

# STRATEGIC PLAN

2016-2020



***Our Mission:*** To serve by providing access to excellent and affordable education, training, and services that will improve the lives of individuals and strengthen communities.





## Table of Contents

Executive Summary	4
Timeline	6
Mission, Vision, Values	10
Strategic Plan	11
Appendix	
Trends Statements	16
Participation	20



## Executive Summary

Northwest State Community College (NSCC) is a vibrant rural, two-year institution of public higher education nestled in the country side of northwest Ohio. The college offers more than 70 degree and certificate programs to more than 5,000 students annually.

Faculty and staff worked alongside the administration to develop the 2016-2020 Strategic Plan. This document represents two years of work that demonstrates college, community, and stakeholder participation and collaboration. This document is designed to guide our work to support our students, strengthen our community and change lives.

### Committee Established

A strategic planning committee was established based on a proposal to utilize shared governance to establish the strategic plan. With representation of four members from each council (faculty, staff, and administration) along with the cabinet and an NSCC student, the committee not only established the plan, but was tasked with implementing the plan and communicating its progress.

### Compression Planning

The college utilized a planning framework called Compression Planning. In early 2014, Jerry and Patrick McNellis provided a conceptual training to the planning committee to help the college move these broad concepts from the mission, vision, and values of the college in the context of the environmental scan into a focused set of goals and an action plan. Eight college faculty, staff, and administrators were trained at the Compression Planning Institute to facilitate the strategic planning on campus.

### Mission, Vision, Values

The development of the plan included evaluating and modifying our mission and vision statements and adding college value statements. Establishing the new vision and values statements provided the foundation to develop goals, sub-goals and action steps. The campus as a whole—including students and community stakeholders—were utilized in creating the mission, vision, and values.

## Environmental Scan

In 2009 and 2010 the college embarked on an environmental scanning process. The results of the scan supported the development of the 2011 to 2016 strategic plan. A planning committee that represented the faculty, staff, and administrative councils of NSCC revisited the scanning process in 2014 and identified environmental changes and emerging issues. This committee, with the help of colleagues across campus, looked at the environmental issues of labor, economics, education, competition, politics, social values and lifestyle issues, technology, and demographics. This process produced a report of the current environment of our region and college that was vetted by stakeholders and the college community.

Compression planning was used to determine the most important trends to consider in the context of developing the strategic goals.

## Strategic Goals

The strategic planning committee formulated four goals that were derived from the work of the environmental scan and community feedback. These goals were then presented to the broader college community in compression planning sessions to develop sub-goals and practical application. Each goal, sub-goal, and action step was presented to the campus governing councils--administrative, faculty and staff--for prioritization, review and approval.

## Climate Survey

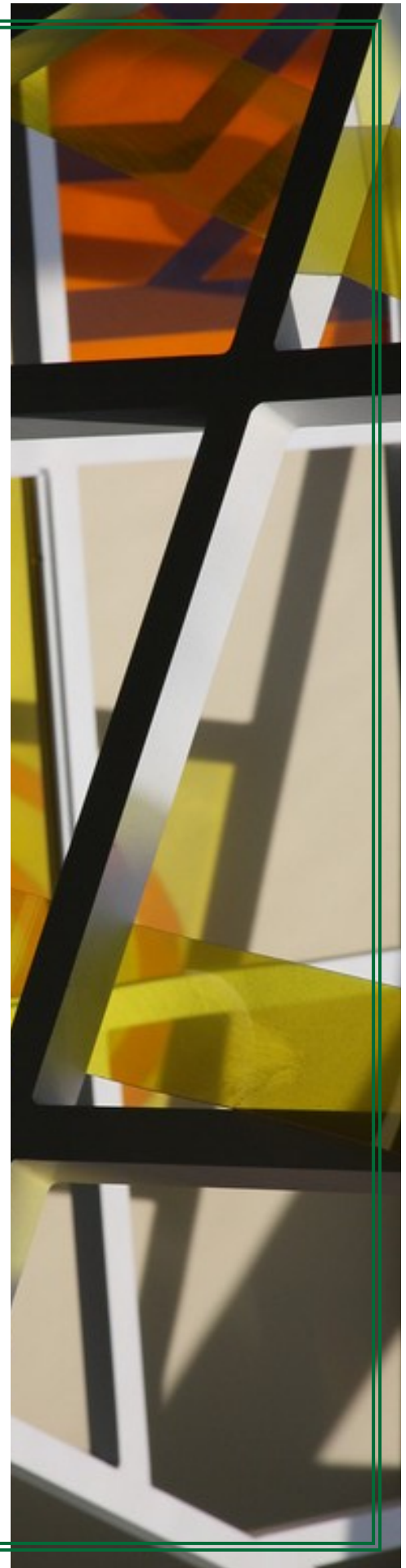
NSCC implemented a climate survey in early 2015 to ascertain NSCC's organizational climate from an employee perspective. Results were integrated into the strategic plan to ensure that the plan was addressing foundational issues employees deemed critical to NSCC's success.

## Adopting the Plan

In February 2016, the NSCC board of trustees approved the final strategic plan. The plan will remain in living document that will guide each college department in their work for the next five years. The strategic planning committee is tasked with keeping our work centered on the plan, documenting progress toward goals and outcomes achieved.

The committee will continue to keep the board of trustees apprised on the progress of goals via regular presentations at board meetings.

*For information on our current work, the plan can be accessed on the NSCC website: [NorthwestState.edu/strategicplan](http://NorthwestState.edu/strategicplan).*



## TIMELINE

### **Background**

Since its inception over 40 years ago, Northwest State's leadership has planned strategically to guide its growth. In January 2009, Northwest State secured the services of Joel Lapin, consultant, to guide an environmental scanning process to gather data and identify trends affecting NSCC and our service area; the intended end result of this process was a strategic plan for the college.

Teams of faculty, staff and administrators were assembled to work on eight focus areas: Competition, Demographics, Economics, Education, Labor, Politics, Social Values/Lifestyle and Technology. These teams gathered data from a variety of sources, then analyzed this data to identify trends that were likely to affect NSCC in the next five to ten years. These trends were discussed and finalized by the environmental scanning group after a discussion of the trends and their implications with the wider campus community.

In early 2010, using the trends as a starting point, a group of NSCC employees and community members created recommendations for a vision statement, a mission statement and strategic goals. Based on the recommendations, the cabinet and board of trustees established goals.

### **Early 2014 —Strategic Planning Committee Assessed Prior Strategic Plan**

#### **March 2014—Initial Survey of Mission & Vision**

The committee reviewed the current mission and vision, and also surveyed the campus community and other stakeholders on their perception of the current mission and vision.

#### **April 2014—Compression Planning Consultant Secured**

#### **June 2014—Environmental Scanning Process**

The Strategic Planning Committee decided to conduct a new environmental scan, following the process set by the first scan. New teams were formed to investigate the same eight focus areas used in the previous scan, each including a member of the Strategic Planning Committee.

The methodology used was similar to the 2009 scan—team members validated the 2009 data, gathered additional data, analyzed it, and identified trends supported by the data. Data was collected and analyzed over the 2014 fall semester. Some of the trends from the previous scan were kept and modified, but in other cases previous trends were rejected based on more recent data.

#### **February 2015—Public Review & Comment of Environmental Scan**

A community forum was held to present the environmental scan to community and business stakeholders and to solicit their input. With the feedback from the community, the scanning teams and then the Strategic Planning Committee finalized the current set of trends.

#### **March 2015—Employees Provided Input to Environmental Scan**

#### **May 2015—Second Survey & Revised Mission and Vision Statements**

Results of campus surveys were used as a launching point for a series of compression planning sessions that resulted in the revision of the mission and vision statements, creation of values statements, and later generated a new set of strategic goals.



## **April-May 2015**

### **Developed Goals, Sub-goals and Strategies**

Goals for the strategic plan were determined through compression planning sessions conducted with participants from each council.

Group discussions were guided by the framework below.

Overall Purpose:

To create NSCC's new strategic plan.

Purpose of this Session:

To develop 3-5 strategies of the strategic plan to fulfill the mission of the college.

Non-Purpose of this Session:

Assign tasks

Determine specific goals or objectives

Key Questions:

1. What do we need to do to better serve students?
2. What do we need to do to improve functioning at NSCC?
3. What do we need to do to ensure NSCC's survival?
4. What do we need to do to become a first-choice institution?

"Working" goals were as follows:

Goal 1 - Serving students well.

Goal 2 - Develop, cultivate, and sustain a culture of value and respect

Goal 3 - Regional leadership through transformational partnership and education excellence

Goal 4 - Improve institutional effectiveness.

Potential strategies to accomplish each goal were brainstormed, ranked, and recorded.



### **September – October 2015**

#### **Developed Tactics and Tasks, Assigned Responsibilities, and Established Timelines**

Strategies for the strategic plan were determined through four compression planning sessions, each designed to address one of the four goals within the plan. All employees were invited to attend the compression planning session(s) of their choice. Group discussions were guided by the following framework:

##### **Overall Purpose:**

To create a strategic plan that will guide NSCC through the next three to five years.

To create a strategic plan that is embraced by the campus and community of NSCC and approved by the Board of Trustees.

##### **Purpose of this Session:**

To identify the most relevant means (tasks) in which to achieve our institutional goal.

To establish responsible parties, timeframe in which to complete, and the expected results of the aforementioned tasks.

##### **Non-Purpose of this Session:**

To develop new goals

To discuss personnel or budgetary constraints

To discuss contractual issues or negotiations

To break down tasks into too much detail

##### **Headers / Key Questions:**

How do we provide and promote exemplary programs?

How do we provide accessible and effective advising to students?

With a shared vision, how do we provide service that appreciates educational needs leading to student success and customer satisfaction?

##### **Key Session Deliverables / “Top Ideas”**

Groups brainstormed, then prioritized their top strategies, and determined the ideas that would best serve their stated purpose.

Following the planning sessions, sub-goals were presented to the councils for prioritization.



## **December 2015—Priority List Draft Presented to Board of Trustees**

### **February 2016—Board Approved Strategic Plan**

In February 2016, the NSCC Board of Trustees approved the following resolution to approve the college mission, vision, values and the 2016-2020 strategic plan:

WHEREAS, the current three-year strategic plan expired at the end of 2015; and

WHEREAS, during 2014 and 2015 a newly formed strategic planning committee began work to develop a new strategic plan; and

WHEREAS, this committee included representation from all college governance committees to ensure that the college community had a voice in the development of the plan; and

WHEREAS, an environmental scan was conducted to include community input; and

WHEREAS, the process of compression planning was used among committee members to reach consensus; and

WHEREAS, the Strategic Planning Committee will continue to monitor the progress of the new strategic plan; and

WHEREAS, the college community and the Board of Trustees have reviewed the recommendations from the strategic planning committee

NOW, THEREFORE BE IT RESOLVED that the Mission, Vision, Value Statements, and the 2016-2020 Strategic Plan for Northwest State Community College be adopted effective upon approval by the Board of Trustees.

### **March 2016—Implementation**

To ensure for accountability and monitoring of plan implementation, the Strategic Planning committee assigned a team leader for each goal to monitor and report how goals are being addressed. The action plan was placed on the website to ensure accessibility to the goals the status of the tactics and to ensure it remains a centralized, active document. The plan and its progress can be accessed at [NorthwestState.edu/strategicplan](http://NorthwestState.edu/strategicplan).

### **April 2016—Climate Survey Results Integrated Into Strategic Plan**

A cross-walk of the Strategic Plan and Climate Survey was completed, capturing the alignment between the two processes and strategies. Conducted in early 2015, the climate survey captured employee responses to questions, the answers to which diagnosed the organizational climate of NSCC toward the goal of optimizing maximum productivity in the organization.



# Mission, Vision & Values

## Mission

To serve by providing access to excellent and affordable education, training, and services that will improve the lives of individuals and strengthen communities.

## Vision

Northwest State Community College will be a leader in education that empowers individuals and communities.

## Values

*Integrity*—We believe that honesty, respect, and accountability are the basis of building trust.

*Learning*—We believe that the acquisition and application of knowledge is the key to success, and to that end, we provide access to greater opportunities through education, training and services.

*People*—We believe in the power of teamwork, bringing people of diverse backgrounds and communities together to excel.



# Goals & Objectives

## Goal 1:

**Create and maintain an environment encouraging excellence and success in all aspects of the student experience.**

### Sub-Goals & Tactics

- A. Provide accessible and effective advising to students.
  - 1. Create an advising center with appropriate resources.
  - 2. Clear completion plan/pathway for part-time students.
  - 3. Live Chat Advising.
  - 4. Create a step-by-step guide for students and employees, explaining services & how to use them most effectively.
- B. Enhance student learning and effective teaching.
  - 1. Improve and maintain curricular alignment.
  - 2. Assess institutional learning outcomes and make curricular changes based on results.
  - 3. Develop/improve co-curricular activities (student events and groups on campus).
  - 4. Students will receive timely and ongoing feedback on academic progress.
- C. Provide and promote exemplary programs
  - 1. Develop a consistent marketing/promotion pathway.
  - 2. Provide standards and support for program development.
  - 3. Develop and promote new outreach programs.
  - 4. Program accreditation from nationally recognized organizations in the discipline areas, such as ABET for Engineering Technology.
- D. Provide service that appreciates educational needs leading to student successes and customer satisfaction.
  - 1. Increase employees' understanding of NSCC processes and divisions, more effective internal communication.
  - 2. Have advisor listed on homepage of myNSCC with picture.
  - 3. Better inform adjuncts about NSCC services.
  - 4. Improved Customer Service.

# Goals & Objectives

## Goal 2:

Generate and invest in transformational partnership and educational opportunities for institutional growth.

### Sub-Goals & Tactics

- A. Build relationships with businesses, government, academics and community organizations through shared vision, goals and stewardship.
  - 1. Strengthen current relationships, and increase the number of collaborations between NSCC, K-12, H.E. and industry.
  - 2. Engage in the community through organizational involvement and services. (Ensure NSCC's involvement in: Economic Development, Rotary, Chamber of Commerce, etc.).
  - 3. Better utilize reciprocity agreements/capacity with border states.
  - 4. Build and sustain relationships with future/current/former students and families.
- B. Produce qualified candidates to meet area workforce needs.
  - 1. Create a standard for productive advisory committees that directly relates to the area workforce needs.
  - 2. Create / increase work experience (ie apprenticeships, co-ops and internships).
  - 3. Faculty "job shadow" industry counterparts, ensure professional development for our staff/faculty to be current with industry.
- C. Be the source of professional development and continuing education for our region.
  - 1. Promote available professional development opportunities internally and externally.
  - 2. Serve as a host site for professional development and promote this.

# Goals & Objectives

## Goal 3:

Develop, cultivate and sustain a culture of empowerment based on mutual respect and civility.

### Sub-Goals & Tactics

- A. Implement a plan to build equality and transparency, promoting the dignity and worth of all individuals.
  - 1. Restore relationships between administration and the union.
  - 2. Training on emotional intelligence and civility.
  - 3. Change HR from punitive to coaching model.
  - 4. Create an atmosphere where employees feel safe to present new ideas. Creating nurturing environment. Platform to launch ideas/ brainstorming.
- B. Design and offer employee development (i.e. cross training, employee interaction.)
  - 1. Create an Employee Lounge.
  - 2. Develop mentor programs.
  - 3. Showcase individuals at All-Campus Meetings.
  - 4. Institute leadership training at all levels.
- C. Build an expectation that all employees participate in one or more professional development experiences every year.
  - 1. Create a current list of professional development opportunities.
  - 2. Commitment to incorporate added value from professional development.
  - 3. Emphasize growth of talent. Build and sustain relationships with future/current/former students and families.

# Goals & Objectives

## Goal 4:

### Improve institutional effectiveness.

#### Sub-Goals & Tactics

- A. Base budget and decision making on critical analysis and sufficient research including feedback from all stakeholders.
  - 1. Invest in Institutional Researcher.
  - 2. Integrated planning process for entire college to est. academic priority—Example: Utilize Quality Matters across campus.
  - 3. Gain a better understanding of budget process—State/Local/Internal.
  - 4. Annual review of the Strategic Plan Prior to budget development.
- B. Examine our internal processes to improve efficiency and effectiveness (LEAN).
  - 1. Demonstrate follow-through (Kaison) decisions and application of decisions, share/illustrate LEAN progress—dashboarding.
  - 2. Address safety as a key foundational issue / consider all sites of NSCC.
  - 3. Ensure all interested employees have access to LEAN training.
- C. Utilize our governance system effectively.
  - 1. Incorporate an expectation of committee/governance involvement in performance evaluations.
  - 2. Renew/increased campus commitment to governance system in decision making.
  - 3. Utilize governance system to provide training snips / 10 minutes etc. various types.
  - 4. Better utilize the established budget committee process.

*“A good strategic plan will anticipate the future needs of our students and region while at the same time ensuring that the College operates efficiently and within the guidelines set forth by the State of Ohio and the Higher Learning Commission. Northwest State is committed to being an integral part of providing high quality education and training that meets the educational goals of students and provides a trained workforce prepared to support the businesses in our region.”*

*~ President Tom Stuckey*



# Trends Statements

**Each environmental scan team conducted research to determine current trends that have the potential to impact NSCC's future. Key trends identified are as follows:**

### Competition

#### Trend Statement #1

Due to increasing demands on a student's time (both traditional and non-traditional), more students in the last seven years are choosing an online option to satisfy their educational goals.

#### Trend Statement #2

Community and technical colleges are becoming more vulnerable to competition from "for-profit" institutions.

#### Trend Statement #3

More students are enrolling in community colleges due to increased return on investment (ROI) and as a stepping stone or as a fall back (late registration) as opposed to choosing a four-year school.

#### Trend Statement #4

Due to the lack of state funding, community colleges are in competition with other non-profits and four-year universities in search of charitable gifts and building a culture of philanthropy.

#### Trend Statement #5

The demand for short-term, customized, on-site training is growing with onsite multiple training providers.

#### Trend Statement #6

Community colleges are in competition with other businesses and four-year degree institutions to attract and retain employees.

### Demographics

#### Trend Statement #1 – Net Migration

Based on the most recent state of Ohio population estimate (2013), Ohio has experienced a positive net migration since 2010. The annualized percent change over this time period was +.09%. Northwest Ohio's seven counties experienced an overall -.84% net migration rate during the same timeframe.

#### Trend Statement #2 – Age Trends

For the NSCC six-county service area: In a comparison between the current 2014 population and the projected population for 2024, the number of persons in all age groups 29 and under is expected to decline. There is an expected increase in median age as well as an increase in the population 65 and older.

#### Trend Statement #3 – Hispanic/Latinos

The Hispanic/Latino population currently comprises 3.4% of Ohio's total population, or more than 350,000 people. Between 2000 and 2010, the Hispanic population has increased by 63.4%. When compared to data from 1980, the Hispanic population has nearly tripled, and is projected to continue to increase.

The north and northwest counties of Ohio reflect the highest percentages of Hispanics in proportion to the general population. Several counties in the NSCC service region rank among the highest in the state.

#### Trend Statement #4 – Educational Attainment

In the six-county area for 2008-2012, the percentage of persons who had attained an associate degree slightly exceeded the state and national percentage.

In the six-county area for 2008-2012, the percentage of persons who had attained a bachelor's or graduate degree was comparatively less than the state and national percentage.

### Economics

#### Trend Statement #1

Manufacturing employs nearly one in three (30%) of the workforce in the northwest Ohio six-county area. The wages associated with manufacturing have increased by over 20% in the past 15 years. The northwest Ohio manufacturing sector is diverse in the types of products manufactured.



#### Trend Statement #2

The housing market in northwest Ohio is improving. The foreclosure rate has improved and at the same time northwest Ohio has seen an increase in existing home sales. The vacancy rate in northwest Ohio tends to run below the state average.

#### Trend Statement #3

The per capita personal income percent in the college's service region has increased steadily and will continue to increase over the next five years as compared to the state of Ohio. The Northwest State student loan default rate, which has been trending over 20% is likely to decrease.

#### Trend Statement #4

Agriculture is a vital part of our local economy with more than  $\frac{3}{4}$  of all land in the college service area being prime agriculture land producing more than 20% of taxable value of real property. Food and Agriculture combined rank as the number one industry in the state of Ohio with one in seven people involved in agriculture-related jobs.

### Education

#### Trend Statement #1

Currently the State has seen a decrease in community college enrollment from 2010 (211,260) to 2012 (192,930). The overall decrease from 2011 to 2012 is 6% for community colleges in the State. Northwest State Community College has seen a decrease in enrollment from 2010 (5,238) to 2012 (4,296) and an overall decrease from 2010-2012 of 4%.

#### Trend Statement #2

In Ohio from fiscal year 2002 through fiscal year 2011, the average cost of instruction per full-time equivalent has increased 11.7%. This figure has not been adjusted for inflation. The adjusted for inflation average cost of instruction per full-time equivalent for community colleges in the State has dropped 12.9%. Full-Time Equivalent Enrollment at Northwest State Community College increased by 14% from 2004 to 2013, increased by 10% from 2008 to 2013, but dropped by 12% from 2012-2013.

#### Trend Statement #3

In addition to their continued emphasis on the importance of creating and assessing learning outcomes, the Higher Learning Commission requires institutions to collect, analyze, and use data on student retention, persistence, and completion.

#### Trend Statement #4

Ohio's community colleges are expected to be more accountable to students, high schools, potential employers of students, and four-year colleges

#### Trend Statement #5

Following the Ohio Board of Regents Strategic Plan for Higher Education 2008-2017 Community Colleges will continue to play a predominate role in educating Ohio's students. Community Colleges will be expected to offer low cost, accessible, opportunities for individuals to obtain high quality certificates, degrees, and transferable credit. These individuals include those possessing a high school diploma or GED, as well as any high school student meeting certain academic requirements.

#### Trend Statement #6

New legislation in the state of Ohio (College Credit Plus) emphasizes earning college credit while still in high school, student preparedness for college and achieving college degrees and certificates in a timely manner. Community colleges will be accountable to increasing numbers of early admit students, high schools, career and technical centers and transfer colleges beginning in the fall of 2015.

#### Trend Statement #7

Demand for Science, Technology, Engineering and Math education will thrust the College into a leadership role in Northwest Ohio. Statewide initiatives from the Ohio Board for Regents as well as the national focus on increasing associate and bachelor degree attainment in STEM will impact NSCC. High schools, economic developers, employers, and workforce development agencies will seek partnerships to educate training providers and educate the workforce for the future of northwest Ohio.

### Labor

#### Trend Statement #1

The workforce in the next three to five years is likely to become older but workforce diversity in gender & ethnicity will likely remain unchanged across the primary industries. Gender representation in the workforce for our area has seen little change over the last decade.

#### Trend Statement #2

The future of the workforce in our 6-county area will need to adopt a culture of continual education. As jobs continue to change through automation and process improvements, employees need to adapt and continue to learn new skills in order for their employers to be able to compete in a global market.

# Trends Statements—Continued

**Trend Statement #3**

There will continue to be a demand in our region for highly skilled occupations requiring post-secondary education and a critical demand for education and training of local area employees.

**Trend Statement #4**

Now and in the near future the local economy will be experiencing slow recovery as salaries are not adjusted for inflation. The labor force participation rate is declining. This will have an overall negative impact on the local economy.

**Trend Statement #5**

With unemployment rates going down and the economy slowly recovering, there will be a decline in number of local area students going to college further reducing the enrollments into traditional programs at community colleges.

**Political****Trend Statement #1**

Although general voting trends in Ohio in 2008 shifted towards favoring Democrats, voting patterns in our service area counties favored Republicans and have continued to do so. Voting trends in the rest of the state have shifted back towards favoring Republicans.

**Trend Statement #2**

Recent legislation and funding indicates a strong orientation towards encouraging workforce development in Ohio's higher education system. This is fed by a similar nationwide trend.

**Trend Statement #3**

Recent legislation and changes to the state's higher education funding formula indicate a strong movement towards increased credentialing in Ohio's higher education system.

**Trend Statement #4**

There is increasing pressure from state legislators to lower costs to students at Ohio colleges and universities.

**Developing Issue #1**

President Obama has announced a proposal called America's College Promise that would make two years of community college tuition free to qualifying students. This is similar to a program already implemented in Tennessee.

**Social Values / Lifestyles**

**Trend Statement #1** - The largest generation in US history (Millennials) has a lifestyle differing previous generations.

**Trend Statement #2** - Student debt continues to increase.

**Trend Statement #3** - National attitudes toward higher education remain positive.

**Technology****Trend Statement #1**

The use of smarter personal devices and more portable devices (e.g., smart phone, tablets, laptops, etc.) that provide users with seamless access to the Internet for a variety of purposes including education (Khan academy, iTunes Education, etc.), entertainment (YouTube, twitch, etc.) and social media (Facebook, LinkedIn, Twitter) will continue to increase significantly in the next 3-5 years. Students are expecting education to keep up with their changing wants and needs.

**Trend Statement #2**

Educational institution applications (apps) will become more desirable at college institutions, with the upcoming generation desiring quicker and easier access to education. Applications are an approach that more educational institutions are trying to incorporate to their students' college experience, as the saying goes "there's an app for that."

**Trend Statement #3**

Students demand access to a greater number of courses online because of the convenience associated with not having to travel to campus at a designated time. This trend is expected to continue in the next 3-5 years.

Younger students have become more "tech savvy" and along with this their attention spans have changed.

Online education will have to adapt to support these upcoming students while addressing the need to bridge the technological generational gap.

#### Trend Statement #4

Using the internet to access information and common applications will continue to increase for the foreseeable future. This removes local control of common Information Technology (IT) threats such as viruses, worms and trojans, to more challenging remote resources which are commonly referred to as "cloud based" information. The challenge over the next 3 to 5 years is not only protection from the typical malicious risks, but also privacy concerns because the resources are being made available through the publicly available cloud and not protected by the more traditional local systems.



# Participants

## Strategic Planning Committee Members

### 2014 - 2015

Allen Berres, Faculty Council  
 Mike Black, Administrative Council (succeeded Levi Good)  
 Gretchen Boose, Faculty Council  
 Marsha Buehrer, Staff Council  
 Dan Burklo, Administrative Council  
 Julie Curry, Staff Council  
 Colin Doolittle, Faculty Council  
 Levi Good, Administrative Council (succeeded by Mike Black)  
 Todd Hernandez, Cabinet  
 Cindy Krueger, Cabinet  
 Deb Mignin, Faculty Council  
 Brigitte Odenthal, Staff Council  
 Bev Robinson, Staff Council  
 Melissa Rupp, Administrative Council  
 Ashley Shackow, Student  
 Tom Stuckey, Cabinet  
 Robbin Wilcox, Administrative Council

## Environmental Scan Members June – December 2014

### Economics:

Jim Drewes, Juan Gonzalez, Tami Norris, Melissa Rupp (facilitator)

### Education:

Gretchen Boose, Dan Burklo (facilitator), Melissa Faber, Andrew Kozal, Amanda Potts, Beverly Robinson

### Political:

Allen Berres (facilitator), Connie Klingshirn, Sandie Markley-Dick, Barry VonDeylen

### Labor:

Lori Bird, Todd Hernandez, Brigitte Odenthal (facilitator),

Laurie Storrer

### Competition:

Linda Arnold, Lisa Becher, Gretchen Boose (co-facilitator), Renee Bostelman, Cheryl Geer, Lana Snider, Ashley Schackow, Robbin Wilcox (co-facilitator)

### Demographics:

Carrie Baynes, Mary Kruse, Debra Mignin (facilitator), Lori Robison, Kristi Rotroff

### Social Values / Lifestyle:

Michael Black (facilitator, preceded by Levi Good), Dawn Hauter

### Technology:

Lisa Aschemeier, Brianna Bartley, Julie Curry, Colin Doolittle (facilitator), Mike Kwaitkowski, Roger Spears, Kemp Stapleton

## Community Compression

### Planning Participants

#### February 2015

Sandra Barber, Fulton Co. Recorder  
 Julie Barnes, BGSU  
 Kim Bordenkircher, Henry Co. Hospital  
 Kerrie Carte, WSOS  
 Gary Cates, Ohio Board of Regents  
 Matthew Davis, WEDCO  
 Andrea DelaRoca, Catholic Charities  
 Sue Derck, Antwerp Insurance Co., Trustee  
 Randy Derck, Antwerp Insurance Co.  
 Jim Drewes, NSCC  
 Jeffrey Erb, Saneholtz-McKarns, Inc., Trustee  
 Marc Fruth, Sauder Woodworking  
 Kerri Gearhart, NWO ESC  
 Robert Hall  
 Todd Hernandez, NSCC  
 Nathan Jaqua  
 Doug Johnson, City of Bryan  
 Jamilah Jones Tucker, Ohio Board of Regents

Staci Kaufman, Vantage Career Center

Rev. Dale Kern, St. John Lutheran Church, Stryker

Cindy Krueger, NSCC  
 Charles Lehnert, University of Toledo

Dave Lersch, Miller Brothers Construction

Steve McCoy, Fulton Co. Health Center

Dennis Miller, Maumee Valley Planning Organization

Ryan Miller, The State Bank & Trust Co.

Nicki Moser, Spangler Candy Company

Stacey Pickens, Job & Family Services

Judy Preston, Ohio Means Jobs, Williams Co.

Peter Pritchard, Vantage Career Center

Eric Richer, Ohio State University Extension, Fulton Co.

AJ Saneholtz, Saneholtz-McKarns, Inc.

Shelia Santiago, Archbold Container Corp.

Paul Siebenmorgen, F&M State Bank, Trustee

Sarah Smith, Van Wert Economic Development

Kathy Soards, NSCC  
 Don Spohler, NSCC (retired)

Tom Stuckey, NSCC  
 Ken Wetstein, Defiance College

Tori Williams  
 John Wilson, Retired Business/Education

Mari Yoder, NSCC

Jane Zachrich, Hicksville Hospital

Jerry Zielke, Paulding Co. Economic Development

**Compression Planning  
Participants**

**Main Strategy Development  
April - May 2015**

Mike Black, Administrative Council  
Gretchen Boose, Faculty Council  
Marsha Buehrer, Staff Council  
Julie Curry, Staff Council  
Colin Doolittle, Faculty Council  
Todd Hernandez, Administrative  
Council  
Cindy Krueger, Cabinet  
Deb Mignin, Faculty Council  
Bev Robinson, Staff Council  
Ashley Shackow, Student  
Tom Stuckey, Cabinet  
Robbin Wilcox, Administrative  
Council

*Facilitators:*

Allen Berres, Faculty Council  
Dan Burklo, Administrative  
Council  
Brigitte Odenthal, Staff Council  
Melissa Rupp, Administrative  
Council

**Compression Planning  
Participants**

**September 11, 2015**

**“Create and maintain an  
environment encouraging  
excellence and success in all  
aspects of the student  
experience.”**

Lisa Aschemeier, Brianna Bartley,  
Megan Batt, Carrie Baynes, Allen  
Berres, Lori Bird, Gretchen Boose,  
Renee Bostelman, Dan Burklo,  
David Conover, Lynda Cramer, Julie  
Curry, Martha Dennison, Colin  
Doolittle, Debra Fortney, Misty  
Graham, Jim Hoops, Terry King,  
Janet Koeplinger, Andy Kozal,  
Marianna Malek, Deb Mignin,  
Andrea Morrow, Brigitte Odenthal,  
Von Plessner, Amanda Potts,  
Kristen Rausch, Cherie Rix, Bev  
Robinson, Lori Robison, Kristi  
Rotroff, Melissa Rupp, Christina  
Schwiebert, Ed Singer, Sarah  
Stubblefield, Robbin Wilcox, Amber  
Yocom, Mari Yoder

*Facilitators:* Allen Berres, Dan  
Burklo, Brigitte Odenthal, Melissa  
Rupp

**Compression Planning  
Participants**

**September 18, 2015**

**“Generate and invest in  
transformational partnerships and  
educational opportunities.”**

Megan Batt, Carrie Baynes, Mike  
Black, Dan Burklo, Julie Gilgenbach,  
Juan Gonzales, Misty Graham, Todd  
Hernandez, Terry King, Cindy  
Krueger, Marianna Malek, Andrea  
Morrow, Brigitte Odenthal, Cassie  
Rickenberg, Bev Robinson, Lori  
Robison, Melissa Rupp, Tom  
Stuckey, Jill VanHorn, Mindy  
Wenzlick, Robbin Wilcox

*Facilitators:* Dan Burklo, Brigitte  
Odenthal, Melissa Rupp

**Compression Planning  
Participants**

**September 25, 2015**

**“Develop, cultivate and sustain  
a culture of empowerment  
based on mutual respect and  
civility.”**

Patti Altman, Linda Arnold,  
Megan Batt, Carrie Baynes, Lisa  
Becher, Allen Berres, Lori Bird,  
Lori Boecker, Marsha Buehrer,  
Dan Burklo, Julie Curry, Debra  
Fortney, Misty Graham, Todd  
Hernandez, Jim Hoops, Sherry  
Howard, Janet Koeplinger, Mary  
Kruse, Deb Mignin, Andrea  
Morrow, Brigitte Odenthal, Von  
Plessner, Amanda Potts, Kristen  
Rausch, Jason Rickenberg,  
Cassie Rickenberg, Cherrie Rix,  
Bev Robinson, Ron Scozzari, Ed  
Singer, Lana Snider, Kathy  
Soards, Larry Zachrich

*Facilitators:* Allen Berres, Dan  
Burklo, Brigitte Odenthal

**Compression Planning  
Participants**

**October 2, 2015**

**“Improve institutional  
effectiveness.”**

Linda Arnold, Lisa Aschemeier,  
Megan Batt, Lori Bird, Gretchen  
Boose, Renee Bostelman, Dan  
Burklo, Dave Conover, Julie  
Curry, Martha Dennison, Colin  
Doolittle, Jim Hoops, Terry King,  
Connie Klingshirn, Janet  
Koeplinger, Deb Mignin, Brigitte  
Odenthal, Von Plessner, Cassie  
Rickenberg, Melissa Rupp, Ed  
Singer, Lana Snider, Sarah  
Stubblefield, Jean Sullivan,  
Wendy Walters

*Facilitators:* Dan Burklo, Brigitte  
Odenthal, Melissa Rupp, Lana  
Snider



