BOARD OF TRUSTEES
REGULAR MEETING

Minutes
September 15, 2026

The Clark State College Board of Trustees met in regular session in the Blondin Administrative Center Board Room (BAC 320) with the majority of guests attending virtually via Zoom on Tuesday, September 15, 2026. Board Chair Sharon Evans presided and called the meeting to order at 6:01 p.m.

Roll Call

Present in Person: David Ball, Kyle Hall, Mitchell Hurst, Mike McDorman, Manuel Lopez Ramirez, Kevin Rose, Ben Vollrath, Vice Chair Becka Rowland-Buckley, Board Chair Sharon Evans, President Dr. Evon Walters

Others Present in Person: Erika Daggett, Executive Director of Marketing; Dr. Adrienne Forgette, Provost and Vice President of Academic Affairs; Dr. Matt Franz, Senior Vice President of Enterprise Operations; Jack Johnson*, Student and Student Senate President; Dr. Dawayne Kirkman, Senior Vice President of Student Affairs, Enrollment Management, Regional Locations; Taylor Nelson, Executive Assistant to the President; Kerry Pedraza, Vice President, Advancement; Doug Schantz, Executive Vice President for Finance, Facilities and Operations; Mellanie Toles, Chief of Staff and Coordinator of Board Operations; and Nina Wiley*, Assistant Vice President, Student Affairs

Others Present Virtually: Kierre Brown, Assistant Dean of Business and Applied Technologies; Melissa Checkie, Coordinator, Student Records; Dr. Sterling Coleman, Director of Library Services; Lori Common, Manager, Content and Design, Marketing; Shane Creepingbear, Director, Donor and Alumni Relations, Advancement; Deltoria Crockran, Specialist, Financial Aid; Dave Ferguson, Director, Workforce; Garrett Fisher, Assistant Dean, School of Nursing; Allie Hawley, Associate Dean, Access and Retention; Heather Holliger, Instructor, Arts and Sciences; Natalie Johnson, Associate Dean, Regional Locations; Naomi Louis, Dean, Arts and Sciences; Melinda Mohler, Faculty Senate President/Professor, Arts and Sciences; Kathy Nelson, Controller, Accounting; Kelly Neriani, Director of Institutional Research and Planning; Matthew Schell, Strategic Planning Consultant, Hanover Research; Elizabeth Smith, Co-Counsel, Office of Ohio Attorney General Andy Wilson; Seth Snyder, Grants Writer, Advancement; Amy Sues, Assistant Vice President of Institutional Effectiveness; Dr. Jamie Teeple, Assistant Dean, Arts and Sciences; Trish Voisard, Staff Accountant; Nina Wiley, Assistant Vice President, Student Affairs; and Desiree' Williams, Assistant Dean, Teaching and Learning

Oath of Office

Dr. Walters administered the Oath of Office to newly-appointed Trustee Kevin Rose.

Recognition of Guests

Chair Evans welcomed guests and asked members of the media to identify themselves.

Public Comment

There were no public comments.

Conflicts of Interest

There were no conflicts of interest.

Report of the Board Chair

Board Chair Sharon Evans reported that there would be no Executive Session following the meeting. She shared that the President's Incentive Plan and Goals documents are in Trustees' blue folders, and that there would be a review to complete Board of Trustees' evaluations and the President's evaluation.

Report of the President

President Walters deferred to the Senate leaders for updates.

Faculty Senate President Dr. Melinda Mohler reported that faculty assembly, which includes all faculty, held its first meeting of the academic year yesterday. During the meeting, the Assembly approved revisions to the Faculty Constitution. She also shared that in August, Faculty Senate implemented a new monthly reporting process for faculty and standing committee chairs and co-chairs to improve communication. She highlighted that this initiative aligns with Strategic Plan goal four, to cultivate effective and efficient communication strategies and collaboration throughout the College.

Staff Senate President Seth Snyder reported that Staff Senate held their first meeting last month, and that they held elections. Beau Brockett was elected as President-Elect. He shared that Staff Senate plans to review the Staff Constitution to be sure it aligns the collective voice for staff, which supports Strategic Plan goal four.

Student Senate President Jack Johnson stated that Student Senate is actively working on recruiting new members, and that they would like to see students from all backgrounds engaged in student leadership. He reported that Student Senate is partnering with Phi Theta Kappa this year for a greater sense of community on campus. He mentioned that they are promoting the student engagement suite to hold meetings, connect, and share new ideas, and that their work supports goal three of the Strategic Plan, fostering a culture of care.

President Walters mentioned that he has been externally engaged in approximately eighty-five meetings with over four-hundred fifty individuals in the following sectors: K-12/education, business/economic and workforce development, Chambers of Commerce/workforce, including community-based organizations, and others. He shared that his focus has been to develop relationships.

Dr. Walters described the framework for the new strategic planning process, that will take shape over the next six to seven months. He listed the several categories of stakeholders, including students, faculty and staff, K-12/education, employers, and leadership. Both internal collaborators and external partners will contribute to the strategic planning process. He shared that around thirty-eight individuals from these various groups are confirmed as members of the Strategic Planning Council.

Dr. Walters shared that the leads for this process will be the five strategic champions—Dr. Dawayne Kirkman, Mellanie Toles, Kristen Bancroft, Deltoria Crockran, and Desiree' Williams—all current Clark State staff and/or faculty. He mentioned that the strategic champions will connect with the College community with updates on the strategic planning process.

Dr. Walters introduced two legislative bills being monitored by Clark State, House Bill 644, which would create a higher education evidence-based innovation fund to improve student success, completion and workforce outcomes, and House Bill 62, which addresses key aspects of the College Credit Plus (CCP) program, including textbooks, student payments, and requirements. He shared that he is confident House Bill 644 will pass, and that its passing would benefit Clark State. House Bill 62 raises concern for some smaller institutions with large CCP populations. With Clark State's CCP enrollment at about thirty percent, the College should not be as concerned. Discussion ensued regarding the House Bills.

Dr. Walters reported that Clark State is pursuing congressionally-directed spending to secure federal investment to expand Shull Hall to increase capacity, expand learning spaces, and strengthen workforce readiness. He shared that the key congressional offices that may help build support for this request are Senator Bernie Moreno and Senator Jon Husted's offices. He has already invited both Senator Moreno and Senator Husted's representatives on campus to meet and learn more about Clark State. Dr. Walters declared this process is highly competitive, but he sees this as a great opportunity.

A video highlighting Dr. Walters' first few months at Clark State was shared.

Student Success Story

Nina Wiley, Assistant Vice President of Student Affairs introduced Jack Johnson, student speaker and Student Senate President. Mr. Johnson stated that he has been a Clark State student since he was a senior in high school. He shared that his future goal is to become a physician, though he has been on a non-traditional path.

Mr. Johnson shared that Clark State has given him drive. He has found friendship and appreciates the overall student experience and opportunities, including the opportunity to serve as the President of Student Senate, and Vice President of Service for the Phi Theta Kappa chapter. He mentioned that there are opportunities for students both in and out of the classroom, and that with support, students can go far.

Mr. Johnson highlighted that both Clark State professors and advisors have helped him through difficulty, think more positively, and grow as a person. He stated that his outlook was previously different, as a struggling CCP student who failed to pass courses, and was anxious about the future. In the past, he did not feel fully present in either his high school or college-level courses. The people at Clark State are what made the difference; he was able to retake courses and succeed, which opened doors to earning his certified nursing assistant (CNA) credential. Mr. Johnson thanked his community for lifting him and for the second chance. He stated that it is important to connect students to each other and to the College, and that without each other, we cannot be more than just a campus.

The room gave Mr. Johnson a round of applause. Board Chair Evans shared that the Board appreciates him and is proud of his achievements.

A brief question and answer period ensued after the student success story, including Mr. Johnson's high school, turning point to success, and future plans as a physician.

*Nina Wiley and Jack Johnson exited the meeting following the student success story.

Approval of Minutes

Board Chair Evans asked for a motion to approve the minutes of the Regular Board Meeting held on June 23, 2026. Trustee Lopez Ramirez made a motion to approve the minutes as written; Trustee Hurst seconded, and the motion passed unanimously.

Board Finance and Facilities Committee Report

The Board Finance and Facilities Committee met on Tuesday, September 8, 2026, at 8:00 a.m. in the Blondin Administrative Center Board Room 320. Those present included Mitch Hurst, Committee Chair; Board Chair Sharon Evans; Trustee members David Ball, Becka Rowland-Buckley, and Manuel Lopez Ramirez; Dr. Walters, President; Doug Schantz, Executive Vice President for Finance, Facilities and Operations; Dr. Matt Franz, Senior Vice President, Enterprise Operations and Communications; Dr. Dawayne Kirkman, Senior Vice President, Student Affairs, Enrollment Management and Regional Locations; Dr. Adrienne Forgette, Provost and Vice President of Academic Affairs; Kerry Pedraza, Vice President, Advancement; Mellanie Toles, Chief of Staff and Coordinator of Board Operations; Kathy Nelson, Controller; and Susan Kelly, Recorder.

- Call to Order – Committee Chair Hurst
- Roll Call
- Approval of June 12, 2026 Meeting Minutes - ACTION
- August Financial Report – Schantz
- Beavercreek/Xenia/Bellefontaine/Performing Arts Center and Hollenbeck Bayley Creative Arts and Conference Center Quarterly Financials – Schantz
- June Financials/Reserves Estimate/Audit Status – Update – Schantz
- ODHE Trustees Challenge – Schantz/Nelson
- Moody's Assessment and Bond Rating – Schantz
- Capital and Community Projects Update – Schantz
  - GISA Expansion – Phase II
  - Applied Science Center – Phase I Renovation
- Legislative Update – Dr. Walters
- Restricted Budget Adoption - Action
- Open Discussion/Other Business
- Next Meeting – October 14, 2026, 8:00 a.m. – BAC Room 320 or Virtually via Zoom

Financial Report through August 2026

The Revenues and Expenses through August 31, 2026 document was distributed to Trustees prior to the meeting.

State Share of Instruction (SSI) – The FY 2026 budget is based on course completion (50%), success points

(25%) and completion milestones (25%).

Student tuition and fees revenue represents Fall semester activity. Fall revenue is slightly down in comparison to budget. College Credit Plus (CCP) enrollments are not fully captured. Once all CCP enrollments are reflected, this gap will narrow. Enrollment services is taking a multi-pronged approach to having a positive impact on future term enrollments.

Workforce Non-Credit Training revenue is currently below budget. The Workforce division is cultivating existing and new relationships to promote training engagements that will positively impact revenue for the year.

Performing Arts Center (PAC) revenue is currently exceeding budget.

Overall expenses are tracking below budget in most categories. By function, General Expenses and General Administration are trending higher at this time of year. By object code, Communications and Occupancy spending is trending higher. Overall expenses are trending higher than last year.

Bookstore operations are reflecting revenue below budget for the year but reduced expenses help to mitigate that loss and they are currently reflecting a profit. Commercial Transportation Training Center (CTTC) continues to garner interest in its program with grant support from the State that funds training for qualified students. The program is currently reflecting a profit. Parking is running a surplus. In addition to partnership with Fresh Abilities at the Eagles Nest, food service at Clark State is supplemented by expanded vending options provided by Sheehan Brothers Vending. Any revenue reflected in the Food Service budget is provided by a cooperative commission agreement with Sheehan Brothers Vending.

Regional Locations/Hollenbeck Bayley Center/Performing Arts Center Quarterly Financials

Beavercreek, Xenia, and Bellefontaine

The Beavercreek, Xenia, and Bellefontaine reports were originally created to show the revenue and expenses related to their respective location. Most expenses are tracked separately, but the revenue is not. Reports reflect financials through June 30, 2026.

Revenue

Budget for State Share of Instruction, in conjunction with Student Tuition, for each location has been calculated based on needed revenue for each location to cover expenses for fiscal year 2026. State Share of Instruction (SSI) and enrollment are calculated based on the actual distribution of revenue from fiscal year (FY) 2025. In FY25, for every $1 Clark State received in tuition, we received $1.02 in SSI payments. This equates to percentage split in total revenue of 50.6% SSI and 49.4% credit hours.

The actuals for State Share of Instruction are calculated at 1.02 times the amount of student tuition received for each location. Actual Student Tuition is based on actual in-person credit hours reported from Institutional Research and multiplied by $190.33 per credit hour for traditional students and $41.67 per credit hour for high school students.

Expenditures

Expenditures were rolled-up to match categories currently used for financial reporting.

Performing Arts Center and Hollenbeck Bayley Center

In an effort to raise awareness on the financial operations of the Performing Arts Center (PAC) and the Hollenbeck Bayley Conference Center (HBC), quarterly financial reports are provided to the Finance and Facilities Committee of the Board. In addition, the leadership team at the PAC/HBC has implemented a multi-year plan to better align program revenue with operating expenses. Progress on that endeavor will be reflected in the quarterly reports.

Performing Arts Center and Hollenbeck Bayley Conference Center Updates

General Manager's Update – Dan Hunt

- The Springfield Symphony Orchestra presented a rare July concert. Guest artist, Joshua Bell, was only available to come to Springfield in July.
- Project Jericho completed their week-long Building the Band Workshop in the Turner Studio Theatre.
- The 2026-2027 Performing Arts Center Season, including the Club Kuss Series, was announced on August 11. We are excited about another great line up of entertainment for every taste. The national tours of The Wiz and The Book of Mormon start off our season. Postmodern Jukebox; A Christmas Carol, co-produced with The Springfield Arts Council; and Yamato, Drummers of Japan makes this new season very exciting.
- The new outdoor video sign is up on the outside of the HBC facing east and Spring Street. We are promoting performances in the PAC and Clark State events on the large screen.
- After 32 years at Clark State, Dan Hunt is retiring on October 1 and provided the following note to the Board: "Serving the Clark State Performing Arts Center has been an honor and privilege. I have had the opportunity to work alongside outstanding colleagues, support our students and community, and help bring countless performances and events to our campus event space. I am deeply grateful for the support and opportunities that Clark State has provided throughout my career. I appreciate the confidence that has been placed in me over the years and am proud of all that we have accomplished together."

PAC Ticketed Events

Upcoming Events and Ticket Sales (as of 8/26/2026)

- The Wiz, Clark State (CS) (9/26) – 25
- Kevin James Thornton, Springfield Arts Council (SAC), Turner Studio (10/2)
- Springfield Symphony Orchestra, (10/3) – 167
- The Book of Mormon, CS (10/15) – 276
- Peter and the Starcatcher, CSTAP (10/30-11/1 and 11/6-11/8)
- Postmodern Jukebox, CS (11/3) – 304
- Tabitha Meeks, CS Club Kuss (11/6) – 12
- Springfield Symphony Orchestra, (11/14) – 172
- A Christmas Carol, CS and SAC (12/5) – 32
- The Nutcracker, Ohio Performing Arts Institute (OPAI) (12/10 – 12/12) – Friday and Saturday (Friday School Day)
- TAE and the Neighborly, CS Club Kuss (1/19) – 11
- Springfield Symphony Orchestra, (1/30) – 156
- Sons of Mystro, CS Club Kuss (2/19) – 3
- Springfield Symphony Orchestra, (2/27) – 166
- Dance, Stomp, Shake (3/7)
- Yamato, Drummers of Japan (3/11) – 16
- The Looney Lutherans, SAC, Turner Studio Theatre (3/13)

- Springfield Symphony Orchestra (3/20) – 167
- CSTAP Show (4/3-4/4 and 4/9-4/11)
- Nu Blu, SAC, Turner Studio Theatre (4/17)
- Springfield Symphony Orchestra, Jazz Orchestra (5/16)
- Springfield Symphony Orchestra (5/22) – 167
- Gary Geis Dance Concert (5/27 - 5/29)
- Behind the Curtain (6/4 and 6/5)
- Miami Valley Dance Company Concerts (6/9 – 6/12)

<u>PAC Non-Ticketed Events</u>

- Project Jericho, Building the Band Performance (8/19) Turner
- The Wiz actor rehearsals (8/23 – 9/12) Kuss and Turner
- TAP Auditions (9/1 and 9/2) Turner
- Tecumseh Land Trust Event (9/11) Kuss Lobby
- The Wiz technical/dress rehearsals (9/14 – 9/27) Kuss and Turner
- Springfield Symphony Orchestra rehearsals (9/30 – 10/3) Kuss
- Book of Mormon technical/dress rehearsals (10/4 – 10/17) Kuss and Turner
- TAP Program Technical/Dress Rehearsals (10/19 – 10/29) Turner
- Springfield Symphony Orchestra rehearsals (11/12 – 11/14) Kuss
- Clark State RN Review (11/30 – 12/2) Kuss or Turner
- Clark State Foundation Donor Event (12/3) Kuss Lobby
- LPN Pinning (December) Kuss
- RN Pinning (December) Kuss
- The Nutcracker Rehearsal and School Day Performance (12/11 and 12/12) Kuss and Turner
- Groove Dance Competition (1/15 – 1/17) Kuss and Turner
- TAP Auditions (1/26 and 1/27) Turner
- College Credit Plus meeting
- Grapes and Escapes – Springfield Symphony Orchestra (2/5 – 2/6) Kuss
- Miami Valley Dance rehearsal (2/7) Kuss
- Reverb Dance Competition (2/12 – 2/14) Kuss and Turner
- Springfield Symphony Orchestra rehearsals (2/24 – 2/27) Kuss
- Springfield Symphony Orchestra rehearsals (3/19 and 3/20) Kuss
- TAP Program Technical/Dress Rehearsals (3/22 – 4/1) Turner
- Clark State Strategic Planning Day (4/16) Kuss and Turner
- Clark State Scholar Night (4/21) Kuss and Turner
- Groove Dance Competition (4/23 – 4/25) Kuss and Turner
- Ohio Basketball Hall of Fame Induction (5/1) Kuss
- LPN Pinning (5/6) Kuss
- RN Pinning (5/7) Kuss
- Clark State Graduation (5/8) Kuss and Turner
- Springfield Symphony Jazz Orchestra rehearsals (5/12 – 5/15) Kuss
- Springfield Symphony Orchestra rehearsals (5/19 – 5/22) Kuss
- GISA Graduation (5/25) Kuss

<u>HBC Venue Rental Events</u>

August 2025

- Rotary on Mondays (8/3, 8/17, 8/24, 8/31) – 75 people

- Clark State Convocation (8/7 and 8/10) – 275 people
- Project Jericho Mural Unveiling (8/12) – 100 people
- Clark County Educational Services Center (8/13) – 250 people
- Springfield City School District Professional Development (8/18) – 200 people

September 2025
- Rotary on Mondays (9/14, 9/21, 9/28) – 75 people
- Scholars Nest Fest (9/3) – 300 people
- Seelig/Ryan Wedding (9/4 and 9/5) – 250 people
- Project Jericho Chalk About It (9/10) – 50 people
- Shelby/Portis Wedding (9/11and 9/12) – 300 people
- Project Scare-A-Crow (9/16) – 50 people
- Harvest Breakfast (9/17 and 9/18) – 350 people
- Greater Springfield Partnership Discovery Days (9/25) – 150 people
- National Council of Negro Women (9/26) – 300 people
- Clark County College Night (/30) – 700 people

October 2025
- Rotary on Mondays (10/5, 10/12, 10/19, 10/26) – 75 people
- Springfield Foundation (10/1)
- Community Health Foundation Health Expo (10/7)
- Best of Springfield (10/14 and 10/15)
- Social Services 101 (10/16)
- Think Pink Gala (10/17)
- The Gathering Breakfast (10/21)
- Project Jericho: Lou the Baby Dino (10/22)
- NAACP Freedom Fund (10/23 and 10/24)

November 2025
- Rotary on Mondays (11/2, 11/9, 11/16, 11/23, 11/30) – 75 people

Turnover Rates, Demographics, and Organizational Chart

The faculty and staff Organizational Chart, effective September 1, 2026, was distributed to Trustees prior to the meeting.

The updated data below represents turnover and demographic data for faculty and staff for fiscal year 2026.

Turnover	FY 24	FY 25	FY 26
Staff	13.41%	8.02%	17.14%
Faculty	11.36%	5.48%	6.45%

<u>Demographics</u>

Faculty			
	9/2024	9/2025	9/2026

Female	73.86%	73.68%	73.60%
Male	26.14%	26.32%	26.40%

Faculty			
	9/2024	9/2025	9/2026
	N=88	N=95	N=95
2+	0.00%	1.05%	1.05%
Am. Indian	1.14%	1.05%	1.05%
Asian	3.41%	2.11%	2.11%
Black	5.68%	5.26%	5.26%
Hispanic	1.14%	2.11%	2.11%
White	88.64%	88.42%	88.41%
Unknown	0.00%	0.00%	0.01%

Staff			
	9/2024	9/2025	9/2026
	N=168	N=178	N=174
2+	1.19%	1.69%	1.72%
Am. Indian	0.00%	0.00%	0.00%
Asian	0.00%	0.00%	0.00%
Black	18.45%	16.85%	17.74%
Hispanic	0.60%	1.12%	1.15%
White	79.76%	80.34%	78.24%
Unknown	0.00%	0.00%	1.15%

Staff			
	9/2024	9/2025	9/2026
Female	58.93%	60.11%	60.92%
Male	41.07%	39.89%	39.08%

Board Human Resources Committee Report

The Board Human Resources Committee met virtually on Thursday, September 10, at 9:00 a.m. with Committee Chair Kyle Hall; Board Chair Sharon Evans; and Committee Member Trustee David Ball in attendance.

The Committee reviewed and discussed plans for the Presidential evaluation process, Presidential evaluation tool, and finalized plans for utilizing a Board evaluation tool provided by the Association of Governing Boards.

Admissions Policy Revision

The Admissions Policy was distributed to Trustees prior to the meeting.

Clark State reviews and updates policies annually to ensure alignment with the Strategic Plan and Strategic Enrollment Management Plan. The policy review ensures accuracy of policies that create alignment with the vision of the College (e.g., alignment with One Front Door). It is necessary to reflect Clark State's open access mission through policies and action; everyone has an opportunity to learn. The Admissions Policy revision is being submitted for your review at this time. It will be presented for official approval at the October Board meeting.

Please note that some academic programs have additional admission requirements that are not included in the general Admissions Policy.

Enrollment Report by Category 2025-2026

The enrollment statistics document was distributed to Trustees prior to the meeting, and reflects 2025-2026 student enrollment data delineated by several categories.

Race/Ethnicity, Age, Gender, and Military Status: Twenty-three percent of our students identified as members of minority racial or ethnic groups, including African American, Hispanic, Asian, and Native American. An additional 6.4 percent of students indicated two or more races. We saw an increase in the number of Black students (+59 from the previous year) and Hispanic students (+39 from the previous year). Just under 60 percent of our students were under the age of 25 (59.9%). We continue to serve a high number of female students, with females representing 68 percent of our student population (+292 students). Our total military-affiliated student population was 500 unduplicated students (+29). We saw increases among dependents of military members, Guard members, spouses of military members, and veterans.

Full-Time/Part-Time Status, Financial Aid Data, and Location: Almost 85 percent of our students were enrolled part-time in Fall 2025. From a financial aid standpoint, 79 percent of undergraduate students completed a FAFSA, and 60 percent were awarded Pell Grants and/or Federal Supplemental Educational Opportunity Grants. In addition, 53 percent of our students were first-generation college students in Fall 2025. Online enrollment continued to be strong and represented our largest "location" by headcount. Enrollment at the Clark State Beavercreek location increased during the summer, fall, and spring semesters compared to the previous year, for a total increase of 207 students.

College Credit Plus and Top Feeder High Schools: Clark State partnered with 53 College Credit Plus schools. Our top 20 partners were Global Impact STEM Academy, Jonathan Alder High School, London High School, Kenton Ridge High School, Bellefontaine High School, Greene County Career Center, Miami East High School, Shawnee High School, West Carrollton Senior High School, Mechanicsburg High School, Marysville High School, Northeastern High School, Madison Plains High School, Springfield High School, Tecumseh High School, Southeastern High School, Ohio Hi-Point Career Center, Cedarville High School, Urbana High School, and Springfield-Clark Career Technology Center.

Our top 20 feeder high schools for 2025 high school graduates who enrolled at Clark State during the 2025–2026 academic year were Springfield High School, Springfield-Clark Career Technology Center, Kenton Ridge High School, Greene County Career Center, Global Impact STEM Academy, Urbana High School, London High School, Bellefontaine High School, Ohio Hi-Point Joint Vocational School, Shawnee High School, Tecumseh High School, Graham High School, Northwestern Jr./Sr. High School, Northeastern High School, Catholic Central High School, Miami Valley Career Technical Center, Xenia High School, Beavercreek High School, Greenon High School, and Southeastern High School. In addition, 13 homeschooled students enrolled during the 2025–2026 academic year.

Programs/Top Enrolled Majors: The top 16 enrolled programs at Clark State were, in order: Registered Nursing; Practical Nursing Certificate; Diagnostic Medical Sonography; Registered Nursing – LPN to RN Transition; AS – General Transfer; Management; Cybersecurity; Addiction and Integrated Treatment Studies; Addiction and Recovery Services; Physical Therapist Assistant; AA – General Transfer; Social Work Assistant; AS – General Transfer – Business Pathway; Management – Human Resource Management Option; Accounting; and Management – Real Estate Broker Option.

Discussion ensued regarding the Strategic Enrollment Management Plan and college credit plus enrollment.

Changing Campus Culture – Sexual Violence Prevention Team

A letter from Chancellor Mike Duffey was distributed to Trustees prior to the meeting.

The Sexual Violence Prevention Team is comprised of Nina Wiley, Karen Benton, Callie Cary-Devine, Wendy Holt, and Anthony Reed. It is a collaboration of faculty and staff dedicated to raising awareness about sexual violence, increasing the safety of our Clark State community and coordinating sexual violence prevention efforts and resources.

This team meets frequently to raise awareness within our Clark State community about sexual harassment and sexual misconduct and to lead prevention and response efforts through education and programming. This team facilitates campus climate surveys and provides Active Bystander Intervention trainings for faculty, staff and students. Clark State has also joined a national campaign, No More, to prevent sexual assault and relationship violence.

Clark State has met the required metrics for the Changing Campus Culture initiative every year since 2018 (https://highered.ohio.gov/initiatives/campus-initiatives/changing-campus-culture). We want students to feel connected, safe, and experience a sense of belonging while at Clark State.

Chancellor Mike Duffey's letter reflects acknowledgment that Clark State has been successful in completing the metrics associated with the five recommendations this past year: use data to guide action, empower community to prevent and respond to sexual violence through evidence-based training, communicate a culture of shared respect and responsibility, develop a comprehensive response protocol, and adopt a survivor-centered strategy.

Enterprise Operations Updates

Technology

- Server Virtualization and Infrastructure Planning: With the significant increase in costs associated with VMware, a critical platform supporting our server virtualization environment, we are proactively evaluating alternatives. Our review has narrowed to XCP-ng, an open-source virtualization platform that offers substantial cost savings and is gaining adoption as organizations reassess their reliance on VMware. Because a transition would involve much of the College's underlying server and host infrastructure, this represents a significant technology initiative. Planning began more than a year before our current contract expires to allow sufficient time for testing, risk assessment, migration planning, and implementation.
- Element451 Integration and Innovation: We continue to provide customized integration and infrastructure support for the College's Element451 implementation. This work is designed to maximize the effective use of institutional data to improve student engagement while limiting unnecessary system exposure and maintaining strong cybersecurity practices. The project remains an evolving, long-term initiative as new capabilities and opportunities are identified. Recent collaboration with Element451 has also resulted in changes to the platform based directly on feedback and recommendations from Clark State's infrastructure team.
- Website Improvements: In collaboration with Marketing, we continue to implement enhancements to the systems supporting the College's website. Current work includes improvements related to ADA accessibility, faculty and staff needs, system functionality, and additional identified priorities, including a project to develop space on our website to highlight our faculty, their accomplishments, and the value they bring to each of our programs.

Beginning-of-Semester Technology Support: The beginning of the semester was highly successful despite a record volume of technology support tickets and calls. Without increasing departmental staffing, the team was able to meet this increased demand while improving response times and continuing to maintain strong satisfaction levels among students, faculty, and staff. These results are particularly notable given the size of the team and demonstrate its continued focus on efficiency, collaboration, service, and continuous improvement.

Safety

- Safety Leadership Transition: In early August, the Director of Safety and Emergency Management accepted a position outside of Clark State. We used the transition as an opportunity to work with internal and external stakeholders to further refine the position description, responsibilities, and expectations to better align the role with the College's current and future safety needs. The position has been posted, and interviews will begin soon. Our goal is to identify a leader who can build upon the positive momentum already established and continue to strengthen a collaborative, proactive, and campus-wide culture of safety and security.

Workforce Updates

Workforce had a strong end to AY2026 with Annual Revenue of $366,000. This is an increase of 20% over AY2025's record of $305,000. In addition, Workforce's fixed expenses for AY2026 came in $86,000 under budget.

We also had an outstanding year in terms of certifications granted at 409, an increase of 15% over AY2025's 356. This represents completions in both open enrollment Workforce trainings and contracted training.

Kudos to Director Dave Ferguson and Managers Damiana Reyes and Conner Wyatt for their diligent efforts.

AY27 is also off to a good start. LH Battery continues to send employees for Basic Electrical Workplace Safety, Basic Programmable Logic Controllers (PLC) Troubleshooting, Basic Pneumatic Troubleshooting, and Basic Electrical Troubleshooting. We have also begun working with American Pan who enrolled employees in our Handheld Laser Welding training. Open enrollment courses this year so far include two open enrollment Certified Nursing Assistant (CNA) courses for Ohio Masonic and one Dental Radiography course for Aspen Dental. Four additional trainings in Advanced Manufacturing and an additional CNA course are scheduled for September.

Workforce developed a strategic plan for their area over the summer, which will be shared with you at a later date. Priorities for growth were developed, along with a plan for expanding the reach of Workforce beyond our current programming over the next several years. This will allow us to be more intentional and focused and to proceed consistently with our One Front Door model of integrated educational offerings.

Discussed ensured regarding new workforce companies and employer partners including Electra.

Advancement Updates

Foundation

- The Clark State Foundation has elected new leadership for FY 2026-2027:
  - Chair: Daragh Porter Wobbe
  - Vice Chair: Mark Grimes
  - Secretary/Treasurer: Abby O'Connor
- The Foundation will launch its annual giving campaign in October. This year, the Annual Campaign has been renamed the NEST Fund**,** which stands for Nurturing Every Student Together.
  - The NEST Fund is one of the Foundation's most important fundraising initiatives for the College. It provides flexible resources that enable Clark State to respond quickly when students and programs need support.
  - Contributions to the NEST Fund help advance student success, address emerging needs, foster innovation, and support initiatives that strengthen the College and its mission. Every gift makes a meaningful impact on the lives of our students and the future of our institution.

Scholarships

- Clark State awarded over $160,000 to 170 students enrolled in Fall Semester. Generous donors have donated to scholarships and have created endowments to offset the cost of tuition and books.
- The portal for Spring Scholarship applications will open October 1 and close November 15, 2026.

Grants

The following grants are in process:

- Ohio Department of Higher Education – Rapids8 provides funding for the purchase of equipment to support and grow workforce development programs. Proposal amount: $213,750
- National Science Foundation – This grant is intended to promote innovative approaches to STEM education. Proposal amount: $200,000

Marketing Updates

2025-26 in Review (since July 1, 2025)

- Created campaigns that contributed to enrollment growth and public awareness of high-demand programs: Engineering, Manufacturing, Nursing, Laser Material Processing, Diagnostic Medical Sonography, Graphic Design, Diesel Technology, Social Work, Web Design, Modeling and Simulation, College Credit Plus, CDL, Family Peer Support Specialist and Addiction Studies
- Expanded collaboration as a strategic partner in Enrollment, Workforce, Academics, the Performing Arts Center and the Foundation
- Strengthened marketing strategy to reach beyond traditional audiences to increase our enrollment pool by using data to identify where prospective students reside and where additional enrollment opportunities exist. This includes strong results for the Beavercreek location where Montgomery County represents the largest source of enrollment**,** and lays the groundwork for strategically expanding advertising and promotions.
- Continued to meet students where they are through targeted digital advertising, social media, video, direct mail, community partnerships and other channels they already use to find information. Prospective students do not necessarily begin their college search with a specific college in mind; they often begin with a career, program, location or personal goal**.** Our marketing strategy is designed to put Clark State in front of those students at the point when they are researching and making those decisions.

- Strengthened Clark State awareness and storytelling through:
    - 65 press releases distributed since July 1, 2025, generating 463 media placements across regional outlets;
    - 35 community and regional event sponsorships;
    - 17 direct mail campaigns;
    - 15 videos (including 6 student testimonials); and
    - 4 commercials distributed via television, streaming and radio regional partners
- Launched website in February and continue to refine it based on user experience, accessibility, search and enrollment needs
- Bailey Massey joined the Marketing team as Marketing Coordinator in August.

<u>2026-27: Moving Forward</u>

Goal for the coming year: make Clark State more visible to the right students, in the right place, at the right time, with the right message. Priorities include:

1. Continuing to develop strategic, program-specific enrollment campaigns focused on career-forward programs with strong workforce demand, living-wage career opportunities and enrollment potential. Messaging will connect academic programs to careers, student outcomes and locations where students can access Clark State. Priority programs will include Nursing, Business/Management, Modeling and Simulation, Medical Imaging, Cybersecurity, Physical Therapist Assistant, Social Science and Public Service, Manufacturing, Health Sciences, Digital Technology and Arts, Agriculture and Trades, Education as well as programs specific to Bellefontaine and Beavercreek.
2. Increasing conversion-focused marketing with stronger tracking of which marketing activities produces results.
3. Including more student testimonials and program-specific materials that put Clark State students, faculty, facilities, affordability and career outcomes at the center of messaging.

Continuing to use enrollment data, campaign performance, web and social media analytics, and program priorities to determine where marketing investment matters most with audiences, channels and messaging.

Action Items

Personnel Recommendations – Exempt/Non-Exempt Employees

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

<u>New Hires</u>:

- Alexandria Hawley, Associate Dean, Access and Retention Services, Student Affairs, effective 8/31/26
- Bailey Massey, Coordinator, Marketing and Communication, Marketing, effective 8/17/26
- Alaina Murnahan, Administrative Assistant, Regional Locations, Student Affairs, effective 7/20/26
- Kate Neithammer, Operations Coordinator, Greater Ohio Workforce Board, Inc., effective 11/2/26
- Kathryn Stevens, Program Administrator, Certified Nurse Assistant, School of Nursing, Academic Affairs, effective 8/17/26
- Elizabeth Toth, Specialist, Testing Operations, Beavercreek, Student Affairs, effective 8/17/26

<u>Retirements/Resignations/Departures</u>:

- Lee Graf, Commander, Police Academy, Allied Health and Public Services, Academic Affairs, effective 6/26/26

- Aaron Hughes, Specialist, Admissions and Career Specialist, Student Affairs, effective 7/8/26
- Dan Hunt, General Manager, Venue Operations, Performing Arts Center, Business Affairs, effective 10/1/26
- Johnny Lemen, Director, Safety and Emergency Services, Information Technology, effective 8/14/26
- Frank Printup, Custodian, Physical Plant, Business Affairs, effective 7/17/26
- Angela Reese, Program Administrator, Certified Nurse Assistant, Academic Affairs, effective 7/1/26
- Khalil Scott, Academic Advisor, Enrollment Services, Student Affairs, effective 8/28/26
- Elecia Spain, Associate Dean, Accessibility and Retention Services, Student Services, Student Affairs, effective 7/17/26

Personnel Changes:
- Lori Common from Coordinator, Communications, Marketing to Manager, Content and Design, Marketing, effective 6/22/26
- Roseann Terbay from Specialist, Peer Recovery, Student Affairs to Coordinator, Engagement and Student Resources, Student Affairs, effective 8/3/26

Open/Advertised Positions:
- Commander, Police Academy
- Custodian, 2nd Shift
- Director, Counseling Services
- Director, Donor and Alumni Relations
- Director, Safety and Emergency Management
- General Manager, Venue Operations
- Professional Development Specialist, Teaching and Learning
- Specialist, Admissions and Career Services

Impact on students and/or student learning: All staff positions are vital to students by ensuring the efficient operation of all areas of the College.

Alignment with Strategic Plan: Hiring qualified talent and recognizing promotional opportunities aligns with both the Strategic Plan Mission and Vision by providing high quality educational services and highlighting personal growth, respectively.

Implications for budget, personnel, or other resources: Funding for the above personnel actions is in the 2026-2027 budget.

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

Personnel Recommendations for Instructional Faculty

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

New Hires:
- Jennifer Heeter, Instructor, Registered Nursing, School of Nursing, Academic Affairs, effective 8/10/26
- Jeremy O'Brien, Instructor, Emergency Medical Services and Multi-Skilled Health Program Coordinator, Allied Health and Public Services, Academic Affairs, effective 8/7/26

Open/Advertised Positions:

- Instructional Faculty and Program Coordinator, Medical Imaging
- Instructional Faculty and Program Coordinator, Occupational Therapy Assistant
- Instructional Faculty, Accounting
- Instructional Faculty, Engineering Technology, Laser Material Processing

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.

Alignment with Strategic Plan: Hiring qualified talent and recognizing promotional opportunities aligns with both the Strategic Plan Mission and Vision by providing high quality educational services and highlighting personal growth, respectively.

Implications for budget, personnel, or other resources: Funding for the above personnel actions is in the 2026-2027 budget.

It was requested that the Board of Trustees approves the personnel recommendation as presented.

Trustee Ball made a motion to approve the personnel recommendations as presented for Exempt/Non-Exempt Employees, and the personnel recommendations as presented for Instructional Faculty. Trustee McDorman seconded the motion, and it passed unanimously.

Restricted Budget Adoption

The restricted budgets for fiscal year 2026-2027 document was distributed to Trustees prior to the meeting. Descriptions of each of the projects funded by these various restricted sources were included. The total represents a $1.3M (8.0%) decrease from the restricted budget adopted in Fall 2025.

The following are new grants and contracts from budgets adopted this year:

- Ohio Department of Higher Education (ODHE) Artificial Intelligence Integration
- WHS/AD Ohio TechNet Defense Industrial Base (DIB) STEM Consortium

The following budgets adopted a year ago were spent down during the year:

- Department of Labor, H1B One Workforce
- ARCTOS
- Title III
- CDBG-Adult Literacy for Immigrants
- Super Rapids III
- Talent Ready
- Project Jericho RAP Project
- ODHE Campus Community Grant
- ODHE Campus Safety Grant
- ODHE Campus Student Safety Grant
- ODHE Ohio Mental Health

Other projects listed represent either carry-forward balances from past years or continuing projects with new funding.

Impact on students and/or student learning: These projects impact various initiatives in the College's Strategic Plan.

Alignment with Strategic Plan: General fund budgets meet Goal 1 to develop and strengthen quality, innovative academic programs and Goal 2 to improve enrollment, student success, retention and completion.

Implications for budget, personnel, or other resources: Up to $15,161,118 will be received by the College and disbursed for the projects listed in accordance with stipulations of the grantors.

It was requested that the Board of Trustees moves to accept the restricted funds as presented on the attached sheet. By accepting these restricted funds, Trustees also accept the restrictions imposed by grantors.

Trustee Ball made a motion to accept the restricted funds as presented. Trustee Rowland-Buckley seconded the motion, and it passed unanimously.

Appointment of ACCT Delegate and Alternate

Clark State College is a member of the Association of Community College Trustees (ACCT). ACCT is governed by a Senate, which has the full authority of the membership, and is composed of the voting delegates of the Voting Members of the Association.

Governing and advisory boards of accredited not-for-profit community-based postsecondary educational institutions that primarily offer programs other than baccalaureate, graduate and professional degrees, including boards of state systems that include such institutions, are eligible to become Voting Members of the Association.

According to ACCT bylaws, Voting Members shall be represented at Senate meetings only by voting delegates, and each institution receives one voting delegate for each 20,000 of headcount enrollment. Voting Members may designate for each voting delegate an alternate who may serve as the voting delegate in the absence of any voting delegate from the same Voting Member.

The Senate shall hold at least one meeting annually. Such annual meeting of the Senate shall be the Annual Meeting of the Association (i.e., the annual Leadership Congress).

In accordance with ACCT bylaws, Voting Members shall certify to the president of the Association the names of their voting delegates and alternates before the designated deadline for such certification.

It is recommended that Sharon Evans be appointed as the college delegate and Becka Rowland-Buckley be appointed as the alternate delegate.

Impact on students and/or student learning: None

Alignment with Strategic Plan: Goal 5: Promote and support collaboration with diverse communities, businesses, and industry partners

Implications for budget, personnel, or other resources: None

It was requested that the Board of Trustees affirms the appointment of Sharon Evans as the college delegate and Becka Rowland-Buckley as the alternate delegate to the ACCT governing board.

Trustee Hall made a motion to affirm the appointment of Sharon Evans as the college delegate and Becka Rowland-Buckley as the alternate delegate to the ACCT governing board. Trustee Ball seconded the motion, and it passed unanimously.

Board Members' Open Forum

Trustee McDorman congratulated President Walters for his great work in his first few months at the College. Vice Chair Rowland-Buckley shared that is it nice to see Dr. Walters out in the community. Dr. Walters thanked the Board for the introductions they have assisted with, and for introducing him to Urbana and Bellefontaine.

Adjournment

Trustee Ball made a motion to adjourn the meeting. Trustee Rowland-Buckley seconded the motion, and it passed unanimously. The meeting adjourned at 7:26 p.m.