

2019



# STRATEGIC PLANNING PROCESS MANUAL

**YOUR DREAMS  
OUR PLAN**

2018-2025 STRATEGIC PLAN

**OZARKS TECHNICAL COMMUNITY COLLEGE**

## Mission Statement

The college mission is to provide accessible, high quality and affordable learning opportunities that transform lives and strengthen the communities we serve.

## Vision Statement

The college vision is to serve our communities by expanding opportunities for personal and professional growth through our commitment to excellence and innovation.

## Core Values

Quality	Diversity	Integrity
Opportunity	Innovation	Affordability
Accessibility	Collaboration	Personal Growth
Learning	Respect	Professional Growth

# Strategic Planning Process Overview

As a dynamic and growing institution, Ozarks Technical Community College (OTC) understands the importance of strategic planning to reflect the continually changing needs of the communities it serves. The college prides itself on a plan that is based on broad input from students, faculty, staff and community members. It is a plan driven by strategic goals and initiatives that measure success institution-wide. With these guiding forces in place, OTC strives to stay focused on its mission to be the community's college.

OTC's planning process is rooted in annual assessment and evaluation. The process correlates goals and effectiveness with budget needs and improvements at the unit level, as well as system-wide. The Chancellor oversees the strategic planning process through recommendations provided by the Strategic Planning Council, additional college governance councils and individual planning units. The Chancellor and Board of Trustees further guide the planning process to the development of a Strategic Plan for the college. The plan is comprised of the institutional mission, vision, core values and strategic initiatives and goals. All department-level annual plans are developed in alignment with the college's overall Strategic Plan.

OTC operates on a 12-month annual planning cycle. Annual review of the college's mission, vision, core values, and strategic initiatives and goals is conducted to begin the planning process. From this review, the top institutional priorities are identified for the coming year. To inform the determination of these priorities and college mission and vision, a Comprehensive Scan (review of the current external environment the college is operating in) and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the institution is conducted.

These reports use benchmark data and expected outcomes to guide decision-making. Annual review and integration of assessment of student learning outcomes facilitates the connection between strategic planning and academic assessment at OTC. College capacity and the Facilities Master Plan also provide direction for future strategic growth of the college. This alignment with the Strategic Plan to identify important and emerging issues allows for future preparation of the college's infrastructure.

The Strategic Plan is also advanced at the department level. All educational, administrative and service units participate in annual planning for their department. OTC's Annual Planning Report process facilitates assessing long- and short-term goals in a single annual plan. Departments are required to develop their plan to align with priorities identified by the college and also their respective college division for the coming year. Departmental goals and initiatives are linked to measurable benchmarks, required resources and targeted outcomes. Identifying these factors allows for annual unit-level assessment. The Annual Planning Report process facilitates these activities and closes the gap between departmental and institutional planning at OTC, furthering the advancement of the college's Strategic Plan.

Additional planning activities that occur include biannual summaries of the role strategic planning plays in governance councils system-wide, as well as Emerging Issues Reports that address timely and relevant issues for the college community. In addition, assessment of the strategic planning process occurs each year in order to consistently improve planning at OTC. Each piece of the strategic planning process is a vital component for continual improvement of institutional quality and effectiveness.

# Organization for Planning

## 1. The Board of Trustees

- a. Approves Strategic Plan
- b. Approves annual budget
- c. Monitors advancement of Strategic Plan and financial health of Ozarks Technical Community College

## 2. Chancellor

- a. Provides leadership and guidance for the planning process
- b. Approves resource allocation and oversees budget implementation
- c. Makes final recommendations for changes to all components of the Strategic Plan to the Board of Trustees
- d. Presents annual budget and Strategic Plan final document to the Board of Trustees

## 3. Chancellor's Cabinet

- a. Monitors financial health and continual improvement of institutional quality
- b. Acts upon recommendations from Governance Councils
- c. Oversees implementation of Strategic Plan and Facilities Master Plan
- d. Approves statements of purpose for instructional, administrative and educational support service units
- e. Recommends resource allocations based on unit-level Annual Planning Reports
- f. Monitors student learning outcomes
- g. Reviews recommendations for changes to Strategic Plan and makes final plan recommendations to Chancellor

## 4. Strategic Planning Council

- a. Reviews Strategic Plan for continual alignment with college mission and institutional effectiveness
- b. Recommends changes to Strategic Plan to Chancellor's Cabinet
- c. Provides assessment of planning process
- d. Reviews and approves strategic initiatives and goals
- e. Reviews and approves Annual Planning and Facilities Master Plan

- f. Reviews and approves Strategic Planning Progress Report
- g. Makes final recommendations to Chancellor's Cabinet on Strategic Plan and Facilities Master Plan final documents

## 5. Governance Councils

- a. Reviews and recommends changes in policies, procedures, curriculum or resources needed for continuous quality improvement to Chancellor's Cabinet
- b. Provides broad input on strategic planning efforts and all other college planning activities
- c. Works to foster collaboration and communication campus-wide, making continual improvements

## 6. Planning Units - Educational, Administrative and Service

- a. Creates departmental annual plans to align with college mission
- b. Develops goals and initiatives to set priorities for unit effectiveness and improvement
- c. Identifies expected outcomes of goals and initiatives, based on defined metrics for success
- d. Reports budget needs and priorities based on departmental annual planning
- e. Creates plans of improvement based on assessment results

## 7. Office of Research, Strategic Planning and Grant Development

- a. Coordinates all activities related to strategic planning
- b. Creates all supplemental and reference materials related to strategic planning
- c. Assists in the development of annual planning reports for all campus units
- d. Presents all strategic planning reports and related materials to the Strategic Planning Council

## 8. Office of Academic Services

- a. Assists in the development of assessment of student learning reports for all teaching focused academic units
- b. Facilitates and provides support for all assessment of student learning activities

# Campus Councils

The Chancellor's Cabinet and Governance Councils play a vital role in planning for the future of Ozarks Technical Community College. The Chancellor's Cabinet serves as the administrative leadership for the institution and advises the Chancellor regarding all aspects of the institution. The Chancellor's Cabinet acts upon recommendations from the nine governance councils throughout the OTC system, which each represent individual areas of decision making at the college.

Each Governance Council is composed of administration, staff and faculty positions system-wide. Standing, rotating and resource members from all segments of the college make up Council representation. Standing and resource positions serve as permanent members on Governance Councils, where rotating members are appointed for a two-year (staggered) term by the executive leadership of that Council. Ultimately, all Governance Council membership positions are approved by the Chancellor. Composition of each Governance Council follows, illustrating a system of shared governance which facilitates broad-based decision making.

## Chancellor's Cabinet

- Chancellor
- Vice Chancellor for Academic Affairs | Provost
- Vice Chancellor for Administrative Services
- Vice Chancellor for Finance
- Vice Chancellor for Student Affairs
- President — OTC Richwood Valley Campus
- President — OTC Table Rock Campus
- Chief Technology Officer
- Chief of Staff
- College Director of Communication and Marketing
- Chief Research and Planning Officer
- Chief Strategy Officer
- College Director of Human Resources

## Chancellor's Advisory Council

- Chancellor
- Chief of Staff
- Secretary to the Chancellor
- Allied Health Faculty Representative
- Technical Education Faculty Representative
- General Education Faculty Representative
- Center for Workforce Development Representative
- OTC Richwood Valley Campus Representative
- OTC Table Rock Campus Representative
- Student Services Representative
- Finance Representative
- Advancement Representative
- Administrative Services Representative
- Information Technology Representative
- Academic Affairs Representative

# campus councils

## Strategic Planning Council

### Standing Members

- Chancellor
- Chancellor’s Cabinet
- Executive Dean — Career, Technical & Community Development
- Executive Dean — OTC Education Centers
- Dean of Students
- Dean of Academic Services
- Dean of General Education
- Dean of Allied Health
- Dean of Online and Faculty Development
- Campus/Center Dean — rotates annually
- Executive Director of the OTC Foundation
- Faculty Senate President
- Staff Association President

### Faculty — *Appointed for a two year term*

- General Education Faculty Representative
- Technical Education Faculty Representative
- Allied Health Faculty Representative

### Staff — *Appointed for a two year term*

- Staff Representatives (Three)

### Resource Positions

- Research and Strategic Planning Analyst
- Grants Manager

## Administrative Services Council

### Standing Members

- Vice Chancellor for Administrative Services
- Assistant Vice Chancellor for Administrative Services

### Faculty — *Appointed for a two year term*

- Allied Health Faculty Representative
- General Education Faculty Representatives (Two)
- Technical Education Faculty Representative

### Administration/Staff —

### *Appointed for a two year term*

- Information Technology Representative
- Center for Workforce Development Representative
- Student Services Representative
- Finance Office Representative
- OTC Online Representative
- Equity and Compliance Representative
- Academic Administration Representative
- Academic Affairs Representative
- Advancement & OTC Foundation Representative
- Human Resources Representative

### Resource Positions

- College Director — Facilities and Grounds
- College Director — Procurement
- College Director — Safety and Security
- College Director — OTC Bookstore & Retail Auxiliary Services
- College Project Manager
- Internal Auditor
- Print Shop Production Supervisor
- Purchasing Coordinator
- Administrative Assistant to the Vice Chancellor of Administrative Services

## Academic Council

### Standing Members

- Provost | Vice Chancellor for Academic Affairs
- Dean of Academic Services

### Faculty — *Appointed for a two year term*

- Allied Health Faculty Representatives (Two)
- General Education Faculty Representatives (Two)
- Technical Education Faculty Representatives (Two)
- Faculty Senate Representative

### Administration/Staff — *Appointed for a two year term*

- Administration Representatives (Two)
- Staff Representatives (Two)

### Resource Positions

- Assistant Vice Chancellor for Academic Affairs
- Executive Dean — Career, Technical & Community Development
- Executive Dean — OTC Education Centers
- Dean of Allied Health
- Dean of Technical Education
- Dean of General Education
- Dean of Online and Faculty Development
- Dean of Academic and Student Affairs – OTC Richwood Valley Campus
- Dean of Academic and Student Affairs – OTC Table Rock Campus
- Chief Research and Planning Officer
- Assistant Director of Administrative Computing
- College Director of Admissions | Registrar
- College Director of Financial Aid
- Academic Affairs Administrative Assistant

## Center for Workforce Development Council

### Standing Members

- Executive Director of Center for Workforce Development

### Faculty — *Appointed for a two year term*

- Allied Health Faculty Representative
- General Education Faculty Representative
- Technical Education Faculty Representatives (Three)

### Administration/Staff — *Appointed for a two year term*

- Administrative Services Representative
- Research, Strategic Planning and Grant Development Representative
- Student Services Representatives (Two)
- Information Technology Representative
- Advancement Representative
- Adult Education and Literacy Representative
- OTC Online Representative
- Campus/Center Representative
- Finance Office Representative
- Human Resources Representative
- OTC Bookstore Representative

### Resource Positions

- Director of Business Development (CWD)
- Allied Health Program Director (CWD)
- Business Manager (CWD) (Two)
- OSHA-Safety/Welding Lead Instructor (CWD)
- Program and Outreach Coordinator (CWD)
- Office Manager (CWD)
- Lead Instructor — Allied Health (CWD)
- Director of Career Employment Services
- SkillUP Retention/Recruitment Specialist (CWD)
- Customer Service Technician (CWD)

# campus councils

## Finance Council

### Standing Members

- Vice Chancellor for Finance
- Associate Vice Chancellor for Finance
- College Director for Finance
- College Director for Student Financial Services

### Faculty — *Appointed for a two year term*

- Allied Health Faculty Representative
- General Education Faculty Representatives (Two)
- Technical Education Faculty Representatives (Two)

### Administration/Staff — *Appointed for a two year term*

- Administrative Services Representatives (Two)
- Information Technology Representative
- Advancement Representative
- Center for Workforce Development Representative
- Student Services Representatives (Three)
- Academic Administration Representative
- OTC Online Representative
- Human Resources Representative

### Resource Positions

- Internal Auditor
- Assistant College Director for Finance — General Funds
- Assistant College Director for Finance — Restricted Funds
- Administrative Assistant — Finance and Budget

## Information Technology Council

### Standing Members

- Chief Technology Officer
- Director of E-Learning Systems

### Faculty — *Appointed for a two year term*

- Allied Health Faculty Representative
- General Education Faculty Representative
- Technical Education Faculty Representative

### Administration/Staff — *Appointed for a two year term*

- Academic Administration Representatives (Two)
- Administrative Services Representative
- Campus/Center Representative
- Center for Workforce Development Representative
- Finance Office Representative
- Research, Strategic Planning and Grant Development Representative
- Student Services Representative

### Resource Positions

- College Director of Network Hardware & Telecommunications
- Director of Application Programming
- Director of Network Software
- Director of IT Help Desk
- Secretary to the Chief Technology Officer

## Student Affairs Council

### Standing Members

- Vice Chancellor for Student Affairs
- Dean of Students
- Dean of Student Development

### Faculty — *Appointed for a two year term*

- General Education Faculty Representatives (Two)
- Technical Education Faculty Representatives (Two)
- Allied Health Faculty Representatives (Two)

### Administration/Staff —

#### *Appointed for a two year term*

- Advancement Representative
- Campus/Center Representative
- Information Technology Representative
- High School Programs Representative
- Finance Office Representative
- Center for Workforce Development Representative
- Student Services Representatives (Two)
- Administrative Services Representative

### Resource Positions

- College Director of Admissions | Registrar
- College Director of Financial Aid

## Governance Council Policy & Procedures

### A. Purpose

To maintain and use committees for representative oversight, in order to promote effective operations and governance.

### B. Policy

The policy of this college shall be to maintain standing Governance Councils to provide the opportunity for regular oversight of functional areas by committee membership that is representative of the college. Additional committees may also be convened as deemed appropriate by the Chancellor to supplement existing Councils or address specific issues. Committee membership is subject to approval by the Chancellor and the fulfillment of responsibilities associated with committee membership shall be considered an integral part of the employment duties of professional full-time college employees.

### C. Procedures

1. The following Governance Councils will operate as standing committees:

- Academic Council, chaired by the Provost/Vice Chancellor for Academic Affairs to provide oversight for college policies and operations related to Academic Affairs, student learning and delivery of instruction.
- Administrative Services Council, chaired by the Vice Chancellor for Administrative Services to provide oversight for college policies and operations related to Administrative Services functions.
- Finance Council, chaired by the Vice Chancellor for Finance to provide oversight for college policies and operations related to Finance functions and college funds.
- Student Affairs Council, chaired by the Vice Chancellor for Student Affairs to provide oversight for college policies and operations related to Student Affairs functions.
- Information Technology Council, chaired by the Chief Technology Officer to provide oversight for college policies and operations related to Information Technology functions.

## policies & procedures

- Center for Workforce Development Council, chaired by the Executive Director of Workforce Development to provide oversight for college policies and operations related to Workforce Development functions.
- Strategic Planning Council, chaired by the Chief Research and Planning Officer to provide oversight for college policies and operations related to the development and implementation of the college's strategic plan and mission statement.

2. Governance Councils will maintain voting membership that is broadly representative of the college. Voting members will be recommended for one or two-year terms by the respective Governance Council chair and approved by the Chancellor.

3. Governance Councils may also include resource positions that are non-voting and not subject to time-limited terms.

4. Governance Councils will maintain regular quarterly meetings with additional meetings as needed. A minimum of 3-4 meetings will be held annually for each Governance Council. These meetings will be used to allow for review and input on operations and planned actions related to the Governance Council's functional area.

5. Minutes from each Governance Council meeting will be presented to Cabinet for review and approval. Approved minutes will be distributed to Council members and all OTC employees.

6. Governance Council members are expected to attend meetings and report what is shared with their respective areas to fulfill their representative role of Council service.

7. As deemed appropriate by the Chancellor, temporary committees may be established to provide guidance and advice for specific aspects of college operations as a supplement to the Governance Council structure or to address functions not covered by an existing Council.

### **D. Responsibilities**

Cabinet will review committee minutes and recommendations for approval.

### **E. Definitions**

1. Governance Council – a standing committee with representative membership that provides oversight for a functional area of college operations.

### **F. Authority**

This policy is maintained under the authority of the Office of the Chancellor.

### **G. Related Policies**

N/A

### **H. Implementation**

# Planning Calendar

## August

- Kickoff of Yearly Planning Process.  
*The Office of Research, Strategic Planning and Grant Development creates Strategic Planning Progress Report for review of the past year's planning activities and accomplishments.*
- Strategic Planning Council reviews and updates the college's Mission, Vision and Core Values.  
*Any recommendations for change are taken to the Chancellor's Cabinet for approval, followed by the Board of Trustees.*
- Strategic Planning Council reviews and updates the college's Strategic Initiatives and Goals for the institution.  
*Any recommendations for change are taken to the Chancellor's Cabinet for approval, followed by the Board of Trustees.*
- Strategic Planning Council conducts institution-wide Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.  
*The Office of Research, Strategic Planning and Grant Development provides Comprehensive Scan of the external environment to guide the SWOT analysis.*
- Emerging Issues Report is presented to aid Strategic Planning efforts.  
*The Office of Research, Strategic Planning and Grant Development provides a report on current and emerging issues to the Council.*
- Annual Planning Divisional and Departmental meetings held to closeout prior year planning information and begin brainstorming for coming year's divisional and departmental planning goals.

### Strategic Plan Implementation:

- Steering Committee and workgroup for each strategic initiative quarterly meeting
- Ongoing community and college engagement
- Quarterly progress report

### Strategic Planning Council items for approval by Chancellor's Cabinet and/or Board of Trustees:

- Any updates or changes made to Mission, Vision and Core Values or Strategic Initiatives and Goals

# planning calendar

## December

- Strategic Planning Council reviews college capacity information and Facilities Master Plan updates.

*Council approves Facilities Master Plan for alignment with the Strategic Plan.*

- Strategic Planning Council reviews the Student Success: Institutional Learning Outcomes Report.

*The report is used to guide decision making by the Strategic Planning Council on items related to student learning and assessment.*

- Emerging Issues Report is presented to aid Strategic Planning efforts.

*The Office of Research, Strategic Planning and Grant Development provides a report on current and emerging issues to the Council.*

- Strategic Planning Council identifies the top institutional priorities for the coming year to guide the institution.

*Informational sessions will be held to disseminate the annual planning priorities of the institution.*

- Results from the prior year's Departmental Annual Plans is reviewed and planning for coming year begins.

*Departments begin developing goals and objectives for annual plans for the coming year.*

### Strategic Plan Implementation:

- Steering Committee and workgroup for each strategic initiative quarterly meeting
- Ongoing community and college engagement
- Quarterly progress report

### Strategic Planning Council items for approval by Chancellor's Cabinet and/or Board of Trustees:

- Student Success: Institutional Learning Outcomes

## February

- Collaborative review of Higher Learning Commission (HLC) Criteria, and other mandates, will occur to inform the planning process.
- Performance Funding Update is provided to support the college's strategic planning efforts.
- Strategic Planning Council reviews the Strategic Initiatives: Biannual Summary.  
*Reports on all Strategic Initiatives are given to establish benchmarks and evaluate progress in each area.*
- Budget pre-planning begins for the college.  
*Strategic Planning Council will begin to review budget requests linked to departmental annual plans.*
- Departmental planning data collection for Annual Planning Reports begins in SPOL.  
*Departmental annual plans are due by April 15.*
- Emerging Issues Report is presented to aid Strategic Planning efforts.  
*The Office of Research, Strategic Planning and Grant Development provides a report on current and emerging issues to the Council.*

### Strategic Plan Implementation:

- Steering Committee and workgroup for each strategic initiative quarterly meeting
- Ongoing community and college engagement
- Quarterly progress report

### Strategic Planning Council items for approval by Chancellor's Cabinet and/or Board of Trustees:

- Strategic Initiatives: Biannual Summary

# planning calendar

## May

- Assessment of the Strategic and Annual planning process  
*The Strategic Planning Council reviews and updates the planning processes.*
- Strategic Planning Council reviews the Employee Retention and Success Report.  
*The report is used to guide decision making related to employee satisfaction and success.*
- Strategic Planning Council reviews completed Departmental Annual Planning Reports for the year.  
*Departmental Plans are evaluated for quality and alignment with the college's Strategic Plan.*
- Emerging Issues Report is presented to aid Strategic Planning efforts.  
*The Office of Research, Strategic Planning and Grant Development provides a report on current and emerging issues to the Council.*
- Finalization of the Strategic Plan.  
*The Strategic Planning Council will approve final changes to the document and make a recommendation to the Chancellor's Cabinet for approval by the Board of Trustees and adoption of the plan.*

### Strategic Plan Implementation:

- Steering Committee and workgroup for each strategic initiative quarterly meeting
- Ongoing community and college engagement
- Quarterly progress report

### Strategic Planning Council items for approval by Chancellor's Cabinet and/or Board of Trustees:

- Strategic Planning Process Manual
- Final Draft of the Strategic Plan approved by the Strategic Planning Council





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OUR PLAN**  
2018-2025 STRATEGIC PLAN

OZARKS TECHNICAL COMMUNITY COLLEGE