North Central State College
Board of Trustees' Annual Planning Retreat
July 11, 2018

I.   CALL TO ORDER

The Chair, Ms. Elisabeth Morando called the annual planning retreat to order at 4:45 p.m. in the Gorman Room (165) of the Fallerius Technical Education Center.

II.   ROLL CALL

The Recorder, Mr. Stephen Williams called the roll.

> **Present:**
> Mr. Mark Masters
> Dr. Dwight McElfresh
> Mr. Roger Miller
> Ms. Elisabeth Morando
> Ms. Pamela Mowry
> Ms. Linda Nelson
> Ms. Shelly Niese
> Mr. Matthew Smith
> Mr. Steven Stone

III.   INTRODUCTION OF GUESTS

President Dorey Diab introduced Dr. Koffi Akakpo, Chief Finance Officer; Dr. Karen Reed, Chief Academic Officer; Mr. Tom Prendergast, Executive Director, Institutional Effectiveness, Analytics & Planning.

IV.   VISION, MISSION, ENDS, STRATEGIC GOALS AND VALUES & ENVIRONMENTAL SCAN VIDEO – *Dr. Dorey Diab*

President Dorey Diab introduced an Environmental Scan Video by Ken Steele of Eduvation on Innovation in Education: 9 Forces for Change in Higher Education. The nine forces include: Politics, Funding, Demographics, Digital, Social, Anxious, Careerists, Industry, and Science. Following the video, President Diab reviewed recent strategic planning discussions on trends impacting higher education in general (nationally and statewide) and our college in particular (locally), the continuing validity of our Vision, Mission, Strategic Goals and Values that support the Board's (6) Ends policies and (10) Executive Limitations policies.

V. **LONGITUDINAL TRENDS DATA AND MAJOR KEY PERFORMANCE INDICATORS (KPI) FROM LAST YEAR** – *Mr. Tom Prendergast*
Mr. Prendergast showed the student profile changes from academic year 2016-2017 to academic year 2017-2018. Highlights included:

- 3,813 headcount, decrease of 2%
- 1,735 FTE, increase of 2%
- Majors: 22% BIT, 28% HSCI, 14% LA, 36% undeclared or other
- 1,525 CCP students, increase of 4% (40% of Students)
- 2,288 post high school students, decrease of 6%
- 443 minority students, increase of 15% (4% out of 6% in Region)
- 827 students age 25+, decrease of 18% (23% of Students)
- 1,336 Pell eligible ever, decrease of 17%
- 1,025 Directions (developmental) ever, decrease of 7%
- 371 students directly enrolling from high school, increase of 2%
- Age: Overall 22.2, 25.7 for Post High School Students
- Full-Time: 27% (37% if only Post High School Students)
- Gender: 59% Female; 41% Male

He explained that our OACC colleges for benchmarking include:
- Belmont
- Central Ohio Technical
- Edison State
- Rhodes State
- Zane State
- Marion Technical
- Northwest State
- Rio Grande
- Southern State
- Terra State
- Washington State

Mr. Prendergast presented a number of benchmarking comparisons to the other OACC colleges as well as our peer colleges. Comparisons included:
- Headcount enrollment versus similar OACC
- Headcount fall enrollment early college
- Headcount fall enrollment post high school
- Degrees and major certificates granted
- Completed credential within 3 years (first time, full time, by entering fall term)
- Completed credential within 4 years (first time, full time, by entering fall cohort)
- Unrestricted instruction and general expenditures
- Unrestricted revenues, education, and general fund
- Unrestricted expenses per FTE student
- Financial Composite Score (1-5)
- Primary Reserve (expendable net position at year-end divided by operating expenses)

Key Performance Indicators were reported as such:

Goal (percent over previous year)	Metric	Current data (how we did over last year)
Access: increase headcount and FTE by 1% traditional age (under 25), and 0.5% non-traditional (over 25)	• Annual credit hours • Annual head count	• credit hours increased by 2% (from 50,990 to 52,042) • headcount decreased by 2% (from 3,892 to 3,813)
Success: increase 3-year cohort success rate (graduation + transfer + still enrolled) by 2.5% on each and overall	• Chose 3-year to compare to external benchmarks	• increased by 6% over last year
Resources: Increase reserve by 2%, and maintain a composite ratio of at least 4.0	• Reserve • Composite ratio	• Increased reserve by 11% (31%) • Increased composite ratio by 13% (4.5)

VI. **STUDENT ACCESS OUTCOMES –** *Mr. Tom Prendergast, Dr. Koffi Akakpo, Dr. Dorey Diab*

Mr. Tom Prendergast was joined by Dr. Koffi Akakpo and Dr. Dorey Diab in presenting data to illustrate the recent trends in Student Access outcomes. The data showed:
• Access KPI: increase annual FTE by 1% traditional age (under 25), and 0.5% non-traditional age
• FTE Increased 2% over previous year
• Average credit hours attempted by student type
• Positive observations related to programs
  o BIT programs undergone major redesign: growing (IT), largely stable (Engineering).
  o Program entrance changes to Radiology and Respiratory have boosted enrollments without negatively impacting enrollments in most other health science programs.
  o Seeing a lot of growth in transfer degrees embedded within technical disciplines (especially education) and associate of science degrees.
• Positive observations related to alternative delivery

- o College Credit Plus. Credits increased off campus by 13%, on campus by 17% and online by 167%.
  - o Distance now comprises 20% of all credits.
  - o Satellite: nearly 80% of credits consumed at Crawford Center were by Crawford residents – big improvement over prior years.
  - o Cohort: Credits increased by 5%, led by post high school programs.
- Credit growth in distance courses
- Some Warning Lights
  - o Even though larger than peer group average overall, we have far fewer adult FTE.
  - o We are losing adult FTE at a faster rate than the peers (-32% vs. -26%).
  - o Adults are attempting and completing far fewer credits than post high school as a whole (13.5 vs. 15.6), and dropping.
  - o The percentage of post high school students from our service region attending other community colleges is increasing (28% to 32%), even with the TFS scholarship.
- Strategy take-away: pursue more adult students
  - o Certificate offerings. Unique certificate majors increased from 145 in AY 2017 to 176 in AY 2018.
  - o Increase application to registration yield – Transition Specialist.
  - o Pursue stopped-out students with high credits and no holds to re-enrollment.
  - o Use available tools: Prior Learning Assessment (PLA) Crosswalk, Recruit Customer Relationship Management (CRM), targeted scholarships
- Special focus strategy, enhancement of online academic programs
  - o Strategic Enrollment Committee has been charged with creation of a cohesive structured environment for our online degree and certificate programs. Brad Dunmire and Carmen Morrison will lead effort.
  - o Includes student services, website overhaul, marketing and eventual planned growth of additional degree offerings.
  - o Currently we have great potential within current four online degrees in management, criminal justice, psychology and liberal arts. Example: grow criminal justice degree by promoting to employees of Ohio's prison system.

VII.   STUDENT SUCCESS OUTCOMES - *Mr. Tom Prendergast, Dr. Karen Reed, Dr. Dorey Diab*

Mr. Tom Prendergast was joined by Dr. Karen Reed and Dr. Dorey Diab in presenting data to illustrate the recent trends in Student Success outcomes. The data showed:
- Success Major KPI: increase 3-year cohort success rate (graduation/transfer/retained) by 2.5%
- Seeing improvement in Leading Indicators
- Other leading indicators:

- o First Time in College (FTIC) students completing gateway math in 2 semesters
- o Complete 12 college-level credits in 2 semesters
- Mid-career indicator: Entering students that re-enroll, graduate or transfer by next fall
- Good news – three-year graduation rates is increasing
- Even better news. Two-year graduation rates is increasing
- Opportunities for improvement: 1-year certificates granted
- Reminder about chaotic lives of students: CCSSE survey
  - o Ruffalo Noel Levitz Student Satisfaction Inventory. Index satisfaction scores 2018 (1-7 scale).
  - o Questions of overall satisfaction: more satisfaction than last year
  - o But trailing the national community college averages…
  - o 2018 key strengths include high importance and high satisfaction.
  - o 2018 key challenges include high importance and low satisfaction, or large expectation gap, and areas with lower satisfaction than peers.
- Graduate survey response on how well NC State prepared me for employment, 2017 and 2018
- Student success = increasing share of state subsidy
  - o From FY 2017 to FY 2019, percentage share has increased from 1.68% to 1.77%
  - o Biggest increase in interim milestones (success points), 1.51% to 1.75%
  - o More students completing 12, 24, 36 college-level credits, 1.60% to 1.77%
  - o Students completing developmental sequence and attempting gateway, 1.19% to 1.66%
  - o Completed FTE also improving, 1.68% to 1.79%
  - o Good news is that course completions from access populations rising, but below the benchmark of 1.77%. Reflects only 1.60% of share.
  - o Warning: completion milestone funding decreased, from 1.87% to 1.75%. Need to continue increasing certificate and degree completion, and transfer; mainly in their access categories

VIII. RESOURCES OUTCOMES - *Mr. Tom Prendergast, Dr. Koffi Akakpo, Dr. Dorey Diab*

Mr. Tom Prendergast was joined by Dr. Koffi Akakpo and Dr. Dorey Diab in presenting data to illustrate the recent trends in Student Access outcomes. The data showed:
- Results of the Campus Quality Survey
  - o Ten Smallest Performance Gap (positive) (blue is similar at other 2-year colleges)
    - ▪ In the last 6 months, someone at work has talked to me about my progress – 0.46
    - ▪ I feel that my work makes a difference at the college – 0.50
    - ▪ My job performance is evaluated fairly – 0.68
    - ▪ This institution uses state and national data to compare performance with others
    - ▪ I know what is expected of me

- - - This institution believes in continuous quality improvement
      - I have a favorable overall impression at the college
      - The mission, purpose and values of this institution are familiar to employees
      - I have the freedom to express my ideas regarding things affecting my work and me
      - This institution regularly conducts surveys to evaluate quality of programs/services
  - Ten Largest Performance Gap (negative) (blue is similar to other 2-year colleges)
    - My compensation is fair for the job I am asked to do (2.6 now vs. 4.5 should be)
    - Employees are rewarded for outstanding job performance (2.6)
    - There are effective line of communication between departments (2.7)
    - Processes for selecting, orienting, training , empowering and recognizing employees are carefully planned (2.7)
    - Morale is improving at the college as a whole (2.7)
    - The harder I work the more recognition I receive (2.7)
    - This institution plans carefully (2.9)
    - There is a spirit teamwork and cooperation in this organization (3.0)
    - Written procedures clearly define who is responsible for each operation/service (2.9)
    - Employees empowered to resolve problems quickly / Employee suggestions are used to improve our institution (tie) (2.9)
- Human Resources Salary & Benefits
  - Increase to faculty base-salary over three years: ~$1,650 or ~3.6% on avg. per faculty last year); ~$1,000 or 2.1% this coming year; and ~$1,000 or 2.1% the third year. This included a range of increases between 1.45% and 12.5% for new hires/instructor.
  - For the coming year, the staff will receive a $1,000 increase. This is equivalent to 3.33% for those with $30,000 in salary; and 2.5% for those with $40,000 in salary.
  - The financial impact on the college was reduced through higher health benefit contribution by employees that have increased from 13% to 14% in 2017-2018, 15% in 2018-2019, and will be increased to 16% in 2019-2020.
  - Positive financial impact over the next year will be strongly enhanced through 3 premium holiday months from the insurance company. The net increase in income per employee will range from $1,166 (single coverage) to $1,403 (family coverage).
  - College provided $20 per individual employee for Thanksgiving.
  - College is closing for two weeks over the Christmas and New Year holidays with pay.
  - Continuing with the 4-day summer schedule to allow 3-day weekends

- Physical Resources: the following were discussed
  - Total equipment costs per FTE
  - Operation & maintenance of plant cost per all FTE
  - Centralized technology spending per student/staff FTE. We need to continually increase it.
  - Mobile Training Center
- Fiscal Resources Major KPI #1: maintain a composite score of at least 4.0
- Fiscal Resources Major KPI #2: Increase primary reserve by 2%.
- Average Reserve Ratio among OACC Colleges
- Unrestricted cost per FTE
- Overall Financial Resources
  - Increased the reserve again from 20% to 31% (55%)
  - Increased the composite ratio from 4 to 4.5 (13%)
  - Increased SSI 3.63%
  - Reduced health care cost due to 3 holiday-premium months
  - Reduced cost by discontinuing courses at the Urban Center, reducing administrative personnel, and leasing it out
  - Increased revenues due to increase in credit hours
  - Emerald Club brought in more than $554,000 in donations
  - Received $1,300,000 in grants
  - Received $1,700,000 from the state in capital fund for facilities, IT and equipment
  - Reduced college unrestricted cost per employee FTE by ~$500 (from ~$9,500 to $9,000)

IX. NEXT YEAR'S STRATEGIC, OVERARCHING GOALS - *Ms. Elisabeth Morando*

A. Board Self-Assessment Surveys (Monthly Survey & Annual Survey)

Ms. Elisabeth Morando called on Board Secretary, Steve Williams to present the results of the Board's Monthly Self-Assessment Survey and Annual Self-Assessment Survey. Following the presentation, the Board commented on the desire to add the ability for trustees to add comments/suggestions to each of the questions in addition to merely selecting a scale value. The Board further commented on some of the trends identified by the survey that warranted regular review as a standing item on the agenda of "Board work" under Policy Governance. Further discussion revealed that items of "Board work" may be over-shadowed by other business and not getting captured for future board discussion/consideration. Trustee, Mr. Matthew Smith expressed concern regarding our lack of attention to the governance "sustainability" element. Mr. Smith was requested to provide the material he had previously submitted to Steve Williams and Mr. Williams is to distribute the material to the other Trustees. The Board suggested adding recurring items to the regular agenda for (1) Summary of Actionable Items to carry forward to future agenda for "Board Work" and a Review of Actionable Items to bring forward from

past agendas. Ms. Elisabeth Morando called for earlier discussion in the development of the Board Agenda so that action items for the board can be included in the agenda planning process.

B. Travel Planning & Expense Guidelines Document

Ms. Elisabeth Morando introduced the Travel Planning & Expense Guidelines document that was assembled to assist Trustees in the planning and follow-up to business and professional development travel requirements in their role as a Trustee of the College. In addition to distribution to trustees, the board secretary was asked to post this resource to the Board's online Toolbox for future reference as needed.

C. Monitoring Report Development

Ms. Elisabeth Morando called for reflections for the development/improvement of monitoring reports. The submission of monitoring reports should be more formalized perhaps making it a routine item by adding a line to the regular meeting agenda for discussion/presentations of monitoring reports. The board favored the traffic light annual dashboard approach tying the report or discussion to an Ends or Executive Limitations item.

X.   EXECUTIVE SESSION

The Chair called for an Executive Session at 8:30 p.m. Ms. Linda Nelson made a motion and it was seconded by Ms. Pamela Mowry to adjourn to Executive Session to discuss Employment and/or compensation of a public employee. Ms. Morando explained that she did not expect any further business following the executive session. A roll call vote on the motion was approved unanimously by all members present.

> Mr. Mark Masters – "yes"
> Dr. Dwight McElfresh – "yes"
> Mr. Roger Miller – "yes"
> Mrs. Elisabeth Morando – "yes"
> Mrs. Pamela Mowry – "yes"
> Mrs. Linda Nelson – "yes"
> Ms. Shelly Niese – "yes"
> Mr. Matt Smith – "yes"
> Mr. Steve Stone – "yes"

At 9:00 p.m., the Chair, Ms. Elisabeth Morando declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

XI. MEETING EVALUATION – *Ms. Elisabeth Morando*

Ms. Elisabeth Morando called for discussion of today's meeting. Trustees noted that Mr. Miller did a great job with the scenario rehearsal and led to some good policy governance discussion. The meeting did not drift from the agenda. Trustees commented that the Owners Connections discussions and contribution from Mr. Mark Masters was very good.

**XII. TIME AND PLACE OF NEXT MEETING**

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, August 22, 2018 in the Gorman Room (165-Fallerius at 5:30pm.

XIII. ADJOURNMENT

The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Ms. Elisabeth Morando declared the annual planning retreat adjourned at 9:08 p.m.

Respectfully submitted:
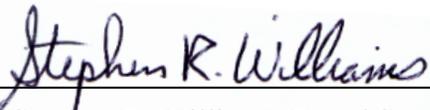
_____   _____
Mr. Stephen R. Williams, Board Secretary   Ms. Elisabeth Morando, Board Chair