

OWENS COMMUNITY COLLEGE FISCAL YEAR 2018 STRATEGIC PRIORITIES

Continuity & Forward Momentum

Adopted by the Owens Community College Board of Trustees on October 3, 2017 [Resolution 2017-10-03-02]. These Strategic Priorities have been developed for the 12-month period of July 1, 2017 through June 30, 2018 for the purpose of providing continuity and forward momentum during the 2018 fiscal year.



MISSION

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

ENROLLMENT & COMPLETION

- Enrollment
- Recruitment & Retention
- Completion & Transfer

WORKFORCE & LABOR MARKET

- Regional Employer Need
- Graduate Placement
- Apprenticeship & Corporate Training

IMAGE & ADVANCEMENT

- Foundation & Alumni
- Partnerships
- Marketing Data & Social Media Impressions

FINANCIAL STRENGTH & STABILITY

- Operating Gain/Loss after Depreciation
- Sector Benchmarking
- Net Assets/Reserves/Capital Improvements

GOALS

1.0 Enrollment & Completion

- 1.1 Accurately forecast for enrollment
- 1.2 Set strategic goals to increase efforts in targeted recruitment of new students
- 1.3. Set strategic goals to increase efforts in retention of current students
- 1.4 Improvement goals for certificate and degree completion and baccalaureate transfer

2.0 Workforce & Labor Market

- 2.1 Assess and analyze local and regional workforce needs and employment trends
- 2.2. Enhance and expand apprenticeship programs, corporate training, and applied co-op internship experiences
- 2.3 Track and set improvement targets for graduate placement

3.0 Image & Advancement

- 3.1 Increase donors, gifts and endowment for the Foundation and increase membership in the Alumni Association
- 3.2 Create new partnerships with employers, education providers, and community based organizations and deepen/intensify existing partnerships
- 3.3 Grow the number and quality of social media impressions and traditional marketing campaigns

4.0 Financial Strength and Stability

- 4.1 Set improvement targets for operating gain/loss after depreciation
- 4.2. Create sector benchmarking on key financial indicators
- 4.3 Achieve targeted increase in net assets, reserves and capital improvements



ABOUT THIS DOCUMENT

During the period that Owens State Community College was placed on Fiscal Watch status with the State of Ohio (2015-2017), a detailed Financial Recovery Plan was developed for the purposes of remediating the financial condition of the institution. This Financial Recovery Plan was required by Ohio Revised Code, as was a regime of quarterly reporting to the Ohio Department of Higher Education on the fiscal health of the College. This aggressive and well-organized plan was executed with discipline; the College emerged from Fiscal Watch on April 4, 2017, one year ahead of schedule. Because the Financial Recovery Plan served as a de-facto strategic plan for the College during the two-year period of Fiscal Watch, a new strategic plan is required for the institution. A comprehensive strategic planning process should not be undertaken during an interim period prior to the selection of a permanent President/Chief Executive Officer. For this reason, the Interim President and Board of Trustees have established set short-term "Strategic Priorities" for Fiscal Year 2018.

This plan has been designed to provide continuity and forward momentum for the College during FY 2018 without committing the institution to large-scale revisions or changes that might be considered during a comprehensive, multi-year strategic planning process. It is understood that such a comprehensive process is needed at Owens once a permanent President/CEO has been selected.

PLANNING/ PRIORITY CATEGORIES

These priorities are organized into four thematic groups for ease of communication. They are:

1. Enrollment & Completion
2. Workforce & Labor Market
3. Image & Advancement
4. Financial Strength & Stability

Each category contains overarching goals; each goal will have metrics or key performance indicators (KPIs) associated with it to monitor and communicate progress.

MEETINGS OF THE BOARD DURING THE FY 2018 PLANNING PERIOD

The development of these Strategic Priorities for FY 2018 was one of 6 expectations communicated from the Board of Trustees to the Interim President in June 2017. It was agreed that a draft of the priorities would be presented at the working retreat in October.

- 8/1/2017 Described the Strategic Priorities approach
- 9/5/2017 Shared current status/development of this document
- 10/3/2017 Formal adoption of Strategic Priorities by the Board of Trustees
- 11/8/2017 Progress report
- 12/5/2017 Progress report
- 2/6/2018 Update on Fall
- 4/3/2018 Progress report
- 5/1/2018 Progress report
- 6/5/2018 Update on Spring

This document and framework will be used to communicate current status and progress to the Board of Trustees during FY 2018. The priorities will also be used by senior management at the College to set goals and monitor progress and communicate with internal and external stakeholders during the interim period.



Your *Success* Starts Here.



OWENS
COMMUNITY COLLEGE