

**North Central State College
Board of Trustees' Annual Planning Retreat
June 28, 2023**

I. CALL TO ORDER

The Chair, Dr. Dwight McElfresh resumed the June meeting by calling the annual planning retreat to order at 5:25 p.m. in the ground floor conference room (164) of the James W. Kehoe Center.

II. ROLL CALL

The Recorder, Mr. Stephen Williams called the roll.

Present: (in-person)
Ms. Kristin Aspin
Mr. David Bush
Ms. Elisabeth Morando
Dr. Dwight McElfresh
Ms. Linda Nelson
Mr. Steven Stone
Mr. Patrick Williams
Ms. Kimberly Winkle

Absent:
Mr. Mark Masters

III. INTRODUCTION OF GUESTS – *Dr. Dorey Diab*

President Dorey Diab introduced Dr. Kelly Gray, Chief Academic Officer; Ms. Lori McKee, Chief Finance Officer; and Mr. Tom Prendergast, Chief Student Affairs Officer (on-line).

**IV. PRESENTATION OF THE PRESIDENT'S MONITORING REPORT
– *by Dr. Dorey Diab***

President Diab began his Monitoring Report for the 2022-2023 Academic Year by presenting accomplishments summary of quantitative key performance indicators for Access, Success and Resources from the 2023 strategic plan. He reported that, overall, and as shown in the tables below, the College exceeded the quantitative goals in eight of the categories (highlighted in varying shades of green), dropped below the goal with less than five percent in two categories (highlighted in yellow), and dropped below the goal with five percent or more in three of the categories (highlighted in red).

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) the college has overcome or achieved over the past year as well as the uncertainty that the current culture presents in preparing for

the coming year. He reported both Quantifiable data and Qualifiable rationale for each of the six Ends policies and ten Executive Limitations policies as part of his annual monitoring report to the Board of Trustees and called for any further questions or points for clarification.

**Summary of Global Ends Policy 1-00,
in alignment with quantitative Key Performance Indicators from Strategic Plan**

Overall, and as shown in the table below:

1. We have exceeded the quantitative goals in 8 categories,
2. We have dropped below the goals, with 5% or more, in 3 categories,
3. We have dropped below the goals, with less than 5%, in 2 categories.
4. We have remained the same in 3 categories

(Note: due to the multitude of negative factors impacting changes over the past couple of years, institutional research decided to mark a drop of 5% and higher in red as below goal, and those below 5% in cautious yellow).

ACCESS

Access: Headcount					
Goal	AY 2020-21	AY 2021-22	AY 2022-23*	Most Recent Annual Difference	Result
Increase annual headcount by 1% for High School/early college students	1,390	1,374	1,377	0.2%	Slightly Above
Increase annual headcount by 1% for post-HS students under age 25	1,179	1,091	1,033	-5.3%	Far Below
Increase annual headcount by 2% for students age 25 and over (non-traditional)	752	725	666	-8.1%	Far Below
Increase annual headcount by 2% for minoritized students	301	336	377	12.2%	Far Above

Access: Credits Attempted					
Goal	AY 2020-21	AY 2021-22	AY 2022-23*	Most Recent Annual Difference	Result
Increase annual credit hours by 1% for High School/early college students	15,730	14,959	15,844	5.9%	Far Above
Increase annual credit hours by 1% for post-HS students under age 25	20,119	18,461	17,608	-4.6%	Below

Increase annual credit hours by 2% for students age 25 and over (non-traditional)	10,223	9,767	9,151	-6.3%	Far Below
Increase annual credit hours by 2% for minority students	3,902	4,269	4,944	15.8%	Far Above

SUCCESS

Success					
Goal: Fall to Fall Persistence of Entering Cohorts - Equity Focus	Entering Fall 2019 Cohort (N=545)	Entering Fall 2020 Cohort (N=429)	Entering Fall 2021 Cohort (N=432)	Fall 2020 Cohort to Fall 2021 Cohort Change	Result
Increase Fall to Fall persistence of new, post-HS Minority students by 2%.	39%	47%	43%	-4%	Below
Increase Fall to Fall persistence of new, post-HS students aged 25 & over by 2%.	53%	54%	54%	0%	Same

Success					
Goal: Completion/Success of Entering Fall Cohorts	Entering Fall 2017 Cohort (N=562)	Entering Fall 2018 Cohort (N=576)	Entering Fall 2019 Cohort (N=545)	Fall 2018 Cohort to Fall 2019 Cohort Change	Result
Increase 3-year cohort success rate (graduate, transfer and/or re-enroll at NCSC) by 2%. Any one marker counts.	54%	48.6%	51.4%	2.8%	Above
Increase 3-year graduation rates of entering fall cohorts by 2%.	30%	30%	30%	0.0%	Same
Increase 3-year university transfer rates of entering fall cohorts by 1%.	19%	17%	19%	2.0%	Above
Increase rates of re-enrollment in third fall term of entering fall cohorts by 1%.	15%	12.5%	12.8%	0.3%	Same

RESOURCES

Resources					
Description	FY 2019-20	FY 2020-21	FY 2021-22	FY 2020-21 to FY 2021- 22 Change	Result
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)	5.0	5.0	5.0	0.0	Full Score
Increase primary reserve ratio by 2%	0.64	0.84	0.90	7.1%	Far Above

Following the above summary of the Global Ends Policy on access, success and resources, Dr. Diab went over the Ends and Executive limitations with tables, charts, and trends over the years, summarized below, with goals for next year.

***Summary of Key Performance Indicators based on goals established for 2022-2023
Monitoring Report Summary with Goals for Next Year 2023-2024***

Global Ends Policy - Mission: fulfill the strategic goals of student access, success, and resources.

1. Student access:

a. Overall, and similar to what happened nationally and statewide, there has been a double-digit enrollment drop over the past few years due to the impact of multiple factors including health, social, and political pandemics; concerns about college costs and loan debts; rural environment demographics; and strong economy with low unemployment rate and demand for employees that prevented them from going back to school. All these factors caused higher education nationally and locally to be at an inflection point with a VUCA period of disruption (volatile, uncertain, complex, and ambiguous). This past year however, the drop was reduced to a single digit in comparison to the previous year, with the hope that the decline is stabilizing. The total annual headcount of credit students dropped by 3.6% from 3,190 to 3,076; and the number of credit hours dropped by 1.4% from 43,187 to 42,603. Specifically, in comparison to the Key Performance Indicators (KPI's):

i. Students high-school / Early College:

- o Increase annual headcount (HC) by 1% and credit hours by 1% (achieved as HC increased by 0.2% from 1,374 to 1,377; and credit hours increased by 5.9% from 14,959 to 15,844).*

ii. Students post high-school but under age 25:

- o Increase annual headcount (HC) by 1% and credit hours by 1% (not achieved as HC dropped by 5.3% from 1,091 to 1,033; and credit hours dropped by 4.6% from 18,461 to 17,608).*

iii. Students age 25 and over:

- Increase annual HC by 2% and credit hours by 2% (not achieved as HC dropped by 8.1% from 725 to 666; and credit hours dropped by 6.3% from 9,767 to 9,151).
- iv. Minority students:
 - Increase HC by 2% and FTE by 2% (achieved as HC increased by 12.2% from 336 to 377; and credit hours increased by 15.8% from 4,269 to 4,944).
- b. Provided strong pathways to our students from high school, to certificates, to associate degrees, and to baccalaureate degrees (including the Mechanical Engineering Technology, and the upcoming Bachelor of Science in Nursing) at an extremely affordable rate, including free tuition (College Credit Plus, College-Now and Tuition Freedom Scholarship).

Goal for next year: we will continue to do our best to overcome the enrollment challenges we are facing. The access Key Performance Indicator is to increase headcount and credit hours by 1% for Early College and traditional students; 2% for adult; and 5% for minority students.

2. Student success:

- a. Overall assessment of goals:
 - i. Increase 3-year cohort success rate (either graduate, transfer, or re-enroll at NC State) by 2%, on each and overall (achieved as the number increased by 2.8%, from 49% to 51% from Fall 2018 cohort to Fall 2019 cohort).
 - ii. Increase graduation rate by 2% of entering fall cohorts (3-year window) (remained the same at 30% from Fall 2018 cohort to Fall 2019 cohort).
 - iii. Increase re-enrollment rate by 1% in third fall term of entering fall cohorts (3-year window) (remained the same at 13% Fall 2018 cohort to Fall 2019 cohort).
 - iv. Increase university transfer rate by 1% of entering fall cohorts (3-year window) (achieved as the number increased from 17% to 19% from Fall 2018 cohort to Fall 2019 cohort).
 - v. Increase persistence rate in the following fall term of entering fall minority student cohorts by 2% (1-year window) (was not achieved as the number decreased by 4.3%).
 - vi. Increase persistence rate in the following fall term of entering fall adult aged 25 and over by 2% (1-year window) (was not achieved as the number remained the same at 54.4%).
- b. Licensure/certification rate as percentage of 2022 graduates: ADN 81%; LPN: 90%; RAD: 100%; OPOTA:100%; Respiratory care: 82%; PTA: 87.5%; the PTA is on probation mostly due to passing rate needing to be at 88%.
- c. Four hundred and forty-eight degrees and major certificates were earned in 2021-22. For comparison with peers, three hundred and forty-six degrees and major certificates on average were awarded.
- d. Completing credential within 150% of the time (in 3 years instead of two) is another way to measure student success. Twenty nine percent of the Fall 2019 cohort (a 7% decrease from 36% for cohort of Fall 2018) of first time, full-time, degree seeking of post high school students who completed their credential within 150% of the time.

- e. *Completing credential within 200 % of the time (in 4 years instead of two) is another way to measure student success. Forty one percent of the Fall 2018 cohort (a 3% increase from 38% for cohort of Fall 2017) of first time, full-time, degree seeking of post high school students who completed their credential within 200% of the time.*
- f. *Credit completion rate (2021-22):*
 - i. *All students: 87% at the College (3% below last year). Peers were at 88%.*
 - ii. *Gateway college-level Math and English*
 - o *90% at the College for Math (1.7% over last year)*
 - o *88% at the College for English (2.8% over last year)*
- g. *In 2022-23, credit completion rates for both on campus or online credit hours is at 89.4% (an increase of 1.9% from last year).*
- h. *Success points earned (2021-2022) (these include new gateway English and Math completion points and not the old Developmental Education success points of performance funding model):*
 - i. *The number of success points earned for completing 12 college level credit hours decreased by ~16% (from 838 in 2021 to 706 in 2022).*
 - ii. *The number of success points earned for completing 24 credit hours decreased by 20% (from 622 in 2021 to 495 in 2022).*
 - iii. *The number of success points earned for completing 36 credit hours remained almost the same (434 in 2021 vs. 431 in 2022).*
 - iv. *College level English points earned within the first 30 credit hours decreased by 10.3% (from 686 in 2021 to 615 in 2022).*
 - v. *College level Math points earned within the first 30 credit hours decreased by 9.7% (from 640 in 2021 to 578 in 2022).*
 - vi. *Total success points (12, 24, and 36 credits earned, and gateway English and math) earned decreased by 12.3% (from 3220 in 2020-21 to 2825 in 2021-22)*
- i. *Persistence rate from fall to spring semesters almost remained the same (79.6% in Fall 2021 vs. 79.8% in Fall 2022).*
- j. *Persistence rate fall to fall semesters decreased by 1% from 56.7% in fall 2020 to 55.7% in fall 2021.*
- k. *Graduation rate:*
 - i. *The Achieving the Dream Fall cohort four-year graduation rate between cohorts 2018 and 2019 (i.e. between Fall 2018 and spring 2023 that is not complete yet, and will include summer 2023) which also incorporates both full-time and part-time unlike general IPEDS data which does not include part-time) increased by 1% from 34% to 35%.*

Goal for next year: The success Key Performance Indicator is to increase 3-year cohort success rate (graduation 2%+transfer 1%+still enrolled 1%), and minority and adult persistence from fall to fall by 2%

3. Resources:

a. Human.

- i. *With regard to communication and professional development, we continued to do system-wide interdepartmental communication with the whole College community by publishing the President's Report that comes from all department managers every two weeks about their strategic projects.*

- ii. *We continued to have many meetings especially via Zoom, originally to enhance safety protocols during the pandemic, and now to save time. We also did virtual training, and now switching to more in-person meetings, at convocation, and virtual professional development days in November and February, and at open forum once a semester (during any month with a 5th Thursday).*
- iii. *We continued to have monthly faculty meetings with the academic divisions. During these meetings, we have focused on the areas of teaching and learning, mental health, safety and security protocols due to COVID, and Diversity/Equity/Inclusion. We also continued our monthly meetings with middle managers including the deans and the VP's, to enhance professional development and succession planning on different topics related to leading and managing the institution.*
- iv. *In terms of hiring, we continued realignment of personnel in areas of greatest needs and hiring positions due to retirement, replacement or new positions. That said, we lost additional personnel this past year due to availability of higher paying jobs in the private sector, especially in health care. As a result, the total full-time employees' turnover has increased to 19.05% (was 12.86% last year including retirement); while it increased to 15.87% if excluding retirement (was 8.27% last year).*
- v. *Over the past year, the percentage of minority employees is as follows: full-time faculty 14.2% (was 15.9% last year; dropped due to retirement or loss to the private sector), full-time staff 10.1% (was 7% last year; increased due to hiring minority staff); administration remained at 16.7%; while all employees increased from 8% to 8.5%.*
- vi. *In terms of benefits, we have done very well by our employees:*
 - *As a result of our fiscal discipline, and unlike other higher education institutions, we did not have a layoff nor did we have a reduction in salaries due to the pandemic (according to national statistics, more than 600 thousands people were let go nationally due to the pandemic).*
 - *Furthermore, we are planning an increase in salaries this year of 2% to the base and increasing the minimum wage to \$14 per hour, while keeping the employer/employee insurance contribution at 81% / 19% in order to attract new employees and keep good employees (contractually with faculty this actually was 1% to the base and 1% stipend; and changing the employer/employee insurance contribution to 80%/20%). We are thankful for the board support with this change.*
 - *Continuing with the Council of Governance (COG) health plan in Stark County: Although higher than normal, the health insurance increase remains in single digit for the coming year (~7.98%). Yet, it will also be providing one month of premium holiday, saving up to several hundred dollars per year for employees (employees don't have to pay for health care for 1 month), and around \$220,000 for the College.*
 - *The above changes in benefits will help mitigate the ~7.98% increase in insurance and the impact of inflation, and keep everyone financially whole*

(in the range of several hundred to several thousand dollars after reviewing the situation of every employee by Human Resources).

- College closing for two weeks over the holidays at the end of the year allowing employees more family time with pay.
- Continuing with the four 10-hour day summer schedule (from mid-May to end of July) to allow employees to enjoy 3-day weekends with their family and friends. We decided to go remote this summer again due to low number of students taking courses with most of them being online/hybrid, having multiple facilities projects requiring the attention of the facilities department, cutting down on gas and electrical utility costs, helping our employees cut down on travel time and reduce their cost of gas and the impact of inflation, while minimizing the mental health stress levels of the few years. Buildings with labs (Health Sciences and Kehoe) are open several days per week to allow for in-person activities and labs; and the Child Development Center is open in-person all the time.
- We plan to continue the four 9-hour day schedule, and one half-day remote on Fridays this coming year during fall and spring semesters.
- Continuing with the Earned-Time-Off for part-time faculty and staff based on their years of service.

Goal for next year: continue to improve safety protocols from remanence of COVID-19 if needed and other acts; continue to enhance the culture of diversity, equity, and inclusion; continue to provide better compensation; continue the Leadership and Management Academy to enhance professional development and succession planning for managers and interested employees; continue to increase professional development activities for faculty and staff; reduce employee turnover rate, and increase salaries.

a. Fiscal:

Increasing Revenues:

1. Increased the reserve again from 84% to 90%% (the highest among all 23 community colleges, with their average reserve being at 50%).
2. Maintained the composite ratio above 4 (a full score of 5.0 again).
3. As of May 2023, we have the highest monthly cash flow of 20.6 million dollars, including around 6 million dollars in savings between Park National (~\$5M) and Star Ohio accounts (\$1M).
4. Emerald Club brought in over 728 thousand dollars in donations.
5. Received over 3.88 million dollars in grants.

Reducing Cost:

1. Saved over \$220,000 in health care cost from 1 holiday-premium month last year
2. Continue to reduce/maintain a low shared services cost (was \$1.93M/FY12, ~\$821K/FY23).

Goal for next year: continue to enhance the financial and fiscal viability of the institution by bringing additional revenues, reducing cost, and aligning existing financial resources with the College mission. The financial Key Performance Indicator is to have SSI share being greater than the FTE share, and maintain a composite ratio of at least 4.0 year over year

b. *Physical:*

Physical-facilities:

- i. Continue to maintain/strengthen the buildings and equipment infrastructure.
- ii. Continue to optimize space utilization by improving scheduling, at the College and with OSU-M, while closing/renting unused space).
- iii. Continue to clean house by getting rid of obsolete items and recycling throughout campus.
- iv. Continue with campus improvement projects for carpeting and painting.
- v. The data on sustainability was provided at the end of the report.

Physical-Information Technology:

- i. Given the increasing trend of students bringing their own devices, the college is consolidating/reducing the inventory of student workstations, putting less stress on maintenance as well as avoiding future costs.
- ii. Over 50 classrooms have been renovated and upgraded from stimulus dollars to provide the latest technological learning and teaching environment. There is also one next-generation tech classroom in every building with a computer station, projector, audio and video cameras, and TV's to provide both synchronous (at the same time) and asynchronous (taped) learning from inside and outside the classroom. We anticipate spending another one million stimulus dollars on windows, boilers, chillers and generators.
- iii. There has been an increased use of software for automation and standardization processes.
- iv. *The Information Technology Department:*
 1. continues to update/replace firewall appliance for the main campus and the Kehoe Center to enhance cyber security.
 2. has been implementing the use of multi-factor authentication for faculty and staff (email address, password, and passcode sent to phone or computer) for email and Office 365 products, and requiring students to change their passwords.
 3. continues to utilize Microsoft Azure cloud storage to have asynchronous offsite storage of College data that is backed up for business continuity.

Goals for next year: Enhance the agility and adaptability of the institution by offering more efficient and flexible scheduling of online courses and programs, and provide more short-term courses, certificates and programs (8-week terms). Continue to heavily invest in information technology, wireless connectivity, and cyber security.

V. COLLEGE SUSTAINABILITY POSITION - Dr. Dorey Diab

President Dorey Diab addressed the three areas of focus in the College's sustainability position as requested by the board. They included, Human Resources, Fiscal Resources, and Physical / Environmental Resources. Some of this information is duplicative of what was previously stated.

The Sustainability Plan (per Board request)

One cannot truly address the sustainability plan to strengthen the future of our College without assessing the risks and landscape factors impacting our institution. These risks include:

1. *Declining student enrollment in the double digits over two years of pandemic*
2. *Underserved population*
 - *Mostly rural environment where people have doubt about the value of higher education*
 - *Low educational attainment (~20% below state and national level)*
 - *Economically under-resourced area (~30% receiving food stamps)*
 - *First generation students, working, caring for family, and going to college*
3. *Changing demographics (declining population & high school graduates, including the impact of the 2008 recession with lower birthrate resulting in a smaller number of high school graduates by 2026)*
4. *Future college students with compromised high school education due to COVID*
5. *A culture that is questioning the value of higher education with concerns about increasing college cost and rising student debt*
6. *Equity gaps in educational attainment among first generation and minorities*
7. *Historical loss of major business and industry*
8. *Paradoxical economy (people without jobs, generally in hospitality, jobs without people generally in STEMM programs – Ed Gordon)*
9. *A shrinking talent market for employees hard hit by the Great Resignation, high wages and benefits especially from the private sector, remote work flexibility...*
10. *Increasing competition from public, private, and online institutions*
11. *Keeping up with the accelerated pace of technology, associated cost, and alternative credentials*
12. *Frozen or low state subsidies (~40% of students, ~25% of subsidies)*
13. *Increased accountability of a state funding model based solely on performance and student completion*
14. *The state and the nation going through tumultuous cultural, social and especially political crises with more politicians interfering in the operations of the institutions of higher education*
15. *Higher Education is truly at an inflection point, living in a VUCA period of disruption (Volatile, Uncertain, Complex, and Ambiguous)*

With risks and challenges come opportunity to prepare for the future. Peter Drucker stated: “the greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic”

Arthur Levine and Scott Van Pelt wrote in “The Great Upheaval, Higher Education’s Past, Present and Uncertain Future” about what higher education is going through:

- The dramatic growth of noncollegiate providers of postsecondary education and an explosion of their enrollments;
- A corresponding shift in the balance of power from institutions to learners;
- Increasing demand from learners for anytime, anyplace, unbundled, low-cost, individualized instruction that fits their circumstances;
- Emphasis on outcomes-based, learner-centered education over time-fixed, teacher-centric education;
- A rise in market-aligned, shorter-term learning experiences that provide just-in-time badges, certificates and micro credentials.

ACCT Research indicated that: the divide is widening for rural community colleges due to the demographic cliff, labor market changes, and poverty. Recommended solutions:

- 1) Bold regional leadership
- 2) Creating a college going mindset
- 3) Acting boldly to build financial solvency
- 4) Cultivating partnerships to support students basic needs
- 5) Diversifying faculty to represent student population
- 6) Redesigning advising and support services
- 7) Collaborating to create regional economic opportunity

Paul Leinwand, Mahadeva Matt Mani, and Blair Sheppard identified “Six Leadership Paradoxes in Post-Pandemic Era”:

- 1) Strategic Executor
- 2) Humble Hero
- 3) Tech-Savvy Humanist
- 3) Traditional Innovator
- 4) High-Integrity Politician
- 6) Globally-Minded Localist

The question then becomes, how are we addressing the above risks, challenges and trends to sustain the present and create the future of our College? We are doing that by:

1. Being mission driven, data informed, and equity minded
2. Being agile, caring, and nimble
3. Changing from time and process (seat time) to more outcomes, and competency-based education
 - With anytime and anyplace access for students, and available remote work for employees
 - With a major shift to skills & certificates in the short term, and degrees in the long term
 - Preferably through a cohort or an academy group
 - With technical skills, human/soft skills, and hands-on/project-based/internship learning
 - From high school to baccalaureate degree, tuition and debt free.

How to Sustain the Present and Create the Future for our College and our Community
OUR WHY - a Culture of Agility, Caring, and Nimbleness



Agility in delivering:

- Tech skills, soft/human skills, work/experiential skills, in-person, hybrid, online, 8-weeks, 16 weeks, competency-based education to expedite completion...
- From high school pathways, to certificates, to associate and baccalaureate degrees (BASMET, BSN)...
- Tuition and debt Free for students (Tuition Freedom, 75% no loans, 289% ROI)."

Caring by supporting the academic (tutoring, advising, Open Education Resources); and basic needs of students (food, transportation, technology), moving from transactional to relational collaboration

Nimbleness in maintaining our future financial viability that we built over the years

To enhance the economic and social mobility of our students and employees, and the prosperity of our community

Human Resources Sustainability

1. *By having a flexible schedule throughout the year, working remotely when needed, providing for longer time off over the weekend, the holidays, or the summer to allow employees to relax more and spend more time with their families. At least, this will help the College maintain more of its workforce; and at best be an employer of choice in the region.*
2. *By continually providing raises and a good "compensation and benefit" package to our employees we are able to retain more current talent, enhance morale, and hire new people. Our employees' exit interviews indicate strong satisfaction with employee benefits with a desire for better salaries. Our compensation package will help address that, especially when we continually evaluate the impact of insurance cost to keep our employees whole.*
3. *By restructuring the college and promoting internal personnel to grow our own and address positions that became vacant, we were able to maintain our momentum, address concerns about the lack of advancement and mobility at the college, while reducing cost and solving the issue of limited pool of qualified candidates who are willing to locate to Mansfield.*
4. *By continually providing professional development for middle managers we are able to prepare the next generation of college leaders and enhance succession planning.*

Fiscal Resources Sustainability

Increasing Revenues:

1. *Increased the reserve again from 84% to 90% which is the highest among all 23 community colleges.*
2. *Maintained the composite ratio above 4 (a full score of 5.0 again).*
3. *As of May 2023, we have the highest monthly cash flow of 20.6 million dollars which includes ~ 6 million dollars in savings between Park National (~\$5M) and Star Ohio accounts (~\$1M).*
4. *Emerald Club brought in more than 700 thousand dollars in donations.*
5. *Received over 3.88 million dollars in grants.*
6. *Last year, we were allocated ~1.9 million dollars in state capital dollars for the bi-annuum, that we ended up not spending and used federal stimulus dollars instead. We will use these state capital dollars to renovate the Fallerius building next year, and if needed use next year's state capital dollars, to avoid using College dollars for the project.*

Reducing Cost:

1. *Saved \$220,000 in health care cost from 1 holiday-premium months last year.*
2. *Continue to reduce/maintain a low shared services cost (was \$1.93M/FY12, \$821K/FY23).*
3. *Continued energy efficiency efforts at Kehoe and saved \$35,911 between FY22 and FY23*

Physical/Environmental Resources Sustainability

Reducing the College carbon footprint and cost

- A. *We continue to do lighting retrofit on the main campus while working with OSU-M so that we can maximize our energy savings. Tracking over the past 11 years showed savings of \$173,479 without fixtures cost, and \$140,792 if including fixtures cost.*
- B. *Continue to work with Shared Services to change pathway lights, classroom/restroom lights, roadway lights and parking lot lights to LED's to reduce energy used on the main campus.*
- C. *We have increased awareness of paper recycling, cloud-based storage, and limited printing; and reduced the number of copiers on campus. With more online courses, faculty are using mostly computer storage, which helped in reducing paper consumption.*
- D. *Recycling is continuing on the main campus: plastics and aluminum cans are being collected.*
- E. *The Facilities team decreased the labor of cleaning all the classrooms by meeting with the assistant deans of each building to minimize utilization of classrooms. Facilities custodians concentrated on those spaces and cleaned all the rooms that were not used and then sealed them so they are not used the rest of the semester. By doing this, labor efforts were reduced, and safety and cleanliness were increased.*
- F. *The Facilities team also made improvements using high-quality equipment for vacuuming and waxing to containing Microban technology which kills outside micro-organisms.*

- G. We have increased our utilization of e-signature for PO's and grants to a great extent, thus minimizing paperwork and administrative cost.
- H. Using the stimulus, we will be replacing inefficient boilers and chillers with energy efficient models at Byron Kee and Fallerius.
- I. The charts below show the utilization and cost of electricity, gas, and water throughout the main campus (OSU-M and NCSC combined) for the 2022-23 year.
- J. We have a beautiful green campus.

This past year's electrical, gas and water consumptions were all down. The Campus's overall consumption and cost trends remain in a decreasing pattern. We are striving to keep our costs down by reducing consumption with large and small projects. Not sure this will continue next year due to increased charges by the suppliers of electricity, gas and water on the main campus and at Kehoe.

The Campus is currently involved with the Strategic Infrastructure Optimization Plan (SIOP) that Columbus OSU has created this past year. They are a committee that concentrate on areas of the Regional and Columbus campus that need updated and/or improved. Much of their concentration is on the energy areas. We have given them the data from the boilers and chillers on campus to review. They have also mentioned the possibility of installing solar panels on campus.

Last year, electricity Consumption was down by 1.8% from the previous year. We have continued to retrofit fluorescent lighting to LED lighting. We have installed variable speed pumps on some of our HVAC pumps and added new drives to some of our HVAC equipment. This year's Chiller replacements in the Fallerius and Kee Hall buildings will further impact our electricity reduction efforts in a positive way. However, we do anticipate an increase for the cost of electricity of \$.03/KWH which will negatively impact our costs.

The total electrical utilization and cost show reduction in KWH used and dollars spent

In the past year boilers in the Eisenhower and the CRC buildings have been replaced with new high efficiency boilers helping us reduce our gas consumption. Boiler replacements in the Fallerius building are currently underway which will continue to reduce our consumption.

Our gas consumption was reduced the past year by 6.3%, but the cost has increased.

Water and Sewer consumption and costs have been steadily decreasing. From calendar year 2021 to 2022 consumption has decreased by 29.3% and costs have decreased 29.1%. We have continued to replace flush valves in restrooms with more efficient updated valves and the replacement of boilers contribute to some of our reductions. Also, Calendar year 2023 is also showing positive reductions in the first five months.

VI. EXECUTIVE SESSION

The Chair called for an Executive Session at 7:43 p.m. to discuss the Employment and/or compensation of a public employee (The president's annual evaluation). Ms. Linda Nelson made a motion and it was seconded by Mr. Steven Stone. Dr. Dwight McElfresh, Board Chair, explained that he does expect further business following the executive session. A roll call vote on the motion was approved unanimously by all members present.

Ms. Kristin Aspin – “yes”
Mr. David Bush – “yes”
Mr. Mark Masters – not present
Dr. Dwight McElfresh – “yes”
Mrs. Elisabeth Morando – “yes”
Mrs. Linda Nelson – “yes”
Mr. Steve Stone – “yes”
Mr. Patrick Williams – “yes”
Ms. Kimberly Winkle – “yes”

At 8:11 p.m., the Chair, Dr. Dwight McElfresh declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

VII. ADJOURNMENT

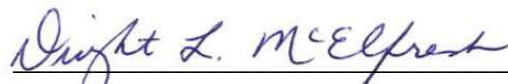
The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Dr. Dwight McElfresh declared the annual planning retreat adjourned at 8:12pm.

Respectfully submitted:



Mr. Stephen R. Williams, Board Secretary



Dr. Dwight McElfresh, Board Chair