technical education and training needs of students and employers in the area.

Vision: Empowering lives through accessible education, COTC aims to transform students and communities, and advance regional workforce readiness.

Priority 1.0: Industry-Aligned Technical Education

Tailor technical programs to meet the specific workforce needs of local businesses and industries, ensuring that graduates possess the skills and expertise required to excel in our service region’s evolving job market.

Goals	Cabinet Sponsor(s)	Lead*
1.1 Collaborate closely with local businesses and stay attuned to regional employment trends to develop and offer new programs and certificates that equip students with the skills and knowledge necessary to thrive in the workforce.	President Berry Provost Ferenchak	Marcie Moore
<p>12/12/2025 - This spring, we will be holding a joint advisory committee meeting for health, which will include Nursing, Radiology, Respiratory, and Sonography. This team will meet in January to begin planning, and we will work to identify a speaker who can discuss the state of healthcare. This fall, this idea was pitched to the individual advisory committees and they were all thrilled with the idea.</p> <p>There is also an effort underway, led by Tim Goetz and Kim Manno, to host an employer summit. Since Tim is a member of this SP team, and also will be in Academic Affairs starting Monday, this work will support the work of this SP team nicely.</p> <p>We have good baseline data about the members of each advisory committee from the meetings held this autumn.</p> <p>Members of the team include Dr. Kendrah Cunningham, Tim Goetz, and Dr. Larisa Harper. We will need to add an additional standing member to the team, and we will discuss this in January.</p> <p>08/14/2025 - The team met in mid-July to regroup and organize. The workplan template was revised after an in-depth conversation about advisory committees. There is much continued focus on program advisory committees, and the idea of having a combined advisory committee meeting was discussed. As a pilot, we agreed that Nursing and Allied Health programs would join together in the spring and have a combined program advisory committee meeting. Following this pilot, the team would like to explore having an all-program combined advisory committee meeting continuing each year in the spring.</p> <p>We will be having our next regular meeting in September. At this meeting, we will be discussing our baseline data for the composition of the advisory committees and their memberships.</p>		

<p>1.2 Conduct a comprehensive analysis of current academic programs for viability and alignment with the workforce needs and demands of local businesses and industries.</p>	<p>Provost Ferenchak</p>	<p>Larisa Harper & Chris Doll</p>
<p>12/12/2025 –</p> <ul style="list-style-type: none"> • Most of the work to date has been idea generating among the academic deans to ensure the academic programs on record with ODHE are correct and current. • This fall all technical programs held advisory committee meetings. Agendas and minutes will be reviewed by the deans to glean viability and alignment information. • IR&E staff participated in a labor market information webinar via OACC; the best takeaway is that in January, COTC will receive labor market information about service region. <p>08/16/2025 - With the transition from Dr. James Jarc to Dr. Larisa Harper, the activity on this goal has been minimal. Additionally, most of the team members are faculty who do not work in the summer. Our first meeting is planned for mid-September, which will allow all members to adapt to their workloads for the academic year. Otherwise, Dr. Harper has been orienting herself by reviewing all the academic programs and comparing those to identified in-demand work fields (from Ohio’s Office of Workforce Transformation). A summary of this review will be provided to the team members during the September meeting.</p>		
<p>1.3 Enhance existing academic programs to foster continuous quality improvement in education, curriculum delivery and student outcomes to ensure graduates are well-prepared to meet the challenges and opportunities of the rapidly changing job landscape in our service area.</p>	<p>Provost Ferenchak</p>	<p>Larisa Harper</p>
<p>12/12/2025 - At this time, no additional activities have been completed.</p> <p>08/16/2025 - With the transition from Dr. James Jarc to Dr. Larisa Harper, the activity on this goal has been minimal. Initially, Dr. Harper has reviewed the data from the Institutional Research and Effectiveness staff for program review information, so that a baseline of data can be identified. Dr. Harper participated in the OACC’s Data Summit during which she was reminded of the data that could be requested from ODJFS. A follow-up meeting was held with Chris Doll and Dr. Harper to discuss past practices. Other work that coincides with this goal is the invitation from OACC for COTC to apply to become part of the Scaling Shortened Academic Terms initiative. A team meeting will be scheduled for late September.</p>		
<p>1.4 Maintain faculty expertise and relevance in the technical programs they teach and continuously enhance their pedagogical skills by encouraging more faculty to engage in professional development opportunities.</p>	<p>Provost Ferenchak</p>	<p>Larisa Harper</p>
<p>12/12/2025 –</p> <ul style="list-style-type: none"> • After completing the annual and comprehensive evaluations, the academic deans will compile a list of professional development activities completed by faculty over the past year. • The “completed” list will help inform what the current status and the “plan to do” list will help provide short- and long-term opportunities <p>08/16/2025 - With the transition from Dr. James Jarc to Dr. Larisa Harper, the activity on this goal has been minimal. Dr. Harper has been learning about the professional development funds that the College provides to each full-time faculty member. She plans to interview the program directors/faculty leads at the beginning of autumn semester regarding the past practices of each individual faculty member. Several grant projects also align with professional development</p>		

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<p>opportunities, and Dr. Harper is learning from Sheila Thompson, Grants Specialist. To date, Dr. Harper is unsure if team members have been identified. Once that is determined, a meeting will be held in late September.</p>		
<p>1.5 Develop and launch a reimagined College Credit Plus (CCP) strategy that encourages and supports credit attainment and completion.</p>	<p>Provost Ferenchak Dean of Enrollment Morrison</p>	<p>Sarah Morrison</p>
<p>12/10/2025-</p> <ul style="list-style-type: none"> • Partnership Development: In discussions with several school districts on expansion of pathways, including launching the new Yellow Jacket University with Mount Vernon High School, which will initially include a credit pathway of up to 35+ credit hours. • Process Assessment: Developed new timeline for CCP processing, including critical deadlines for student enrollment processes and high school course offering decisions. • Resource Development: Continued collaboration with an external consultant is underway to create: <ul style="list-style-type: none"> ○ Revising all student and counselor communications based upon new timeline. ○ New resources and support materials for CCP teachers (in development). <p>08/15/2025 –</p> <ul style="list-style-type: none"> • Leadership: Eric Veigel, the new Dean of Strategic Partnerships and Community Engagement, joined the college and has begun working with Enrollment Management and Academic Affairs to review and enhance CCP-related processes and procedures. Eric will help co-lead the action plan associated with this goal. • Partnership Development: The Dean has initiated outreach to multiple current and prospective partner schools across the service area. • Resource Development: Continued collaboration with an external consultant is underway to create: <ul style="list-style-type: none"> ○ A partnership toolkit for current and future CCP partners has been finalized. ○ Comprehensive communication plans for CCP students, parents, and school counselors. The school counselor plan has launched, and the new student and parent plan are on track to launch this fall. ○ New resources and support materials for CCP teachers (in development). 		

Priority 2.0: Student-Centered Support		
Bolster comprehensive support systems and resources to address the diverse needs of students and foster holistic student success and well-being.		
Goals	Cabinet Sponsor(s)	Lead*
2.1 Tailor student resources and support systems to meet the diverse needs of our student body and ensure students' academic success, psychological well-being, and holistic wellness, including strengthening advising, bolstering academic support services, expanding access to scholarships and financial assistance, addressing critical areas such as mental health support, and staffing classes during off-peak times and at the extended campuses.	Provost Ferenchak VP for B&F Brillhart Director of Advancement Manno Dean of Enrollment Morrison Dean of Students Davenport	Troy King and John Davenport
<p>12/12/2025 –</p> <ul style="list-style-type: none"> • Due to the availability of staff during the summer semester, a full team meeting has not yet been convened. We will bring everyone together after the start of the AU25 semester. That said, steps have been taken on several strategies. • 3-year data has been collected regarding early alerts, success coaching appointments, tutoring, and testing to fully cover the areas of the Student Success Center for review. Outcomes data has been added for tutoring, and further outcomes analysis will be conducted for early alerts and coaching appointments. In addition, we are in the process of collecting all success rates data for students who have been on a success plan for review in the fall. We also continue to develop both course specific workshops and more diverse and relevant workshops for students, looking to make all more accessible. After piloting an Anatomy Jumpstart Workshop, it has been decided to develop a series of “mini” workshops that can be recorded and embedded within BIO-130/131 courses at an instructor’s discretion. Single Sign-On integration has also been completed between Canvas and our StudentLingo workshops, making these on-demand workshops able to be posted in Canvas courses. The goal is that these will be embedded in the Virtual Student Success Center Canvas course. • Student Counseling had the 3rd annual “Walk for Tomorrow” Suicide Prevention event. This event saw the participation of more participants outside of the campus community, discussions are underway to determine if additional outreach to local organizations is feasible for future events. • The office held 5 “Relaxation Station” wellness outreach pop-ups in multiple buildings across campus this semester. • Counseling Services staff advise “Active Minds” a student organization that facilitates conversations about mental health and wellness with the goal of helping students lead more productive lives. • Staff facilitated tabling events at the Coshocton and Pataskala campus to outreach and provide in-person resources to the students on the extended campuses. • Assessed third-party survey options with CHESS team and identified concerns with cost and staff resources to implement survey. Evaluating current metrics and past survey (ICAT, EMM assessment) to determine if a full current student survey can be administered in-house. • Short satisfaction survey was developed for student services to be sent to students after each interaction with Gateway and Success Center Services to help gauge student feelings and satisfaction just after service. • Paused general workshop development due to Success Center staffing on Newark and Pataskala campuses. 		

<ul style="list-style-type: none"> • Piloted BIO-130/131 workshops in summer with limited attendance. Began developing on-demand workshops and course walkthroughs to be embedded in BIO-130/131. Completed StudentLingo Canvas integration to provide soft skills workshops in course supports modules. Met with BIO faculty about integrating into course modules. • Presented to faculty council about establishing an access role for success coaches as first step to later pilots for coaches/ tutors. Tabled until January by faculty. <p>08/15/2025 - Due to the availability of staff during the summer semester, a full team meeting has not yet been convened. We will bring everyone together after the start of the AU25 semester. That said, steps have been taken on several strategies.</p> <p>3-year data has been collected regarding early alerts, success coaching appointments, tutoring, and testing to fully cover the areas of the Student Success Center for review. Outcomes data has been added for tutoring, and further outcomes analysis will be conducted for early alerts and coaching appointments. In addition, we are in the process of collecting all success rates data for students who have been on a success plan for review in the fall. We also continue to develop both course specific workshops and more diverse and relevant workshops for students, looking to make all more accessible. After piloting an Anatomy Jumpstart Workshop, it has been decided to develop a series of “mini” workshops that can be recorded and embedded within BIO-130/131 courses at an instructor’s discretion. Single Sign-On integration has also been completed between Canvas and our StudentLingo workshops, making these on-demand workshops able to be posted in Canvas courses. The goal is that these will be embedded in the Virtual Student Success Center Canvas course.</p> <p>We have been notified by the State of Ohio that the grant which funded Timely Care will most likely not be renewed, and the program is cost prohibitive, so when funds are fully expended in Spring of 2026, we will not continue this program.</p>		
2.2 Using a student-centric approach, develop a balanced course delivery strategy that includes face-to-face, online, night, weekend and accelerated options tailored to meet the diverse schedules and learning preferences of our students.	Provost Ferenchak Dean of Enrollment Morrison	Veronica Porter
<p>12/10/2025-</p> <ul style="list-style-type: none"> • The Master Course Schedule Development Committee has worked through the first phase of developing the 26-27 course schedule by soliciting feedback from all program directors and lead faculty. Feedback was reviewed and the schedule is now open for review by all faculty and enrollment staff with a deadline of January 30, 2026. We are on track to publish the 26-27 master schedule by the first week of March and will begin developing the 27-28 master schedule in spring. • In partnership with the program director, a course offering survey was developed for the accounting program to help identify student scheduling preferences. Piloted late autumn semester and will relaunch spring to increase response rates. Plan to expand survey to include additional programs to help guide master schedule work. <p>08/15/2025 –</p> <ul style="list-style-type: none"> • Committee Launch: The Master Course Schedule Development Committee was established in April 2025. • Process & Transparency: Updated the <i>Guide for Master Schedule Development</i> and are finalizing a timeline and campus-wide communication plan to ensure transparency in the schedule development process. • Data Review: Began analysis of master schedule data, including course capacities, enrollment trends, and identification of low-enrolled courses. 		

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<p>2.3 Enhance opportunities for students to engage in career development, workforce preparation, and civic engagement programs and events delivered through administrative initiatives, student-run clubs and collaborations with local partners.</p>	<p>Dean of Students Davenport</p>	<p>Tim Goetz</p>
<p>12/12/2025 –</p> <ul style="list-style-type: none"> • A total of 4 career fairs were offered in the fall. Over 200 students attended the fairs including one fair that had over 110 students in attendance, the largest attended fair in the last 3 years. • The two career fairs held in Newark hosted 25 employers each and all were focused on specific majors for their respective events. • The two Pataskala career fairs were a success with 4 students being offered immediate opportunities. • Additional partnerships are being reestablished with AEP and Victoria Secret to offer students internship opportunities. • Grow Licking County experienced leadership change which created obstacles in terms of scheduling. The spring semester will hopefully lead to the re-establishment of this partnership. • Over 25 workshops or class presentations were given this fall semester impacting hundreds of students. Work will continue on this front to ensure students have the opportunity to interact with career development. • Career Development, COTC Academics, and The Development Department are collaborating on a business summit that will be hosted mid spring 2026 to bring business together to talk about the impacts of AI in their industry, trends they see coming, and how to host and internship opportunity with the campus. This summit will increase the number of businesses willing to offer internships and show them how our students can make an impact for their business. <p>08/15/2025 –</p> <ul style="list-style-type: none"> • Expanded career fairs from 2 to 4 in the fall, including 2 pilot career fairs to be offered at the Pataskala Campus in October and November. • Aligned with more career partners including Behr Paints, Goodwill, and additional smaller employers to offer part-time jobs and internships to students as they are taking classes. • Collaborating with Grow Licking County and other organizations within Licking County to expand opportunities and knowledge about COTC offerings to local businesses. • Added additional workshops on utilizing AI in a career search to help students make use of the resources available to them. 		
<p>2.4 Strengthen the student life experience on campus by developing diverse student activities and social events that promote engagement, community and a vibrant campus culture.</p>	<p>Dean of Students Davenport</p>	<p>John Davenport</p>
<p>12/12/2025 -</p> <ul style="list-style-type: none"> • OSL have secured two bids for remodeling of the current Warner game room in a recreational E-sports space. The bids have been submitted to campus leadership and next step is selecting a vendor and securing funding. • The first week schedule was successfully implemented, the First Day Celebration was quasi successful, the direct outreach, staff going into classrooms distributing donuts and give-away items led to more student contact. COTC students did not participate highly in the food truck festival. In Fall 2026, OSL will create a totally separate event specifically for COTC. • The Fall saw a 187% in active programs from Fall 2024. This is directly attributed to the filled vacancy of a primary programmer for OSL. • Registered student organizations received additional support with a Leadership and Collaboration summit, which brought together RSO leaders for training in the areas of leadership, collaboration and organizational sustainability. 		

<p>08/15/2025 - OSL staff have met with Director of Esports from OSU-Columbus and toured the OSU campus Esports facility to consult. Initial information will be shared with the COTC Cabinet in August of 2025.</p> <p>First week schedule has been created and set for Fall 2025, starting with First Day Celebration on 8/25/25 and ending with the Campus SORCE Fair.</p>		
<p>2.5 Enhance the teaching effectiveness and satisfaction of part-time faculty by improving their support system by offering consistent onboarding and resources, regardless of their academic discipline.</p>	<p>Provost Ferenchak</p>	<p>Karen Vargo</p>
<p>12/12/2025 - The Teaching & Learning Manager has implemented several new processes to improve the hiring and onboarding experience for new part-time faculty. Academic Affairs & Human Resources collaborated on new hire correspondence to ensure all communication meets professional and legal guidelines. All new part-time faculty now meet individually with the Teaching & Learning Manager to review a checklist that includes contact information for program directors or lead faculty, access to textbooks and other department resources, required and optional trainings, and an overview of key responsibilities. Academic Affairs has considered cohort-based monthly hiring to make this process more efficient, but this may be impractical because a) new hires often have other jobs and need flexibility to set up a convenient time for in-person onboarding; and b) the resources and information provided varies by discipline, so it seems valuable to continue with individualized meetings early in the onboarding process. New instructors also receive Canvas training, which they can attend either in person or on Zoom. The college has also launched an orientation for new part-time faculty, to be held before the start of fall and spring semesters. In August, 21 instructors attended and heard presentations from Student Success, Disability Services, and Gateway staff. Participants also learned about Concourse syllabus, parking, printing processes, assessment data, and other important details. Feedback from that session was overwhelmingly positive. A similar event is planned for the first week of January for newly hired instructors. Despite these improved processes, finding qualified applicants who are willing to teach daytime in-person classes continues to be a challenge. In the fall, HR and Marketing promoted openings through local chambers of commerce and radio advertisements targeting hard-to-fill positions at extended campuses. The Teaching & Learning Manager monitors job postings several times a week to ensure prompt follow-up with qualified applicants.</p> <p>The Teaching & Learning Manager is also establishing new processes to support instructors throughout their first year with COTC. During fall semester, the Teaching & Learning Manager checked in with each new instructor within the first two weeks of the semester (in person with on-campus instructors and by email with online and Zoom instructors). The Teaching & Learning Manager also meets two to three times per semester with all first-year, face-to-face instructors across all four campuses. Online and Zoom instructors receive three to four supportive email check-ins each semester. Additionally, the Teaching & Learning manager and deans continue to emphasize the need for all adjuncts to complete the Adjunct Faculty Training Course in their first semester of teaching.</p> <p>8/15/2025 - Academic Affairs has hired more than 30 new part-time faculty members since March. Once they are hired, the Teaching & Learning manager connects with them individually to provide proper training and support for Canvas, course content, etc. A Canvas training workshop was provided for beginners at the start of both Summer and Fall semesters (in-person and on Zoom). Nine new adjunct instructors attended in May, and 10 more participated in August. Additionally, a workshop for new part-time faculty is scheduled for Aug. 18 from 5:30-8 p.m. The workshop will feature presentations from Student Success, Disability Services, and Gateway staff. Participants will also hear about Concourse syllabus, parking, printing/copies, assessment data, and other important details. All new instructors are being connected with their faculty lead before the semester begins. For Summer, the Teaching & Learning manager also checked in on each new instructor in the first week (by email for online instructors and face-to-face with in-person instructors). This is being planned again for Fall semester. All instructors are emailed periodically throughout the semester to offer encouragement and support.</p>		

<p>The Teaching & Learning manager reviewed the content for the Adjunct Faculty Training Course in Canvas and deleted areas of repetition to streamline the course. The Teaching & Learning manager and all deans are also emphasizing the need for all adjuncts to complete the Training Course in their first semester of teaching. Part-time faculty will also be presented with the option of meeting monthly, in-person, and working through the PTF course modules together to promote sharing of ideas and networking.</p>		
<p>2.6 Renovate Evans Hall and LeFevre Hall to create state-of-the-art facilities that enhance the learning environment and support the academic programs housed within these buildings.</p>	<p>Provost Ferenchak VP for B&F Brillhart Supt of Facilities Boehmer</p>	<p>Brian Boehmer</p>
<p>12/10/2025 –</p> <ul style="list-style-type: none"> • Evans Hall: <ul style="list-style-type: none"> ○ The project is on schedule: <ul style="list-style-type: none"> ▪ The bid phase of the project commenced in July. Bids were received on August 7th. The low bidder was Robertson Construction with base bid coming in slightly under budget. Bids for the two alternates were also submitted, however, at this time, the college will not be pursuing either. ▪ Controlling Board Release of State Funds occurred in September. ▪ The construction contract for Robertson Construction was issued in October. ▪ The construction Notice to Proceed was issued on October 13th. ▪ Construction is on track to be substantially completed in July 2026 with the 11-month warranty walkthrough occurring in June 2027. ○ Construction Update: <ul style="list-style-type: none"> ▪ Demolition and asbestos abatement is 100% complete. ▪ Underground piping completed. Passed inspection. ▪ New masonry work began on December 8th. ▪ New HVAC work scheduled to begin on December 15th. ▪ New Electrical work scheduled to begin on December 20th. ▪ Tree removal scheduled to begin mid-December (weather-permitting). ▪ Robertson Schedule of Values and Subcontractor Material Supplier Declaration documents submitted for review. ○ Furniture, Fixtures, and Equipment: <ul style="list-style-type: none"> ▪ Final furniture finishes selected in November. ▪ Final furniture quote submitted by Continental in early December. OSU-FDC to issue purchase order. ▪ Installation scheduled for early summer 2026. ○ Emergency Generator Project (State Safety Grant): <ul style="list-style-type: none"> ▪ Quote for engineering services associated with the emergency generator has been submitted and approved. Contract funding pending Controlling Board approval at December meeting. ○ Miscellaneous: <ul style="list-style-type: none"> ▪ Final mock-up of construction sign submitted and approved. ▪ Classroom technology review by design team and OTDI on-going. ▪ Room signage received from OSU Sign Shop. 		

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- **Fundraising Update (KIM):**
 - **Fundraising goals have been exceeded.**
- **Lefevre Hall:**
 - **BHDP, (the design firm hired to create the initial 2024 building master plan), has been retained to lead the Phase 2 planning effort. This new plan will incorporate changes from the first plan as well as consider additional program needs:**
 - **Future engineering labs.**
 - **COTC digital media design program relocation.**
 - **Black Box Theater considerations.**
 - **Potential for future addition(s).**
 - **The phase 2 scope of work will include:**
 - **Revised program of requirements.**
 - **Concept-level floor plans (with furniture and equipment) to test-fit scenarios and communicate the final design intent.**
 - **Conceptual massing studies to illustrate the potential addition(s) within the campus context with as many as 3 possible options.**
 - **Conceptual phasing strategy.**
 - **Initial project schedule for use in planning for future design and construction phase durations.**
 - **2 exterior and/or interior conceptual renderings for us in project promotion and fundraising.**
 - **Mechanical, fire protection, and technology narrative.**
 - **Conceptual project schedule.**
 - **Cost estimating to be completed by OSU-FDC.**
 - **The design team anticipates it will take 10 weeks to complete the study.**
 - **The new Mechanical Processes (OSU) and the Programmable Logic Controllers (OSU) labs have been created within the building for SP26 semester.**
 - **The LF121 – Material Science and the LF150 – Electronics/Circuits labs have been completed for the start of the AU25 semester. Planning on the location, equipment, and other details associated with the power & drives and the mechanical processes labs is on-going. Both labs need to be online for spring semester 2026.**
 - **New furniture for the former art gallery and second floor lounge space has been ordered. Delivery is scheduled after the first of the year.**

08/13/2025 –

Evans Hall:

- Construction documents were completed earlier this summer and released for bid on July 15. A contractor pre-bid meeting was held on July 23 with excellent turnout. Bids were received on August 7 with Robertson Construction being the apparent low bidder. Their base bid of \$2,464,000 was \$222 under the published estimate. Bids for the two alternates were also submitted, however, at this time, the college will not be pursuing either.
- The bidding results will be presented to the COTC Board of Trustees at their August 19 meeting. A motion to move the project forward will be presented at that time. If approved, the tentative project schedule is as follows:
 - Controlling Board Meeting (release of State funds): September 29
 - Construction Contract to Robertson: October
 - Construction Phase Start: October
 - Construction Phase End: July 2026

- 11 Month Warranty Walkthrough: June 2027
 - Fundraising Update:
 - To date, approximately \$376,000 has been raised for the project.
- Lefevre Hall:
- The current building master plan was completed in June 2024. Several physical recommendations of the plan were implemented while others are pending or have been modified.
 - The following labs have been created within the building and are currently in operation:
 - LF130 – Machine Shop (SP25)
 - LF 115 – Vacuum Lab (AU24)
 - LF124 – Robotics (AU24)
 - The following labs have been completed for the start of the AU25 semester:
 - LF121 – Material Science
 - LF150 – Electronics/Circuits
 - Several planning meetings have occurred over the summer to continue planning the remaining future engineering labs.
 - The programmable logic controller lab is nearly ready for the start of classes in spring semester 2026. We are awaiting delivery of side tables and chairs which are expected to arrive in the coming weeks.
 - Planning on the location, equipment, and other details associated with the power & drives and the mechanical processes labs is on-going. Both labs need to be online for spring semester 2026.
 - Cabinet sponsors Boehmer and Brillhart have established a framework for revisiting the master plan and developing a proposed plan to move onto the next phases of the building’s development. This approach has been approved by COTC and OSU leadership.
 - New furniture for the former art gallery and second floor lounge space has been funded, and selection of pieces and materials are currently being finalized.

Priority 3.0: Partnership Engagement and Collaboration
 Foster meaningful partnerships aimed at enhancing educational pathways, promoting workforce development for the region’s prosperity, improving learning environments and meeting the financial needs of students.

Goals	Cabinet Sponsor(s)	Lead*
3.1 Champion the commitment to the collaborative partnership between the college and The Ohio State University to garner efficiencies and build capacities.	President Berry VP & Chief of Staff Parrill VP for B&F Brillhart Director of Advancement Manno Dean of Students Davenport Supt of Facilities Boehmer Director of MPR Kumar	David Brillhart and Jackie Parrill

12/11/2025-
The planning team (Jackie, David, Kim, Sanath, and Rene) has made significant progress in preparing the year-long public awareness and celebration campaign marking the 55-year partnership between COTC and The Ohio State University at Newark. This milestone offers an important opportunity to

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highlight the strength of our collaboration and the benefits our co-located model brings to students and the region. Throughout 2026, campaign activities will be largely outward facing, including presentations to local service clubs, a coordinated social media campaign, and other community engagement initiatives.

Campaign Development and Materials:

- **Created a special 55-year campaign mark, PowerPoint template, and email signature.**
- **Produced sound-bite videos from key leaders, including The Ohio State University president, the state auditor, and the lieutenant governor, to support the social media campaign.**
- **Developed the PowerPoint presentation and accompanying flyer for the year-long “roadshow” presentations.**
- **Obtained cost-shared pens for distribution at events.**
- **A joint New Year card is in development and will be widely distributed to announce the celebration year.**
- **The campaign website is under development and will launch in January 2026.**
- **Scheduled seven presentations for Drs. Berry and Smith to conduct a year-long roadshow to local clubs and organizations.**
- **A comprehensive marketing and PR effort is underway, including billboards, advertisements in targeted publications, and coordinated media activities. The Marketing plan consists of paid as well as organic digital media posts on Facebook, Instagram and TikTok, as well as a series of monthly podcasts. The themes for these as well as conventional media – radio, TV, Newspaper, Billboard have all been established by month. Interviews with several prominent external stakeholders and campus departmental leaders have been recorded, edited down to soundbites and cataloged by topic and speaker. These will be showcased on the newly created “55th year of partnership webpages”, social media, as well as other channels throughout the year.**

Campus Engagement:

- **A campuswide email from Drs. Smith and Berry has been drafted and will be sent on January 2, 2026, announcing the celebration year and encouraging employees to save the date for the campus event.**
- **Drs. Smith and Berry have been scheduled and will present at COTC’s Catalyst in Action virtual strategic plan update on January 13, 2026, to brief employees on the campaign and preview the roadshow presentation.**

Campus Celebration:

- **Planning is well underway for the February 19, 2026, campus celebration—commemorating the date COTC signed its charter and the official beginning of the partnership. Planned elements include refreshments, a DJ, a running PowerPoint of partnership pictures, and a ceremonial signing of a resolution reaffirming the partnership.**
- **Brutus and TC have been invited; a campuswide invitation is being finalized.**
- **Commemorative lanyards and golf shirts are being ordered/considered and will be distributed to attendees.**
- **The Library is preparing a curated display highlighting the history and impact of the partnership.**

08/11/25 –

- **Facilitated the first annual brainstorming session during the April 14, 2025, Campus Council meeting to identify opportunities and discuss areas for expansion of shared services. These meetings will be held annually with the full council.**

<ul style="list-style-type: none"> Began preparations and planning for the Celebration of Partnership public relations campaign during 2026 since that marks the 55-year anniversary of the partnership between COTC and Ohio State Newark. A 12-month calendar of activities is currently being developed to include speaking engagements by Drs. Berry and Smith to area service clubs, a video series to run on social media, articles to be published in area publications, podcasts, etc. The resignation of the library director presented the opportunity to conduct a benchmarking study of the campus’s library services, resulting in the elimination of one FTE. In April 2025, the recording studio was transitioned from COTC Academic Affairs to Marketing and Public Relations and made a cost-shared service. Began work to develop a promotional flyer explaining the partnership to use at community engagements and with new employees. 		
3.2 Enhance collaboration and partnership between the college and area high schools and career/technical centers, focusing on initiatives such as CCP, career exploration, and improving communications to provide students with better pathways and resources for higher education and career readiness.	Provost Ferenchak Dean of Enrollment Morrison Dean of Students Davenport	Brandy Frias
<p>12/10/2025 – No Updates</p> <p>08/13/2025 – No report; timeline to be revised.</p>		
3.3 Create more partnerships with business and industry to more robustly serve as a workforce development partner to help community leaders, economic development partners and local governments attract new companies to our region.	President Berry Provost Ferenchak	Eric Veigel
<p>12/11/2025 - Progress has been made toward Goal 3.3 through an effort to develop structured identification and organization of COTC’s existing partnerships. The committee has been divided into focused work groups to compile a comprehensive inventory of relationships across key categories—including High Schools, Workforce, Non-Profit/Government, and College/University partners. This work aims to produce a clear, actionable picture of how COTC’s partnerships interrelate and how they may be strategically leveraged to strengthen the college’s role as a regional workforce partner, particularly in efforts to attract and support new business and industry. Each partnership listing will include contact information, agreement type, beginning and ending dates (if applicable), and documented goals. Several groups have already submitted their inventories, with a final submission deadline of December 19. It is likely that much of this information will be incomplete initially, but there will be follow-up efforts to get the information as complete as possible.</p> <p>As these inventories near completion, planning has begun for the next phase of work launching in Spring 2026. A second set of working groups is being assembled to deepen the analysis of the partnership data and to begin measuring the region’s skills gap—both of which are essential to building a data-informed strategy for workforce alignment. Additionally, efforts are underway to expand the committee with new team members to support the increased scope and momentum of Goal 3.3 in the upcoming semester.</p> <p>08/15/2025 - The initiatives of the greater group have not been formally implemented. The summer timeframes will be re-evaluated and updated on the workplan, and I will finalize a standing meeting time and potential working sub-groups for the team over the next week.</p>		

<p>3.4 Enhance college awareness through various events, marketing efforts and collaborations to showcase the college’s offerings and foster a stronger connection between the institution and the communities we serve.</p>	<p>Dean of Enrollment Morrison Director of MPR Kumar Director of Advancement Manno</p>	<p>Sanath Kumar</p>
<p>08/14/2025-</p> <ul style="list-style-type: none"> • Contracts in place with multiple vendors to begin advertising in September 2025 for the fiscal year. • Annual sponsorship contract in place with Licking County Chamber, others to be sponsored as opportunities arise. LCCC-sponsored Manufacturing Day in October and Healthcare Expo in March are large-scale campaigns for the year • Partnering with advancement to create invitations and promotional materials for student-donor events on campus. • Ongoing sponsorship of Junior Achievement space, The Works, and various chambers of commerce. • Partnering with advancement and the office of the President, to promote annual townhalls in the Fall. • Work in progress and near completion to publish the COTC annual Impact Report, partnering with the advancement office and the Office of the President. 		
<p>3.5 Further community engagement and involvement to foster relationships with community members and businesses to enhance the college’s overall impact and contributions to the communities we serve.</p>	<p>President Berry Director of Advancement Manno Director of MPR Kumar</p>	<p>Kim Manno</p>
<p>12/11/2025—</p> <ul style="list-style-type: none"> • Hosted the 2025 Independence Day Concert and Fireworks on July 3rd, which drew approximately 20,000 people to the Newark campus. • Sponsored and attended the Licking County Chamber of Commerce’s Annual Gala at the Newark Campus in August. • Hosted a reception for COTC, Ohio State Newark, and Newark Campus Development Fund board members and campus leadership on in August. • Hosted Dr. Berry and the members of the COTC Alumni Council for a state-of-the-college update and happy hour in August. • Hosted the annual Legacy and Leadership Dinner in September with approximately 120 stakeholders in attendance. Recognized the members of the 1971 Legacy Society and presented the Legends of Loyalty awards to four deserving recipients. • Sponsored and attended the Licking County Chamber of Commerce’s Women’s Leadership Network quarterly luncheon in September. • Nominated Marion Sutton for the 2025 Coshoctonian Award. Sponsored and attended the Coshocton Chamber of Commerce’s Dinner and Awards Reception in September to see her presented with the award. • Sponsored and attended the Licking County Chamber of Commerce’s Manufacturing Day Celebration at the Newark Campus in October. • Sponsored and attended the Licking County Chamber of Commerce’s Local Leaders Breakfast: Educating for the Future in October. • Mailed the 2025 COTC Impact Report to nearly 2,000 donors, alumni, workforce development partners, elected officials, retirees, and education partners in October. Received nearly \$12,000 in donations via the fundraising card inserted in the publication. • Hosted a table at the Licking County Board of Realtors Convention in October to share information about COTC and Ohio State Newark, and highlight the campus’s impact on the local community. • Partnered with the Licking County Sherrif’s Office on the Blue Line Axe Challenge in October to raise money for the Officer Thomas W. Cottrell Jr. Award for Character and Dedication to Public Service and the LCSO’s Stuff the Backpack program. Raised approximately \$3,500 for each organization. • Surpassed the \$541,000 fundraising goal to support the renovation of Thomas J. Evans Hall. 		

*Lead = Person that will be responsible for taking the lead on implementing the strategies to reach the goal and providing status updates every six months.

- **Sponsored and attended the Licking County Chamber of Commerce’s Local Leaders Breakfast: Celebrating Success in December.**

08/18/2025--

- Currently collaborating with MPR on the publication of the 2025 COTC Impact Report. Expecting to mail to nearly 2,000 donors, alumni, workforce development partners, elected officials, retirees, and education partners this fall.
- Hosted the 2025 Independence Day Concert and Fireworks on July 3rd, which drew approximately 20,000 people to the Newark campus.
- Hosting a reception for COTC, Ohio State Newark, and Newark Campus Development Fund board members and campus leadership on August 20th.
- Hosted Dr. Berry and the members of the COTC Alumni Council for a state-of-the-college update and happy hour.
- Created an informational video with abc6 on their Out N About Columbus show, to highlight the Newark campus, and the partnership between COTC and Ohio State Newark.
- Partnered with the City of Mount Vernon to announce the partnership between the City and COTC, in the leasing of portions of Ariel Hall to the City.
- Sponsored a Licking County Eagle Scout recognition event, hosted by the Mayor of Newark City.

Priority 4.0: Effectiveness and Financial Sustainability

Ensure the long-term financial sustainability of the college by improving organizational efficacy and allocating resources in a strategic and consistent manner.

Goals	Cabinet Sponsor(s)	Lead*
4.1 Implement the college’s multi-year plan to eliminate the structural deficit through revenue growth from increases in enrollment and expenditure reductions.	President Berry VP for B&F Brillhart	David Brillhart
<p>12/11/2025 - We are continuing to monitor the FY26 budget as we begin to prepare for the development of the FY27 budget. Several new challenges have presented such as the continuing concern for FY26 enrollment, benefit costs and the financial impact of Ellucians SAAS conversion.</p> <p>08/11/25 - The FY26 Budget was passed with an embedded deficit (transfer from Enrollment Stabilization Fund) of \$1,000,000. This represents the halfway point in the plan to entirely eliminate the deficit by FY28.</p> <p>The college is now preparing to eliminate the \$1,000,000 through enrollment increases and cost reductions. Positive variances that may assist with that effort include the sale/leaseback of the Knox campus building (200k), FY26 SSI favorable estimates over budget net of a position for the Gateway (450k), the expanded ability to increase tuition by an additional \$5 per credit hour (200k).</p> <p>The challenges in eliminating the deficit are the slowing enrollment gains as we approach Fall of 2025. Final numbers are not yet available at this review. Also, the Coshocton Campus efforts to sell or lease have not been realized yet but efforts continue to find a partner for that effort.</p>		
4.2 Expand enrollment through proactive recruitment strategies, targeted outreach to traditional and adult (non-CCP) learners and the implementation of clearer pathways for high school students through CCP courses.	Provost Ferenchak Dean of Enrollment Morrison	Brandy Frias

<p>12/10/2025 –</p> <ul style="list-style-type: none"> • Applicant Communication Plan: Monitoring outcomes of various communication plans and adapting new engagement strategies based upon enrollment data. For example, we have added a text message campaign reminding new students to complete their financial responsibility agreement, which is required in order to register for classes. This has been a barrier, and the text reminders are helping to increase the completion of this task. • In-Person Support Events: Expanded open, walk-in registration support events to provide convenient, on-campus assistance for new students enrolling in classes. • Gateway Connect: Expanding outreach responsibilities of student employees at Gateway Connect to include additional support to new students working on their steps to enroll. <p>08/15/2025 –</p> <ul style="list-style-type: none"> • Applicant Communication Plan: Launched in January 2025, the new plan delivers personalized outreach—via email, phone calls, text messages, and mail—based on each student’s program of interest and stage in the enrollment funnel. Messaging includes timely nudges, relevant program information, and engaging facts about COTC to guide prospective students through next steps. • In-Person Support Events: Introduced new open, walk-in registration support events leading into Autumn semester to provide convenient, on-campus assistance for new students enrolling in classes. • Adult Education Pathways: Initiated discussions with C-TEC to streamline the transition for adult education students into COTC by leveraging Ohio Technical Center (OTC) Pathways, including iTAG, cTAG, and one-year option programs. Work continues through Autumn to finalize documented pathways, create clear communication materials, and establish a simplified process for C-TEC graduates to matriculate to COTC. • Data-Informed Recruitment: Partnered with Institutional Research & Effectiveness (IRE) to develop an application conversion report to track yield rates for both same-semester enrollments and 1–3-year conversion trends. • Gateway Connect Launch: Established <i>Gateway Connect</i>, a student-staffed contact center designed to enhance admissions outreach, deliver excellent customer service, and provide timely follow-up to prospective students engaging with the Gateway. 		
4.3 Reduce the Coshocton campus footprint, allowing for the reallocation of resources while continuing to effectively serve the Coshocton community.	President Berry VP for B&F Brillhart	David Brillhart

<p>12/11/2025 - The price has been reduced and the property is still actively listed with Shea Hess Realty. No further activity at this time.</p> <p>08/28/2025 - Over the last six months, we've partnered with Office and Business & Finance, the Gateway, and Facilities to use data to identify areas that computers could be reduced for greater efficiency.</p> <p>After six months of collaborative conversations, we identified a number of opportunities to streamline our device usage across campus. As a result of these efforts, Shawn Mason has successfully completed the removal of targeted devices from Montgomery Hall and Ariel Hall. We understand that some of these decisions were difficult to make and we want to share the positive financial impact of these changes, a summary is below.</p> <table border="0"> <tr> <td><i>Total Number of Devices Removed</i></td> <td><i>Total Annual Savings</i></td> <td><i>Total Savings Over 4 Year Lifecycle</i></td> </tr> <tr> <td>77</td> <td>\$36,263.76</td> <td>\$145,055.04</td> </tr> </table> <p>08/11/2025 - Montgomery Hall is currently listed with Shea Hess Realty. While there have been inquiries, we have not found an interested party at this time.</p>			<i>Total Number of Devices Removed</i>	<i>Total Annual Savings</i>	<i>Total Savings Over 4 Year Lifecycle</i>	77	\$36,263.76	\$145,055.04
<i>Total Number of Devices Removed</i>	<i>Total Annual Savings</i>	<i>Total Savings Over 4 Year Lifecycle</i>						
77	\$36,263.76	\$145,055.04						
4.4 Pursue partnerships and explore other innovative options that align with our strategic goals and community engagement efforts to maximize the use of the Knox campus facility.	President Berry Provost Ferenchak VP for B&F Brillhart	David Brillhart						
<p>12/11/2025 - All relevant agreements such as the capital leases with the City of Mount Vernon and the agreements with the Knox County Foundation have been fully executed. The transition of the building functions is currently in planning with the COTC moving to the second floor in mid-December. The city will phase in their operations starting in the new year and will commence minor renovations to some of the spaces as well.</p> <p>8/11/2025 - After communications with the community of Mount Vernon and Knox County via town halls, COTC became aware of possible interest from the City of Mount Vernon in our excess space in Ariel Hall. Upon multiple meetings and discussion, a deal has been approved by both the COTC Board and the City of Mount Vernon. The basic arrangement is that COTC will have a capital lease with the City of Mount Vernon for twelve years whereby they will occupy the first floor and lower level with COTC maintaining the second floor. Upon the end of that lease, ownership of the building will revert to Mount Vernon and a new 99-year lease will become in effect where COTC will lease the second floor from the City. This arrangement will have an immediate effect of saving the college almost \$200,000 per year in annual operating funds as well. The proceeds of the sale will be carefully invested with the Knox County Foundation to establish a permanent funding endowment for the Knox Promise as well as another fund that will serve the needs of COTC for its Knox County residents in the future.</p>								
4.5 Transition the college's Enterprise Resource Planning system and the Reporting and Operational Analytics software to cloud-based, SaaS solutions to enhance scalability, accessibility and efficiency.	President Berry VP for B&F Brillhart	Connie Gargani						

12/11/2025 –

Ellucian Insights – Overall 45% of existing reports have been completed in Insights and are being used regularly in production in lieu of legacy reports.

- ***The Newark Apps ERP team continues to hold weekly working sessions to support report conversion and development with IR&E, SFS, and the Gateway. Meetings with Academic Affairs & HR will be scheduled in January 2026.***
- ***Business & Finance is working on their own to finish their reports and have moved 56 of 94 reports to production.***
- ***IR&E is going strong with HEI and other reports, having moved 31 of 65 reports to production. Have engaged Ellucian consulting to assist with more complex enrollment reports.***
- ***SFS/Financial Aid team met again in November for additional support and have moved 16 of 33 reports to production.***
- ***SFS/Accounts Receivable began working sessions again in September and have moved 36 of 46 reports to production.***
- ***The Gateway team began report development in August and are quickly learning to build the reports they need, having already moved 19 of 50 reports to production.***

Colleague Migration to SaaS

- ***Colleague SaaS contract negotiations have been underway for the last several months, resulting in significant vendor concessions from both an operational and a one-time implementation perspective.***
- ***COTC Board of Trustees have approved moving forward with this significant investment for the college that will help meet efficiency goals and modernize how the college supports faculty, staff and students, enhancing operational efficiencies and positively impacting enrollment and retention.***
- ***This initiative will kick off in April of 2026 to confirm project scope, resources and timeline along with conducting some discovery workshops and assessment activities.***
- ***The bulk of the project work will begin in earnest July of 2026 with a tentative plan to Go-Live in May 2027.***

8/6/25 –

Ellucian Insights - Consulting support for initial set of rebuilds -

- Ellucian consultant assigned and working w/IT and business areas to rebuild key reports.
- IT team recreated 33 custom views and added 32 new tables to Insights, while also working w/business areas.
- Weekly working sessions with B&F, IR&E, and SFS began this quarter and making significant progress.
 - B&F: 65 reports complete in test, 5 in progress, 10 are no longer needed
 - IR&E: Strategy is to recreate complex, common components first vs focusing on individual reports.
 - Drafted several HEI and related reports
 - SFS: Making good progress as 4 of the 5 team members are new to report writing. 8 reports in progress

Ellucian Insights – Continuation of rebuilds -

- The Newark Apps team has developed, validated and moved to production 39 views, added 6 more tables to Insights and are currently working to develop 17 reports for integration with various 3rd party software.
- B&F took a hiatus from mid-June to mid-August for year-end close. They are in good shape having completed the rebuild of 80 reports with just over 60 remaining to be developed.
- IR&E weekly working sessions are going strong with HEI report drafts and complex view development.

December 12, 2025

- SFS has completed their working sessions having already developed approximately 50 reports, with 10 remaining. An additional 45 reports for Accounts Receivable must be reviewed; several are in progress or moved to Production.
 - The Gateway had their first working session on 8/5/25 and are scheduled to work with the Newark Apps team through October. This team has 84 reports to rebuild and validate.
- Colleague Migration to SaaS – Discovery
- The Newark Apps team has reengaged with Ellucian around the discovery phase of this project. We have scanned our current Colleague system and completed a discovery survey, providing the vendor with several of the key pieces of information necessary to develop a more accurate estimate of scope, schedule, and cost.

<p>4.6 Mitigate the space shortage at the Pataskala campus by exploring expansion possibilities and more efficient management of CCP space utilization with our partner high schools.</p>	<p>President Berry Provost Ferenchak VP for B&F Brillhart Supt of Facilities Boehmer Dean of Enrollment Morrison Director of Advancement Manno</p>	<p>Sarah Morrison and Brian Boehmer</p>
<p>12/11/2025 –</p> <ul style="list-style-type: none"> • The project estimate from the 2023 Master Plan was \$12,085,000 (assuming a mid-point of construction sometime between 2024 and 2025. • The revised preliminary estimate is approximately \$14,000,000 (assuming a mid-point of construction sometime in 2027. <p>08/13/2025 –</p> <ul style="list-style-type: none"> • The project estimate (from the 2023 Master Plan) will be updated in FY25-26. • On-campus CCP pathways have been redeveloped to streamline offerings and maximize enrollment in individual courses. The number of course offerings was reduced to better align with available space and faculty resources. Worked collaboratively with RHS to implement a new schedule and course plan, setting a more realistic target for the number of students we can serve on campus each year. 		
<p>4.7 Complete the Higher Learning Commission (HLC) Quality Improvement Project (2026-2028) aimed at advancing co-curricular assessment, and prepare for and successfully complete the college's 10-year HLC accreditation review (2028-2029) to ensure ongoing accreditation and quality improvement.</p>	<p>Dean of Students Davenport VP & Chief of Staff Parrill</p>	<p>John Davenport and Jackie Parrill</p>
<p>12/12/2025 - All OSL units have implemented tracking of student participation for each program.</p> <p>OSL has met with and selected a preferred vendor for a student engagement platform, the program “Guidebook” has submitted pricing, and we are submitting a budget proposal for this to be added for Fall 2026</p> <p>The office has acquired the Maxient student conduct software, which will allow us to collect and store data in the areas of conduct, student care, and crisis intervention.</p> <p>08/18/2025 - OSL units have completed the first draft of their department area reviews. These reviews provide evidence that each unit is aligned with national associations, following established best practices and is assessing programs in a manner that fits each content area.</p>		