

CLARK STATE COMMUNITY COLLEGE BOARD OF TRUSTEES REGULAR MEETING

Minutes January 21, 2014

The Clark State Community College Board of Trustees met in regular session in the Boardroom of the Sara T. Landess Technology and Learning Center on Tuesday, January 21, 2014. Chairman Jim Doyle presided and called the meeting to order at 6:20 p.m.

Roll Call: Present: Andy Bell, Peggy Noonan, Brad Phillips, Heather Tiefenthaler, Vice Chair Heather Corbin, Chairman Jim Doyle, and President Blondin

Excused: Sharon Evans

Others Present: Cynthia Applin, Director of Institutional Research and Planning; Ed Busher, Student Support Services; Jane Cape, Dean of Business and Applied Technologies; Sam Coons, Student Senate Vice President; Martha Crawmer, Dean of Arts and Sciences; Kris Culp, Vice President of Advancement; Dixie Depew, Controller; Theresa Felder, Vice President of Student Affairs and Greene Center Operations; Matt Franz, Director of Information Technology; Duane Hodge, Director of Workforce Development, Sales and Outreach; Joseph Jackson, Vice President for Business Affairs; Marvin Nephew, Director of Human Resources; Mark Schmidt, Associate Professor, Health, Human and Public Services/Faculty Senate President; Cort Schneider, Disability Office Manager/Staff Senator; Mellanie Toles, Assistant to the President; Kathy Wilcox, Dean of Health, Human and Public Services; Nina Wiley, Director of Retention Services and Student Life/Staff Senate President; and Mia Yaniko, Assistant Attorney General – Education Section, State of Ohio

Recognition of Guests

Chairman Doyle welcomed the guests and asked them to introduce themselves.

Public Comment

There were no public comments.

Approval of Minutes

Chairman Doyle asked for a motion to approve the minutes of the Regular Board Meeting held on November 19, 2013. Trustee Bell made a motion to approve the minutes as presented; Trustee Phillips seconded, and the motion passed unanimously.

Presentation

President Blondin provided an update for the Board on her first six months in office. She began by reviewing the goals set for her in the following focus areas: strategic plan, student success, metrics, management, community connections, and trustee communications.

Dr. Blondin reported that as soon as she came on board, she embarked on a listening campaign, during which she visited with current and past Trustees, staff, faculty, administrators, community leaders, former employees, government and elected officials throughout our service area, and a wide variety of business leaders in the communities we serve. During these visits, she asked what they love about the College and the one thing they would change. Strengths included the commitment of staff and faculty, fresh ideas and interest in change, Physical Plant, the Foundation, scholarship availability, and a strong shared governance system. Challenges included resources (especially technology); the need for a cohesive, intentional student experience; collaboration and the means to collaborate; ratio of full-time to part-time faculty; communication at all levels; management of growth; and planning for the future.

Dr. Blondin also provided updates on her 2013-2014 goals:

- Strategic Plan – The campus community is reviewing planning documents and should conclude by late February. Goals development begins in late February and should conclude by April. Stakeholders' conferences will be held on February 6-7, March 20 and 21, and April 24-25 to solicit feedback. The Board of Trustees will have final review and approval of all documents.
- Student Success – We are in the process of shaping our ideas for the Completion Plan (due to the Ohio Board of Regents in early summer 2014) and our Higher Learning Commission project for the new accreditation process. The plan is to develop one project for both, which will be ready to share by April. Staff has been participating in student walkthroughs to closely examine the student experience from inquiry to graduation, and some restructuring has been done in Student Services to enable student success. Completion numbers and rates are being examined, and an enrollment management plan will be developed to target certain student populations. Prior learning assessment is also an area of focus.
- Metrics – The goal is to make sure we are sharing data and making data-driven decisions on campus. Areas of focus include implementation of iDashboards, the funding model, data sharing across campus, and organizing for program review.
- Management – It is Dr. Blondin's hope that the budget process will eventually align with our strategic planning goals. In addition to the restructuring of Student Services, there have been some shifts in reporting lines (Performing Arts Center under Advancement and Library under IT). Career Services will soon be front and center when onboarding students so they can use potential careers to help them make decisions. The Leadership Team/Executive Council is meeting every Monday at 8:00 a.m., and the structure of all-college committees is being reviewed. Dr. Blondin and Vice Presidents Felder and Jackson are in the process of updating the Greene and Logan County business plans.
- Community Connections – Dr. Blondin and the Vice Presidents are serving on a variety of Boards and community organizations, and Dr. Blondin has been conducting regular meetings with area college presidents to build relationships. Corey Holliday has been appointed as Director of Community Outreach, and we are embarking on a new branding campaign, which will include an updated logo and website redesign. The goal is to continue to raise the College's profile across the region.
- Trustee Communications – In order to enhance communications with the Board, Dr. Blondin has revised the Board packet, regularly communicates via email, and has monthly meetings with Chairman Doyle. Trustees were trained on the portal for access to her blog, policies and procedures, etc., and engagement with the Ohio Association of Community Colleges and the Association of Community College Trustees is encouraged.

Chairman Doyle thanked Dr. Blondin for her presentation, noting that it was nice to hear her observations. The Trustees concurred, noting that they are hearing great things out in the community. The group agreed that the first six months have been extremely successful.

Quarterly Financial Reports

The quarterly revenue/expenditure report along with the Balance Sheet and the Statement of Restricted Income and Charges were distributed to Trustees prior to the meeting. Vice President Jackson provided the following insights:

Revenue

Ohio Board of Regents State Share of Instruction (SSI) – The FY 2014 budget is based on preliminary enrollment, success points and course completion numbers for FY 2013. These numbers were certified by the Ohio Board of Regents in November. The revised projection for SSI for FY 2014 is \$10.8 million.

Student Fees – Fall enrollment was projected to increase 2%. Actual enrollment shows we are flat, which has a negative budget impact of \$130,000. Spring enrollment at December 31 was 77% of Spring enrollment projection when we should have been closer to 84%.

Most other revenue line items are lagging budget.

Total revenue is down \$975,000 (4.8%) from the previous fiscal year. The decrease in student fee revenue is primarily due to the change in accounting for Summer Term (last year's figure includes \$1.3 million for Summer 2012). SSI has increased about \$632,000 (12.6%), but this increase will come down slightly by year end now that final FY 2012-2013 enrollments are certified by OBR.

Expenditures

Instruction – Expenses decreased \$860,000. Full-time faculty salaries and adjunct faculty salaries for Summer 2013 are now reflected in the previous fiscal year (\$842,000).

Student Services – Expenses increased \$294,000 (31.9%) due to reclassifying the Greene Center budget (expenses totaled \$215,000) from General Administration.

General Administration – Expenses decreased \$188,000 (18.3%). This decrease is the result of reclassifying the Greene Center budget to Student Services.

Public Service – Expenses increased \$182,000 (24.1%). Adjunct faculty salary/benefits for B&I and Non-Credit Continuing Education are up \$73,000. Also, fees paid to PAC performers are up \$72,000 (timing difference) and Hollenbeck Bayley Conference Center building maintenance expenses are up \$9,000.

Total expenses are down \$698,000 (5.5%) primarily due to the change in accounting for Summer 2013 instructional salaries/benefits for faculty.

Auxiliary Enterprises

Bookstore – Revenue is down 4.6% and expenses are up 4.6%. The deficit will turn into a surplus during January for sales related to Spring Semester.

Commercial Transportation Training Center – Revenue is down \$58,000 (22.8%) while expenses are also down \$60,000 (21.3%).

Balance Sheet

Total current funds have increased \$1.8 million (8.2%) compared to the second quarter of FY 2013. This increase is primarily a result of a \$1.57 million (9.3%) increase in Educational and General Funds (cash increased \$1.1 million). Allowance for Doubtful Accounts increased \$368,000 (27.5%).

Total Investment in Plant is \$44.7 million compared to \$45.9 million last year at this time due to FY 2013 depreciation expense of \$1.9 million.

Restricted Statement

The restricted budgets, along with the grantor stipulations, were approved by Trustees at the September 2013 Board meeting. The report reflects seven additional grants totaling \$81,000 that have been funded. Any grants/contracts where the expended/encumbered amount exceeds the received amount is the result of a timing issue. Many programs require quarterly billings which will go out during the month after quarter end. The student financial aid Pell grants are drawn monthly on the 15th.

Greene Center Quarterly Financial Report

The report, which was distributed to Trustees prior to the meeting, reflects financial information for the Greene Center through December 31, 2013. Revenues are tracking unfavorably with budget, most likely due to timing issues related to Spring Semester registration. Fall enrollments at the Greene Center were 4.2% over budget (6.2% over last year). Spring Semester enrollment at 12/31/13 was behind where we were last year at comparable time most likely due to our new winter break calendar.

The negative expenditure budget variances are due to timing issues. The full year bond principal payment was posted in September, marketing dollars were spent to impact Fall and Spring Semester enrollments and Bookstore inventory was purchased for the Spring Semester (but students could not use their financial aid to purchase books until January).

The total annual expenditure budget has increased from \$3.9 million in FY 2012-2013 to \$4.2 million (8.1%) to accommodate a full array of academic and support services for students attending at the Greene Center.

Dr. Blondin and Theresa Felder had a very successful meeting with the President of Soin Medical Center. The hospital has agreed to allow clinical sites for some of our medical programs. We will start with the nursing program.

Ron Gordon was hired as the Director of Student Services and now leads all enrollment services for the Greene Center.

Natalie Johnson was promoted to Director of Academic Affairs and leads all academic and support services and initiatives.

Clark State recently received a \$20,000 grant to support the Gateway program. A part-time Wright State University graduate student will be hired to track these students, including the emancipated foster youth, and to provide added support.

The ABLE program continues to operate successfully. Community members can now attend these classes beginning Spring Semester. The program could create an additional pipeline for new students. Brendan Greaney, Success Center Specialist, will also start visiting other Greene County ABLE/GED sites to promote Clark State.

The Greater Dayton RTA began service to Pentagon Boulevard on January 12th. Students can purchase both Greene CATS and RTA bus passes in the Bookstore.

We will reconstruct the Advisory Committee over the next several months. The goal is to have the first meeting late in the Spring Semester.

The holiday party was a success. The goal will be to increase attendance by 25% each year. A big thank you to Patti Phillips for all her work!

Budget Timeline 2014-2015

Budget Advisory Council meets	1/28/14
Access granted to budget managers for viewing historical data and requesting expenditures	2/3/14
Initial revenue projection	2/14/14
Budget assumptions presented to Board Finance and Facilities Committee	TBD (February)
Expenditure requests forwarded by budget managers to Budget Advisory Council	3/3/14
Expenditure requests reviewed by Budget Advisory Council	3/6/14
First revision to revenue projection	3/14/14
Board of Trustees action on tuition/fees for 2014-2015	3/18/14
Expenditure requests forwarded by Budget Advisory Council to Controller	3/21/14
Budget issues presented to Board Finance and Facilities Committee (date tentative)	4/8/14
Budget hearings conducted by Budget Advisory Council. Discussions to include College's strategic plan, Board strategic conversations, the Northern Region business plan and the Greene Center business plan.	4/1-24/14
Second revision to revenue projection	4/18/14
Draft budget presented to Board of Trustees as information	5/20/14
Further discussion/adjustments to expenditure requests and revenue projection by Budget Advisory Council	5/20-30/14
Third revision to revenue projection	5/30/14
Balanced budget reviewed with Board Finance and Facilities Committee (date tentative)	6/3/14
Final balanced budget presented to Board of Trustees for action	6/17/14

Human Resources Update

Filled Positions:

Non-Exempt:

- Custodian, Night Shift (1.0 FTE), *Joseph Blazer*, effective January 13, 2014

Exempt:

- Director, Student Services (1.0 FTE), *Ronald Gordon*, effective December 16, 2013
- Systems Analyst (1.0 FTE), *Marion "Rick" Sparks*, effective January 2, 2014
- Vice President of Academic Affairs (1.0 FTE), *Dr. Amit Singh*, Ph.D., effective March 17, 2014

Faculty:

- Chemistry Instructor/ Temporary, (1.0 FTE), Spring Semester 2014, *Michelle Edwards*, effective January 6, 2014

Promotions:

- *Ronald Gordon*, promoted from Athletic Director/Evening Administrator, GL 6 to Director, Student Services – Greene Center, GL 7, effective December 16, 2013

- *Natalie Johnson*, promoted from Academic Coordinator – Greene Center, GL 6 to Director, Academic Affairs – Greene Center, GL 7, effective December 16, 2013
- *Kelly Neriani*, promoted from Research Analysis Specialist, GL 5 to Institutional Research Specialist, GL 5, effective January 13, 2014
- *Nina Wiley*, promoted from to Director of Retention Services and Student Life, GL 7 to Dean, Enrollment Services, GL 12, effective February 3, 2014

Open/Advertised Positions/Searches/Interviews:

Non-Exempt:

- Systems Analyst (1.0 FTE)

Exempt:

- Vice President, Academic Affairs (1.0 FTE)
- Systems Technician (1.0 FTE)
- Athletic Director/Evening Administrator (1.0 FTE)

Retirement:

- *Vicki Martin*, Assistant to the Vice President, Academic Affairs, effective 2/1/2014

Resignations/Employment Ending:

- *Beverly Nagle*, Real Time Reporting Project Specialist, grant ended 12/31/2013
- *Jason Graver*, Systems Technician, effective 1/2/2014
- *LeeAnn Perkins*, Institutional Research Specialist, effective 1/9/2014

December Graduates 2013

A total of one hundred and fifty (150) students petitioned to graduate* in December 2013, in the following disciplines:

- Arts and Sciences – 22
- Business and Applied Technologies – 41
- Health, Human and Public Services – 87

Forty-five (45) of these students earned one-year certificates.

In lieu of a formal commencement ceremony, a reception was held for December graduates. This very successful first-time event honored these students' achievements and allowed a time of celebration with family and friends. Twenty-eight students attended the reception, and we welcomed close to 200 total guests.

These students will also be invited to participate in our commencement ceremony in May.

*Final graduate numbers are contingent upon verification that all academic requirements have been met.

Liaison Reports

Clark State Foundation

- The fund balance as of September 30, 2013, is \$12.7 million.
- We have received a study of community college foundations nationwide that shows our Foundation to be in the top 5% in fundraising.

- The Finance/Audit/Investment Committee met with representatives from Clark Schaefer Hackett to review the annual audit and IRS 990 return. The report was all positive.
- The Finance/Audit Investment Committee also reviewed the Foundation's financial policies to ensure that we are in compliance, and will recommend several updates to the full Board for approval. Several of the committee members are working with Joe Jackson on a Request for Proposal (RFP) to provide investment management services. This does not indicate that the Committee intends to change our investment managers; we have simply not undertaken an objective review of investment managers since CommonFund was engaged 20 years ago. The Committee will recommend that this process be completed in the future at least every five years.
- The Circle of Friends Committee is finalizing their gala plans; more information will be available soon.
- The newly created position of Director of Community Outreach (Corey Holliday) is already building a very positive response from a number of community organizations. We are excited about the relationships it will build for us in the months ahead.

Council of Governments

- Center enrollment is at 85 children, including the Ohio Department of Education Expansion Grant students. Approximately half of the thirty-six half-day slots have been filled.
- Staffing levels are sufficient at this time.
- The Center has begun working with an organization called SPARK, which works with families at home to complement classroom learning.

Action Items

The following item was presented for Board approval:

Personnel Recommendations ~ 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:

- Systems Analyst (1.0 FTE), Marion Sparks, effective January 2, 2014
- Vice President of Academic Affairs (1.0 FTE), Dr. Amit Singh, Ph.D., effective March 17, 2014

Promotions:

- *Ronald Gordon*, promoted from Athletic Director/Evening Administrator, GL 6 to Director, Student Services – Greene Center, GL 7, effective December 16, 2013
- *Natalie Johnson*, promoted from Academic Coordinator – Greene Center, GL 6 to Director, Academic Affairs – Greene Center, GL 7, effective December 16, 2013
- *Nina Wiley*, promoted from to Director of Retention Services and Student Life, GL 7 to Dean, Enrollment Services, GL 12, effective February 3, 2014

Resignations:

- *Jason Graver*, Systems Technician (1.0 FTE), effective January 2, 2014

Impact on students and/or student learning:

- *Systems Analyst* is responsible for implementation and facilitation of the College's Ellucian communication system, which is used to manage student activities, enrollment, etc.

- *Vice President of Academic Affairs* is responsible for program development for all academic and academic support programs.
- *Director of Student Services* is responsible for overseeing student services at the Greene Center.
- *Director of Academic Affairs* assists the Dean, Greene Center with the overall operations of the Greene Center campus and oversees the center's academic programs and services.
- *Dean Enrollment Services*, a new position responsible for all enrollment management services at the College; including student recruitment and retention, registration, financial aid, and career services.

Implications for budget, personnel, or other resources: Funding for all positions is in the 2013-2014 budget.

It was requested that the Board of Trustees move to accept the personnel recommendations as indicated.

Personnel Recommendation ~ Instructional Faculty

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

New Hire:

- Chemistry Instructor (1.0 FTE), Temporary – Spring Semester 2014, *Michelle Edwards*, effective January 6, 2014

Impact on students and/or student learning: The Chemistry Instructor position will interface directly with students in the Chemistry Department providing required instruction.

Implications for budget, personnel, or other resources: This position is built into the 2013-2014 budget.

It was requested that the Board of Trustees move to accept the personnel recommendations as indicated.

Trustee Bell made a motion to approve all action items as presented. Trustee Tiefenthaler seconded, and the motion passed unanimously.

Report of the President

Dr. Blondin asked each of the Senate representatives to provide updates on their current initiatives. On behalf of Faculty Senate, Mark Schmidt reported the following:

- In the past six months, faculty have seen some very positive changes and are very excited about working with Dr. Blondin.
- Faculty Senate is working with Staff Senate and the administration on the College governance structure. The groups are examining how committees should operate and how processes can be streamlined for greater effectiveness and efficiency.
- Faculty have also been considering the needs of the College in terms of staffing/scheduling and program coordinators since our student body has grown significantly. A recommendation will be presented for consideration after Dr. Singh comes on board.
- Faculty members have also been instrumental in the strategic planning process.

On behalf of Staff Senate, Dr. Cort Schneider reported the following:

- Staff really appreciated the administration's authorization for the College to close for winter break between Christmas and New Year's Day. Staff members returned to work rejuvenated in January.

- Staff Senate is administering a survey regarding merit pay/salary increases and will bring the resulting recommendations forward for consideration.
- Staff Senators are working with Faculty Senators on bylaws for college committees.

On behalf of Student Senate, Sam Coons reporting the following:

- Student Senate is working on a recycling initiative focused on raising awareness about its importance. They applied for and received a \$500 grant to purchase recycling bins for classrooms.
- Student Senator Scott Cody is leading an initiative to place a Fallen Soldier Memorial on campus to show our gratitude for those who have served our country. President Blondin and the Foundation Board (Mark Elliott in particular) are providing assistance, and a tentative fundraising goal of \$25,000 has been set for the project.

Report of the Board Chair

Chairman Doyle reminded the group that Charter Night will be held one month from now and encouraged as many Trustees as possible to attend. He also mentioned that he, President Blondin, and Trustees Noonan and Phillips will represent the College at the Association of Community College Trustees' National Legislative Summit in Washington, DC, next month.

Trustees' Open Forum

Trustee Bell commented that he really appreciates having the Senates report at these meetings. He also indicated that the print management concept is a good idea, but cautioned that the more we send business out of town, the less fundraising we can do here. He urged the College to maintain as much local business as possible.

Executive Session ~ Real Estate/Personnel

Trustee Bell made a motion to move into Executive Session to discuss real estate and personnel. Trustee Corbin seconded the motion, and it passed 6-0 by a roll call vote. Executive Session commenced at 7:20 p.m.

Trustee Bell made a motion to exit Executive Session and return to general session at 7:56 p.m. Trustee Phillips seconded, and the motion passed 6-0.

Adjournment

Trustee Bell made a motion to adjourn the meeting, and Trustee Phillips seconded. The motion passed unanimously, and the meeting adjourned at 8:02 p.m.