



BOARD OF TRUSTEES REGULAR MEETING

Minutes
June 19, 2018

The Clark State Community College Board of Trustees met in regular session in the Sara T. Landess Technology and Learning Center Boardroom on Tuesday, June 19, 2018. Chairperson Sharon Evans presided and called the meeting to order at 6:09 p.m.

Roll Call:

Present: David Ball, Kyle Hall, Peggy Noonan, Vice Chair Brad Phillips, Chairperson Sharon Evans and President Jo Alice Blondin

Excused: Andy Bell, Jim Doyle, Mo McDonald and Mike McDorman

Others Present: Adele Adkins, Executive Director of the Performing Arts Center; Dan Ayars, Director of Facilities, Operations and Maintenance; Aimee Belanger-Haas, Dean of Business and Applied Technologies; Mary Bower, ABLE Coordinator; Dr. Michael Brown, Interim Vice President of Academic Affairs; Brian Edwards, Dean of Health, Human and Public Services; Dr. Theresa Felder, Senior Vice President of Student Success; Dr. Matt Franz, Vice President of Information Technology; Kyle Fuchs, Controller; Ron Gordon, Dean of Enrollment Services; Crystal Jones, Assistant Dean of Business and Applied Technologies; Jasmine Judkins, student; Naomi Louis, Dean of Arts and Sciences; Catie Maher, Executive Director of the Clark State Foundation; Laurie Means, Executive Director of Marketing; Kathy Nelson, Staff Accountant; Kelly Neriani, Institutional Research Specialist; Charles Strecker, Assistant Professor, Arts and Sciences/Staff Senator; Mellanie Toles, Assistant to the President; Larry Wakefield, Vice President for Business Affairs; Nathan Walters, Director of Client Support/Staff Senate President-Elect; Laura Whetstone, Director of Human Resources; and Mia Yaniko, Assistant Attorney General – Education Section, Ohio Attorney General’s Office

Recognition of Guests

Chairperson Evans welcomed guests and asked them to introduce themselves. Chair Evans wished Controller Kyle Fuchs and her family well as they prepare to move away and thanked her for all she has done for the College, noting that she is glad she has a good replacement in Interim Controller Kathy Nelson. Chair Evans also welcomed Foundation Executive Director Catie Maher back after the birth of her baby. Ms. Maher thanked the Board for their cards and flowers while she was out of the office, noting that the support her family received meant a lot to them.

Public Comment

There were no public comments.

Student Success Story

Senior Vice President Felder introduced Jasmine Judkins, a Trotwood resident who graduated from Clark State with a 4.0 GPA after eight years and continues to take classes at the Greene Center. She is a Phi

Theta Kappa member, a supplemental instructor, and was honored as an All-Ohio Academic Team member.

Ms. Judkins indicated that she has a chronic illness that has kept her in the hospital intermittently, but she plans to get her bachelor's degree in Accounting from Wright State and then obtain her master's in Financial Investment, and her doctorate in Applied Mathematics. She also plans to start a business next year focused on accounting, bookkeeping and finance, and she would like to create a game-like mathematics app in the future.

The Board gave her a round of applause and wished her well in her future endeavors. Chair Evans thanked her for taking the time to share her story with the group.

Approval of Minutes

Chairperson Evans asked for a motion to approve the minutes of the Regular Board Meeting held on May 15, 2018. Trustee Ball made a motion to approve the minutes as written; Trustee Hall seconded, and the motion passed unanimously via a roll call vote.

Board Finance and Facilities Committee Report

The Board Finance and Facilities Committee met June 6, at 7:30 a.m. in the Sara T. Landess Technology and Learning Center Room 113. Those present included Andy Bell, Chair; Committee Members David Ball, Jim Doyle, Peg Noonan and Brad Phillips; Sharon Evans, Board Chair; Dr. Blondin, President; Dr. Theresa Felder, Senior Vice President for Student Success; Dr. Matt Franz, Vice President of Information Technology; Larry Wakefield, Interim Vice President for Business Affairs; Dr. Michael Brown, Interim Vice President of Academic Affairs; Adele Adkins, Executive Director, Performing Arts Center; Laurie Means, Executive Director, Marketing; Karen Hunt, Alumni Engagement and Annual Fund Coordinator; Kyle Fuchs, Controller; Kathy Nelson, Staff Accountant/Interim Controller; Susan Kelly, Recorder.

Agenda items included:

- Healthcare Initiative Update (Mercy Presentation/Agreement)
- Student Health Fee (\$25/\$25/\$15 Semester)
- Alternative Healthcare Presentation (EMS)
- Monthly Financial Report (May)
- Enrollment Discussion
- Projected Year End Surplus Discussion
- Draft FY 2019 Budget (\$10.00/SCH Tuition Increase)
- Career Services Plan (\$6.00/SCH Career Advantage Fee)
- Salary Band Adjustment
- Salary Increase Recommendations (Instructional)
- Salary Increase Recommendations (Exempt and Non-Exempt)
- Joint Committee on College Affordability
- Energy Optimizers Update
- Performing Arts Center Volunteer Scholarship
- Other Business
- Next Meeting – TBD

Financial Statements through May 31, 2018

A report detailing the Revenues and Expenses through May 31st was distributed to Trustees prior to the meeting. It was noted that the first column reflected the original FY 2017-2018 Annual Budget.

SSI reflects the most recent projection from the Ohio Department of Higher Education. The annual increase based upon updated numbers is \$28,431.

Student Fee Revenue represents Fall Semester, Spring Semester and Summer A/C Semester through May 31st. We continue to be down around \$464,000 for the fiscal year, but the expected deficit is declining.

Workforce Non-Credit Training revenue with Summer activity is exceeding budget and so are the related expenses, which are reflected in the Public Service category. Activity is picking up this Spring and Summer but will probably not catch up to the original budget.

PAC revenue is exceeding budget and is running well ahead of last year as are Miscellaneous and Lease Receipts.

The expense budgets show no overages. Total expenditures are under budget by function and object. The expenses are under budget more than enough to offset the revenue deficit. In particular, the General Expenses (departments) and Miscellaneous (object) show actuals under budget due to budgeted contingencies.

Bookstore continues to show a deficit due to the eCampus initiative. The Commercial Transportation Training Center continues below budget but is seeing a slight increase due to weekend classes. Parking shows a surplus ahead of last year; however, their expenses will pick up in June.

Human Resources Update

The following filled positions and resignations are for non-exempt employee positions only. The open/advertised positions cover all faculty and staff, both exempt and non-exempt.

Filled Positions:

- Tamera Fender, Administrative Support, Business and Applied Technologies and Arts and Sciences (1.0 FTE), effective 7/5/18
- Frank Robbins, Custodian, Physical Plant (1.0 FTE), effective 6/8/18
- Bobbi Mills, Administrative Assistant, Workforce and Business Solutions (1.0 FTE), effective 5/29/18

Promotion:

- Brenda Justice, from Receptionist, Greene Center to Administrative Assistant, Greene Center (1.0 FTE), effective 7/1/18.

Retirement:

- Kent Thomas, Custodian, Physical Plant (1.0 FTE), effective 7/1/18

Open/Advertised Positions:

- Medical Assistant Faculty/Program Coordinator (1.0 FTE)
- Staff Accountant (1.0 FTE)
- Writer, Marketing (1.0 FTE)
- Criminal Justice Faculty/Program Coordinator (1.0 FTE)
- Career Services Specialist (1.0 FTE)
- Success Coach (1.0 FTE)
- Administrative Assistant, Enrollment Services (1.0 FTE)
- Instructional Resource Specialist (1.0 FTE)
- Admissions Specialist (1.0 FTE)

2015-2020 Strategic Plan Implementation Update

The Strategic Plan was crafted in 2014 under the leadership of the co-chairs of the Strategic Planning and Resource Council (SPARC), Mr. Cynthia Applin, then Director of Institutional Research, and Mr. Christopher Bays, Professor of English in the Arts and Sciences division. The plan has been collaboratively and carefully executed through campus input and leadership from SPARC. The College identified the following three Strategic Plan goals for the five-year period of 2015-2020:

Goal 1: Increase enrollment, student success, engagement, retention and completion.

Goal 2: Improve communication and collaboration within the College and with our diverse communities, businesses, and industries.

Goal 3: Develop quality academic, community and support programs by creating an innovative learning environment.

Each goal has four initiatives, and each initiative has several objectives. These initiatives and objectives support and help realize the three goals. The three goals were originally set for a five-year period. Some of the objectives changed over the course of this time period and as one objective was completed and became part of our regular activity, it was dropped from the list. Additional objectives were added to the plan as necessary in support of the three goals.

Our Strategic Plan has guided us for the past four years in fulfilling our access and success mission. It also included the essential elements of the state funding formula and state completion plan. Having one document to guide us was very helpful as we pursued these initiatives in a comprehensive and integrated way.

The most recent strategic plan update was distributed to the Board prior to the meeting and is available in the office of the Vice President of Academic Affairs. It was noted that most of the initiatives are already implemented or very close to being implemented.

Board Human Resources Committee Report

The Board Human Resources Committee met on Monday, June 11, 2018, at 1:00 p.m. in the Hollenbeck Bayley Creative Arts and Conference Center Room 113. Committee Chair Jim Doyle and Board Chair Sharon Evans attended.

The committee reviewed and discussed the Presidential evaluation summary, the President's compensation for 2018-2019, and the President's Merit Plan for Academic Year 2018-2019.

Regional Compact West Region Report

House Bill 49 establishes section 3345.59 of Ohio Revised Code, requiring each state institution of higher education to enter into a regional compact by June 30, 2018 that:

1. Examines duplication of academic programs.
2. Develop strategies to address workforce needs of the region.
3. Enhance sharing of resources to align pathways and to increase access within the region. The compact shall do all of the following:
 - a. Provide and share resources and programming to improve academic performance and opportunities to address the workforce needs of the region.
 - b. Identify, develop and implement shared curriculum and resources to promote education pathways

that minimize time to a degree. This may include using OERs and online formats.

- c. Analyze operational costs and implement cost-effective procedures that support greater access and opportunities for students in the region.
4. Reduce operational and administrative costs to provide more learning opportunities and collaboration in the region.
5. Enhance career counseling and experiential learning opportunities.
6. Expand alternative education delivery models such as competency based education and project-based learning.
7. Develop a strategy to increase collaboration and pathways with information technology centers, ABLE, and school districts in the region.
8. Develop strategies to enhance the sharing of resources between institutions to improve and expand capacity and capability for Research and Development.
9. Identify and implement the best use of university regional campuses.

Clark State is part of the West Region, which includes Central State University, Wright State University, Edison State Community College, and Sinclair Community College. Through the facilitation of Sean Creighton, President of the Southwestern Ohio Council on Higher Education (SOCHE), the college presidents, chief fiscal officers, and chief academic officers from these institutions met to create the Regional Compact West Report, which was distributed to Trustees prior to the meeting and is available in the President's Office.

Liaison Reports

Clark State Foundation

- The Major Gifts Campaign has raised \$11.8 million to date.
- Project Jericho was awarded Job and Family Services grant of \$462,372 for FY19 and FY20. The award represents a major source of Project Jericho's funding, and this year, they were funded at 100% of their request. These funds will allow Project Jericho to strengthen current programming to change the lives of youth and families in our community.
- Clark State was awarded a \$147,686 grant through the "United States Reserve Forces and National Guard Cyber Soldier Development – Cyber Private Public Partnership" (Cyber P3) from the Department of Defense. The opportunity was open only to National Centers of Academic Excellence (CAE) for Cybersecurity. Reservists from the Air National Guard submitted scholarship applications to Clark State, which were submitted with the grant application. Nine reservists will receive an all-inclusive scholarship for Clark State's Cybersecurity program. This scholarship includes tuition, fees, a yearly stipend for books, and a laptop.
- The Foundation held its annual retiree luncheon on May 25, 2018, which was well-attended by over 15 retirees.
- Clark State received a \$4,000 grant from the United Way that will be used to offer scholarships to students participating in College for Kids and Teens who may not be able to afford the cost of attending the program.
- The following Board members are retiring from the Board at the end of this fiscal year: Pat Rastatter, Kay Shell and Mark Elliott. Three new members will be joining the Board on July 1: Marcia Ward, John Brown and Kerry Pedraza.

Performing Arts Center

- The Performing Arts Center (PAC) received a \$79,000 bequest from Rose Marie Biester.
- Raised annual revenue to date is \$70,935, with 120 donors contributing to the annual fund this year.
- Revenue is over projection by 3.46%.
- Rental at the PAC and Hollenbeck Bayley Creative Arts and Conference Center has increased by 2%.
- Plans are underway to transition from the Founder's Award to a new Brinkman Award.

Action Items

The following items were presented for Board approval:

Personnel Recommendation ~ Exempt Employees

In accordance with established hiring procedures and after approval by President Blondin, the following recommendations for exempt employees are being presented to the Board of Trustees for formal approval:

New Hires:

- Larry Wakefield, Vice President, Business Affairs (1.0 FTE), effective 7/1/18
- Jadine Rafi, Admissions Specialist, Enrollment Services (1.0 FTE), effective 7/1/18

Filled Positions:

- Natalie Johnson, Associate Dean, Green County Campuses (1.0 FTE), effective 7/1/18
- Travis Binkley, Assistant Dean, Advising Services, Student Affairs (1.0 FTE), effective 7/1/18
- Crystal Jones, Assistant Dean, Business and Applied Technologies (1.0 FTE), effective 6/4/18
- Lisa Castle, Student Services Coordinator, Northern Region (1.0 FTE), effective 5/14/18

Promotion:

- Cami Akey, from Admissions and Financial Aid Specialist to Coordinator, Student Services Greene Center (1.0 FTE), effective 7/1/18

Impact on students and/or student learning:

- The Vice President for Business Affairs serves as the treasurer and chief financial officer for the College and provides leadership for Business Affairs, Human Resources, Bookstore, Dining and Office Services, Physical Plant, and Grounds and Fleet.
- The Admissions Specialist builds relationships with prospective students and advises students in the enrollment process.
- The Associate Dean, Green County Campuses is responsible for program development, financial management, and personnel administration for the Greene County campus locations, which includes the Greene Center and the Xenia REACH Center.
- The Assistant Dean, Advising Services coordinates all advising services for all campuses.
- The Assistant Dean, Business and Applied Technologies, assists in marketing the division programs, building partnerships, and works with/assists faculty in the development of program learning outcomes, assessment processes, and program improvements.
- The Student Services Coordinator, Northern Region is responsible for student services ranging from recruitment and outreach efforts to registration and bursar services at the Bellefontaine and Urbana campuses.

Implications for budget, personnel, or other resources: Funding for all above personnel actions is in the 2018-2019 budget.

It was requested that the Board of Trustees approve the personnel recommendations as presented.

Personnel Recommendations ~ Instructional Faculty

In accordance with established hiring procedures and after approval by President Blondin, the following recommendations for instructional faculty are being presented to the Board of Trustees for formal approval:

New Hires:

- Catherine Hinkle, Instructor, Health, Human and Public Services (1.0 FTE), effective 8/10/18
- Amber Miller, Instructor, Health, Human and Public Services (1.0 FTE), effective 8/10/18
- Anessa Snapp, Instructor, Health, Human and Public Services (1.0 FTE), effective 8/10/18
- Jennifer Hawke, Instructor, Health, Human and Public Services (1.0 FTE), effective 8/10/18
- Rebecca Scott, Assistant Professor, Health, Human and Public Services (1.0 FTE), effective 8/10/18
- Julia Cusimano, Instructor, Health, Human and Public Services (1.0 FTE), effective 8/10/18
- Danielle Roach, Instructor, Arts and Sciences (1.0 FTE), effective 8/10/18
- Monnica Gavin, Instructor, Arts and Sciences (1.0 FTE), effective 8/10/18
- Sarah Henegar, American Sign Language Instructor, Arts and Sciences (1.0 FTE), effective 8/10/18
- Jennifer Bailey, Instructor, Arts and Sciences (1.0 FTE), effective 8/10/18

Promotions:

- Robin Rude, Instructor to Assistant Professor (1.0 FTE), effective 8/10/18
- Jonathan Kuehnle, Instructor to Assistant Professor (1.0 FTE), effective 8/10/18
- Elisa Ratliff, Instructor to Assistant Professor (1.0 FTE), effective 8/10/18
- Pamela Vaughn, Instructor to Assistant Professor (1.0 FTE), effective 8/10/18
- Stephanie Thompson, Instructor to Assistant Professor (1.0 FTE), effective 8/10/18
- Deborah Corvin, Assistant Professor to Associate Professor (1.0 FTE), effective 8/10/18
- Dr. Victoria Mahan, Associate Professor to Professor (1.0 FTE), effective 8/10/18
- Rebecca Dodds, Associate Professor to Professor (1.0 FTE), effective 8/10/18
- Terri Dinsmore, Associate Professor to Professor (1.0 FTE), effective 8/10/18
- Dr. Naureen Qasim, Associate Professor to Professor (1.0 FTE), effective 8/10/18

Termination:

- Janet Taylor, Assistant Professor, Health, Human and Public Services (1.0 FTE), effective 4/1/18

Impact on students and/or student learning: All instructional positions are vital to students and student learning by providing the necessary instruction and support in the various disciplines.

Implications for budget, personnel, or other resources: All of the above personnel actions are in the 2018-2019 budget.

It was requested that the Board of Trustees approve the personnel recommendations as presented.

Salary Increase Recommendation ~ Exempt and Non-Exempt Employees

The administration recommends the establishment of a pool of money in the amount of \$137,000 for the purpose of staff salary increases for 2019. This pool would be set aside and allocated as follows: \$119,000 for staff salary increases and \$18,000 for the School Employees Retirement System plus FICA. This \$137,000 increase for staff would be at a cost that is within the 2018-2019 budget.

If this recommendation is approved by the Board, it would result in a 2.00% pay increase for eligible exempt and non-exempt staff.

The salary increase shall be subject to adjustments in accordance with adopted procedures including length of employment during the 2017-2018 academic year, proration for part-time employees, and salary range minimums/maximimums.

Impact on students and/or student learning: Providing market competitive salaries for staff improves retention and recruitment of qualified professionals needed to continue to serve our students at a high level.

Implications for budget, personnel, or other resources: The staff salary increase pool equates to an annual amount of \$137,000. This amount is incorporated into the proposed 2018-2019 budget.

It was requested that the Board of Trustees adopt a recommendation to set aside a pool of money in the amount of \$137,000 for salary increases for eligible exempt and non-exempt staff effective July 1, 2018. This increase shall be paid on a bi-weekly basis in accordance with College policies and procedures. The Board will continue to make the required percentage contribution to the appropriate retirement plans. It was also requested that the Board direct the President, through implementation of salary increases, where possible, to uphold their commitment to external economic and pay equity issues.

Salary Increase Recommendation ~ Instructional Faculty

The administration recommends the establishment of a pool of money in the amount of \$81,000 for the purpose of faculty salary increases for 2019. This pool would be set aside and allocated as follows: \$70,000 for faculty salary increases and \$11,000 for the State Teachers Retirement System plus FICA. This \$81,000 increase for faculty would be at a cost that is within the 2018-2019 budget.

If this recommendation is approved by the Board, it would result in a 2.00% pay increase for eligible faculty members.

The salary increase shall be subject to adjustments in accordance with adopted procedures including length of employment during the 2017-2018 academic year, proration for part-time employees, and salary range minimums/maximums.

Impact on students and/or student learning: Providing market competitive salaries for faculty improves retention and recruitment of qualified professionals needed to continue to serve our students at a high level.

Implications for budget, personnel, or other resources: The salary increase equates to an annual amount of \$81,000. This amount is incorporated into the proposed 2018-2019 budget.

It was requested that the Board of Trustees adopt a recommendation to set aside a pool of money in the amount of \$81,000 for salary increases for eligible faculty members effective August 10, 2018. This increase shall be paid on a bi-weekly basis in accordance with College policies and procedures. The Board will continue to make the required percentage contribution to the appropriate retirement plans. It was also requested that the Board directs the President, through implementation of salary increases, where possible, to uphold their commitment to external economic and pay equity issues.

Salary Band Adjustments

The recommended salary band adjustments for our full-time faculty and staff positions reflect our acknowledgement of the need to remain competitive in the market. Comprehensive reviews of market data are conducted periodically and adjustments of our salary bands are made accordingly. Our salary bands were last adjusted in July 2017, upon the Board of Trustee's approval.

For FY 2018-2019, a salary band adjustment of 2% is recommended for all full-time faculty and staff positions. The proposed new bands and current bands follow:

Staff Salary Bands, Effective 7/1/18						
Grade Level	Minimum	Hourly Minimum	Midpoint	Hourly Midpoint	Maximum	Hourly Maximum
3	\$23,716	\$11.40	\$31,617	\$15.20	\$39,519	\$19.00
4	\$29,467	\$14.17	\$39,286	\$18.89	\$49,104	\$23.60
5	\$36,249	\$17.43	\$48,331	\$23.24	\$60,414	\$29.05
6	\$42,721	\$20.54	\$56,961	\$27.39	\$71,201	\$34.23
7	\$45,070	\$21.66	\$60,094	\$28.89	\$75,117	\$36.12
8	\$48,279	\$23.22	\$64,371	\$30.95	\$80,463	\$38.69
9	\$53,638	\$25.79	\$71,517	\$34.38	\$89,396	\$42.98
10	\$60,716	\$29.19	\$80,955	\$38.92	\$101,193	\$48.65
11	\$67,455	\$32.43	\$89,940	\$43.24	\$112,426	\$54.05
12	\$74,944	\$36.03	\$99,925	\$48.04	\$124,906	\$60.05
13	\$79,102	\$38.03	\$105,469	\$50.70	\$131,836	\$63.38
14	\$83,262	\$40.02	\$111,016	\$53.38	\$138,771	\$66.72

Faculty Salary Bands Effective 7/1/18			
Rank	Minimum	Midpoint	Maximum
Instructor	\$36,204	\$45,254	\$54,304.72
Asst. Prof.	\$40,137	\$50,170	\$60,204.83
Assoc. Prof.	\$45,162	\$56,452	\$67,741.48
Professor	\$51,138	\$63,921	\$76,704.53

Staff Salary Bands, Effective 7/1/17						
Grade Level	Minimum	Hourly Minimum	Midpoint	Hourly Midpoint	Maximum	Hourly Maximum
3	\$23,251	\$11.18	\$30,997	\$14.90	\$38,744	\$18.63
4	\$28,889	\$13.89	\$38,515	\$18.52	\$48,141	\$23.14
5	\$35,538	\$17.09	\$47,384	\$22.78	\$59,229	\$28.48
6	\$41,883	\$20.14	\$55,844	\$26.85	\$69,805	\$33.56
7	\$44,186	\$21.24	\$58,915	\$28.32	\$73,644	\$35.41
8	\$47,332	\$22.76	\$63,109	\$30.34	\$78,886	\$37.93
9	\$52,586	\$25.28	\$70,115	\$33.71	\$87,644	\$42.14
10	\$59,525	\$28.62	\$79,367	\$38.16	\$99,209	\$47.70
11	\$66,133	\$31.79	\$88,177	\$42.39	\$110,221	\$52.99
12	\$73,475	\$35.32	\$97,966	\$47.10	\$122,457	\$58.87
13	\$77,551	\$37.28	\$103,401	\$49.71	\$129,251	\$62.14
14	\$81,630	\$39.24	\$108,840	\$52.33	\$136,050	\$65.41

Faculty Salary Bands Effective 7/1/17			
Rank	Minimum	Midpoint	Maximum
Instructor	\$35,494	\$44,367	\$53,240
Asst. Prof.	\$39,350	\$49,186	\$59,024
Assoc. Prof.	\$44,276	\$55,345	\$66,413
Professor	\$50,135	\$62,668	\$75,201

Impact on students and/or student learning: Competitive salaries are critical to securing and retaining qualified faculty and staff to serve our students. This adjustment in salary bands is important to accomplishing that task.

Implications for budget, personnel, or other resources: None. With this adjustment, all employees remain in their respective salary band based on grade-level or rank.

It was requested that the Board of Trustees accept the recommendation to adjust salary bands 2% upward for all full-time faculty and staff positions effective July 1, 2018.

Trustee Ball made a motion to approve the Personnel Recommendations for Exempt Employees and Instructional Faculty, adopt the recommendations to set aside pools of money for salary increases for exempt and non-exempt employees (\$137,000) and instructional faculty (\$81,000) and to direct the President, through implementation of salary increases, to uphold their commitment to external economic and pay equity issues, and to accept the recommendation to adjust salary bands 2% upward for all full-time faculty and staff positions effective July 1, 2018, as presented. Trustee Hall seconded the motion, and it passed unanimously via a roll call vote.

Student Health Fee and Agreements with Mercy Health

The Board of Trustees in a special meeting on Tuesday, February 20, 2018 approved a Letter of Intent (LOI) with Mercy Health. The LOI committed Clark State Community College and Mercy Health Physicians – Springfield (MHPS) to explore a potential opportunity to provide a primary care facility on Clark State’s Leffel Lane campus to increase the health services available to our students, faculty, staff and neighborhood.

The concept was to provide underutilized space in the Applied Science Center to an outside health care provider to operate a full-service walk-in health clinic to our students, faculty, staff and neighbors. We currently provide limited free services on a part-time basis to students in a less visible location. Mercy has committed to spend up to \$250,000 to renovate the space and has proposed a five-year agreement.

Discussions and negotiations have occurred including with representatives of the student body. An Operations Agreement has been drafted and is in the process of finalization and legal review. It will specify the types of services to be provided, fee assessment and payment arrangements, etc. A lease agreement will follow.

MHPS initial Clinic Services shall include:

- diagnosis and treatment of minor injuries and administration of first aid;
- initial evaluation for allergies;
- nutritional diagnosis and counseling;
- orthopedic evaluation of injuries to bones, muscles, and joints within the scope of a primary care practice;

- dermatological problems;
- initial diagnosis and need for simple physical therapy;
- wellness and prevention care;
- illness care;
- immunizations (primary care);
- minor procedures;
- basic women's care issues;
- basic gynecology exam;
- care coordination;
- prescriptions for pharmaceuticals as indicated;
- employee wellness; and
- behavioral health/mental health screening and referrals.
- Basic point of care testing ("POCT testing") for the following:
 - Urinalysis
 - Pregnancy
 - Flu
 - Streptococcal A
 - Mono
 - Glucose finger stick

Renovation is planned to occur between July and October, with clinic occupancy and set up in November and December. The Clinic's expected start date is January 2, 2019. Upon successful roll out to the campus community, a joint effort between Mercy and Clark State will invite in neighboring residents, businesses and industry to improve health care and occupational health access.

Impact on students and/or student learning: The proposed fee of \$25 for Fall and Spring Semester and \$15 for Summer Semester will provide an excellent value for primary health care.

Implications for budget, personnel, or other resources: There is no impact on the budget as we will collect the fee from the students and transfer it to Mercy. The fee will not be assessed until Spring Semester 2019.

It was requested that the Board of Trustees approve the assessment of the Student Health Fee and authorize the President to negotiate and sign the related Operations Agreement and Lease Agreement.

Trustee Ball made a motion to approve the assessment of the Student Health Fee and authorize the President to negotiate and sign the related Operations Agreement and Lease Agreement. Vice Chair Phillips seconded, and the motion passed unanimously.

Adoption of 2018-2019 General Fund Budget

Revenue Assumptions:

- State Share of Instruction (SSI)
 - SSI based on 50% access, 25% course completion, 25% success points
 - Draft figure received from Ohio Department of Higher Education May 31, 2018, file version 1.1
 - SSI is an increase of \$871,763 (6.32%)
 - Only one other community college received a higher percentage increase
 - SSI represents 45.6% of total general fund budget
- Student Fee Revenue
 - Headcount and credit hours are projected flat with little movement among categories
 - Tuition is budgeted to increase \$10.00 per credit hour (first time in four years)
 - New \$6/Student Credit Hour (SCH) Career Advantage Fee \$513,600

- New \$25/\$25/\$15 per semester student health fee (effective Spring 2019)
- Workforce Non-Credit continues to grow
- Total Student Fees are 50.8% of total budget
- Other Income
 - Interest on Investments continues to increase
 - Performing Arts Center is expecting big 25th year

Expenditure Adjustments:

- Salary increase for faculty, adjunct faculty and staff of 2%
- Increase in the health insurance benefit of 6%
- Faculty and staff promotions are funded
- TAACCCT grant salary and benefits are being absorbed
- Applied Baccalaureate faculty (1.0) for half a year, assuming January hire
- New Greene Center nursing faculty (2.0)
- Salary and benefits represent 69% of total budget
- Contingency is budgeted at \$655,000 or 2.03%
- REACH Center: 6 months operating expense and 7 months staffing funded
- Additional IT support is funded
- Flipped classroom furniture (one-time expense)
- Greene Center Nursing lab renovation and equipment (one-time expense)
- Marketing and website (one-time expense)
- Career Advantage Fee Staffing and Operating expenses are funded
- Some budgets were increased to reflect actual expenses

This Budget was presented to the Board Finance and Facilities Committee at its June 6, 2018, meeting. The Committee recommends that the Board of Trustees approve the General Fund Budget as presented. (Copies of the budget is available in the office of the Vice President for Business Affairs.)

Impact on students and/or student learning: The General Fund budget supports all instruction, academic and student support services with the exception of those funded by restricted grants and contracts, capital budgets and auxiliary fund activities.

Implications for budget, personnel, or other resources: The FY 2019 General Fund budget was developed in conjunction with the Budget Advisory Council. The Council developed various assumptions related to revenue and prioritized initiatives to fund using any new funds. The expenditures provide support for student success initiatives, direct services to students, training programs for employers, cultural activities for the community, leased facilities and a sufficient compensation package to attract and retain qualified faculty and staff.

It was requested that the Board of Trustees move to adopt the FY 2019 General Fund budget, as presented, in the amount of \$32,222,699.

Adoption of 2018-2019 Auxiliary Fund Budgets

An auxiliary enterprise, as defined by the National Association of College and University Business Officers (NACUBO) in the College and University Business Administration manual, is "an entity that exists to furnish a service to students, faculty, or staff, and that charges at a rate directly related, but not necessarily equal, to the cost of the service." Auxiliary enterprises are self-supporting activities which provide non-instructional support in the form of goods and services to students, faculty, and staff upon payment of a specific user charge or fee that is at least equal to the full direct and indirect cost of providing the goods and

services. Although the operation of an auxiliary enterprise is supplemental to the primary educational functions of the College, such enterprises are important to the overall operation of the College.

The proposed auxiliary fund budgets have been developed with the assistance of the managers of the auxiliary enterprises.

The expectation is that the Bookstore will have a deficit. Parking and the Commercial Transportation Training Center will have a balanced budget. The Food Service will operate at a deficit and will be subsidized from Bookstore reserves.

The Bookstore projects a deficit due to the implementation of the online bookstore, eCampus. eCampus provides more and cheaper textbook purchasing options for students (new, used, rentals, eBooks) and the students are able to use financial aid for all of the options. The Bookstore receives a commission from all textbook sales and buybacks. The Dining Service will begin its fourth full year of operation in the Rafinski Student Center. The Dining Service is increasing their options for walk-up customers and investigating other ideas to increase sales.

Parking revenue is generated from a portion of the \$7.50 auxiliary services fee charged to each student each semester. Fifty percent (50%) of the auxiliary services fee is allocated to this budget to pay for the operation and maintenance of our parking lots and roadways. The remaining 50% of the auxiliary services fee is allocated to the general fund to provide financial support to our campus police operation, building security, emergency services, etc.

This Budget was presented to the Board Finance and Facilities Committee at its June 6, 2018, meeting. The Committee recommends that the Board of Trustees approve the Auxiliary Fund Budgets as presented. (Copies are available in the office of the Vice President for Business Affairs.)

Impact on students and/or student learning: Each of these auxiliaries provides support services or direct services to students. Budgets must be sufficient to recruit and retain qualified staff, provide excellent service to students, as well as to procure and maintain state-of-the-art equipment, vehicles, and technology.

Implications for budget, personnel, or other resources: In the long run, additional actions are needed to address the Bookstore and Food Service deficits.

It was requested that the Board of Trustees move to adopt the fiscal year 2018-2019 auxiliary fund budgets, as presented, effective July 1, 2018.

Trustee Ball made a motion to adopt the FY 2019 General Fund budget, as presented, in the amount of \$32,222,699 and the fiscal year 2018-2019 auxiliary fund budgets, as presented, effective July 1, 2018. Vice Chair Phillips seconded, and the motion passed unanimously via a roll call vote.

Tuition and Fees Schedule 2018-2019

There are many factors that contribute to tuition increases including technology upgrades, service improvements, program expansion, the growing cost of health care, competition for faculty, and instability of state funding. Discussions on setting tuition and fee rates take all of this into consideration along with the availability of federal, state and institutional grants, loans and scholarships.

Legislative leaders adopted House Bill 49, the FY 2018/FY 2019 State Biennial Budget. After three years of tuition freezes, the State authorized an increase of \$10.00 per credit hour in FY 2019. The Chancellor also authorized a Career Advantage Fee of up to \$10.00 per student credit hour in FY 2018.

	CURRENT	RECOMMENDED
Instructional/per credit hour	\$121.33	\$131.33
General/per credit hour	\$9.00	\$9.00
Technology/per credit hour	\$9.00	\$9.00
Career Advantage/per credit hour	-	\$6.00
Total Annual Amount*	\$4,179.90	\$4,659.90

*30 credit hours per academic year

The above recommendation was discussed by the Board Finance and Facilities Committee at the June 6th meeting. The Board Finance Committee recommended approval to the full Board. Please reference the minutes of that meeting.

Impact on students and/or student learning: The combination of additional tuition and a career advantage fee should result in more degree and certificate completion, producing an educated workforce.

Implications for budget, personnel, or other resources: The \$10.00 per credit hour tuition increase will support new faculty and student support positions, new and/or upgraded student support software, renovation and expansion of labs, and additional marketing. The \$6.00 per credit hour career advantage fee will support the expansion of career services with additional staffing, student services and provide additional outreach to College Credit Plus students.

It was requested that the Board of Trustees accept the recommendation to increase the in-state instructional fee by \$10.00 per student credit hour and add a career advantage fee of \$6.00 per student credit hour effective Fall semester 2018 for a total increase of \$16.00 per student credit hour.

Full-Time Tuition Rebate

The Ohio Association of Community Colleges agreed to meet the Senate challenge to reduce the overall cost to students by more than 5%. The concept of the Full-Time Tuition Rebate program is to encourage students to enroll for 12 or more credit hours so that they complete their education at Clark State faster (i.e., student success). The basic concept of the program is, if a student enrolls for 12 or more credit hours, achieves a “C” or better in each class and subsequently enrolls in 12 or more credit hours in the following semester, that semester’s tuition bill will be reduced by 5%. For students carrying 15 or more credit hours, that semester’s tuition bill will be reduced by 10%.

The proposed tuition waiver was presented to the Board Finance and Facilities Committee at its September 13, 2017, meeting. The Committee recommended that the Board of Trustees approve the partial tuition waiver for full-time Clark State students maintaining a “C” or better average. The Board of Trustees approved the tuition waiver at their meeting September 19, 2017, effective for the Fall 2017 Semester.

We are requesting that the Board approve continuation of the tuition rebate for Fall 2018 and beyond. We will continue to submit the required annual request to the Chancellor.

Impact on students and/or student learning: This program has encouraged student success by encouraging course completions and full-time enrollment (for quicker completion). It also has reduced the in-state student cost of attendance by 5%. Since the summer session of 2015, Clark State has seen this program advance from two students to nearly 400 for Spring of 2018 and over 600 for the FY17-18 academic year with a total savings of more than \$265,000 since inception.

Implications for budget, personnel, or other resources: The scholarship budget needs to be funded at approximately \$80,000 based upon FY 17-18 participation rates. This additional expense will be offset by the additional student fee revenue and State Share of Instruction funding.

It was requested that the Board of Trustees approve the Tuition Challenge Program to continue effective Fall 2018, subject to approval by the Chancellor of the Ohio Department of Higher Education.

Dual Enrollment Tuition for Home Schooled/Private Schooled Students

Clark State Community College pursues partnerships with regional school districts for the purpose of offering dual or concurrent enrollment opportunities to high school students. The program has a target of 17% of overall enrollment for this academic year. Students who earn college credit in high school are more likely to attend and complete college. Increasing the number of college graduates in the region is a proven economic development strategy. Furthermore, credits earned in high school may reduce the time it takes to earn a degree and reduce student debt.

Ohio passed College Credit Plus legislation stating the Ohio Department of Higher Education shall pay an institution of higher education enrolling a student under the College Credit Plus program a per credit hour amount. Division (A) (1) of section 3365.07 of the Revised Code established a “ceiling” amount which is equal to 83% of the state’s per pupil foundation funding for classes taught on the college campus, a “middle” amount which is 50% of the ceiling rate for classes taught online or in-person by college faculty and delivered in the high school, and a “floor” amount of 25% of the ceiling rate for classes taught in the high school by high school teachers.

Based on the State’s per pupil foundation funding amount of \$6,020 for the 2018-19 school year, the recommended College Credit Plus per credit tuition payment amounts are as follows:

- Ceiling = \$166.55 - For students taking classes on the CSCC campus from CSCC faculty
- Middle = \$83.28 - For students taking classes in the high school or online from CSCC faculty
- Floor = \$41.64 - For students taking classes in the high school from high school teacher

According to division (A)(1) of section 3365.07 of the Revised Code, this per credit hour tuition structure applies to all students in Ohio public schools attending public colleges and universities and to the subset of private school, home schooled, and charter school students who apply and are awarded funding from the state. College Credit Plus tuition structure does NOT apply to private school, home schooled, and charter school students who are not awarded funding from the state, nor to out-of-state students. Those students are considered to be outside of the College Credit Plus program, and thus they are required to pay full tuition even if the high school teacher offers the class in the high school.

College Credit Plus is a valuable recruitment tool to attract academically qualified students to Clark State Community College. Establishing a uniform tuition structure for all students enrolling in dual enrollment courses, regardless of the source of the tuition payment, promotes fairness and provides clear and consistent information to assist students and families as they navigate the dual enrollment landscape. Therefore, Clark State has elected to charge the floor as our tuition structure for the College Credit Plus program, regardless of the modality. Also, the same tuition structure was previously approved by the Board of Trustees for private school, home school and charter school students. We recommend that the Board of Trustees approve a partial tuition waiver of \$113.69 per credit hour (Clark State Tuition Rate minus Floor Amount) for private school, home schooled and charter school students enrolled in an approved dual enrollment program, effective for the FY 2018-2019 academic year beginning Fall semester 2018.

Impact on students and/or student learning: Dual enrollment increases educational attainment and is part of a wider regional economic development strategy.

Implications for budget, personnel, or other resources: A tuition waiver for private, home and charter school students participating in the College Credit Plus program is projected to have a budget impact of around \$18,000. This amount is incorporated into the FY 2019 Budget and represents around 100 students.

It was requested that the Board of Trustees approve a partial tuition waiver as calculated above for private school, home schooled and charter school students enrolled in an approved dual enrollment program for the Fall 2018 semester, subject to the approval by the Chancellor of the Ohio Department of Higher Education.

Trustee Ball made a motion to accept the recommendation to increase the in-state instructional fee by \$10.00 per student credit hour and add a career advantage fee of \$6.00 per student credit hour effective Fall semester 2018; approve the continuation of the Tuition Challenge Program effective Fall 2018, subject to approval by the Chancellor of the Ohio Department of Higher Education; and approve a partial tuition waiver as calculated above for private school, home schooled and charter school students enrolled in an approved dual enrollment program for the Fall 2018 semester, subject to the approval by the Chancellor of the Ohio Department of Education. Vice Chair Phillips seconded the motion, and it passed unanimously by a roll call vote.

Pre-Employment Screening Policy Update

In addition to the policy changes reviewed at the May Board meeting, the Pre-Employment Screening Policy required substantive changes and is being presented for Board action. The major change to the policy was the inclusion of adjunct faculty that will be subject to background check procedures upon hiring. The other substantial change is limiting background checks on current employees to those in financially sensitive positions or who work with minor youth.

3358:5-3-24 Pre-Employment Screening Policy

(A) Clark State Community College is committed to recruiting, hiring, and retaining the best qualified candidates and providing a safe, secure environment for all students, employees, and visitors to our campuses. Thorough and consistent implementation of effective hiring practices helps to achieve each of these goals. This includes the appropriate use of comprehensive pre-employment screening/background checks as a final stage of the hiring process.

Pre-employment screening/background checks will be used by the College to evaluate individuals for employment and will not be used to discriminate on the basis of race, color, sex, gender, ethnicity, religion, sexual orientation, ancestry, age, marital status, veteran status, socio-economic status, or physical or mental disability and any other protected group status as defined by federal law. Only candidates at the final stage (job offer) of the interview process will be required to submit to the pre-employment screening/background check procedures.

(B) This policy applies to employees in the following categories:

1. New hires:
 - a. Exempt staff
 - b. Non-exempt staff
 - c. Faculty
 - d. Adjunct Faculty**
 - e. All positions, including volunteers, working with minor youth; i.e., project jericho, college for kids, etc.
2. Current employees:

Employees who transfer to a ~~new~~ **financially sensitive position or who will now work with minor youth** must satisfactorily complete or have completed the appropriate pre-employment screening/background check before transferring to or adding that position.

- (C) Pre-employment screening/background checks will be conducted in accordance with applicable laws and associated procedures.
- (D) Unless otherwise provided by law, a criminal record will not automatically disqualify an applicant or employee. Rather, determinations of suitability based on criminal record checks will be made consistent with this policy and any applicable law or regulations.
- (E) All offers of employment are contingent upon satisfactory results of the pre-employment screening/background check.
- (F) This policy shall be administered as set forth in the associated procedures established by the President or his/her designee.
- (G) The ~~office of the chief~~ **director**, human resources ~~officer~~ shall be assigned the responsibility of developing, implementing, and maintaining the pre-employment screening/background check policy and procedures.

Effective: July 1, 2018 ~~1/1/2017~~

Prior Effective Dates: 1/1/2017

Impact on students and/or student learning: The policy should help strengthen the quality of our faculty and staff.

Implications for budget, personnel, or other resources: Additional employees will be subject to background checks.

It was requested that the Board of Trustees approve the revised Pre-Employment Screening Policy, as presented.

Trustee Hall made a motion to approve the revised Pre-Employment Screening Policy as presented. Trustee Ball seconded, and the motion passed unanimously via a roll call vote.

Faculty Promotions in Rank

The promotion process for faculty begins in the fall of each year. After working a specified number of years in a rank, a faculty member is eligible to apply for the next higher rank (a copy of the promotion criteria was distributed to Trustees prior to the meeting).

To be considered for promotion in rank, the eligible faculty member must submit a curriculum vitae and an application letter summarizing how they meet the criteria. This letter initiates the promotion review process. Once an application is received the Human Resources Office provides the following information as part of the application packet: Copies of Student Evaluation of Instruction scores, Year-End Activity Reports, and Administrative Evaluations.

The dean reviews the information and provides a recommendation and forwards the promotion packet to the Promotion Committee. The Promotion Committee considers each application and makes a recommendation to the Vice President of Academic Affairs.

After consideration by the Faculty Promotion Committee, the Vice President of Academic Affairs reviews the application materials and recommendations for each candidate and makes a promotion recommendation to President Blondin.

The following faculty are recommended for promotion this year:

Assistant Professor: Jonathan Kuehne, Elisa Ratliff, Stephanie Thompson and Pam Vaughn

Associate Professor: Deborah Corvin

Professor: Mary Cornell, Dr. Terri Dinsmore, Rebecca Dodds, Dr. Naureen Qasim and Dr. Victoria Mahan

Impact on students and/or student learning: The faculty promotion process is important for the recognition and advancement of the faculty. A quality faculty is critical to successful teaching and student learning at the institution.

Implications for budget, personnel, or other resources: The budget for 2018-2019 already takes into consideration promotions in rank.

It was requested that the Board of Trustees approve the personnel actions outlined in the recommendations for promotion in rank, effective August 2018.

Trustee Ball made a motion to approve the personnel actions outlined in the recommendations for promotion in rank, effective August 2018, and Trustee Noonan seconded. The motion passed unanimously via a roll call vote.

2018-2019 Laboratory and Special Fees

The setting of the Laboratory and Special Fees Schedule for each year is part of the planning process for all academic divisions. Adjustments are made each year to reflect the rising costs of supplies and fees. The academic departments make every effort to keep such costs at a minimum, while still providing a sound learning experience for our students. (The proposed 2018/2019 fee increases were distributed to Trustees prior to the meeting and are available in the office of the Vice President of Academic Affairs.)

Impact on students and/or student learning: Student lab fees cover costs for consumable supplies used as part of lab experiences. These fees also cover other costs, including liability insurance, specialized industry credentials examinations, and specialized high cost instruction such as flight training.

Implications for budget, personnel, or other resources: The 2018-2019 budget was built based on the Laboratory and Special Fees Schedule as presented.

It was requested that the Board of Trustees approve the 2018-2019 Laboratory and Special Fees changes as presented, effective the Fall 2018 semester.

Vice Chair Phillips made a motion to approve the 2018-2019 Laboratory and Special Fees changes as presented, effective Fall semester 2018. Trustee Hall seconded, and the motion passed unanimously by a roll call vote.

Completion Plan Update

House Bill 59 called for each public college and university to submit to the Chancellor a campus completion plan approved by their board of trustees. The first completion plan was submitted on June 30, 2014; with updates every two years. The completion plan is a continuous improvement framework in which

colleges identify and implement strategies to increase the number and percentage of students earning meaningful postsecondary credentials.

We have provided outcomes for the 2016-2018 Completion Plan and the proposed 2018-2020 Completion Plan. (Both documents are available in the office of the Vice President of Academic Affairs.)

Impact on students and/or student learning: The Completion Plan describes goals, initiatives and activities derived from the College's Strategic Plan that directly impact the College's goal of fostering student access and success.

Implications for budget, personnel, or other resources: These goals are currently reflected in the budget.

It was requested that the Board of Trustees move to accept the Completion Plan updates as presented.

Vice Chair Phillips made a motion to accept the Completion Plan updates as presented, and Trustee Ball seconded. The motion passed unanimously via a roll call vote.

Strategic Plan Revision and Mission, Vision and Guiding Principles Policy Updates

Clark State's 2018-2023 Strategic Plan and the policy that contains Clark State's Mission, Vision, and Guiding Principles follows. Clark State conducted a comprehensive and inclusive revision of our 2015-2020 Strategic Plan during spring semester 2018. The strategic plan, presented as a policy to the Board, reflects the input from all campus constituencies, and has been voted on affirmatively by the Strategic Planning and Resource Council (SPARC) as well as Faculty and Staff Senates. This Strategic Plan will guide Clark State's collective work on student and community success for the next five years, and we will report to the Board of Trustees on our progress periodically through the year.

Initiatives have been developed and, in the fall, the College will begin to work on these initiatives under the leadership of Dr. Theresa Felder, Senior Vice President for Student Success, and the Strategic Planning and Resource Council (SPARC).

3358:5-1-10 Strategic Plan

The College will create, update, and report on its strategic plan to the Board of Trustees and campus stakeholders on a regular basis. The College keeps a scorecard to track its progress on the Strategic Plan.

Strategic Plan:

~~Goal 1: Increase enrollment, student success, engagement, retention and completion.~~

- ~~(1) Implement an advising model that increases student preparedness, retention and completion.~~
- ~~(2) Develop comprehensive 1st year experience that encourages student success, engagement, retention and completion.~~
- ~~(3) Create academic pathways and articulations that are responsive to workforce needs.~~
- ~~(4) Increase student access by developing a strategic enrollment management plan.~~

~~Goal 2: Improve communication and collaboration within the College and with our diverse communities, businesses, and industries.~~

- ~~(1) Enhance awareness and visibility of Clark State via strategic marketing and comprehensive promotion campaigns.~~

~~(2) Increase communication and community stakeholder engagement.~~

~~(3) Develop opportunities for collaboration and engagement among faculty, staff, students and alumni.~~

~~(4) Leverage technology to increase communication and collaboration, both internal and external to the College.~~

Goal 3: Develop quality academic, community and support programs by creating an innovative learning environment.

~~(1) Restructure and redesign developmental education.~~

~~(2) Identify and provide resources for teaching and learning for academic and instructional support.~~

~~(3) Provide professional development that facilitates teaching and learning, and improves programs and services.~~

~~(4) Create partnerships with business and industry to align and advance college programs in a competitive global economy.~~

Mission

To engage and empower diverse learners by providing high-quality educational programs and services that emphasize student and community success.

Vision

Clark State Community College will be the leader in education by partnering with our communities, businesses and industries while achieving the highest levels of student success within a culture that provides intellectual, personal, and professional growth.

Guiding Principles

We believe in the transformative power of education through:

1. Learning

We use best practices and resources to create a learning community that challenges, transforms, and empowers students and employees.

2. Community

We value, trust, and support people with whom we work and serve.

3. Partnerships

We collaborate to address stakeholder needs and contribute to the economic and holistic well-being of society.

4. Innovation

We champion an environment that encourages creativity and embraces change.

5. Diversity

We welcome and engage all individuals to create an equitable and inclusive culture.

Goals

Goal 1: Develop and strengthen quality, innovative academic programs.

1. Identify new certificate programs, associate degrees, bachelors degrees, and industry credentials.
2. Expand integrated co-op programs to promote workforce development.
3. Provide instructors with the technology, supplies, and equipment necessary to maintain and develop innovative academic programs.
4. Create professional development for faculty to support innovative programs.

Goal 2: Increase enrollment, student success, retention, and completion.

1. Identify special populations with low completion/retention rates and develop targeted retention initiatives.
2. Develop and implement an electronic early alert system that includes the ability for faculty to report possible retention issues and for students to create an early alert for themselves.
3. Increase awareness of student support services among all staff, faculty, and students.
4. Implement an intrusive and mandatory advising model that increases student preparedness, retention, and completion.

Goal 3: Facilitate a culture that recognizes, embraces, and reflects the diversity of the communities we serve

1. Explore diverse methods for advertising open positions to ensure employees represent the communities we serve.
2. Promote a culture where differences are respected and appreciated.
3. Provide education and training for faculty, staff, and students related to diversity and inclusion.
4. Provide wrap around services and resources to underserved populations.

Goal 4: Cultivate effective communication strategies and collaboration within the college.

1. Develop opportunities for collaboration and engagement among faculty, staff, students, and alumni.
2. Leverage technology to increase internal communication and collaboration.
3. Improve digital presence and communication.
4. Establish official communication protocol across the college to define the flow of information.

Goal 5: Promote collaboration with our diverse communities, businesses and industries.

1. Work with county agencies and family advocacy groups to make students aware of services available to them.
2. Collaborate with K-12 schools to enhance program awareness of technical program options.
3. Create, sustain, and engage the business, industry, and community stakeholders.
4. Partner with industries to offer specific degrees online and onsite.

Strategic Trends

Financial Drivers

- Increasing awareness that higher education provides a wide range of personal, financial, lifelong benefits
- Average grant aid and tax benefits for two-year college students continues to exceed the average net tuition and fees. Students still must fund other expenses – housing, food and books, etc.
- Employer demand for postsecondary credentials remains strong.
- Reverse transfer pathways from four-year to two-year institutions continue to show positive

impact on student success and completion.

- Students expect a learner-centric environment that allows them to interact and engage on their own terms 24/7.

Technology Pathways

- Education on demand – consumer driven, 24/7, mobile technology
- Digital natives – expectations for learning, i.e. interactive, computer simulations, game- based curriculum
- Integrated and advanced on-line services
- Mega-data online delivery systems that demand increased IT support and advanced infrastructures

Workforce and Economics

- Area manufacturing will continue to grow. Continue to develop/form/retain mutually beneficial relationships with area companies and leaders.
- Company leaders want skilled, knowledgeable employees that can be achieved with not only baccalaureate/associate degrees and certifications, but also individual classes to increase their knowledge and value. (Mathematics, Six Sigma courses, for example)
- Healthcare support needs continue to grow, especially with aging baby boomer population. Demand for all levels of nursing will continue to grow for all facilities including hospitals, long-term care facilities, etc.
- Opioid crisis has stretched resources in many areas, including economic and workforce shortages for treatment specialists. High demand for trained specialists/counselors.

Marketing the Product

- Higher Education gaining recognition as an investment in a career and future earning potential.
- Community Colleges gaining recognition as a source for value in higher education.
- Quality education alternatives are being identified through accreditations and certifications, continuous improvement and interconnected processes, and purposeful movement not based on simplistic metrics.
- Consumer wants maximum flexibility in delivery model of product – online, hybrid, & timing.
- Competition continues to evolve in development and emergence of commercial and non-profit education/training providers.
- Consumers want more relevant and salient connections – learning environments and options, programs, transferability, professional organizations, career/employment relationships.
- Leverage technology & resources – unrealized resources, global experience, networking, and access to digital resources.
- Online enrollment/demand continues to grow – looking for technology infused offerings.

Demographic Opportunities - Clark, Greene, Champaign, and Logan Counties

- Population continues to decline.
- Minority population continues to grow slowly.
- Median age continues to increase
- Unemployment rates have been declining.
- Median household income in Clark County remains below Ohio median; Greene, Champaign and Logan Counties are above the median.
- Veterans constitute approximately 7% of total population. Almost 70% of Ohio veterans are 50 years old or older.

Effective: **July 1, 2018** ~~October 15, 2015~~

Prior Effective Dates: 10/14/02, 11/14/07, 7/13/12, 3/18/15, **10/15/15**

3358:5-1-06 Mission, Vision, ~~Ends~~ and Guiding Principles

- (A) Mission – **To engage and empower diverse learners by providing high-quality educational programs and services that emphasize student and community success** ~~To serve a diverse population of learners by providing access to high quality, learning centered education and services while fostering individual and community success~~
- (B) Vision – **Clark State Community College will be the leader in education by partnering with our communities, businesses and industries while achieving the highest levels of student success within a culture that provides intellectual, personal, and professional growth.** ~~Clark State will build a community that empowers individuals to experience intellectual growth by creating opportunities for them to be accepted, challenged, held accountable, rewarded, and transformed.~~
- (C) Guiding principles – **We believe in the transformative power of education through:** ~~We believe in the power of education to change people's lives.~~
- (1) Learning – ~~We value the use of best academic~~ **practices and resources to create a learning community that challenges, transforms, and empowers students and employees.**
 - (2) Community – We **value**, trust, respect, and **support** ~~care~~ for people with whom we work and serve.
 - (3) Partnerships – ~~We foster collaboration~~ **collaborate** to address student and stakeholder needs and ~~to~~ contribute to the economic and **holistic** social well-being of **society** ~~our region~~.
 - (4) Innovation – **We champion an environment that encourages creativity and embraces change.** ~~We push the boundaries of creativity.~~
 - (5) Diversity – We welcome **and engage** all individuals to create an **equitable and inclusive culture environment**.

Effective: **July 1, 2018** ~~March 18, 2014~~

Prior Effective Dates: 7/1/98, 6/1/02, 11/14/07, 7/13/12, **3/18/14**

Impact on students and/or student learning: The strategic plan has a direct impact on students and student learning, as it guides program development, student success initiatives, curriculum changes, and community engagement.

Implications for budget, personnel, or other resources: There is no impact on budget, personnel or other resources at this time, but we will be developing a report on costs once initiatives are identified in the fall.

It was requested that the Board of Trustees approve Clark State's 2018-2023 Strategic Plan and the revised Strategic Plan and Mission, Vision and Guiding Principles Policies, as presented.

Trustee Hall moved to approve Clark State's 2018-2020 Strategic Plan and the revised Strategic Plan and Mission, Vision and Guiding Principles Policies, as presented. Vice Chair Phillips seconded, and the motion passed unanimously via a roll call vote.

Report of the President

President Blondin deferred to the Staff and Faculty Senates for updates.

Incoming Staff Senate President Nathan Walters reported that the following Senate officers have been elected: Tracy Yates, President Elect; Charlie Miller, Treasurer; and Roseann Terbay, Secretary. They are gearing up for new ways of doing things, including fundraising. He thanked the Board for their support of those efforts and thanked outgoing Senate President Travis Binkley for his service.

Faculty Senator Dr. Charles Strecker reported that approximately one-third of the faculty will read *What Best Professors Do* by Ken Baine over the summer and discuss and begin implementing some of the salient points in the fall. He noted that a fantastic faculty member, Crystal Jones, has joined administration as Assistant Dean of Business and Applied Technologies, and the group gave Ms. Jones a round of applause. Dr. Strecker thanked President Blondin, administrators, faculty and staff for their kindness in the recent passing of his mother and for the memorial donation made in her honor.

President Blondin reported the following:

- Consultant Mel Marsh is now working with Justin McCulla and some stakeholders regarding the future of the athletics program.
- We received approval to offer the Applied Baccalaureate degree in Manufacturing Technology Management, and we are also moving forward with two other proposals due July 20th: Addiction Studies and New Media/Graphic Design.
- She is really proud of Taylor Roberts for leading the development of a Department of Labor grant proposal focused on the opioid epidemic, for which \$21 million is available nationwide. She wrote such a great proposal (with assistance from consultant Bob Vidos) for the Montgomery, Warren, Clinton and Clark County quadrant that it is being adopted as a model for the entire state.
- She participated in the Clark-Shawnee High School graduation to confer an associate's degree to a graduate and recognize many College Credit Plus students.
- A very productive meeting was held with Marion City Schools, Marion Technical College, Springfield City Schools and the Greater Springfield Chamber of Commerce to discuss pathway partnerships.
- Clark State is to be featured Sunday in the Springfield News-Sun regarding our tremendous increase in State Share of Instruction from 2013 to 2018 and in course completion from 73% to 79%. This is important because it means we are also awarding more degrees and certificates.
- House Bill 512, which sought to merge the Department of Education, Department of Higher Education and the Governor's Office of Workforce Transformation into a new agency under the governor's control, has been shelved.
- Dr. Matt Franz and Trustee Peggy Noonan will deliver a Conceal/Carry presentation at the Association of Community College Trustees conference this fall.
- She will attend the annual Ohio College Presidents' Conference hosted by Senator Sherrod Brown in Washington, DC, tomorrow. During her stay she will also meet with Congressman Davidson.
- She was asked to author an article regarding Board/President relationship perspectives in higher education, which she invited Chair Evans to co-author.

Report of the Board Chair

Chairperson Evans asked Trustees how they liked using BoardBook for this Board meeting's packet, and their comments were positive but they would like devices to view the materials at the meeting. Mellanie Toles indicated that she and Dr. Franz will be working on purchasing iPads for the Trustees, but they have discovered an issue with the app that will not allow notes taken on one device to be pulled up on another device; based on that information, she will poll Trustees again about their preferences in terms of using their own devices or receiving one from the College.

Trustees' Open Forum

No comments were made.

Executive Session ~ President's Evaluation

Trustee Hall made a motion to enter Executive Session to discuss the President's evaluation. Trustee Ball seconded, and the motion passed 5-0 by a roll call vote. Executive Session commenced at 6:52 p.m.

Trustee Hall made a motion to exit Executive Session and return to regular session at 7:54 p.m. Trustee Noonan seconded, and the motion passed 5-0.

President's Salary Increase

Vice Chair Phillips made a motion to approve a 2% salary increase for President Blondin, and Trustee Ball seconded. The motion passed unanimously.

President's Contract

Trustee Hall made a motion to add one additional year to President Blondin's employment contract. Trustee Ball seconded the motion, and it passed unanimously.

Adjournment

Trustee Noonan made a motion to adjourn the meeting, and Trustee Hall seconded. The motion passed unanimously, and the meeting adjourned at 8:00 p.m.