Revised – December 2024

Strategic Planning & Budget Handbook

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The Purpose of the Strategic Planning & Budget Handbook

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

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

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

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

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

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

COTC and Ohio State Newark have strategic plans that shape each institution's budget as well as the budget that the two institutions share. COTC's strategic plan supports the institution's vision to transform students and communities, and advance regional workforce readiness through accessible education. Ohio State Newark's strategic plan supports both Ohio State's overall mission and Ohio State Newark's vision To be a beacon of excellence in regional higher education, where every student is empowered to achieve their dreams in a vibrant, nurturing, and inclusive environment. The strategic plans for both institutions are paramount for achieving the potential and the promise of each institution. The implementation of the strategic plans ensures that both institutions continue to provide quality education, serve our communities, and contribute to the economic development of our area.

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

Our Institutions—

Central Ohio Technical College

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

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

Priorities -

1. **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.

2. **Student-centered support.** Bolster comprehensive support systems and resources to address the diverse needs of students and foster holistic student success and well-being.

3. **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.

4. **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.

The Ohio State University at Newark (Under development)

Ohio State Newark's new Dean and Director commenced their role on August 1, 2024, and is charged with the responsibility of formulating the campus's new strategic plan. While this planning process is currently in progress and will not be completed until later in the spring semester, the budget process has already begun. Consequently, the following preliminary themes, which have emerged early in the strategic planning process, are provided for guidance. Please note that these themes are subject to change.

Vision - To be a beacon of excellence in regional higher education, where every student is empowered to achieve their dreams in a vibrant, nurturing, and inclusive environment.

Mission - To delivers accessible, high-quality education consistent with the university's land grant mission, broadening the reach of its courses, programs, research, and services to a wider community, and enabling students to begin and complete their academic journey in a smaller, supportive environment.

Themes:

1. **Transformative Academic Excellence.** Delivering high-quality, affordable, and accessible education that empowers students to meet future challenges with confidence and competence.

2. **The Buckeye Student Experience.** Offering an authentic Buckeye experience through robust support services and a vibrant campus life, fostering student success both academically and personally.

3. **Responsible Resource Stewardship.** Enhancing our effectiveness and efficiency through prudent and forward-thinking stewardship of our resources.

4. **Strategic Collaborations and Partnerships.** Strengthening our community support and building robust, dynamic relationships with local organizations, including COTC, to enrich the educational experience and expand opportunities for our students.

Definition of Strategic Planning

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

COTC and Ohio State Newark Planning

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

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

> **Strategic planning** – a visionary process that results in major, long-range and far-reaching strategic directions or goals for the future to advance the institutions' goals for service to students and the community. Strategic plans provide the foundation for operational planning in the form of policies, procedures, and strategies for obtaining and using resources to achieve those directions. As a result of our strategic planning efforts, four strategic priorities were developed for both COTC and Ohio State Newark for use in college/campus and unit/department planning. Each department determines their own strategic priorities (goals) that advance institution-wide strategic directions.
>
> **Operational (implementation) planning –** These plans are developed by each unit/department and incorporated in one, unified, institutional operational plan. The operational plan translates the longer-term strategic plan into a one-year timeframe and thus to the annual resource allocation. These are plans that specify one-year objectives in all areas of the institution set to achieve the strategic goals.
>
> **Action planning** – developing detailed, short-term statements about what is to be done, who is to do it, and how it is to be done. These are plans to implement the outcomes of strategic planning. This process often involves setting work standards and schedules necessary to implement the objectives. Whereas strategic planning looks at the organization as a whole, action plans focus on action carried out by specific supervisors and department managers in the implementation of daily and weekly operations. Important to action plans are specificity and time frames for completion for the action in the plan. Action planning involves both the development of plans to improve and change daily operations as well as the development of capital projects that will ultimately be used in daily operations. Note that capital planning activities often span a longer period of time than plans around day-to-day operations.

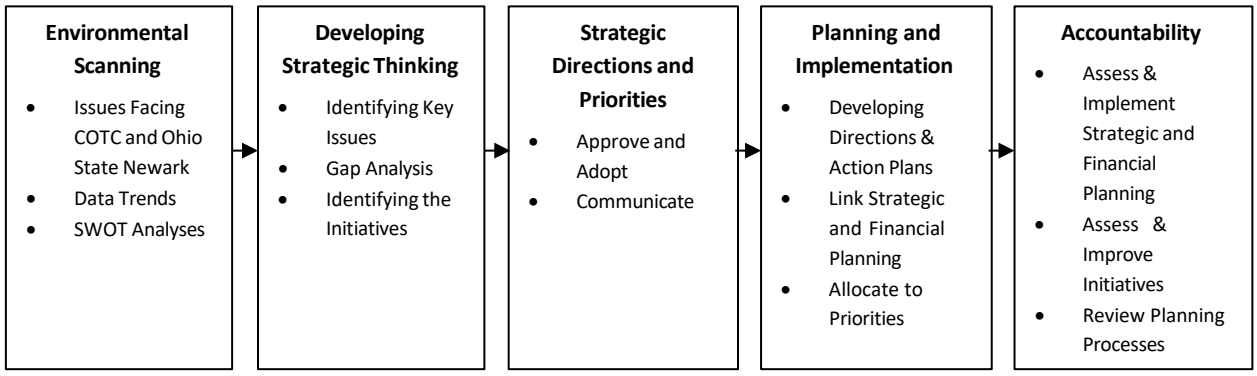
In addition, COTC and Ohio State Newark also engage in **Capital/Master planning**. Capital/Master planning – long-term capital planning based on master planning efforts that support strategic directions of COTC/Ohio State Newark units and departments.

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

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

Steps in the Planning Process

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



Integration of the Strategic Planning Process and the Budget Process

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

Planning drives budget development. The resources of the college/campus advance strategic planning decisions but also are required to support operational planning such as covering utility costs, salary and benefit increases, funding system implementation, capital development program operating costs, and enrollment growth. A typical term used to apply to all of these items is "operational commitments". Part of the annual budget process is determining the cost of these operational commitments and whether they still exist as priorities and determining how these needs balance against needs coming from strategic planning efforts.

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

Annual Planning Calendar

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

Budget Process Overview

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

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

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

The central administration of each institution asks Unit Budget Managers (UBMs) to submit their cost-to-continue budgets and any new Action Plans in January of each year. Tenure-track faculty members who are not UBMs may submit Action Plans by contacting Jessica Mautz. The appropriate member of the COTC president's cabinet or Ohio State Newark Dean and Director's cabinet must approve Action Plan submissions prior to submission to the Budget Office.

Evaluation of College-wide/Campus-wide Requests— In February/March, the President's Cabinet (COTC) and the Budget Advisory Committee (Ohio State Newark) will review all Action Plans and make recommendations to the COTC President and the Ohio State Newark Dean and Director, respectively. Executive leadership will prioritize the Action Plans in terms of how well each plan advances each institution's strategic plan.

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

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

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

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

Operating Budget Review Instructions

1. Access Excel operating budget file(s) on Teams – Ohio State Newark/COTC Budget Planning. Select Files from the top menu bar. Unit Budget Managers section and locate last name. All files are organized by Unit Budget Manager's last name.

2. Each UBM has an excel file for which the UBM is responsible. The excel file may contain multiple tabs for each department that the UBM is responsible for. The section under **Request Budget** provides actual expenditures by object code for the last three fiscal years as well as the budget for the current year. These columns should be used as a guide to allocate the total budget request for the upcoming fiscal year. COTC Unit Budget Managers should review year-to-date account information on Budget Self-Service and Ohio State Newark Unit Budget Managers should review their year-to-date activity in Workday by running a *Sources and Uses - Variance Analysis* report.

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

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

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

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

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

8. All updates are automatically saved on the excel sheets. The file will be saved back to the server. Once you're finished with all operating budgets notify the Business and Finance Office that folder is complete. Alternatively, you can save and e-mail the file to the Business and Finance Office. It is recommended that you make a copy of the files for your records as all files will be removed once receive notification that they are complete.

Action Plan Submission Instructions

Locating the Action Plan Form:

There are three different action plans for FY26, a COTC Action Plan, an OSU Action Plan and a Cost Shared Action Plan form. All three are available on the Ohio State Newark/COTC Budget Planning Teams site along the top menu bar. The funding source of the plan should determine which plan is used.

Directions for completing the Action Plan Form:

1. Submission Number: will be assigned automatically once form is saved (at the top of the form).
2. Action Plan Title: enter a short identifiable title.
3. Date of Initial Proposal: enter date proposal is submitted.
4. Lead Person: the first and last names of the requesting individual (this will default to the individual who is logged in but can be changed)
5. Lead Email: the email of the lead requestor (will default to the individual logged in but can be changed)
6. Department Number: enter department number. COTC and cost-shared departments should enter the five-digit department number and a location if request is specific to a location other than Newark. Ohio State Newark departments should enter cost center and any pertinent worktags. If a new department will be assigned, please enter “New Dept”.
7. **For COTC Only: Action Plan Type**: select whether the action plan is academic or non-academic. Academic will refer to anything related to academic programming and would need approval from one of the two Academic Deans. Any other COTC action plans would be non-academic. If Academic is selected, one of the two academic deans needs to be selected from the drop-down list.
8. Cabinet Level: select the individual at the cabinet level for which the requesting department reports up through. If the lead person is the cabinet member, the individual should select their own name from the dropdown.
9. Planning Initiative: from the drop-down box, select the Planning Initiative Code(s) that the Action Plan most directly addresses. For a complete list of Planning Initiatives please see APPENDIX C.
   Please note: Requests must be aligned with one or more of the Planning Initiative Codes established by the institution(s). Financial resources will not be allocated to requests that are not aligned with the institution’s missions and goals. Ohio State Newark and COTC requests should include one or more planning initiative codes for the applicable institution. Cost-shared departments must include a Planning Initiative code for **each** institution.
10. Description of Action Plan: provide a complete description of Action Plan including timeline and activities. Requests for replacement equipment should include the tag number for the equipment being replaced.

11. Justification: provide justification as to how the Action Plan helps meet Planning Initiative Code identified above. Also, include explanation as to why current resources cannot fulfill Action Plan goals, as well as the impact if not approved.

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

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

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

15. Select **Next**.

16. The next section will be used to detail specific costs associated with the Action Plan. Costs are separated into Operating Budget Requests, Capital (one-time expense) Requests, and Personnel Requests. Operating Requests should be used to request additional funds for an existing operating budget or to request a new 'on-going' operating budget (expected to be needed year after year). Capital Requests are one-time requests (not expected to be needed year after year). To enter detailed estimates for Operating, Capital, or Personnel items, click on the applicable button. If Facilities and ITS Offices are needed to assist in obtaining estimates, we suggest working with them prior to submitting the action plan form. Select the box next to the section or sections being requested for funding.

- Operating Requests: When selected, a box will be populated requesting operating cost information. Under relevant information, describe detail of what is being requested, the relevant object code and the amount. If multiple items are being requested, select "Add Line" and up to ten lines can be added.

- Capital Requests: When selected, a box will be populated requesting capital cost information. Provide a description of the item (s) being requested, the unit cost per item, the quantity of items, and the annual maintenance. The total cost will be calculated. If multiple items are being requested, select "Add Line" and up to ten lines can be added.

- Personnel Requests: When selected, a box will be populated requesting the personnel information. Indicate the type of position being requested, for example is this a new position, a reclassification, title change, etc., proposed FTE and requested title for the position. Please provide the affiliation of the position and type: regular, temporary or term. Provide a description of the position, job duties, etc. There are also options to select if office space, furniture and/or equipment will be required. If multiple positions are being requested that are the same, please clarify the total number of positions being requested in the description.

17. Submission: Once complete, you will need to sign and date for submission. Once submitted, you will be taken to another page where you will receive a confirmation of submission and the ability to print the PDF of the document. It is suggested that a copy is made for your records.

18. The form will be routed to the next approver for confirmation of review and any comments.

APPENDIX A

Planning Worksheet

Planning Worksheet FY2φ

Planning Worksheet for COTC NCS, OSU NCS, & OSU/COTC CS Action Plans

Action Plan Title:

Date of Initial Proposal:

Lead Person:

Lead Email:

Department Number:

Cabinet Level:

Representative

- ◉ Katie Blocksidge
- ◉ Brian Boehmer
- ◉ David Brillhart
- ◉ Stephanie Brown
- ◉ Virginia Cope
- ◉ John Davenport
- ◉ Gregory Ferenchak
- ◉ ² Šă DŴdzyŘŜy¯
- ◉ Sanath Kumar
- ◉ Kim Manno
- ◉ Jackie Parrill

Planning Initiative Code(s): Please refer to the Strategic Planning Handbook for code descriptions.

OSUN Strategic Planning Initiative Codes – Select one or more Initiative Code(s) that apply to your Action Plan

- ☐ OSU 1.0
- ☐ OSU 2.0
- ☐ OSU 3.0
- ☐ OSU 4.0

COTC Strategic Planning Initiative Codes – Select one or more initiative Code(s) that apply to your Action Plan

- ☐ COTC 1.0
- ☐ COTC 1.1
- ☐ COTC 1.2
- ☐ COTC 1.3
- ☐ COTC 1.4
- ☐ /h¢/ мφр
- ☐ /h¢/ мφс
- ☐ COTC 2.0
- ☐ COTC 2.1
- ☐ COTC 2.2
- ☐ /h¢/ нφо
- ☐ /h¢/ нφп
- ☐ COTC 2.5
- ☐ /h¢/ оφл
- ☐ COTC 3.1
- ☐ COTC 3.2
- ☐ COTC 3.3
- ☐ COTC 3.4
- ☐ COTC 3.5
- ☐ COTC 4.0
- ☐ /h¢/ пφм
- ☐ /h¢/ пφн
- ☐ /h¢/ пφо
- ☐ /h¢/ пφп
- ☐ /h¢/ пφр
- ☐ /h¢/ пφс
- ☐ /h¢/ пφт

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

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

Funding Sources:

- (•) General Funds
- ( ) Grant(s)
- ( ) Other
- ( ) Combination

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

Additional Supporting Evidence: Please attach supporting documentation regarding financial information on the online form. Please combine attachments; only one attachment can be submitted.

Planning Worksheet FY26

Action Plan

Detailed Requested Costs:

Operating Costs		
Relevant Information (description of goods or services needed)	**Object Code**	**Requested Amount**

Capital Costs (one-time expense)				
Item Description (description of goods or services needed)	**Unit Cost**	**Quantity**	**Annual Maintenance Cost**	**Total Cost**

Personnel Costs

Type of Action Request:

- ◉ New Position
- ○ Reclassification
- ○ Title Change
- ○ FTE Change
- ○ Increase/Add Overtime
- ○ Change in Appointment Length
- ○ Supplemental Compensation
- ○ Other Change

Proposed FTE%: 0%

Requested Title:

Affiliation:

- ◉ COTC Cost Shared (CS)
- ○ COTC Non-Cost Shared (NCS)
- ○ OSU Cost Shared (CS)
- ○ OSU Non-Cost Shared (NCS)

Position Type:

- ○ Regular
- ○ Temporary
- ○ Term

Position Description:

- ☐ Office Space Required
- ☐ Furniture Required
- ☐ Technology Required

APPENDIX B

Sample Completed Action Plan

Cost Shared Action Plan
Fiscal Year 2024-2025

Business & Finance | Office 740-364-9692

Submission Number:

Action Plan Title: * Automated Calling Services

Date of Initial Proposal: * 12/06/2023

Lead Person: * Jessica Mautz

Lead Email: * mautz.19@cotc.edu

Department Number: * 62010

Cabinet Level: * David Brillhart | brillhart.5@cotc.edu

Planning Initiative Code(s): Please refer to the Strategic Planning Handbook to fill out this section.

* OSU 3.2 - Improve operational efficiency

* COTC 4.0 - Aim for the most efficient use of resources a

OSUN Strategic Planning Initiative Code

COTC Strategic Planning Initiative Code

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

* Purchase automated calling services to send out reminder notification en masse for unpaid student management, recruitment and financial aid important dates. Services would be shared by Student Financial Services, OSU Admissions and the Gateway.

Automated calling services would allow us another tool to ensure we have reached out to our students as needed and in a much more efficient manner; calling services can be structured to better manage incoming flow, and also provide information as to whether a call was answered, went to voicemail or had a disconnected/bad phone number.

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

* Calling students is very time-intensive and this would allow us a much more efficient way to supplement our calling/contact efforts and perhaps allow us to free up our resources for incoming traffic and other important processes that need to happen.
Estimated yearly usage is:
Gateway 6,000
OSU Admissions 8,000
Student Financial Services 10,500

Based on this input from Gateway and Financial Aid I requested a new cost proposal and the next threshold is 20,000 call units, which drops the per call price by one penny to 11c/call.

There are other features noted on the proposal, however at this time I do not see us utilizing them in FY1314; some of the other services might be of future interest.

Funding Sources: * General Funds

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

* Use general funds to cover purchase. Would look to increase annual operating budget for maintenance and annual fees.

Additional Supporting Evidence (attach file):

Cost Shared Action Plan
Fiscal Year 2024-2025

Business & Finance | Office 740-364-9692

Detailed Requested Costs:

Check the box next to the table to which you need to add cost line items.

☐ **Operating** ☐ **Capital (one-time expense)** ☐ **Personnel**

Capital (one-time expense):

Item Description	Unit Cost	Qty	Annual Maintenance	Total Cost	Add Line
* Automated Calling Services	* $ 2,500.00	* 1	* $ 500.00	* $ 3,000.00	☐

Lead Person for this Action Plan Submission

...3437353330

Jessica Mautz _____ 12/06/2023

Lead Person Signature (or proxy) Date

Cabinet Member Signature: Electronic Signature Pending

Business Finance Review Signature: Electronic Signature Pending

APPENDIX C

Planning Initiative Codes

2025 – 2029 Planning Initiative Codes

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

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

Planning Codes/Institutional Priorities & Strategies:

COTC1.0	**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.
COTC1.1	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.
COTC1.2	Conduct a comprehensive analysis of current academic programs for viability and alignment with the workforce needs and demands of local businesses and industries.
COTC1.3	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.
COTC1.4	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.
COTC1.5	Develop and launch a reimagined College Credit Plus (CCP) strategy that encourages and supports credit attainment and completion.
COTC1.6	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.
COTC2.0	**Student-Centered Support.** Bolster comprehensive support systems and resources to address the diverse needs of students and foster holistic student success and well-being.
COTC2.1	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.
COTC2.2	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.
COTC2.3	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.
COTC2.4	Strengthen the student life experience on campus by developing diverse student activities and social events that promote engagement, community and a vibrant campus culture.
COTC2.5	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.
COTC3.0	**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.
COTC3.1	Champion the commitment to the collaborative partnership between the college and The Ohio State University to garner efficiencies and build capacities.
COTC3.2	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.
COTC3.3	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.

COTC3.4	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.
COTC3.5	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.
COTC4.0	**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.
COTC4.1	Implement the college's multi-year plan to eliminate the structural deficit through revenue growth from increases in enrollment and expenditure reductions.
COTC4.2	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.
COTC4.3	Reduce the Coshocton campus footprint, allowing for the reallocation of resources while continuing to effectively serve the Coshocton community.
COTC4.4	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.
COTC4.5	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.
COTC4.6	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.
COTC4.7	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.

THE OHIO STATE UNIVERSITY
NEWARK

2025 Planning Initiative Codes[1]

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

Mission: The Ohio State University at Newark delivers accessible, high-quality education consistent with the university's land grant mission, broadening the reach of its courses, programs, research, and services to a wider community, and enabling students to begin and complete their academic journey in a smaller, supportive environment.

Vision: To be a beacon of excellence in regional higher education, where every student is empowered to achieve their dreams in a vibrant, nurturing, and inclusive environment.

Planning Codes/Themes:

OSU1.0	**Transformative Academic Excellence.** Delivering high-quality, affordable, and accessible education that empowers students to meet future challenges with confidence and competence.
OSU2.0	**The Buckeye Student Experience.** Offering an authentic Buckeye experience through robust support services and a vibrant campus life, fostering student success both academically and personally.
OSU3.0	**Responsible Resource Stewardship.** Enhancing our effectiveness and efficiency through prudent and forward-thinking stewardship of our resources.
OSU4.0	**Strategic Collaborations and Partnerships.** Strengthening our community support and building robust, dynamic relationships with local organizations, including COTC, to enrich the educational experience and expand opportunities for our students.

[1] Ohio State Newark's new Dean and Director commenced their role on August 1, 2024, and is charged with the responsibility of formulating the campus's new strategic plan. While this planning process is currently in progress and will not be completed until later in the spring semester, the budget process has already begun. Consequently, the following preliminary themes, which have emerged early in the strategic planning process, are provided for guidance. Please note that these themes are subject to change.