Owens Community College
Organizational Strategic Plan

College of Choice: Strategies for the Future 2014

Strategic Plan September - 2012

Final document presented to the Owens Board of Trustees
EXECUTIVE SUMMARY

In January 2010, Owens Community College, in accordance with the standard operating procedure guidelines from our shared leadership model and as represented by the AQIP Planning Council—a cross-slice of all College constituencies, began the journey of updating, reinventing and creating a new edition of its strategic plan. The quest: to make the strategic plan actionable with measurable outcomes, including a timeline, and an exit strategy that identifies how a completed initiative and project will look like. On August 3, 2011, after 17 months of defining, planning, rebuilding, reviewing internal and external environmental factors and listening to stakeholders, the AQIP Planning Council (APC) voted unanimously to recommend and submit the College of Choice: Strategies for the Future, three-year plan to the Board of Trustees for adoption.

During this process, APC along with many Quality Council members, (see OCC shared leadership model) worked in teams on individual strategic initiatives, which aligned and engaged with key operational areas of the College. The council met monthly for break-out planning sessions, as well as regular individual team strategy meetings. This 18 month project also included an off campus retreat. The College’s Strategic Horizons consultants, who helped design the College’s first strategic plan, attended the retreat and provided their guidance and support during the plan’s development.

The AQIP Planning Council affirmed the College’s current mission, vision, and core values, which have guided the institution for eight years. It was determined that these guiding principles are strongly woven into the fabric of the College’s powerful cultural belief of successfully serving our students and communities.

Mission

We believe in serving our students and our communities. Your success is our mission.

Vision

Owens faculty and staff are committed to strengthening the community by providing a superior educational experience through excellence, innovation and collaboration.”

Core Values

Service, Learning, Innovation, Collaboration and Excellence (SLICE)
DTPWTSCJO – “Don't tackle people with the same color jersey on,” by Dr. Stan Jensen, Continuous Quality Improvement Consultant and President, Colorado Mountain College.
The recommendation to the Board of Trustees is for the adoption of the 4 Strategies and 18 Objectives of the Strategic Plan.

The College at large, led by the strategy champions, with coaching provided by the Executive Director of Organizational Performance and Accountability, will facilitate creating and accomplishing the Operational Action Steps for this living document.

With the Board of Trustee approval of this plan, and in consideration of the College’s accreditation with the HLC – NCA, all resources approved by the College will align and engage with the above Strategic Plan and nine AQIP criteria.
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AQIP Planning Council recommends the following four strategic initiatives and eighteen objectives, as accompanied by individual narrative descriptors to the Board of Trustees. The College thanks each team champion and members for their leadership and commitment in developing these strategies and objectives.

1. **Focus on Enrollment and Student Success**
   “We will identify and value all students and connect them to their academic and career goals through instruction, services and experiences that contribute to success and completion.”

   **Objectives**
   A. Establish a data-driven approach to enrollment.
   B. Develop a strategic recruitment system directed toward targeted segments.
   C. Develop a strategic retention system directed toward targeted segments.
   D. Review and enhance marketing efforts to increase awareness of the College among target segments.
   E. Develop a strategic enrollment planning process for monitoring yearly recruitment and retention efforts.

   **Team #1**
   - Melissa Green, Vice President, Findlay Campus - Champion
   - Joanne Juan, Quality Specialist, Organizational Performance & Accountability
   - Marian Moore, Instructor, Social & Behavioral Sciences, Findlay
   - Willie Williams, Director, Learning Center, The Source

2. **Foster Organizational Vitality**
   “We will continuously and collaboratively monitor, evaluate and align available resources. A highly trained, competitively compensated and diverse workforce will foster and enhance responsiveness, transparency and accountability for both internal and external stakeholders.”

   **Objectives**
   A. Develop and implement an integrated human resources plan that also includes addressing the needs of faculty and staff; fulltime, part-time, and retirees.
   B. Enhance and continue to communicate the newly created academic and organizational diversity and inclusiveness plan.
   C. Enhance and continue effective business operations.
   D. Continue, through the continuous quality improvement program, to enhance a culture of mutual respect and shared decision making, and to enculturate the College’s Mission, Vision and Core Values.
   E. Evaluate existing and emerging technologies that can be integrated/integrate well with College software and hardware.

   **Team #2**
   - John Satkowski, Executive Vice President, Chief Financial Officer - Champion
   - Connie Schaffer, CIO
   - Dee Talmage, Board Chair, Board of Trustees
   - Gail Swartz, Procurement Specialist, President Owens Support Staff Union
   - Lisa Dubose, Equal Opportunity and Inclusiveness Officer, Interim Vice President HR
   - Mark Schanke, Security Officer, Public Safety
   - Michael Schmitz, Bus Driver/Custodian, Buildings and Grounds
   - Traci Kish, Benefits Administrator, Human Resources
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3. **Promote Institutional Advancement**
   “We will *strengthen and improve the relationships with key community stakeholders for the mutual benefit of the students, College and community.*”

   **Objectives**
   A. Conduct a feasibility study for the purpose of a capital campaign among stakeholders and implement the results, if viable.
   B. Position Owens Community College as a community resource institution.
   C. Develop and enhance strategic partnerships to advance mutual goals and objectives for the benefit of students and the community.

   **Team #3**
   - Ann Savage, Executive Director, College Development Fund Development - Champion
   - Elisa Huss-Hage, Professor, Teacher Education and Human Services
   - Tom Sink - Dean, Library
   - Michael Greene, Adjunct Faculty
   - Shannon Hadding, Senior Advocate, OServe

4. **Foster and Enhance the Delivery of Educational Services**
   “We will *align the provision of academic services with the needs of our stakeholders.*”

   **Objectives**
   A. Review and enhance delivery of educational services that meet the diverse learning styles and the needs of the students.
   B. Review and enhance delivery of educational services for Owens off-campus locations.
   C. Establish a comprehensive process for assessing student learning outcomes ensuring student learning outcomes are aligned with employer expectations.
   D. Review and enhance delivery of educational services to support workforce development, non-credit training, field experiences and co-operative experiences.
   E. Expand services offered by the Center for Learning Success and the Center for Professional Learning and Leadership.

   **Team #4**
   - Renay Scott, Executive Vice President/Provost - Champion
   - Dave Matheny, Assistant Professor, Transportation Technologies, President OFA
   - Jim Perry, Assistant Professor, Math
   - Susanne Schwarck, Associate Director, Financial Aid

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**Time Line**

The time line for the strategic plan is three years. During the third year of this plan, APC will return into individual team breakout sessions and redesign the strategic plan to serve the next three years or an appropriate time span as determined by the College. This process will be facilitated by the Executive Director of Organizational Performance and Accountability.
**Background**

The process of strategic planning for Owens Community College was formalized in 2002. Then, the College researched and identified six major areas needing improvement. In February 2004, the Board of Trustees adopted the Choosing Our Direction strategic plan, which included six strategic initiatives with 36 objectives. In April of 2007, Choosing Our Direction was revised with the approval of the Board of Trustees and overall 263 action steps were completed upon its recent retirement. The College continues its alliance with the Strategic Horizons Program, which serves as a driver and resource for the College in making quantum leaps in continuous quality improvement.

With the first edition, updated versions, and now the third edition, the College is committed to not only identify and define its mission, values, and goals, but to live and weave them into the everyday working fabric of the organization.

**Plan Development**

Owens Community College has embarked upon a strategic planning direction that will help ensure the future success and sustainability of the College.

These four strategies present a broad and encompassing agenda for the future course of Owens Community College. These defined business and academic strategies represent the thoughtful priorities of an extensive and valued collection of backgrounds and experiences. In addition, the Council identified and designed 18 objectives to help advance these strategies and assure subsequent success of the plan.

Based on the philosophy that the plan would remain actionable, effective, and relevant at all times, College of Choice: Strategies for the Future 2014 was designed to be a dynamic tool and living document that would change and grow as the demands and interests of the College change.

The Institutional Research Department has now completed three biannual comprehensive environmental scans. These documents incorporated a wide range of resources providing insight to current trends and social influences that define the internal and external environment impacting the College’s future direction. The AQIP Planning Council reviewed the plan within the context of its relationship to social, political, economic, environmental, technological, learning and political issues that emerged from the 2010 Environmental Scan. During the initial working sessions of the AQIP Planning Council, the environmental scan was one of the influencing factors which inspired thoughtful discussion as to the future content of the strategic plan. The objective of these exercises was to have the two councils (Quality Council & AQIP Planning Council) work in concert, supported by current and relevant data, modify the plan to assure its value to the community and its stakeholders. In addition, the College continues to improve student learning assessment through the comprehensive planning process, which includes utilizing the, Accountability Management System (AMS) Taskstream software.
Plan Implementation

Successful implementation of the strategic plan is critical to achieving the mission. The department of Organizational Performance and Accountability which includes Institutional Research, will facilitate and coach the plan’s implementation and will communicate the status and outcomes of projects back into the planning process with monthly updates to AQIP Planning Council, as well as communication to the College through a variety of pre-established medias. In this manner, APC will be able to continually assess the sustainability and success of each individual operational action project.

Alignment of activities/projects undertaken by College constituencies within the strategic objectives and initiatives is also necessary for successful plan implementation. Therefore, major projects under consideration are evaluated by APC as to whether they contribute to the achievement of the stated objectives. Those projects that align and engage with strategies and objectives are identified for support and resources.

In addition to four strategies and 18 objectives, the following 54 action steps have also been developed and identified by the four strategy teams and most are in progress. These 54 operational action steps will begin the implementation facilitation and support the College’s new strategic plan. The following 54 action steps also reflect the three major AQIP current action projects, required for institutional accreditation through The Higher Learning Commission - North Central Association. The time span of this strategic plan will be in effect with the College through the reaffirmation of organizational accreditation process scheduled to begin, September 2013.
**Action Steps ~ In Progress**

**STRATEGY 1: FOCUS ON ENROLLMENT AND STUDENT SUCCESS**

**Objective A:** Establish a data driven approach to enrollment.

**Action Step #1A1:** Identify institutional research data elements for recruitment planning.

- Establish a recruitment funnel
- Set enrollment conversion (yield) rate goals
- Develop key performance indicators for each phase of the funnel
- Develop projections for new enrollees

**Action Step #1A2:** Identify institutional research data elements for retention planning.

- Establish a retention report
- Set retention rate goals
- Monitor student success points and set goals
- Develop key performance indicators related to retention
- Development projections for continuing and reentry students
- Monitor data elements related to predictive student modeling

**Objective B:** Develop a strategic recruitment system directed toward targeted segments.

**Action Step #1B1:** Implement a customer relationship management approach to recruit students with a focus on targeted segments.

- Develop a customer relationship management system for tracking students
- Integrate a marketing campaign for potential students with the customer relationship management system
- Investigate a fee for student to apply to the college

**Action Step #1B2:** Develop and enhance policies and procedures to support the recruitment of students.

**Objective C:** Develop a strategic retention system directed toward targeted segments.

**Action Step #1C1:** Create an intrusive advising approach for promoting student success.

- Develop a customer relationship management system for tracking enrolled students
- Develop policies and procedures to support the retention of students
- Develop a communication system for retaining students
- Require advising for each semester
- Create registration deadlines for each semester

**Action Step #1C2:** Create and implement a required new student orientation program.
Objective D: Review and enhance marketing efforts to increase awareness of the College among target segments.

**Action Step #1D1:** Improve marketing efforts to increase awareness among targeted populations (transfer, post secondary, veterans).

- Create a marketing plan to increase awareness among target audiences

**Action Step #1D2:** Identify marketing data elements for creating promotional awareness among targeted audiences.

- Enhance advertising impressions for targeted audiences
- Review and enhance a tracking process for advertising efforts

Objective E: Develop a strategic enrollment planning process for monitoring yearly recruitment and retention efforts.

**Action Step #1E1:** Develop a Strategic Enrollment Plan for projecting sustainable enrollment.

- Develop enrollment projections and goals
- Develop an annual recruitment and retention plan for target student populations
- Develop a yearly marketing plan for targeted audiences

**STRATEGY 2: FOSTER ORGANIZATIONAL VITALITY**

Objective A: Develop and implement an integrated human resource plan that also includes addressing the needs of faculty and staff (fulltime, part-time and retirees).

**Action Step #2A1:** Interface People Admin / Banner to enhance the vacant position process.

**Action Step #2A2:** Evaluate the AFLAC supplemental health insurance for part-time employees, which is voluntary and paid by the employee.

**Action Step #2A3:** Implement a service to perform pre-employment background checks for screening employment applicants.

**Action Step #2A4:** Evaluate institutional perks for retirees; i.e. SHAC, Parking, and Library.
Objective B: Enhance and continue to communicate the newly created academic and organizational diversity and inclusiveness plan.

**Action Step #2B1:** Develop on-line anti-discrimination training for all employees and enhance employee orientation, i.e. Safe Zone.

**Action Step #2B2:** Review, update, and enhance initiatives for students and staff who need accessibility assistance.

Objective C: Deliver efficiency and cost savings to the College.

**Action Step #2C1:** Increase student card usage and efficiency by implementing new technologies.

**Action Step #2C2:** Provide funding for facility construction and minor renovation and repairs to ensure effective space utilization.

**Action Step #2C3:** Implement an e-Procurement system that will provide electronic ordering to the College.

**Action Step #2C4:** Increase utilization of existing vehicles to avoid excess future purchases and leases.

**Action Step #2C5:** Investigate cooperative ventures with the Turf Management program to afford students work in their program before graduating.

**Action Step #2C6:** Implement a replacement plan for academic computers

**Action Step #2C7:** Implement a student printing solution to reduce paper and toner costs in common computer labs and public access printing areas.

Objective D: Continue through the continuous quality improvement program to enhance a culture of mutual respect and shared decision-making and to enculturate the College’s mission, vision, and core values.

**Action Step #2D1:** Initiate phase 3 of the strategic planning process which is the communication of the plan to the College community.

**Action Step #2D2:** Finalize and complete action project three: academic structure review, providing recommendations to provost council.

**Action Step #2D3:** Begin/complete phase 1 of the second AQIP systems portfolio which consists of training of nine category teams.

**Action Step #2D4:** Complete the second AQIP quality video and communicate with the College.
**Action Step #2D5** Complete the process of training and data entry for the discipline specific accreditations into the AMS Taskstream software.

Objective E: Evaluate existing and emerging technologies that can be integrated/integrate well with College software and hardware.

**Action Step #2E1**: Evaluate and expand the operational aspect of mobile devices, i.e. Smart phones.

**Action Step #2E2**: Review the focus of College wide mobile application i.e. Banner.

**Action Step #2E3**: Evaluate Blog, ONEWS, OTV and enhancing Web-Site.

**Action Step #2E4**: Coordinate the development / enhancements noted with the Marketing/Enrollment Plan.

**STRATEGY 3: PROMOTE INSTITUTIONAL ADVANCEMENT:**

Objective A: Conduct a feasibility study for the purpose of a capital campaign, among stakeholders and implement the results if viable.

**Action Step #3A1**: Identify stakeholders to participate in the study.

**Action Step #3A2**: Conduct study and report results.

Objective B: Position Owens Community College as a community resource institution

**Action Step #3B1**: Promote college involvement opportunities with key community organizations.

**Action Step #3B2**: Market stories of staff or faculty involvement with select community organizations.

**Action Step #3B3**: Increase participation of faculty and staff at all organizational levels within key community organizations.

Objective C: Develop and enhance strategic partnerships to advance mutual goals and objectives for the benefit of students and the community.

**Action Step #3C1**: Identify Champions and strategic partnerships.

**Action Step #3C2**: Promote engagement and accomplishments of partnerships.

**Action Step #3C3**: Meet annually or as needed to continuously improve program.

**Action Step #3C4**: Identify and assess key measurable outcomes of strategic partnership investment.
STRATEGY 4: FOSTER AND ENHANCE THE DELIVERY OF EDUCATIONAL SERVICES

Objective A: Review and enhance delivery of educational services that meet the diverse learning styles and the needs of the students.

Action Step #4A1: Expand and communicate support services for veteran students resulting in a “veteran friendly” and supportive campuses and learning centers.

Action Step #4A2: Improve services for Owens students who plan to transfer, including advising, transfer options, and access to bachelor level courses on-campus.

Action Step #4A3: Develop a system to evaluate prior learning and military experience and communicate how those experiences may articulate into existing certificate, major and degree programs.

Action Step #4A4: Develop a schedule management process that maximizes resources and aids in recruitment and retention.

Action Step #4A5: Review, evaluate and update academic policies and procedures for clarity and coherence.

Objective B: Review and enhance delivery of education services for Owens off-campus locations.

Action Step #4B1: Review, develop, and communicate the vision for the Arrowhead Park location.

Action Step #4B2: Review, develop, and communicate the vision for the Source location.

Objective C: Establish a comprehensive process for assessing student learning outcomes ensuring student learning outcomes are aligned with employer expectations.

Action Step #4C1: Develop and communicate a cycle of program review (PREP), which will assist in developing new programs; reviewing current programs for viability; allocating resources and strategizing for recruitment and enrollment management.

Action Step #4C2: Develop and communicate an assessment process for non-credit learning experiences.

Action Step #4C3: Develop and communicate a program review cycle and process for student support programs.
Objective D: Review and enhance delivery of education services to support workforce development, non-credit training, field experiences and co-operative experiences.

Action Step #4D1: Review and evaluate the organizational structure of WCS to enhance internal and external collaboration and quality and range of program offerings.

Action Step #4D2: Review, enhance and communicate the services offered by the Office of Career/Placement Services to students, alumni and employers.

Objective E: Expand services offered by the Center for Learning Success and the Center for Professional Learning and Leadership.

Action Step #4E1: Create and communicate the mission, vision and purposes of the Center for Learning Success and the Center for Professional Learning and Leadership.

Action Step #4E2: Develop a process to identify, deliver and reward professional development for Owens employees.
Closing

With the presentation of this document as the third edition of the strategic plan, Owens Community College has demonstrated an ongoing commitment to a continuous quality improvement planning process that will sustain success through the future.

College of Choice: Strategies for the Future-2014 is more than a plan, it is a living document. It is a framework that advances priorities critical to the organization as well as allow the ability to adapt to new forces and new priorities. With this dynamic process, the College will advance the strategic plan today, continually assess its impact and success, and reinvent the plan for tomorrow.

All pertinent factors and inputs have been examined and considered, allowing the vital priorities of the organization to be acknowledged in this document. With a clear and measurable plan for the future, Owens Community College embraces its current and future challenges with the knowledge that the College’s course has been thoughtfully planned and that sufficient internal resources have been identified to meet the needs of the students, stakeholders and community constituencies.

The College’s success has not been nor will be, by accident. By the attentive review of the priorities through this plan, we will be assured of the most successful academic and business direction possible. Through the institutional accreditation process (Higher Learning Commission/NCA--AQIP), Owens Community College has transitioned into a culture committed to excellence and driven by data and evidence-based decisions. Every area in the College has been represented in building this strategic plan with more than 100 volunteers directly involved in the process. We are a team; the members of Owens Community College are committed to each other's success.

Respectfully submitted by,

Tom Perin Sr.
Executive Director, Organizational Performance and Accountability
AQIP Liaison

September 13, 2011