

# President's Report to the **BOARD OF TRUSTEES**



**SOUTHERN STATE**  
COMMUNITY COLLEGE

JUNE 2024 | DR. NICOLE ROADES, PRESIDENT

## Ohio Governor DeWine Hosts Trustees Conference

On June 5, 2024, Board Chairperson Cummings and Trustee Milstead joined me in Columbus for the annual Governor's Trustee Conference. Highlighting that Boards of Trustees are statutorily authorized governing entities with considerable influence and responsibility, the Conference emphasized financial oversight, effective board conduct, legislative priorities, national trends in higher education, and academic program review and alignment.

In addition to his recognition of "false battles" circulating Ohio, such as those around valuing career programs over the Humanities and the favor of one sector of education over another, Governor DeWine made five specific requests:

1. Graduate our students
2. Use good data to report outcomes (graduation, transfer, and job placement)
3. Place a good leader over the institution
4. Trustees should ask more questions. Look at the big picture.
5. Figure out our role in online education and what it means for the institution

A central theme of "unprecedented times" was communicated among conference presenters. Additionally, difficult realities about change, the future of higher education, and long-term sustainability were addressed. I chose to include a printed copy of the Ernst & Young presentation on Financial Oversight as well as the Program Review and Alignment presentation from Youngstown State in your packet; however, handouts for the other presentations are available at this link <https://highered.ohio.gov/about/ohios-campuses/trustees/2024-trustees>.

## Follett Strategic Partnership Review | Spring 2024

Campus Follett Store Manager, **Beth Ewry**, met with **Dr. Erika Goodwin** and I earlier this spring to provide an annual Southern State/Follett partnership review. Among the many topics discussed, Ewry shared specific highlights regarding Follett's support of Southern State's efforts to improve textbook affordability. A central tenant of this effort is faculty textbook adoption and inclusive access (IA) texts. For the Spring 2024 term, new IA adoptions resulted in student

savings of \$68,289. The 23 textbook adoptions impacted 92 course sections compared to only 9 sections last spring. Many thanks to Ms. Ewry for supporting the College's goals to improve textbook affordability and for her gracious and patient guidance in helping faculty make selections that best fulfill learning outcomes and support instruction. Other highlights included customer service highlights and future strategies to grow campus engagement.

## Strategic Ohio Council for Higher Education (SOCHE) Recognizes Excellence

SOCHE recently announced the Excellence Award winners from across 18 member institutions. Nominated by the College's academic and human resource executives, the selection was limited to faculty and staff members. Faculty candidates were selected based on demonstrated teaching, service, and/or scholarship excellence. Similarly, staff nominees were considered based on demonstrated excellence in student success, service, and/or assessment. The Campus Impact Award rested on performance positively impacting the school or campus.

The profiles of Southern State's Excellence Awardees are included as an attachment to this report and highlight **Lauri Bolitho**, Admissions Specialist, Student Affairs; **Charlie Gorman**, Adjunct Professor, Department of Human and Social Services; and **Loren O'Cull**, Facilities Manager, Maintenance Department.

## Ohio Code Scholar Program Hosted Second Annual Student Showcase

As reported in the May 2024 President's Report, the College was expecting nearly 500 students, teachers, volunteers, and special guests on campus for the second annual end-of-year celebration of those involved in the Ohio Code Scholar (OCS) project. The event exceeded expectations, and many reported that it was another excellent experience for students to demonstrate their learning and showcase their coding expertise.

The 2024 celebration focused on fighting 3D-printed robots that the students coded to perform battles, navigate obstacle courses, and speed down race tracks. The projects incorporated coding in the building of the robots. The main battle featured a North versus South bracket with one robot representing each school. Students not participating in the main battle tested their robot's skills in speed and agility at other stations.

Notable friends and supporters including **Ohio Senator Shane Wilkin** (17<sup>th</sup> District), **Chancellor Mike Duffey** of the Ohio Department of Higher Education, representatives from

the **TSJ Foundation**, Highland County **Commissioner Brad Roades**, Highland County Economic Development **Director Julie Bolendar**, as well as several of the region's K-12 administrators, visited throughout the day to learn and support the students and the program. The day concluded with an awards ceremony, where plaques were awarded to those in the main battle, Best in Design, Best in Operations, and the Shane Shope Perseverance Award. The OCS program is in year three of a five-year proposed funding plan.

Special recognition is extended to the many volunteers and supporters who made this event possible, particularly student mentors **Cole Newsome, Tyler Havens, Kayla Bradshaw, and** guest student helpers from Ohio State University. Special thanks to **Elizabeth Burkard, Lisa Hord, Ally Osman, and Kaylynn Bell** for their assistance in coordinating and running the event. Finally, thanks to computer science professor **Dr. Josh Montgomery** and his dependable colleague and event organizer, **Mrs. Amy McClellan**.

### Four Southern State Students Named to the All-Ohio Academic Team

The Ohio All-Academic Team, supported by the Ohio Association of Community College (OACC) and Phi Theta Kappa (PTK) national honor society, acknowledges high-achieving students from Ohio's 23 community colleges. The awards are tiered by first, second, and third-team monetary recognition. Southern State was pleased to have four students among the 56 honored across Ohio this year. The recipients were Madison Curtis of Highland County, Alyk Lippincott of Clinton County, Miranda McClurg of Fayette County, and Jenna Rhoades of Highland County. The news release announcing these honorees is included in your packet.

### President's Activities and Involvement

Since my last report, I have been involved in the following meetings, calls, and events:

- Meeting with Fayette Co. Commissioners | Community College Awareness Month
- Quarterly SSCC Foundation Board Meeting
- SSCC's Associate Degree Nursing (ADN) Pinning Ceremony
- SSCC Faculty Senate Meeting
- President's Dinner and SSCC's Commencement Ceremony
- Ohio Code Scholar's Event
- SOCHE Executive Board of Trustees Meeting
- Lunch with Past SSCC President
- The Basics of Gainful Employment and Financial Value Transparency Webinar
- OACC Presidents' Bi-Weekly Meetings

- Cyber Skills for Full Cohort 3 Monthly Meeting
- Highland County Chamber of Commerce Annual Meeting
- Meeting with Tech Solve Representative
- Meeting with Finance Committee Representatives (*unofficial*)
- American Council on Education Webinar: The Future of Student Success
- Highland County Chamber of Commerce Board Meeting
- OACC Presidents' Virtual Meeting with Senator Cirino
- Highland County Workforce Leadership Council Meeting
- STEEL Conference Planning Meeting
- Call with Graduation Alliance Representative
- Call with BHDP Representative
- Meeting with Hecate Representatives re: Solar in Highland County
- Meeting with Seal-Tite Representatives
- McCarty Associates Ribbon Cutting
- Campus Tour and Meeting with Field Representative for Cong. Brad Wenstrup
- Highland Co. Chamber of Commerce & Visitor's Bureau Open House & Ribbon Cutting
- ODHE/Governor's Trustee Conference
- OACC Governing Board Meeting
- Meeting with TPMA, Inc. Representatives
- Community Colleges of Appalachia (CCA) Spring Conference | Asheville, NC

## ACADEMIC AND STUDENT AFFAIRS

### ACADEMIC AFFAIRS

The Summer 2024 term is up and running. Different delivery methods of the courses make up the following percentage of courses for the term.

MODALITY	PERCENTAGE
Online Courses	69%
Face-to-Face Courses	26%
Hybrid	3%
Virtual	2%

The most popular summer courses are English Composition 2, History, Sociology, Philosophy, and Psychology.

### VA Audit Conducted

SSCC was notified on May 29 that it was scheduled to participate in the Department of Veterans Affairs (VA) 2024 fiscal year compliance survey of VA beneficiary records. Saint George Consulting will be conducting an on-site education compliance survey visit on behalf of The Department of Veteran Affairs on June 11.

The Department of Veterans Affairs conducts compliance surveys to ensure that approved programs adhere to all applicable provisions of Title 38 United States Code (USC). The compliance survey review also allows the VA to identify discrepancies and assist facility officials in better understanding their responsibilities and the procedural requirements of the VA. Our Registrar, **Amanda Thompson**, will lead the VA audit.

### LMS Administration Moved to Student Affairs

In a strategic effort to enhance alignment between Academic and Student Affairs and increase operational efficiency, **Cathy Zile**, our Learning Management System (LMS) Administrator, has transitioned to the Student Affairs department, reporting to **Dr. Jessica Wise**. Cathy will continue to manage all LMS administration and technical issues and provide dedicated support for student LMS concerns. We express appreciation to **Cathy Zile** for covering additional responsibilities this past month as well.

**Dr. Angel Mootispaw**, our Director of Instructional Technology, will continue to lead our distance education initiatives, oversee all instructional design, and provide faculty support. Additionally, Dr. Mootispaw will continue to serve as the Quality Matters® Coordinator, leading quality assurance reviews and implementing QM standards in our course designs.

This realignment is designed to streamline our processes, improve communication, and create a more cohesive support system.

### Instructional Technology

Work has focused on updating yearly software agreements, developing new joint-ownership courses, initiating Quality Matters reviews for courses, and LMS template uploads and configurations.

### OACC Program Improvement Process for Equity (PIPE) Showcase

In mid-May, **Dr. Jeff Montgomery**, **Dr. Jessica Wise**, and **Dr. Erika Goodwin** attended the showcase at Clark State College to present their research and proposed plan to recruit more women into computer technology programs. The project was led by **Dr. Jeff Montgomery**, who presented at the showcase, and Data and Research Manager, **Jessica Steadman** was also part of the SSCC PIPE project team. SSCC received a \$5,000 grant for the project. Eleven Ohio community colleges participated in the program/grant.

### The Transfer Promise – SSCC Transfer Agreements

The Ohio Transfer Promise is a comprehensive statewide transfer agreement that provides students of public institutions with a guarantee of transferable coursework on degree pathways within the State system. The holistic approach helps students identify and follow degree pathways to career goals while avoiding unnecessary credit duplication between institutions. This allows for a focused and seamless institutional transition without additional course evaluation.

SSCC has partnership alignments with all 13 state bachelor's degree institutions, as well as with 16 independent institutions. The Nursing (ASN) program has 13 partnership pathways for RN to BSN. Detailed information on alignments is outlined on the SSCC webpage, Transfer Resources (<https://www.sccc.edu/academics/transfer/index.shtml>).

### 2024 Title IX (U.S. Dept. of Education Nondiscrimination Policy)

Updates to the US Department of Education Title IX policy on sex-based non-discrimination in Education programs were released on April 26. These regulatory amendment changes, effective August 1, clarify sex discrimination based on sex stereotypes, sex-based characteristics, pregnancy or related conditions, sexual orientation, and gender identity. Updated SSCC policies will be presented later for approval.

## Health Sciences

### ADN Program

The May 2024 graduates have been extremely appreciative of the Barrere scholarships that funded NCLEX-RN, RN licensure, and background check fees. Graduates often struggle to pay

the fees and the availability of the scholarships supported earlier licensure and entry to the workforce. Enrollment for Fall 2024 was lower than expected during the initial application period. The Health Science Navigator, **Meg Storrs**, and the Learning Services Center with other partners developed processes to assist potential applicants to develop and complete a work plan to obtain the level of readiness including academic and personal resources to support application. The students assisted obtained positive results and the incoming Fall 2024 slots are filled. Efforts now include facilitating success for the Fall 2025 entering students.

### PN Program

The December 2023 graduates have a first-time NLCEX-PN pass rate of 94.44%. Eleven of the 18 graduates entered the ADN Transition Pathway during Summer 2024 semester. The volume of Laurel Oaks students entering the January cohorts has increased with 2 in 2023, 3 in 2024, and a projected entry of 7 or higher for 2025. There is a high volume of adult student interest for the January 2025 entering cohort. It is expected that the cohort will be filled.

### STNA Program

Ongoing planning in partnership with Hillsboro High School is in progress with 6 students planning to complete the STNA Program during the coming academic year. Additional enrollment is expected in the next few weeks. Interest in the STNA Program continues to increase for adult students, as well. Processes are in place to support direct referrals from OhioMeansJobs requiring an increase in the volume of offerings. The Health Science Navigator and the Adult Opportunity Center (AOC) are working to assist students in finding the best pathway for their unique needs. An increase in enrollment in the STNA Program and those pursuing a GED has been noted.

## STUDENT AFFAIRS

With the resignation of our Brown Campus academic advisor, **Michelle Callender** has been dividing her time between Central and Brown Campuses. The two remaining advisors are working hard to fill in the gaps and continue with consistent customer service for students. Kudos to our advisors, **Michelle Callender** and **Paula Campagna**, for their determination to organize and manage their time during this transition period while continuing to provide quality service to students.

## Accessibility & Learning Services

### Accessibility Services (AS)

- 20 students are currently registered with Accessibility Services (others in process)
- Have proctored 5 AS exams this term
- Through a partnership with Opportunities for Ohioans with Disabilities (OOD), we have received significant financial support for Hard of Hearing and Hearing-Impaired students in SSCC's Truck Driving Academy. OOD has supplied close to \$25,000 in funds to cover interpreting costs for these students for in-class and hands-on training and communication.
- Learning Services and Accessibility Coordinator, **Ryan Hall**, continues to attend the Ohio Secretary of State's Accessibility Advisory Board's monthly meeting, as the Board is helping new leadership move forward.

### Learning Services (LS)

- Tutors/Coaches have had 50+ tutoring sessions with students since the start of the Summer term. Since there are fewer students enrolled in the Summer term, our tutoring demand is less than during the Fall or Spring terms.
- We have two Peer Academic Mentors (PAMs) assisting with Learning Services this Summer term.
- Between PAMs and Academic Coaches, we are able to offer approx. 70 hours of tutoring services available each week to students (serving both campuses and online students).
- Work is being done with Academic Coaches on developing and launching short tutorial videos on a variety of subjects, specifically Math and English. Four videos have been completed and our Marketing team is assisting with branding and editing before videos are posted online. These videos are designed to help students 'brush up' on subjects quickly and can supplement tutoring and coaching services.

## Financial Aid

STUDENT CONTACT METHOD	CONTACT IN MAY 2024
Emails to <a href="mailto:financialaid@sscc.edu">financialaid@sscc.edu</a>	169
Phone calls to FA phone x2515	506



- 33 New FAFSAs were processed for the Summer 2024 semester.
- 163 New FAFSAs processed for the 24-25 academic year. A total of 829 FAFSAs have been processed for the upcoming school year. That is 52 less than processed at this time last year (6% decrease), which is better than the national average of 24.3%.
- The Financial Aid Office will begin awarding Summer aid the week of June 17.
- The 2024 NASFAA Virtual Conference will be held July 8-11. SSCC is registered and anyone interested in attending the sessions is more than welcome to join.
- Events that *Financial Aid* participated in during May:
  - Engineering Open House
  - Central Campus Orientation
  - Brown County Campus Orientation
  - Net Partner Training Sessions

## Records | Registrar

### Degrees Conferred

The Spring semester ended on Saturday, May 4. A total of 164 degrees, 18 certificates, and 21 less-than-1-year (LT1) certifications were successfully completed.

Degrees   Certificates	Conferred: 5/4/2024	Conferred: 5/6/2023
AA – Associate of Arts Degree	32	47
AS – Associate of Science Degree	48	25
AAB – Associate of Applied Business Degree	19	20
AAS – Associate of Applied Science Degree	65	60
ATS – Associate of Technical Studies Degree	0	0
Certificates	18	1
<b>TOTAL</b>	182	153

Less-Than-1 Year Certifications	
Phlebotomy Training	4
Police Academy	0
Real Estate	17

### Amazon Career Choice School

This Summer semester is the third term with SSCC as an Amazon Career Choice-approved school. We have had a total of 9 students use the funding during the 2023-2024 academic year receiving over \$23,000 in tuition benefits.

### People in the News

Computer Science Associate Professor **Dr. Josh Montgomery** and his MiniDomes are included in the recently released IMAX movie, "Superhuman Body". The movie was released in April 2024 and was featured at multiple IMAX theaters including the Smithsonian. Check out more information on the movie at Super Human Body: <https://superhumanbodyfilm.com>. Congratulations to Josh!

On May 1, **Dr. Josh Montgomery** organized a STEM MiniDome Celebration Day at the Center of Science and Industry (COSI) in Columbus for students. Students from Reynoldsburg and Zane Trace participated in the day's activities. Dr. Montgomery kicked off the event, followed by Eric Jacobs with the TSJ Foundation. Other special guests included Jason Messick with COSI and Dr. Ayanna Howard with The Ohio State University.

Associate Professor of English, **Jeff Wallace**, has had a paper, "Echoes of Tradition: Uninterpreted Readings of Three Folk Tales from Appalachia and Romania," selected to be presented at the Appalachian/Carpathian International Mountain Conference, which will be held in Cluj-Napoca and Roşia Montana, Romania on October 15-18. Congratulations to Jeff!

## INFORMATION TECHNOLOGY AND INFRASTRUCTURE

### Highland County Campus Restroom Renovation

Restroom renovations in the Annex building are progressing well and are nearing completion. We have completed inspections and are now waiting for a few components with extended lead times to arrive before reopening.

### Highland County Campus HVAC Renovation

Southern State continues working with Heapy Engineering and the Ohio Facilities Construction Commission (OFCC) on the HVAC renovation project's initial criteria and RFQ stages throughout the Hillsboro campus. The College is seeking bids from several manufacturers for a replacement cooling tower to be installed by the eventual Design-Build contractor.

### Spring Cybersecurity Training

One hundred sixty-three employees completed cyber security training during the Spring semester of 2024. The topics included the fundamentals of personally identifiable information (PII) and Generative AI Tools used for phishing and scams. Special thanks to **Tyler Bick** (Technology Coordinator) for continually managing and tracking user training.

## WORKFORCE DEVELOPMENT

### Grants

#### ASPIRE

The AOC staff is preparing to host our 35<sup>th</sup> Annual Recognition Ceremony, which will take place on June 13, at 6:30 p.m. at Central Campus. This will be a combined Adult Opportunity Center and Graduation Alliance 22+ event that recognizes the accomplishments of our students. A Friend of the Program award will be presented to the New Vienna Lions Club this year, and an Honored Volunteer award will be presented to Mike and Cathy Shanahan. A reception will be held for the graduates, families, and friends following the program. We invite all Board Members to join us for the Recognition.

Plans are progressing to open an Aspire corrections class at the Clermont County Jail in July. Captain Darrin Stallworth and **Susan Armstrong** have been meeting to discuss the partnership's details. Inmates must apply to attend the class, desire to earn a GED, and be scheduled to reenter the community within five years.

The state tentatively approved the SSCC Aspire competitive grant for FY25, with formal approval coming later.

### Ohio Code Scholar Program

On Monday, May 6, approximately 430 students from 9 different schools, 15 special guests, and 18 volunteers arrived at the Patriot Center for the end-of-the-year program to celebrate the Ohio Code Scholar Program. The program’s theme for this academic year was Battle Bots. Students designed and coded their battle bots for various competitions and awards. The students were treated to lunch, various coding swag, and interactions from much bigger droids from the TSJ foundation. The newly appointed Chancellor also attended the event and was praised for the event and the skills being taught. Thank you to **Dr. Joshua Montgomery** for his tireless efforts and the many volunteers that day from the College and our Alumni. The event would not have been a success without them!

### Truck Driving Academy

MONTH	2022/2023	2023/2024
APRIL	15	26
MAY	26	14
<b>Fiscal Year to Date</b>	<b>225</b>	<b>199</b>

The TDA has seen a recent uptick in training for the Class B licensures. Currently, the program is 17 over the prior fiscal year for the training.

Thank you to **Angie Devilbliss**, TDA Office Manager, for attending the Pike County Ohio Means Job Career Fair.

### Non-Credit Training

A series of Professional Development trainings took place in the Spring semester and ended in May. There were a total of eight sessions offered with 82 registrations. Topics included “Managing Conflict,” “Adapting to and Leading Change,” and “Emotional Intelligence in the Workplace.” Additional offerings are expected in July, Fall semester, and Spring.

The Fall Water Workshops occurred in Hillsboro on May 14 and 15 with 54 people in attendance. Another round of training will be available in the Fall in North Canton, Barnesville, and Hillsboro.

Southern State/ToolingU-SME offers online technical training classes. ToolingU-SME works with workforce development to create pathways for manufacturing jobs and supporting

functions. It offers training and some certifications in areas such as LEAN, Leadership, Engineering, Assembly, and Additive manufacturing tracks. The program is 100% online.

### Strategic Support

Patriot Palooza was in effect in May to recognize some of our regional clinical sites. Cookies were delivered to some select locations along with Southern State literature and other materials. Thanks to **Elizabeth Burkard, Ally Osman, Kaylynn Bell, Lisa Hord, and Amy McClellan** for delivering to various sites!

The College is now registering for a “Kids Career Encounter” summer enrichment program on June 24 – 27 at both Brown County and Central Campus with various offerings designed to foster creativity, learning, and personal growth while learning about different career pathways. Sessions offered include those in Art, Biology, Early Childhood Education, Health Sciences, and Math. Thank you to all the faculty who have volunteered their time and energy to offer these opportunities in the summertime and to the event organizers, **Lisa Hord and Kaylynn Bell.**

## Communications and Marketing

### Presence Report

#### Southern State Community College

Marketing Area	March	April	May
Press Release	7	10	10
Advertising / Print	6+	6+	9
<b>Email Campaigns</b>	1	1	1
Emails Deployed	25,000	25,000	25,000
Number Opened	4,236	4,576	4,931
<i>Percentage Opened</i>	16.94%	18.30%	19.72%
Clicks within content	533	589	583
<i>Percentage of total clicks</i>	2.13%	2.36%	2.33%
<b>Social Media/Geofencing</b>	1	1	1
Impressions/ads Deployed	47,293	40,567	44,109
Clicks	510	419	439
<i>CTR (click through rate)</i>	1.08%	1.03%	1.00%
Top 3 locations of activity	Wilmington, Greenfield, Georgetown	Wilmington, Greenfield, Georgetown	Wilmington, Greenfield, Georgetown

#### Truck Driving Academy

Marketing Area	March	April	May
<b>Email Campaigns</b>			
Emails Deployed	25,000	25,000	25,000
Number opened	4,075	4,450	3,799
<i>Percentage Opened</i>	16.30%	17.80%	15.20%
Clicks within content	511	518	526
<i>Percentage of open and clicked</i>	2.04%	2.07%	2.10%
<b>Audience Management</b>	1	1	1
Impressions/ads Deployed	78,170	78,815	80,455
Clicks	111	78	189
<i>CTR (click through rate)</i>	0.14%	0.10%	0.23%

## Recent Southern State Appearances – Communications Activities and

Since the last report, Southern State has appeared in the following media outlets:

- **Press Releases**

- Career Connections Job and College Fair held at Southern State Community College (*WCH Record-Herald, Highland Co. Press*) ([Enrollment](#))
- SSCC Board of Trustees to meet May 3
- Southern State awards Study Abroad Scholarships (*Wilmington News Journal*) ([Student Success](#))
- Southern State Computer Science Program and COSI team up for STEM event (*People's Defender, Wilmington News Journal, Highland Co. Press, Times-Gazette*) ([Relevance and Excellence](#))
- Auditions for SSCC Theatre Company's "Voices of the Earth" will be May 22 (*Times-Gazette, Highland Co. Press*)
- Southern State hosts Ohio Code Scholar event (*Times-Gazette, Wilmington News Journal*) ([Student Success](#), [Workforce Development](#), [Relevance and Excellence](#))
- Southern State Celebrates 48th Commencement Ceremony (*Wilmington News Journal, Times-Gazette, Highland Co. Press*) ([Student Success](#))
- Southern State's ADN program celebrates graduation (*Times-Gazette, Wilmington News Journal, Highland Co. Press*) ([Student Success](#))
- Southern State to hold youth summer program June 24-27 (*Times-Gazette, Wilmington News Journal, Highland Co. Press*) ([Workforce Development](#), [Relevance and Excellence](#))
- SSCC Theatre Company presents 'Voices of the Earth' (*Highland Co. Press, WCH Record-Herald*)

- **Advertising/Print/Direct Mail:**

- May e-blasts promoting Fall Semester ([Enrollment](#))
- May e-blast promoting the TDA program and upcoming start dates for Summer ([Enrollment](#), [Workforce Development](#))
- Whiteoak HS yearbook and web ad ([Enrollment](#))
- Family Choice Awards ad/promos ([Enrollment](#), [Relevance and Excellence](#))
- TDA print ads (SALT) ([Enrollment](#), [Workforce Development](#))
- Local media HS graduation tab ads (multiple counties) ([Enrollment](#))
- Brown Co. Fairbook ad ([Enrollment](#))
- Highland Co. Fairbook ad ([Enrollment](#))
- Hillsboro HS yearbook ad ([Enrollment](#))

- **Social Media:** Higher Ed Highlights: Episode 192 – Robots and Droids Kick Off In-Demand Jobs Week

[https://www.youtube.com/watch?v=2C\\_MLpF4tXU](https://www.youtube.com/watch?v=2C_MLpF4tXU)

- Social Media Ads:
  - TDA Program Promotion (*Enrollment, Relevance and Excellence*)
    - Impressions: 10,750
    - Reach: 3,774
    - Conversations Started: 10
  - AVIT Program Promotion video (*Enrollment, Relevance and Excellence*)
    - Impressions: 8,353
    - Reach: 5,386
    - Click-Through-Rate: 1.38%
  - Student Shout out – Kayla Bradshaw / Women in Stem / Computer Technology Program (*Enrollment, Student Success, Relevance and Excellence*)
    - Impressions: 7,194
    - Reach: 2,723
    - Conversations Started: 3
  - 8 Week Accelerated Courses (Still ACTIVE Ad) (*Enrollment, Relevance and Excellence*)
    - Impressions: 1,909
    - Reach: 1,111
    - Conversations Started: 6
  - Facebook Page Insights: (*Workforce Development, Relevance and Excellence*)
    - Page Reach: 35.9K
    - Organic Page Reach: 24,864 (+9.1%)
    - Daily Messaging Performance: 40 (+14.3%)
  - LinkedIn Page Insights: (*Workforce Development, Relevance and Excellence*)
    - Impressions: 11,562
    - Engagement Rate: 1.83%
    - Clicks: 113



**Convenient Locations  
Accelerated Courses  
Hands-On Training**



- **Events/Publications**

- 2024-25 Academic Catalog (*Student Success*)
- ADN Pinning Ceremony and Program (*Student Success*)
- 2024 Commencement and Program (*Student Success*)
- 2024 Adult Opportunity Center Recognition invitations
- Ohio Code Scholar Event – May 6, 2024 (*Student Success, Workforce Development, Relevance and Excellence*)
- Engineering Open House promo materials (*Enrollment*)

- May is National Nurses Month. To celebrate, our team delivered cookies, general information about SSCC and our health sciences programming, and a big thank you for their service and partnership with SSCC. We visited 10 clinical sites that our Health Sciences Department works with. These sites included locations in the following counties: Adams, Brown, Clermont, Clinton, Fayette, and Highland Counties. *(Enrollment, Relevance and Excellence)*
- OACC Marketing Directors’ Meeting in Columbus – all marketing professionals from Ohio’s community colleges met in May for a day of discussion regarding advanced manufacturing promotion and overall enrollment. *(Relevance and Excellence)*

## Recruitment

### Presence Report

#### Campus Visits

Central Campus	3
Brown County Campus	1

Program Information Request Emails	23
Business	7
Law Enforcement	46
Health Science	0
Engineering	1
Computer Science	11
HSSR	10
Education	12

### Events Attended

- ABCAP Mental Health Series (2)
- Coder’s Event
- Clinton County Resource Fair
- Fayette County Resource Fair
- North Adams Elementary Career Fair

### Events Outcome

#### New Student Orientations:

<u>Central Campus</u>		<u>Brown County Campus</u>	
Students:	7	Students:	13
Staff:	12	Staff:	7
Faculty:	1	Faculty:	2



#### Eastern Middle School Visit:

EMS Students:	86
EMS Staff:	6
College Staff:	3
SSCC Faculty:	2
SSCC Work Study:	3

**Eastern Program Overview:** Eighth-grade middle school students attended the Brown County campus for a pizza lunch provided by SSCC. Following lunch, they were split up into three separate groups. One group participated in a career quiz to see what pathway at SSCC they would be best suited for; one group did a decoding activity with Computer Science work-study students; and the final group did team building/critical thinking through an activity provided by the Education department. After each group completed their activity, they rotated until they completed all three.

#### Professional Development

- Brown L.E.A.D.S
- Webinar: Take What You Need: Using Open Space to Build Student Engagement
- Webinar: How to Build a Better Student
- Webinar: How to Transform the Class of 2024 Into Engaged Alumni and Future Donors

#### Celebration

Our College Recruiter, **Kaylynn Bell**, was married on June 12 in Gulf Shores, Alabama. Congratulations to Kaylynn!



# Ohio Department of Higher Education

2024 Board of Trustees Annual Conference

Institutional financial health: essential  
questions board members should be asking

5 June 2024

Strategy realized





# Disclaimer

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The views expressed by the presenters are not necessarily those of Ernst & Young LLP or other members of the global EY organization.

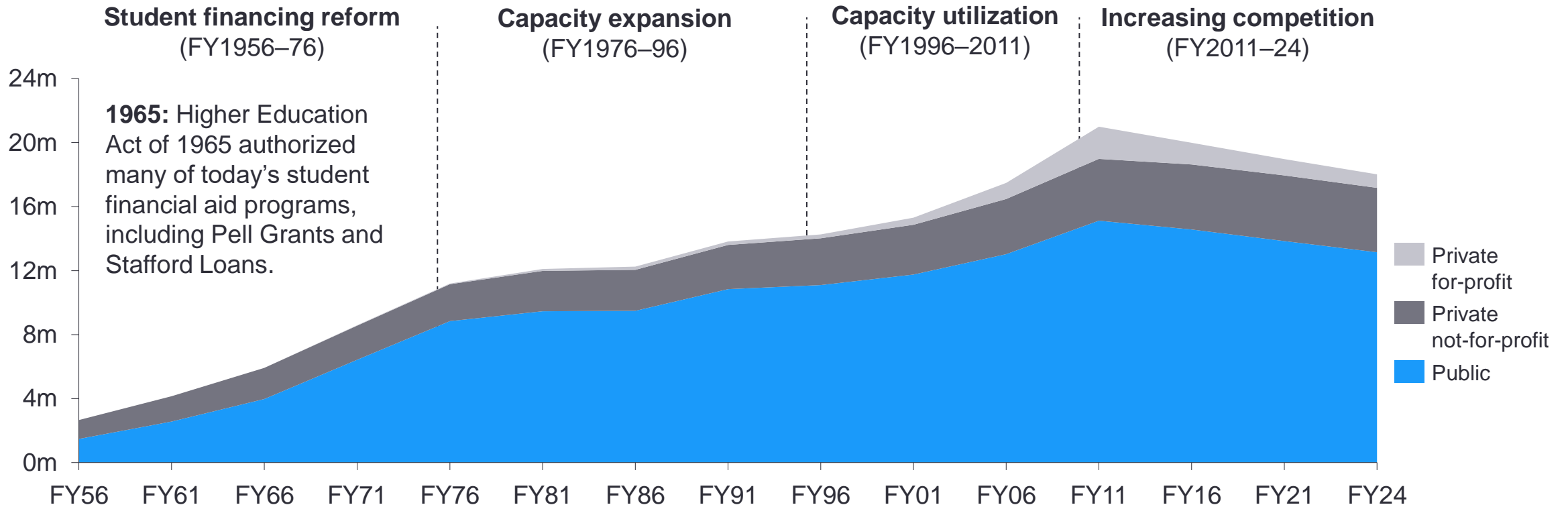
These slides are for educational purposes only and are not intended to be relied upon as accounting, tax, or other professional advice. Please refer to your advisors for specific advice.

# Agenda

- ▶ **Trends in higher education: national and Ohio**
- ▶ Areas of focus for board members

# In aggregate, higher education enrollments peaked in FY11 and have been flat to declining since

Higher education enrollment over time<sup>1</sup>

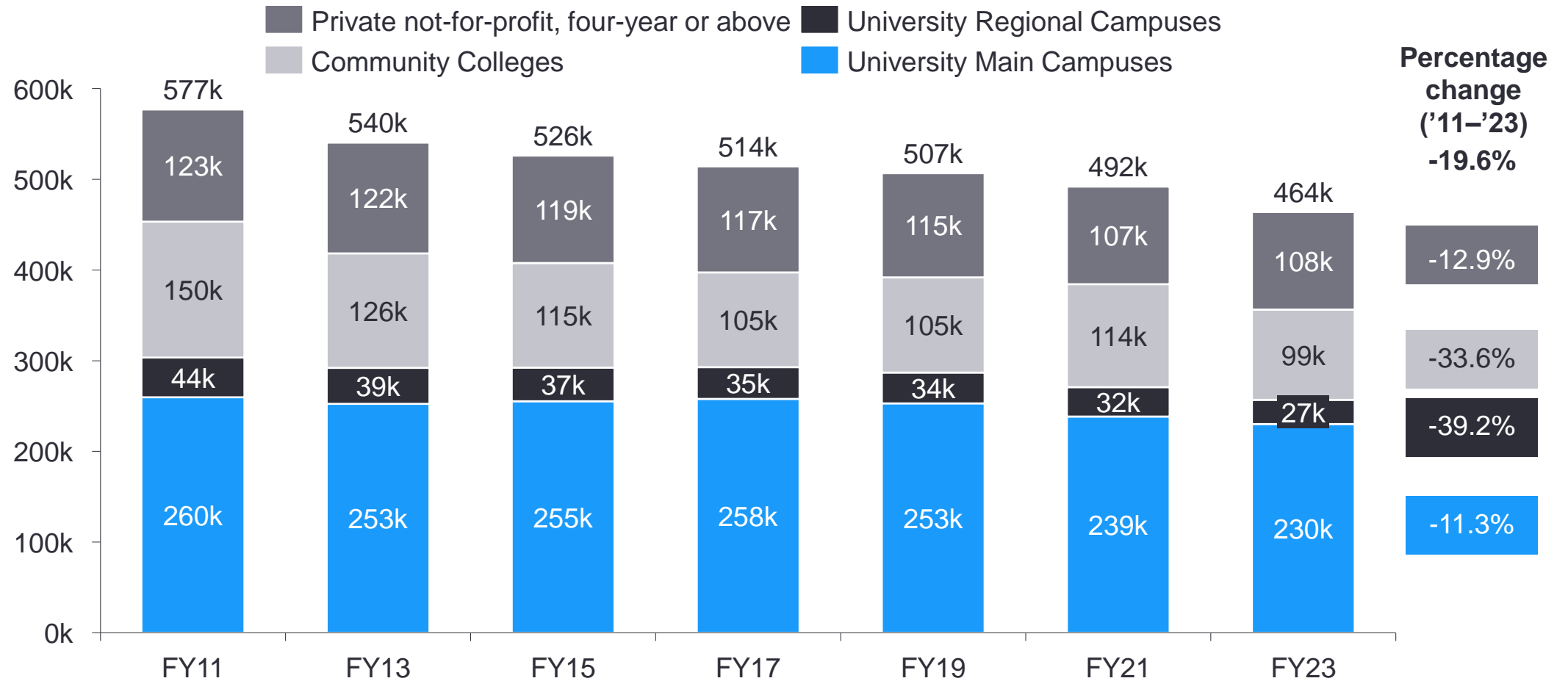


	1956-76	1976-96	1996-2011	2011-24
<b>Enrollment compound annual growth rate (CAGR)</b>	8%	1%	3%	-1%
<b>Number institutions CAGR</b>	2%	2%	2%	-2%

1. The data includes enrollments from US institutions that both grant degrees and participate in Title IV.  
 Source: NCES; IPEDS; NSC

# Over the past decade, Ohio has faced declining enrollment across segments

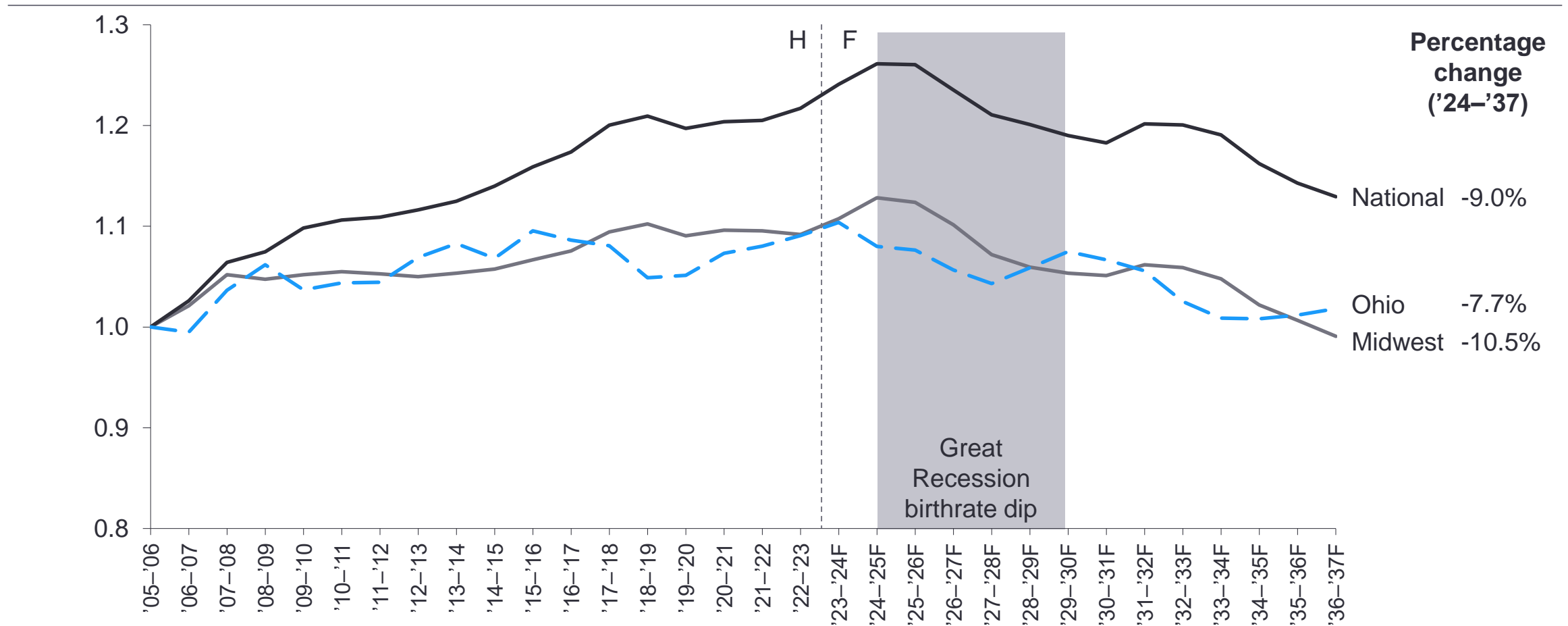
FTE enrollment in Ohio higher education institutions<sup>1</sup>  
FY11–FY23



1. Public university data shown is from Ohio Department of Higher Education, while the private data shown is from IPEDS.  
Source: Ohio HEI (Higher Education Information System); IPEDS; National Center for Science and Engineering Statistics

# There is an expectation that the significant decline in high school graduates will begin to occur around FY25 as a by-product of the Great Recession

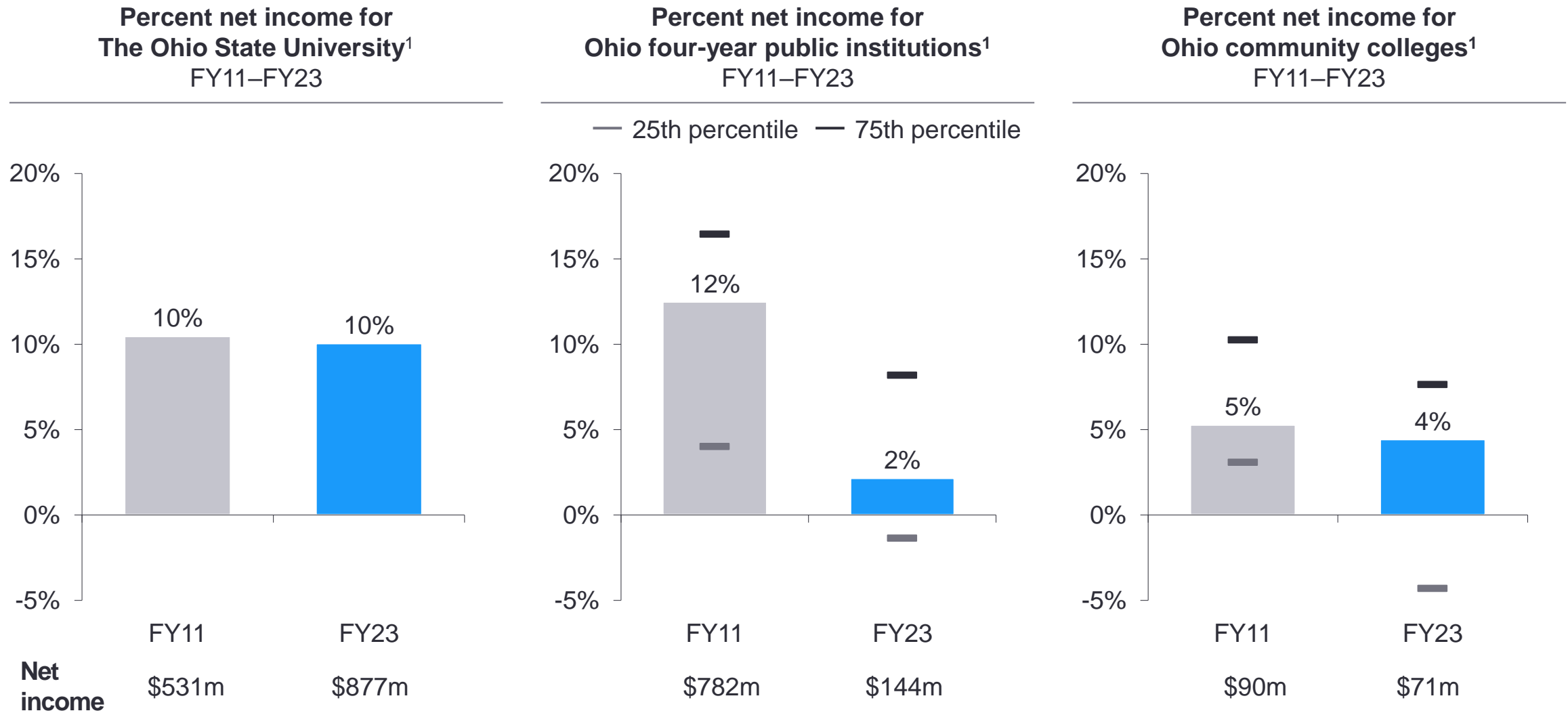
**Total high school graduates in the US, Midwest and Ohio<sup>1</sup>**  
 Indexed to 2005, 2005–37F



1. Birthrate is calculated as number of births per 1,000 people.

Source: Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates," December 2020; The World Bank

# Ohio public institutions operate on thin margins today, although with some variability



1. Net income % calculated as net income (revenue minus expenses) divided by revenue.  
Source: IPEDS; Ohio Department of Higher Education



# The fiercely competitive landscape imposes additional costs to recruitment, retention and educational delivery

## Five trends affecting the cost of higher education for institutions

1

### Increasing competition with demographic cliff

More colleges fighting for fewer students

- ▶ Ohio higher education **enrollment decreased ~20%** from 2011 to 2023.
- ▶ **Five Ohio colleges closed** during this period, with three more announced for upcoming closure.

2

### Changing student needs

Shift in necessary supports for student success

- ▶ **Adult learners** (ages 25+) are projected to increase from 23% in 2022 to 35% by 2030.
- ▶ Of students thinking about dropping out in the last six months, 64% cited **mental health reasons**.

3

### Skepticism about the value of a degree

Students and families are increasingly looking for a clear ROI

- ▶ Most students (84%) considering higher education believe **career-related outcomes** is a primary motivator.

4

### Flexibility of modality

Students increasingly value flexible or hybrid learning models

- ▶ Around 90% of students say **flexibility in program delivery** (e.g., online, flexible scheduling, accelerated degree) is important to enrollment.




5

### Shifting programmatic preferences

Increasing need to reallocate resources to high demand areas

- ▶ **STEM occupations** are projected to grow by ~11% by 2031.
- ▶ Of the 20 fastest-growing fields in the next decade, 15 require STEM preparation.

# Ohio's Senate Bill 6 (SB6) looks at three key financial ratios to safeguard institutions by holding them to a high level of financial accountability

Dimension(s)	Financial ratios	Multipliers	
<p><b>Financial</b></p> <p>Are there sufficient and flexible resources?</p> <p>Are operating results healthy?</p> <p>Is there strategic debt management?</p>	<p><b>Primary reserve ratio</b> (Expendable net assets / Total expenses)</p>		<p><b>50%</b></p>
	<p><b>Net income ratio</b> (Operating surplus or deficit / Unrestricted operating income)</p>		<p><b>20%</b></p>
	<p><b>Viability ratio</b> (Expendable net assets / Long-term debt)</p>		<p><b>30%</b></p>



## Total composite score

Highest score possible is **5.00**.

A score of **below 1.75** for **two consecutive years** results in an institution being placed on **fiscal watch**.

EY-Parthenon team uses the Institutional Viability Metric (IVM), comprising six indicators across three dimensions, to provide a snapshot of an institution's current financial health

Dimension(s)	Indicators	Multipliers
Financial	Profit margin (revenue less expenses)	× 25%
	Reserve ratio (net assets divided by expenses)	× 25%
Market demand	Total enrollment CAGR L5Y	× 20%
	Net tuition and fees per FTE CAGR L5Y	× 15%
Delivery and outcomes	Six-year bachelor's graduation rate	× 10%
	Full-time retention rate	× 5%



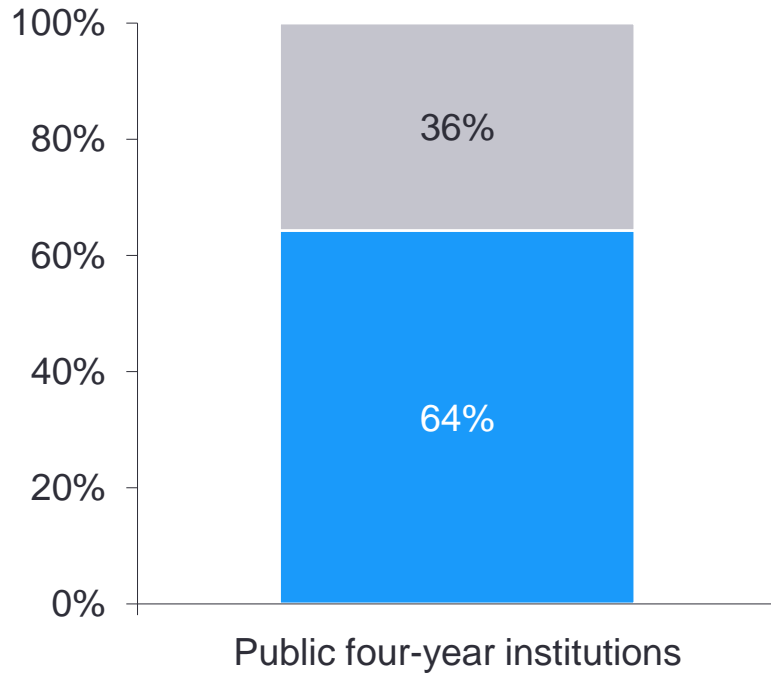
**Total composite score**

Each indicator is assessed and categorized as **at risk**, **monitor** or **stable**. Scores are given for each, and the weighted average is taken to assess the university's overall score.

# SB6 inputs provide valuable information about an institution's financial health; IVM inputs provide additional insight to understand level of risk

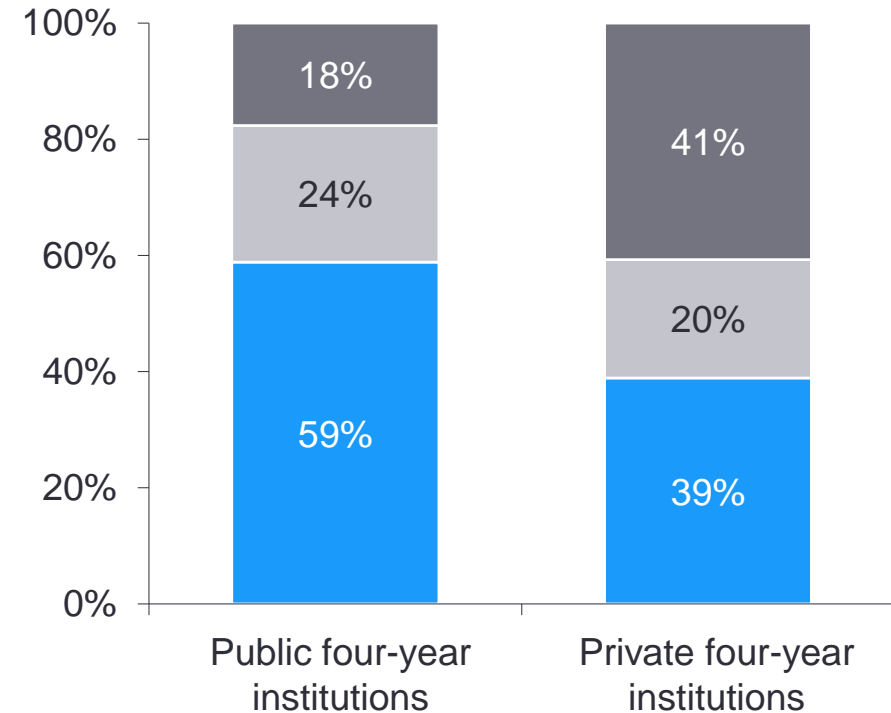
**Four-year public university SB6 composite scores  
FY23**

Within 200% of fiscal watch threshold (below or at 3.5)  
 Above 200% of fiscal watch threshold (above 3.5)



**Public and private four-year institutions,<sup>1</sup>  
in Ohio, by IVM score  
FY23**

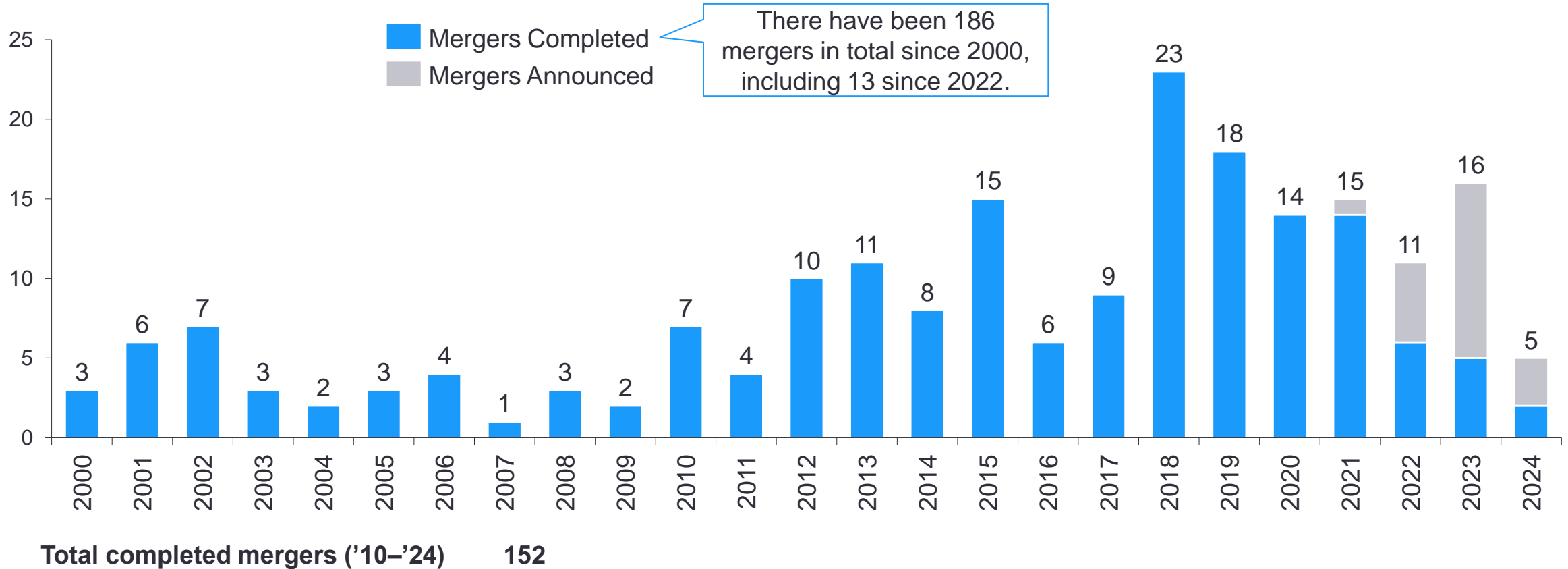
At risk  Monitor  Stable



1. The number of four-year institutions scored in each year changes due to data availability (an institution is only scored if all six indicators are available for a given year), as well as closures and consolidations.

In this era of increased cost and declining revenue, some institutions have opted to merge with others, consolidate programs and campuses, or close altogether

Count of mergers of higher education institutions,<sup>1</sup> by year of completion  
2000–24



1. Mergers include acquisitions, consolidations, alliances, subsidiaries and investments. Institution closure: Institution is fully closed. Campus closure: Institution is partly closed at a campus level. Program closure: Institution is partly closed at a program level.

# Institutions are also pursuing stand-alone strategies to grow revenue and reduce costs

## Revenue strategies

### New students

**In-state increase, “Alabama Experience,” drive UA’s record enrollment**

— The University of Alabama, 2023

### New programs

**Iowa State launches first AI graduate program in the state**

— Iowa State University, 2021

### New business models

**UCR joins group of leaders in tech partnerships, innovation**

— UC Riverside News, 2024



These strategies require substantial investment. Pursuit, therefore, requires rigorous assessment of key stakeholder groups’ demand and their willingness to pay.

## Expense reduction strategies

### Administrative efficiencies

**University of New Hampshire to lay off 75 employees to help save \$14m**

— Higher Ed Dive, 2024

### Administrative outsourcing

**More colleges and universities outsource services**

— The Washington Post, 2021

### Academic program consolidation

**Vermont State University to consolidate academic programs in an effort to reduce cost**

— Inside Higher Ed, 2023

### Academic capacity rightsizing

**West Virginia University makes wide-ranging cuts to academic programs and faculty**

— AP News, 2023

# Agenda

- ▶ Trends in higher education: national and Ohio
- ▶ **Areas of focus for board members**

# Board members play an active role in responding to key indicators of financial health and incorporating investment into the financial strategy

## Key questions

What is the health of your institution's current business model?

Where should your institution invest in the future?

### Revenue

### Cost

### Quality

### Innovation

**Examples:**  
Enrollment stability,  
pricing, discount rate

**Examples:**  
Deferred maintenance, cost to  
serve, resource allocation,  
investment needs

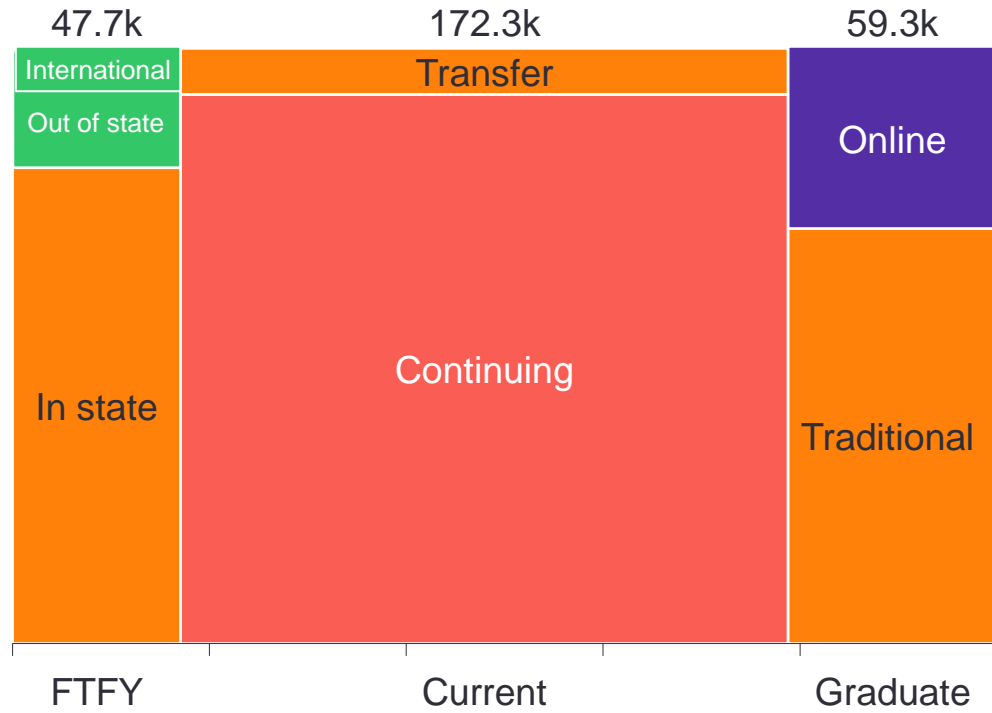
**Examples:**  
Retention rate,  
graduation rate, career  
placements

**Examples:**  
Human capital,  
technology, capacity to  
adapt in a changing  
landscape



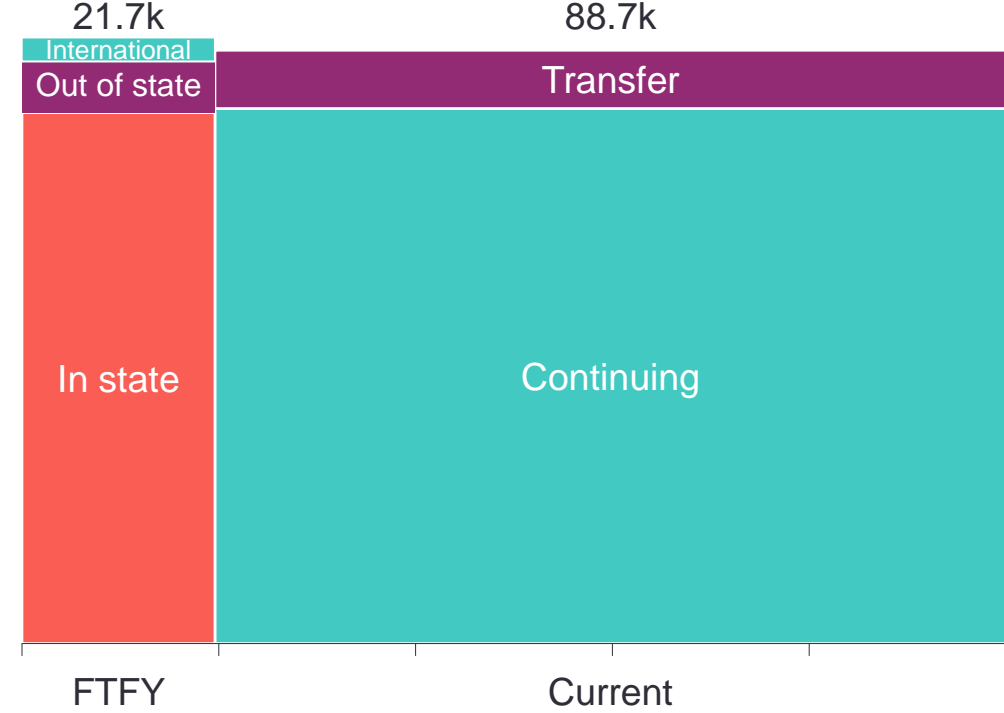
# Revenue: Public four-year institutions in Ohio have been observing enrollment declines over the past five years, causing downward pressure on revenue

**FY23 enrollment headcount and growth rates for Ohio public four-year institutions, by segment**  
FY19–FY23

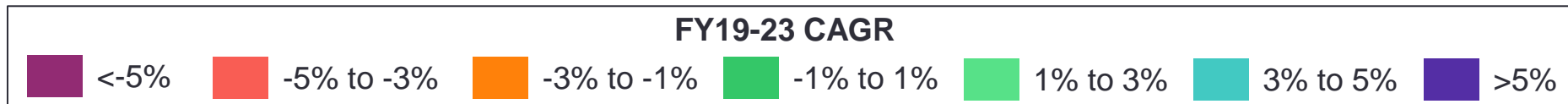


**Total enrollment CAGR FY19–23 -2.5%**

**FY23 enrollment headcount and growth rates for Ohio community colleges, by segment**  
FY19–FY23



**Total enrollment CAGR FY19–23 0.0%**



**Revenue:** Understanding how these inputs are anticipated to change is an essential component of monitoring financial health

---

## Questions to consider

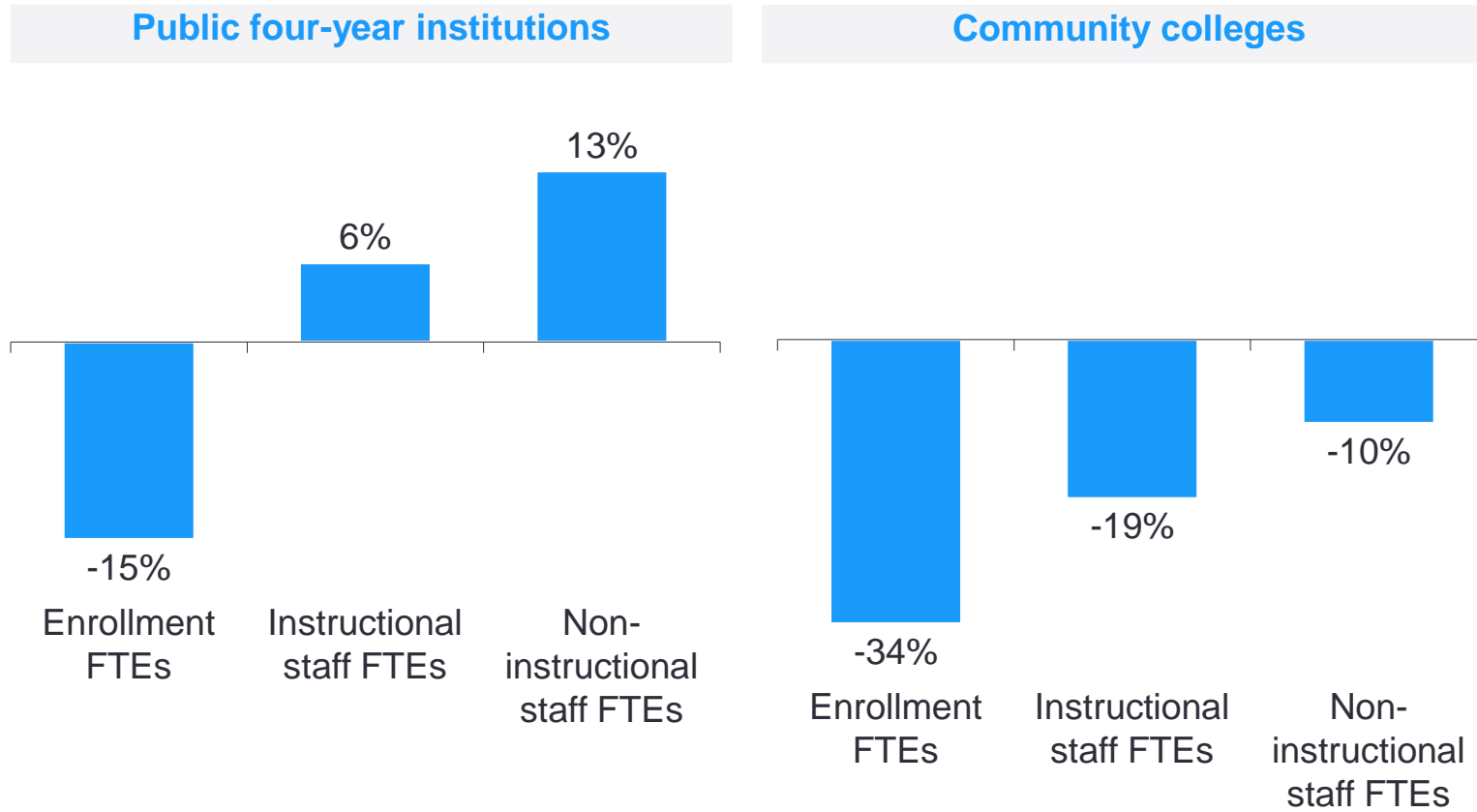
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- ▶ What is the **stability of enrollment** for my institution?
- ▶ What is the **composition of enrollment** at my institution across key segments?
- ▶ How has enrollment been **trending for each segment**, and how does this compare to my region and the state of Ohio overall?
- ▶ How does the **net tuition revenue** generated by each segment vary? What is the **implied discount rate**?
- ▶ What is the most important component of the **value proposition** for each segment?
- ▶ How is my institution **projecting revenue** over the next five years, and what **assumptions** about enrollment growth and pricing does this depend on?

# Cost: In an era of decreasing enrollment, assessing opportunities for effective resource allocation and cost reduction is imperative for financial health

Percentage change in enrollment and staff FTEs for Ohio public institutions  
FY11–FY23

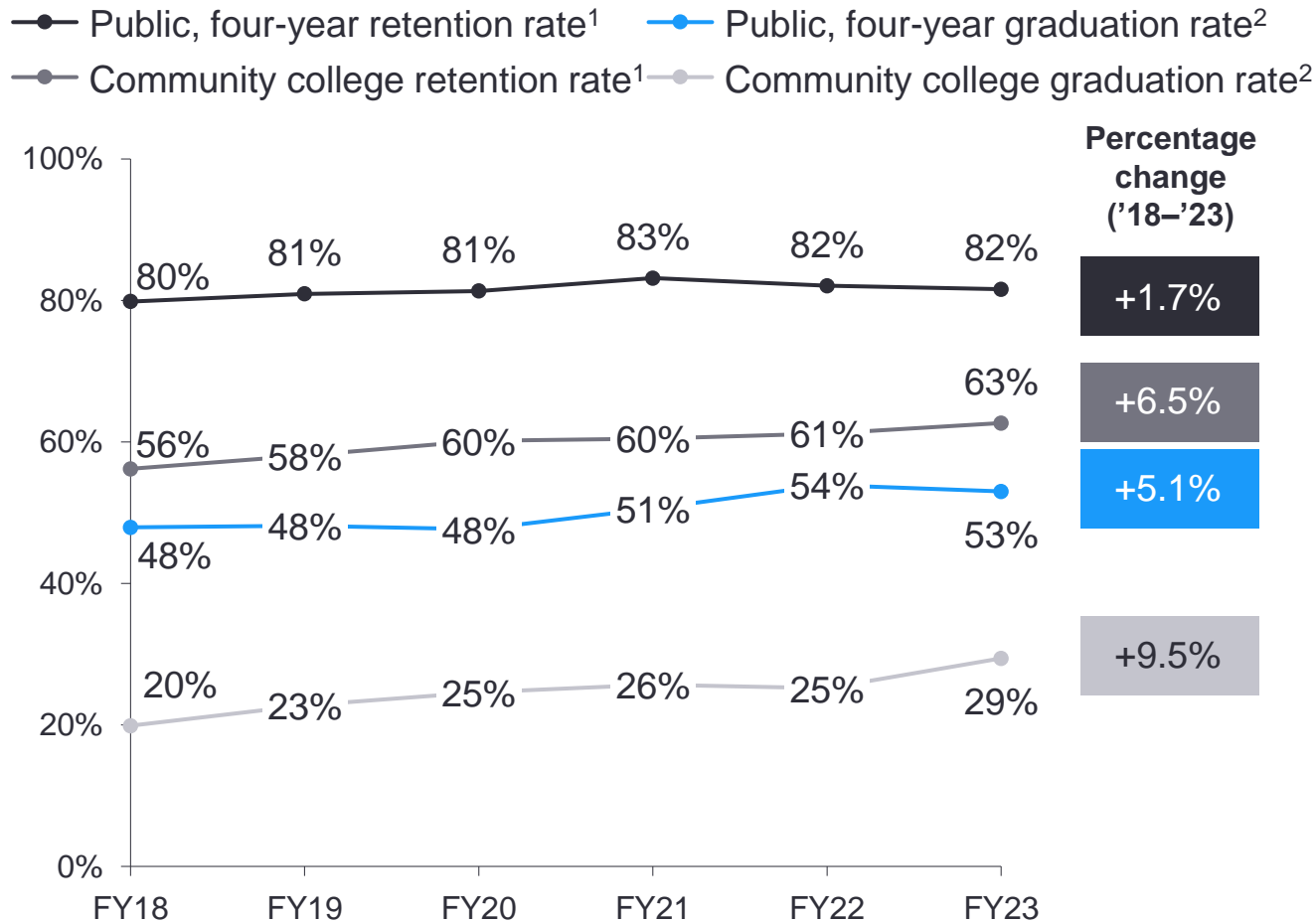
## Key questions for board members



- ▶ What have we done to **reallocate resources** and/or **rightsize** as enrollments decline?
- ▶ How are **staffing ratios** (across various categories of staff, faculty and other supports) trending relative to enrollment?
- ▶ How is **cost to serve** per student trending relative to revenue?

# Quality: To maintain/enhance market position and execute on primary mission, institutions need to identify and assess student outcomes on an ongoing basis

Full-time retention and graduation rates in Ohio institutions  
FY18–FY23



## Key questions for board members

- ▶ What are the **key metrics for student success (e.g., retention, graduation)** at my institution, and to what extent is my institution meeting or exceeding these metrics?
- ▶ What is the **plan to improve** in areas where we are not executing effectively?
- ▶ To what extent do we **monitor postgraduate employment outcomes** that may not have easily sourced metrics?

1. Statewide retention rate data from the Ohio Department of Higher Education for four-year main campuses and community colleges.

2. Average graduation rates within 150% of normal time for four-year main campuses and community colleges from IPEDS.

Source: IPEDS; Ohio Department of Higher Education

# Innovation: Board members play a vital role in connecting innovation with student outcomes and the institution's bottom line

## Areas and examples of innovation

### Student success

- ▶ **Georgia State:** Leveraged predictive analytics for targeted advising and closing equity gaps to completion

### Career opportunities

- ▶ **Northeastern:** Designed co-op experiences related to student skills and interests

### Delivery models

- ▶ **University of Illinois:** Launched a hybrid, low-cost iMBA program in partnership with Coursera

### Programmatic offerings

- ▶ **University of Vermont:** Hosted high school pitch competition to attract more male applicants through entrepreneurial programs

## Key questions for board members

- ▶ How **nimble** is my institution? Can my institution **quickly adapt** in a changing landscape?
- ▶ What is my institution's **vision for innovation**, and how is it supported through clear goals, data, structural supports, and incentives?
- ▶ Is my institution **taking industry partnerships to the next level** to improve postgraduate outcomes?
- ▶ How is my institution innovating to provide **enhanced service delivery** (e.g., career services and academic advising)?
- ▶ How is my institution **allocating budget surplus, dollars from fundraising campaigns or institution reserves** to support innovation?

# Reflection and Q&A

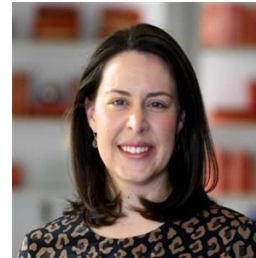
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- ▶ Do the data and questions we shared with you resonate? Are there any questions from this session that you would take back to your own institution?
- ▶ Do you feel you have access to the kind of data that would enable you to ask these types of questions?
- ▶ What potential challenges do you encounter in being able to have informed discussions about the financial health of and future investment opportunities for your institution?
- ▶ **Questions for us?**



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YOUNGSTOWN STATE UNIVERSITY

# ACADEMIC PROGRAM REVIEW & ALIGNMENT

June 5, 2024

Presenters:

Jennifer Pintar, PhD, MPH

Provost Designate, Youngstown State University

Mike Sherman, PhD

Vice President, Youngstown State University





**“In any given moment we have two options: to step forward into growth or step back into safety.”**

**- ABRAHAM MASLOW**

*American Psychologist*



# COURSE EVALUATION BASED ON ENROLLMENT AND DUPLICATION WITH OTHER INSTITUTIONS

## OHIO REVISED CODE | SECTION 3345.35

EFFECTIVE SEPTEMBER 1, 2022

### *SUMMARY*

- The Board of Trustees of every state institution shall evaluate all courses and programs based on enrollment and duplication of its courses and programs with other state institutions.
- A summary and actions shall be presented for courses or programs with low enrollment.
- Summaries and actions should include collaborative opportunities for duplicative programs.



**SUBMISSION DUE  
SEPTEMBER 1, 2025**

**PROACTIVE  
ACTION TODAY**



# CASE STUDY: YOUNGSTOWN STATE UNIVERSITY

How section 3345.35 can be transformative for your institution.



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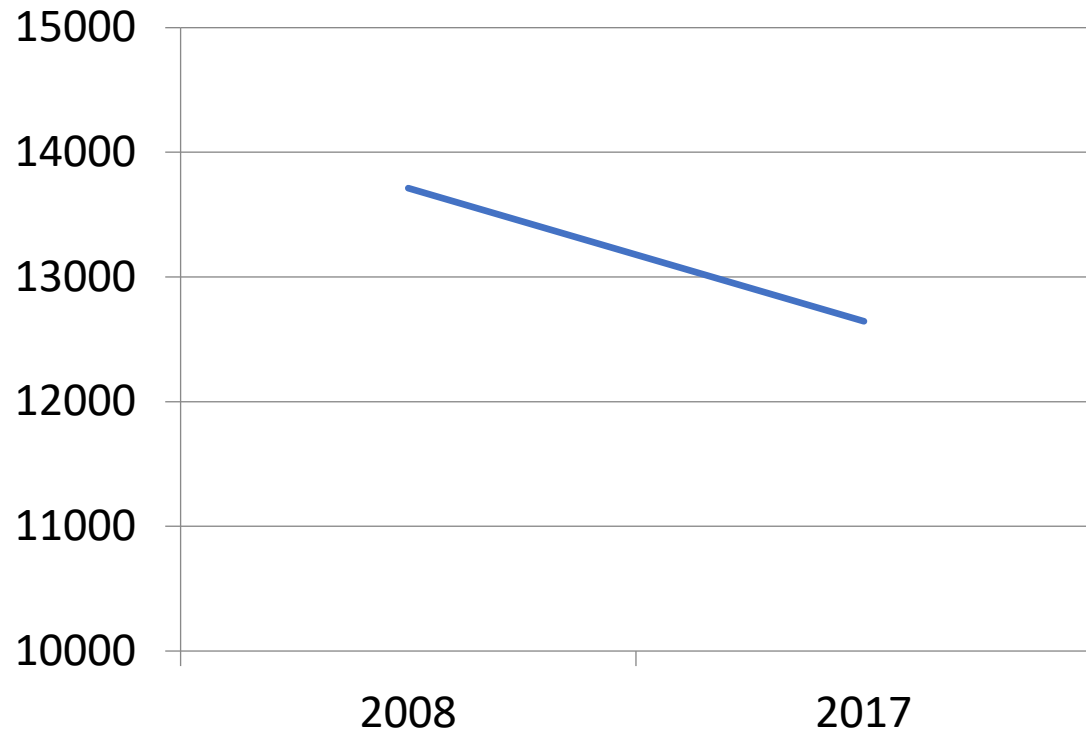


# LOW ENROLLED COURSES

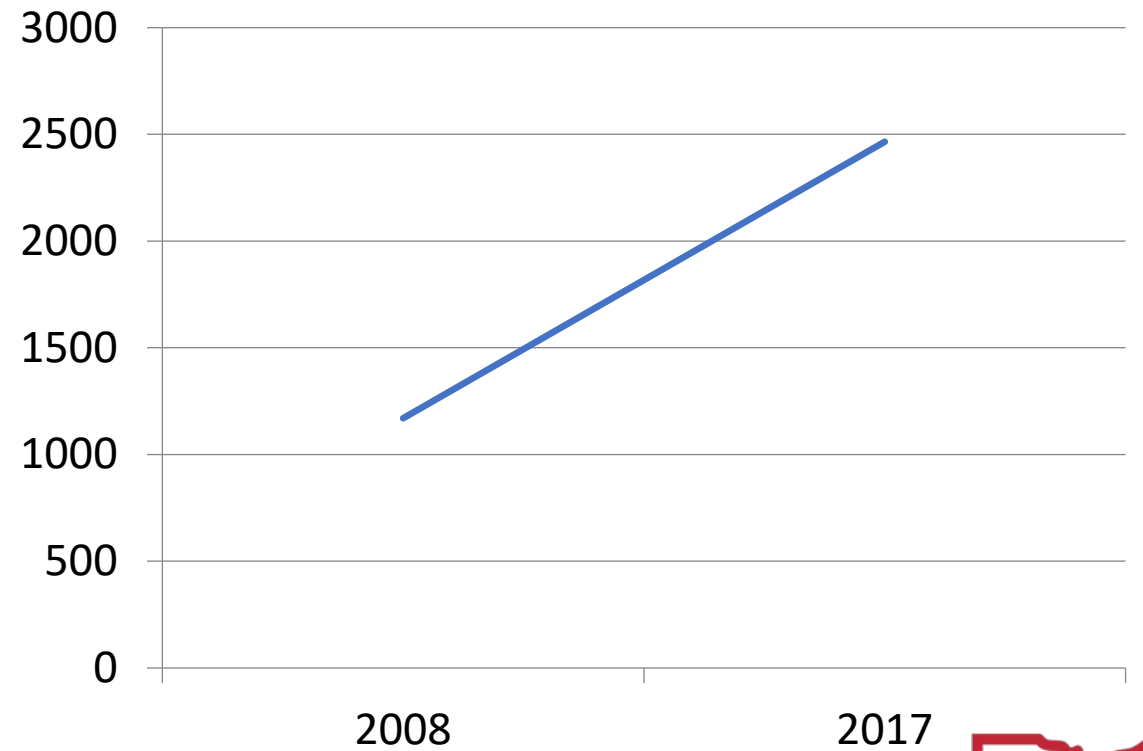


# SURFACE SHIFTS, STATIC CORE

## ENROLLMENT



## # OF SECTIONS FOR FALL





# OPPORTUNITIES FROM EXAMINING LOW-ENROLLED COURSES

## IN-DEPTH LOOK AT COURSES

- DFW rates, eliminated pre-requisites, curricular rotation

## MORE ENGAGEMENT WITH FACULTY MEMBERS ON COURSES

- Mutual understanding of workload, proper HEI classifications assigned

## CLEANED COURSE LISTINGS

- Eliminated courses from catalog no longer teach; eliminated low enrolled elective course options

## INSTRUCTIONAL FTE

- Put more FT faculty in front of more students; lowered PT budget





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## DECISION BREAKDOWN OF 179 “ACTION NEEDED” COURSES

50%

OFFER LESS  
OFTEN

22%

ELIMINATE  
COURSE

15%

LESS SECTIONS  
IN THE FUTURE

7%

CHANGE COURSE  
MODALITY

6%

MERGE WITH  
ANOTHER COURSE



# DECISION BREAKDOWN OF 158 “NO ACTION” COURSES

UNLIKELY  
TO CHANGE

37%

PEDAGOGICALLY  
APPROPRIATE

22%

ACCREDITATION  
REQUIREMENTS

3%

CONSORTIUM  
COURSE

CAN CHANGE

32%

NEEDED FOR  
ON-TIME  
GRADUATION

3%

NO COST  
TO YSU

2%

PROGRAM  
TEACH OUT

1%

HEI NEEDS  
CHANGED



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# LOW ENROLLED & DUPLICATIVE PROGRAMS



# ACADEMIC PROGRAM ANALYSIS

OAA HAS DEVELOPED AN ONGOING PROGRAM ANALYSIS THAT INCLUDES PROGRAMS THAT HAVE GROWTH POTENTIAL AND ANY NEW PROGRAMS BEING INTRODUCED INTO A DEPARTMENT.

## FOUR CATEGORIES OF FOCUS

1. STUDENT DEMAND
2. COMPETITIVE INTENSITY
3. EMPLOYMENT
4. MISSION



# ACADEMIC PROGRAM ANALYSIS

## STUDENT DEMAND

### Student Demand

Score: 11 Percentile: 90

Category	Pctl	Criterion	Value	Score
Size		Google Search Volume (3 Months)*	NA	NS
	89	International Page Views (12 Months)	240	NS
	94	New Student Enrollment Volume (12 Mo.)	131	4
	90	On-ground Completions at In-Market Institutions	79	2
	0	Online Completions by In-Market Students	0	0
	90	Sum of On-ground and Online Completions	79	2
Growth		Google Search YoY Change (Units)*	NA	NS
	2	New Student Enrollment Vol. YoY Change (Units)	-23	0
	96	Completion Volume YoY Change (Units)	13	2
		Google Search YoY Change (%)*	NA	NS
	38	New Student Enrollment Vol. YoY Change (%)	-15%	0
	77	Completion Volume YoY Change (%)	20%	1

**Analysis of Google search and IPEDS new student and completion data.**



# ACADEMIC PROGRAM ANALYSIS

## COMPETITIVE INTENSITY

### Competitive Intensity

Score: 2 Percentile: 44

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	95	Campuses with Graduates**	12	2
	97	Campuses with Grads YoY Change (Units)**	1	NS
	0	Institutions with Online In-Market Students**	0	0
In-Market Program Sizes	42	Average Program Completions	7	0
	33	Median Program Completions	4	0
	35	YoY Median Prog. Compl. Change (Units)	-2	0
	10	YoY Median Prog. Compl. Change (%)	-67%	0
In-Market Saturation		Google Search * Cost per Click**	NA	NS
		Google Competition Index**	NA	NS
National Online Competition	87	National Online Institutions (Units)**	5	NS
	55	Nat'l Online % of Institutions	2%	NS
	53	Nat'l Online % of Completions	1%	NS

Analysis of IPEDS institutional data.





# ACADEMIC PROGRAM ANALYSIS

## EMPLOYMENT

### Employment

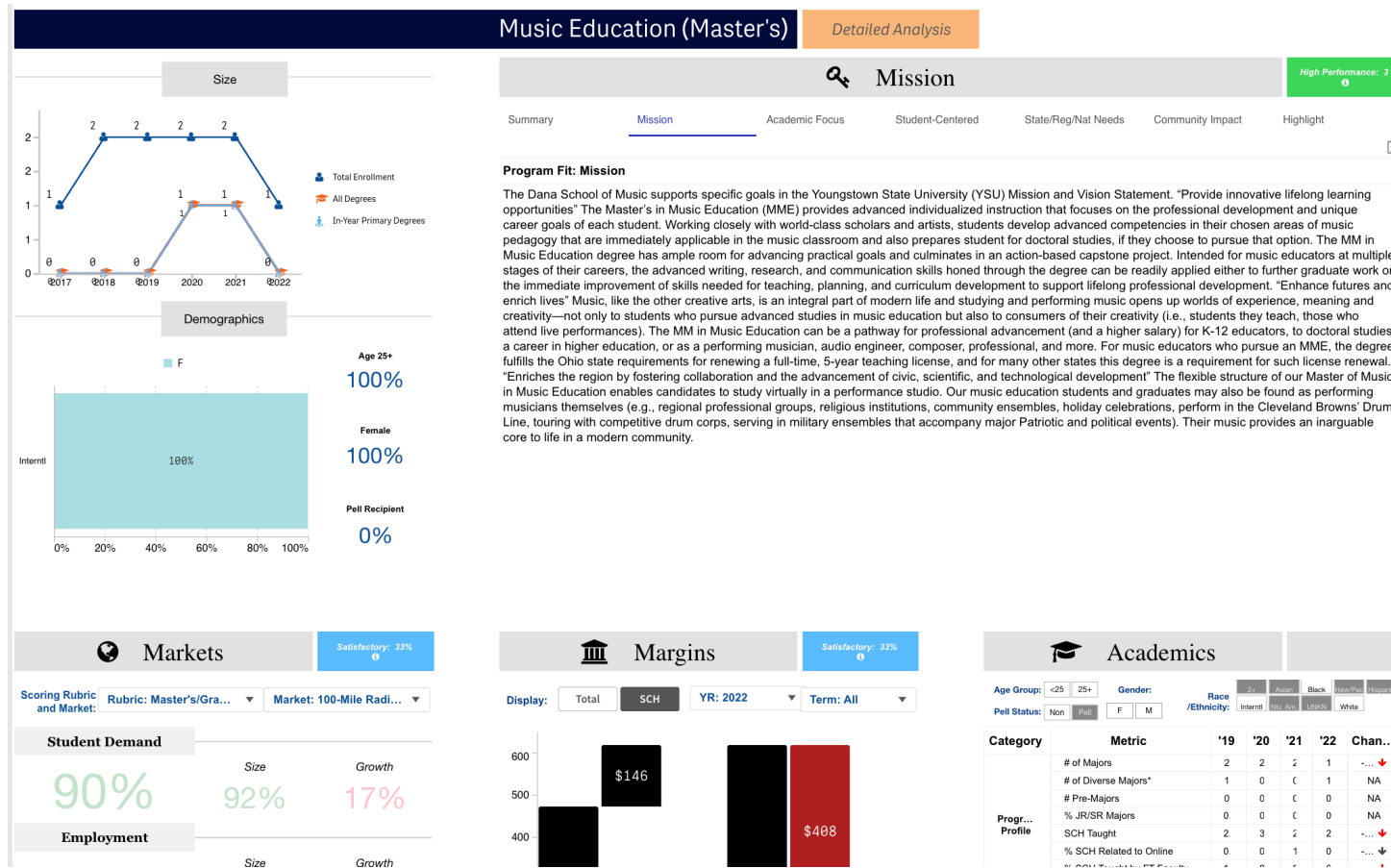
Score: 5 Percentile: 77

Category	Pctl	Criterion	Value	Score
Size: Entry Jobs	89	Job Postings Total (12 Months)	59	2
	89	BLS Current Employment	392	0
	89	BLS Annual Job Openings	30	0
Underemployed	7	Underemployed Percent of Graduates**	26%	2
Growth: Entry Jobs	10	BLS 1-Year Historical Growth	0.9%	0
	6	BLS 3-Year Historic Growth (CAGR)	-0.6%	0
	8	BLS 10-Year Future Growth (CAGR)	0.2%	0
Saturation: Entry Jobs	54	Job Postings per Graduate	0.8	0
	56	BLS Job Openings per Graduate	0.4	0
Weighted-Avg BLS Wages	10	Entry 25th Percentile	\$44,024	0
	8	Post Entry Median	\$66,180	0
		Post Entry w/Associates Median	NA	NS
	10	Post Entry w/Bachelors Median	\$62,605	NS
	4	Post Entry w/Masters Median	\$77,069	0
	15	Post Entry w/Doctoral Median	\$94,585	NS
National American Community Survey Bachelor's Degree Outcomes*	76	% with Any Graduate Degree*	50%	NS
	94	% with Masters*	43%	NS
	52	% with Doct/Prof Degree*	7%	NS
	31	% Unemp. (Age <30)**	2%	1
	98	% in Direct Prep Jobs*	60%	NS

**Analysis of job boards, the Bureau of Labor and Statistics and National American Community Survey data.**



# PROGRAM FIT BY MISSION



Assurance that the program mission fits and aligns with the university mission.

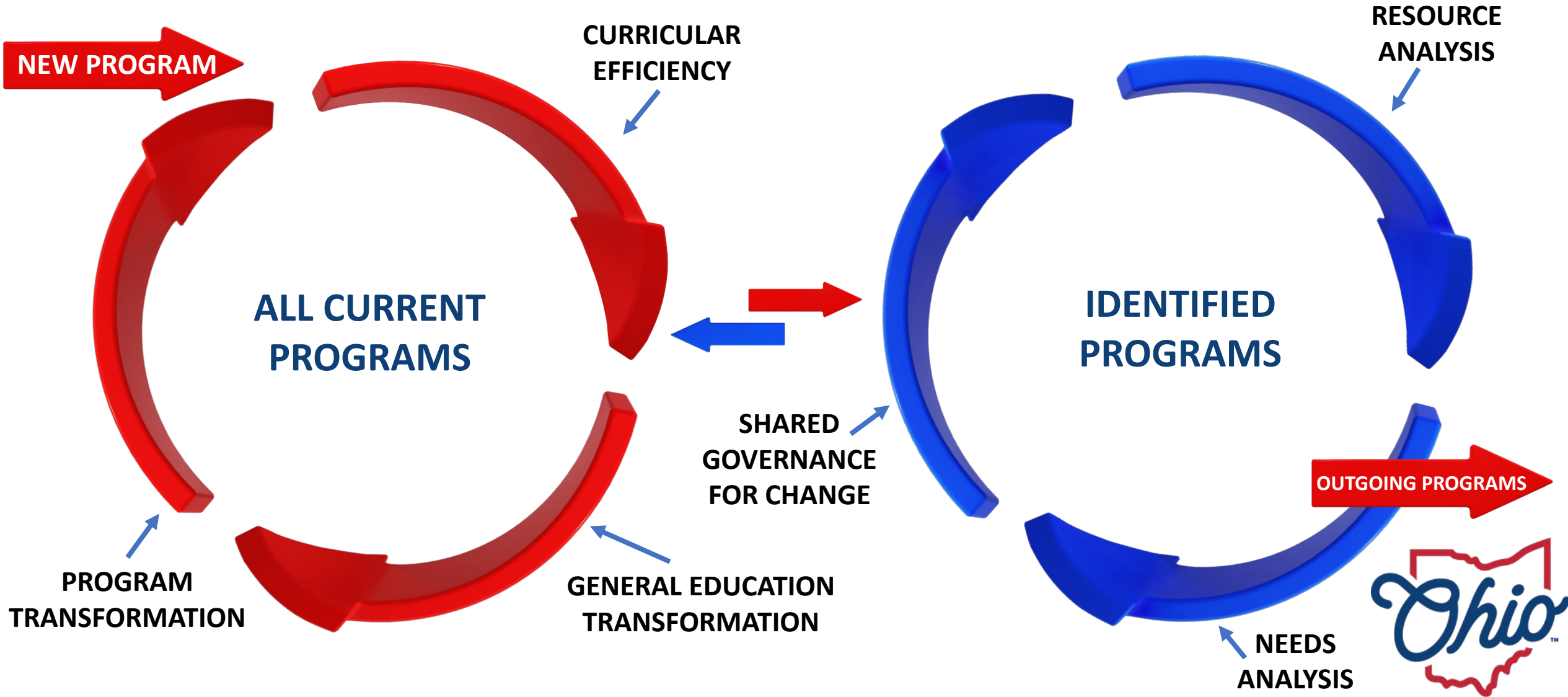


# CONTINUOUS QUALITY IMPROVEMENT

HLC / Best Practice

# DETAILED ANALYSIS

OAA / CBA / ORC



# OPPORTUNITIES FROM EXAMINING LOW-ENROLLED PROGRAMS

## DEVELOPMENT OF DATA-INFORMED PROGRAM REVIEW PROCEDURE

- Office of Academic Affairs - first program review policy
  - review before Academic Senate

## PROGRAM SUSTAINABILITY MODELING

- Development of an academic and market plan with resources

## MARKET PLANNING FOR NEW AND EXISTING PROGRAMS

- A composite score based on student demand, employment and competition
- Emphasized focus on low enrolled programs with promising data

## CONTROL ACADEMIC DRIFT



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# RECOMMENDED ACTIONS FOR 65 LOW-ENROLLED UG PROGRAMS

**37%**

**MAINTAIN  
AS IS**

**31%**

**SUNSET / SUSPEND**

**22%**

**CURRICULUM  
REDESIGN**

**3%**

**IN TEACH-OUT**

**2%**

**COMBINE  
WITH ANOTHER  
INSTITUTION**



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# DUPLICATIVE PROGRAM OPPORTUNITIES

**SHARE  
COURSES  
(ONLINE)**

**SHARE  
RESOURCES /  
EQUIPMENT**

**CONSORTIUMS**





# ALL OF THIS IS A ~~GOOD~~ GREAT THING!

## COMMUNICATION

- Share the **SECTION 3345.35** with faculty early and often

## SHARED GOVERNANCE

- Make sure faculty members are part of opportunity to make decisions/improve programs. It is a shared responsibility!
- Create differentiators within your programs

## AGILITY

- This is the best thing to do not only for your institution but for **ALL OHIO PUBLICS**
- Right now it's in our hands (unlike other states)



# BOARDS OF TRUSTEES: VARIED WORLD VIEWS

- Academic
- Business
- Shared governance
- Shared responsibility
- Consequential decisions (gainful employment; debt; net cost, etc.)



# COURSE EVALUATION BASED ON ENROLLMENT AND DUPLICATION WITH OTHER INSTITUTIONS

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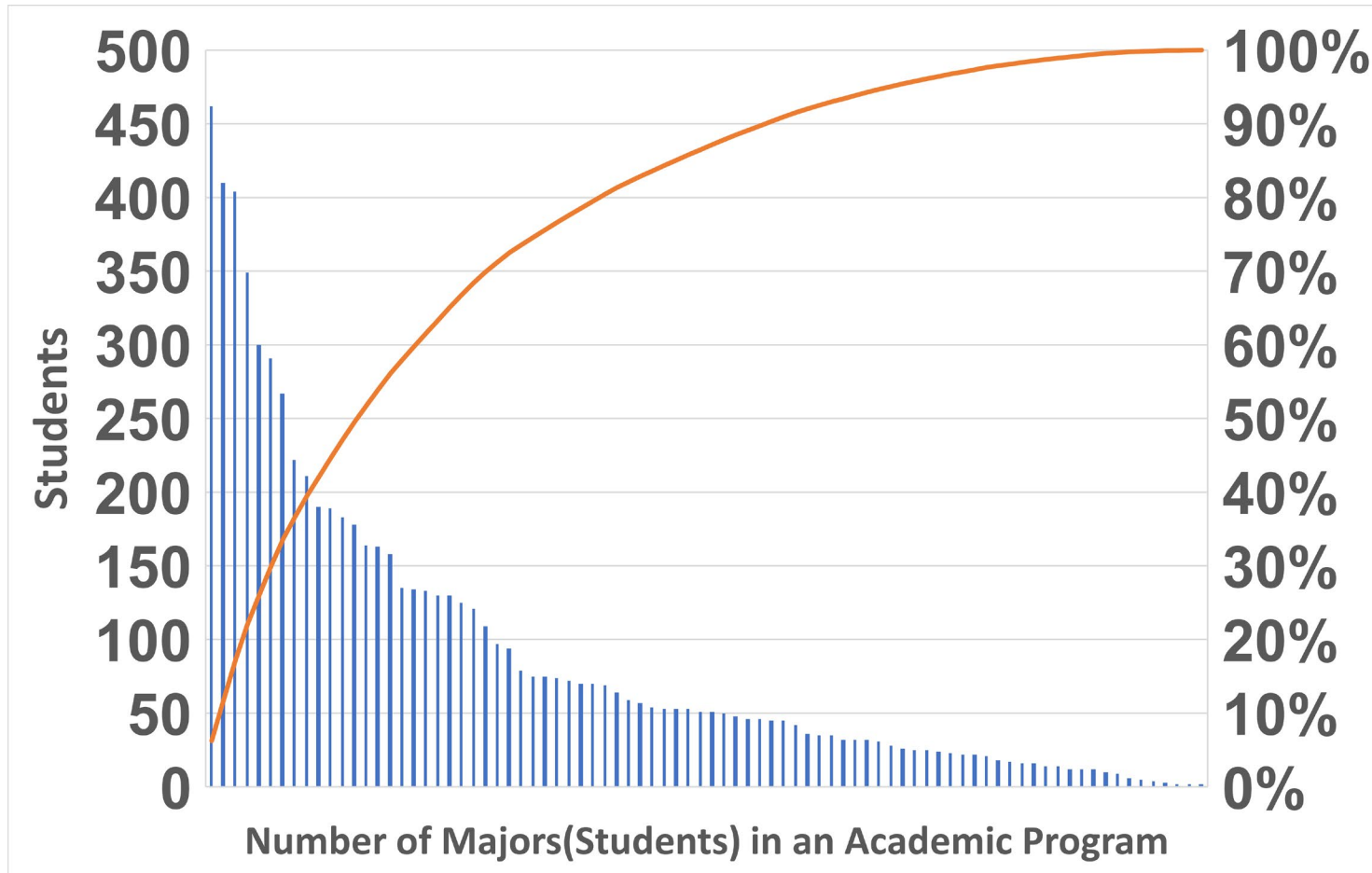
EFFECTIVE SEPTEMBER 1, 2022 AND EVERY THREE YEARS THEREAFTER

- Low enrollment programs and courses *the BOT shall provide* a summary of recommended actions, including consideration of collaboration with other state institutions of higher education.
- Duplicative programs *the BOT shall evaluate* the benefits of collaboration with other institutions of higher education to deliver the program.

QUESTION – Literal or Figurative interpretation of the wording for the September 1, 2025 submission???



# WHICH ACADEMIC PROGRAMS MATTER THE MOST AND WHY?



**44 of 85 or 52% of Academic Programs have only 15% of Majors**

Other Variables to Consider:

- Graduates
- Credit hours
- Instructional Costs
- Revenue
- Revenue – discount \$
- Net tuition revenue

**Mission Aligned; Market Aware; Margin Sensitive**



# GUIDELINES FOR BOARD RESOLUTIONS

- WHEREAS, that references the ORC number and title including important stipulations of the legislation
- WHEREAS, that explicitly states the approach to the deliberations that informed the stipulated action steps
- BE IT RESOLVED, that states explicit action(s) taken by the Board as recommended and adjusted (?) and timeline for the action
- BE IT RESOLVED, the explicit next steps expected by the Board and expectations related to reporting on the progress/success of next step(s) expected by the Resolution



# TRUSTEES CONSIDER THIS...

Budget is NOT a Strategy...HOWEVER...

The Academic Portfolio IS the strategy

To which Students are Attracted

Via which Revenue is Generated, CONSIDERING THAT

Net Tuition Revenue Matters Most towards Fiscal Sustainability

Trustees be Aware – What is Net Tuition Revenue by Area



# THANK YOU!

Presenters:

Jennifer Pintar, PhD, MPH

Provost Designate, Youngstown State University

Mike Sherman, PhD

Vice President, Youngstown State University





# Principles of Trusteeship

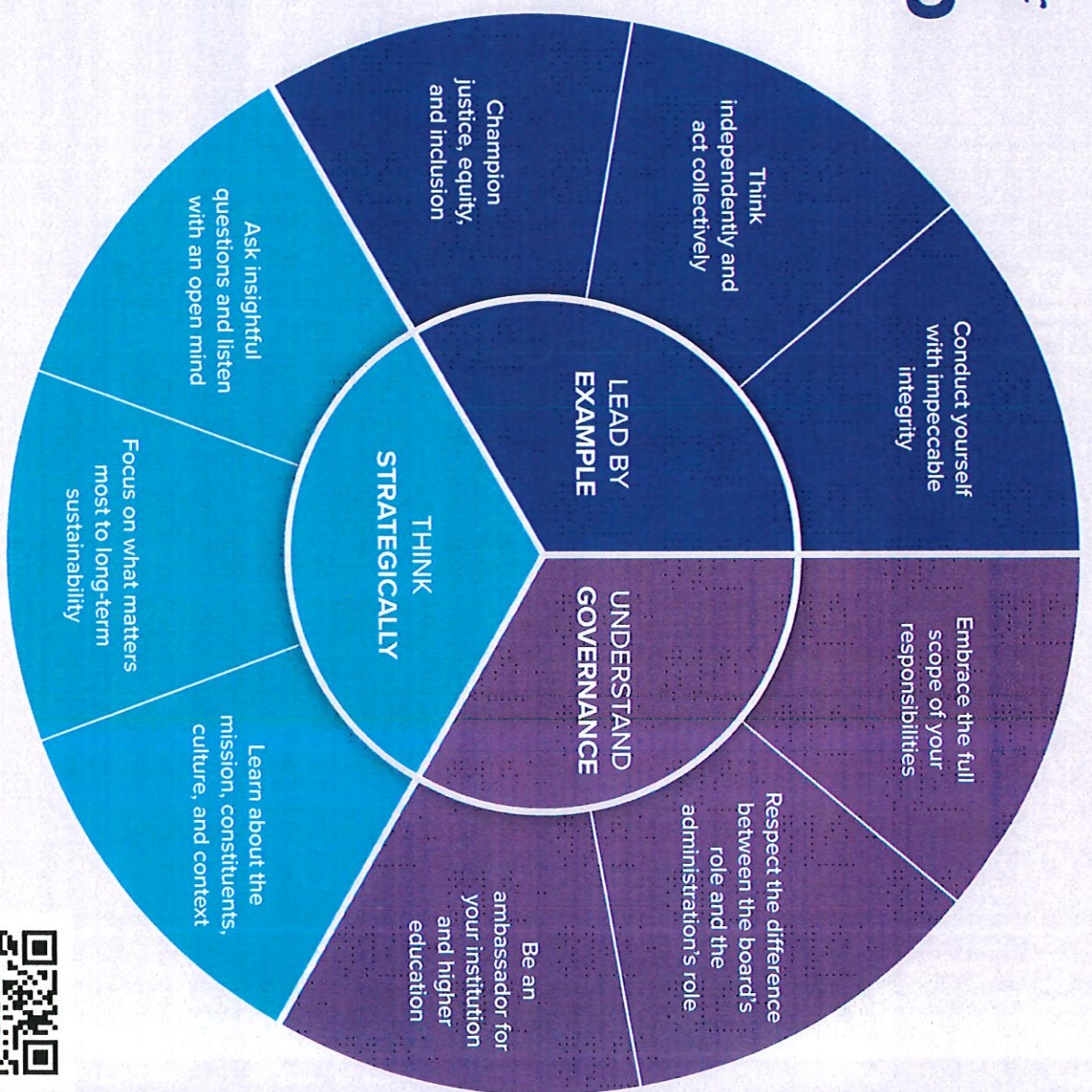
## Attitudes and Actions of Effective Board Members

The fate of higher education depends on consequential board governance.

Governance of American higher education is of, by, and for the people. Great colleges and universities start with great governing boards.

The Association of Governing Boards of Universities and Colleges (AGB) shares and supports your commitment. Our mission is to help you fulfill your fiduciary duties and exemplify the highest ideals of trusteeship.

Explore our resources: [AGB.org](http://AGB.org)



ADVANCING BOARD EXCELLENCE

Principles of Trusteeship. Washington, D.C.: AGB, 2021.





# Principles of Trusteeship

How to Become a Highly Effective Board Member for Colleges, Universities, and Foundations

## FIDUCIARY

## TEAM MEMBER

## INDIVIDUAL

### UNDERSTAND GOVERNANCE

1. Embrace the full scope of your responsibilities as a board member.	Fulfill your fiduciary responsibilities.	Recognize that governance is a collective endeavor.	Prepare in advance, show up fully present, and participate productively.
2. Respect the difference between the board's role and the administration's role.	Honor the academic norm of shared governance, which includes the president, administration, and faculty.	Be humble and respect your partners in governance and leadership.	Provide advice and counsel but leave operational decisions to the administration.
3. Be an ambassador for your institution and higher education.	Advocate on behalf of your institution and higher education.	Represent the institution proudly and recognize who speaks for the board and for the institution.	Engage actively and appropriately.

### LEAD BY EXAMPLE

4. Conduct yourself with impeccable integrity.	Act in the institution's best interests, putting them ahead of your personal preferences and political allegiances.	Preemptively disclose conflicts—actual and perceived—and dualities of interest.	Uphold the highest ethical standards.
5. Think independently and act collectively.	Constructively challenge and support the president, administration, and committees.	Speak up on important issues, even if they are uncomfortable or unpopular.	Express your concerns diplomatically to the appropriate person(s) at an appropriate time.
6. Champion justice, equity, and inclusion.	Protect and promote justice and equity throughout the enterprise.	Seek diversity and model inclusion on the board.	Be mindful of how your experience shapes your assumptions.

### THINK STRATEGICALLY

7. Learn about your institution's mission, constituents, culture, and context.	Shape your institution's vision and strategy based on its unique purpose and constituents.	Understand the present state of the enterprise and focus on its future needs.	Become a student of higher education.
8. Focus on what matters most to long-term sustainability.	Make decisions based on the strategy and vitality of the entire enterprise.	Help define what constitutes success for your institution.	Focus your personal and professional talents on significant strategic issues.
9. Ask insightful questions and listen with an open mind.	Pose the right questions, rather than prescribe answers.	Listen actively and seek to understand.	Bring genuine curiosity and an open mind to board service.





# 2023-2024 SOCHE EXCELLENCE AWARDS

## SOUTHERN STATE COMMUNITY COLLEGE



### Lauri Bolitho *Staff Excellence Award*

**Admissions Specialist, Student Affairs | Southern State Community College**

Lauri Bolitho is receiving the Staff Excellence Award this year for her management and leadership of SSCC's College Credit Plus (CCP) program with multiple high schools. She receives high praise from partnering high schools for her efficiency. Lauri truly has a heart for serving SSCC's CCP partners, students, and others.



### Charlie Gorman *Faculty Excellence Award*

**Adjunct Professor, Department of Human and Social Services**

Adjunct professor Charlie Gorman is Southern State Community College's Faculty Excellence Award winner for 2024. Charlie's role as outstanding faculty in SSCC's Human and Social Services Program started in 1998. After recently retiring from full-time faculty, which he considered to be his dream job, he continues to teach and assist the college with various projects. Charlie's life work has been in the helping professions, serving as a chemical dependency counselor, pastoral counselor, professor, mental health clinician, crisis counselor, clinical supervisor, and executive director for a combined total of 50 years of service. One of his students said, "Mr. Gorman is an amazing professor. He cares about his students, has a passion for helping people, and has a vast understanding of the social services area."



### Loren O'Cull *Campus Impact Award*

**Facilities Manager, Maintenance Department**

Loren O'Cull has been selected to receive the 2024 Campus Impact Award. Loren was chosen for this award due to his management and leadership of several campus facility projects this year, including exterior door replacement, bathroom renovation, new outdoor lighting, improving efficiency, and generally creating a good working environment for all. Loren has had a great impact on the SSCC campus and has led significant improvements enjoyed by students and employees alike. Loren's leadership and professionalism have profoundly impacted the Facilities Department. His calm, competent demeanor, steady direction, and customer-focused mindset provide an inviting and dependable atmosphere that everyone notices. Loren always goes above and beyond on any task or project. His influence sets the expectation of excellence, putting others on notice and requiring them to bring their best.

## Four SSCC Students Named to the All-Ohio Academic Team

*As part of Ohio Community College Month, the state's top students have been selected to win scholarships recognizing their academic excellence, leadership, and community service.*

Southern State Community College is pleased to announce that four current SSCC students have been named to the All-Ohio Academic Team. The students, joining other honorees from Ohio's community college system, will be honored with scholarships for their academic excellence, leadership, and community service. A ceremony to recognize this year's award winners will be held virtually on April 26 as part of Community College Month in Ohio.

The All-Ohio Academic Team program is a collaboration between the Ohio Association of Community Colleges (OACC) and Phi Theta Kappa (PTK) national honor society.

Madison Curtis of Highland County was assigned to the Second Team, and will be receiving a \$500 scholarship, medallion, and a certificate; Alyk Lippincott of Clinton County, Miranda McClurg of Fayette County, and Jenna Rhoades of Highland County were assigned to the Third Team, receiving a medallion and a certificate.

"I extend my heartfelt congratulations to Madison, Alyk, Miranda, and Jenna," said Dr. Nicole Roades, President of Southern State Community College, "—four of our most outstanding students! On behalf of Southern State, we could not be more proud to have these fine individuals affiliated with our college. I am pleased to see them rewarded and honored for their academic commitment and personal discipline."

These top-performing students were nominated by SSCC faculty and staff to receive the scholarships, which will assist in transferring to universities to complete their bachelor's degree requirements. The All-Ohio Academic Team also includes high-achieving students who are planning to move directly into the workforce.

###

Southern State Community College does not discriminate, in its programs or activities, against applicants, employees, or students on the basis of race, color, religion, gender, gender identity or expression, national origin (ancestry), military status (past, present or future), disability, age (40 years or older), status as a parent during pregnancy and immediately after the birth of a child, status as a parent of a young child, status as a nursing mother, status as a foster parent, genetic information, or sexual orientation. Questions about this should be directed to the Lead Title IX Coordinator, 100 Hobart Drive, Hillsboro, OH 45133; (937) 393-3431.