



## BOARD OF TRUSTEES REGULAR MEETING

Minutes  
May 16, 2023

The Clark State College Board of Trustees met in regular session at the Ohio Hi-Point Career Center in Room 1003 with the majority of guests attending virtually via Zoom on Tuesday, May 16, 2023. Board Chair David Ball presided and called the meeting to order at 6:00 p.m.

### Roll Call

*Present in Person:* Andy Bell, Kyle Hall, Mike McDorman, Peggy Noonan, Becka Rowland-Buckley, Ben Vollrath, Board Chair David Ball, and President Jo Alice Blondin

*Excused:* Vice Chair Sharon Evans

*Others Present in Person:* Dr. Adrienne Forgette, Vice President of Academic Affairs; Dr. Matt Franz, Senior Vice President of Technology, Safety and Strategic Initiatives; Crystal Jones, Vice President for Marketing, Diversity and Community Impact; Dr. Dawayne Kirkman, Vice President of Student Affairs; Toni Overholser, Vice President of Advancement; Doug Schantz, Executive Vice President for Finance, Facilities and Operations; and Mellanie Toles, Executive Assistant to the President and Coordinator of Special Projects

*Others Present Virtually:* Jessica Adams, Assistant Professor, Arts and Sciences/Faculty Senate President; Dan Ayars, Director of Facilities, Operations and Maintenance; Dr. Travis Binkley, Dean of Enrollment Services; Hayley Boling, Student Senate President; Jason Bond\*, Student; Kierre Brown, Instructor, Business and Applied Technologies/SOAR Participant; Nazarae Butler, Academic Advisor/SOAR Participant; Avery Davison, Agriculture/Horticulture Instructor/SOAR Participant; Dr. Rob Derr, Associate Professor, Arts and Sciences/SOAR Participant; Sean Dodge, Institutional Research Analyst; David Farrell, Senior Staff Accountant; Natalie Johnson, Associate Dean, Regional Locations; Senti Longkumer, Assistant Dean, Arts and Sciences; Naomi Louis, Dean, Arts and Sciences; Kathy Nelson, Controller; Dr. Scott Dolan, Dean of Health, Human and Public Services; Senti Longkumer, Assistant Dean, Arts and Sciences; Dr. Patience Olajide, Assistant Professor, Health, Human and Public Services; Dr. Adam Parrillo, Dean of Business and Applied Technologies; Elecia Spain, Assistant Dean, Access and Retention Services; Amy Sues, Dean, Institutional Effectiveness, Planning, Assessment, and Accreditation; Roseann Terbay, Peer Recovery Support Specialist/SOAR Participant; Trish Voisard, Staff Accountant; William Weekley, Commercial Transportation Training Center Training and Test Center Manager/Staff Senate President; Laura Whetstone, Director of Human Resources; Nina Wiley, Assistant Vice President of Student Affairs; and Mia Yaniko, Education Section Chief, Ohio Attorney General's Office

### Recognition of Guests

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

### Public Comment

There were no public comments.

## **Conflicts of Interest**

No conflicts were reported.

## **Student Success Story**

Dr. Kirkman, Vice President of Student Affairs, introduced Jason Bond, a student who lives in Dayton and is in the Addiction and Integrated Treatment Student Bachelor's Degree program. He noted that Mr. Bond completed his first full year of the program, and he is very proud of him.

Mr. Bond indicated that his first college experience was in 1999-2000 at Anderson University, which did not end successfully and resulted in \$11,000 worth of student debt he never paid and continued to keep him from returning to college. For the next 20 years, his drug addiction kept him in and out of jail and at times homeless. Although he made many attempts to start over, the student debt was always an obstacle that did not allow him to return to school. Additionally, many legal consequences arose due to his addictions, including being on probation, and a cycle of hopelessness prevailed. Mr. Bond's school journey really started when he enrolled in JJ Peck's Peer Support Certificate program, which he found out about through his case manager at Full Circle, the drug treatment/sober living program he was going through. Although he did not have many expectations, he enrolled and was accepted into the program. He would catch the bus every Tuesday and Thursday to get to this exciting class, and he started to feel better about himself. Weeks after being enrolled, Mr. Bond received money from the grant supporting the Peer Support program, which he was able to use along with money he had saved to not only pay off probation fines but also to buy a car so he could get everywhere he needed to go. JJ had counseled him to pay off his probation so he could petition the court to get released from probation since he had been doing so well; this was necessary in order to get his Peer Support License from the State. He submitted the necessary paperwork to the court, and in the meantime, JJ had been talking to the class about continuing education at Clark State after the Peer Support class was over. He did not know if this was even a possibility due to the old college loans and other smaller issues he was facing, but JJ encouraged him to take one step at a time, and before long he was starting fall semester at Clark State. Not long afterwards, he received an email releasing him from probation, and he was able to take the state test and become a Certified Peer Supporter. He used this momentum to keep going and has maintained a 4.0 GPA since then, became a Phi Theta Kappa member, and will have his Chemical Dependency Counselor Assistant (CDCA) certification at the end of the semester. Mr. Bond was excited to share that this whole experience has truly changed his life for the better in so many ways. He proudly reported that he is 18 months clean and sober and is about to have two state certifications, and he thanked the College for giving him a platform and opportunities he never imagined could be possible.

Chair Ball thanked Mr. Bond, noting that he thinks there is a great road ahead of him and that he is so pleased Clark State could be part of that path. He also asked him to stay in contact and provide updates through Dr. Kirkman.

\*Mr. Bond exited the meeting at 6:09 p.m.

## **Report of the Board Chair**

Chair Ball was sad to report that given his circumstances, Trustee McDonald has resigned from the Board, noting that his contributions were quiet, his steadying influence on the Board was very much appreciated, and he will be greatly missed. He indicated that the Board Retreat date has been changed to Tuesday, November 14, 2023, and thanked Trustees for their participation in various different events at the College,

noting that it is important to have a Board presence at them.

## **Report of the President**

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

Student Senate President Hayley Boling reported that toward the end of the semester, Staff Senate brought a Kona Ice truck to campus to show appreciation to the Clark State community; treats were complimentary for faculty, staff and students, and it was a huge success. Student Senators are excited to collaborate with various offices for Culture Fest in November 2023, and over the summer, they will be planning a Welcome Back event, possibly a week-long affair with a big bash on one day focused on recruiting additional members to better serve the student population.

Dr. Blondin congratulated Ms. Boling on her graduation, noting that she will be continuing on at Clark State for a 3 + 1 program.

Staff Senate President William Weekley stated that Senators are continuing to focus on raising awareness regarding Staff Senate, getting Staff Assembly back up and running again, and fundraising to allow them to help staff who may need assistance.

Faculty Senate President Jessica Adams reported that the regular year-end nominating committee meeting was held, and Senators were able to gather some data regarding committee service and work that Faculty Senate will use next year in the committee structures conversations Dr. Blondin is coordinating. She thanked Dr. Blondin for generous funding for a faculty social to be held at Station One with food and a space for people to come and connect after the academic year.

Dr. Blondin noted that Ms. Adams has served with distinction this year and thanked her for all of her work, her transparency, and her service as Phi Theta Kappa co-advisor. She reported that Michael Lander will serve as Faculty Senate President next year.

Dr. Blondin reported the following:

- She and Trustee Evans attended Will McDonald's funeral, and she cannot imagine what a difficult time the family is going through. In honor of Trustee McDonald's efforts on the Board of Trustees, a scholarship has been established in his son Will's name, and a contribution has been made on behalf of the Board. She asked that individuals interested in contributing please contact Toni Overholser.
- Trustee McDonald's resignation was sent to Governor DeWine the day after it was received, and we are working to fill the vacant spot on the Board. Although others have expressed interest, Dr. Blondin commented that Mitch Hurst seems to be the most viable applicant at this time. She also met with Jared Barnett from Greene County, who would also make an excellent Board member. She is hopeful that an appointment will be made prior to the September Board meeting. Chair Ball indicated that he has known Mr. Hurst for 15 years and noted that he is a quality individual who would make a terrific addition to the Board; he is very well thought of and well connected in the community.
- The College's standing committee structure will be reviewed over the next year, and an ad hoc committee has been formed to explore streamlining it. This work is a result of the Strategic Planning Day.
- Clark State received a Torch Award for Ethics from the Better Business Bureau last week. She gave kudos to Taylor Bugglin for writing the nomination and thanked everyone for their work and transparency.

- In lieu of having a book club next year, Dr. Blondin will instead reflect on the past ten years of her tenure at the College in monthly 45-minute informal talks from her perspective via Zoom, which will be recorded. The talks will begin in August with 2013-2014 and proceed from there.
- We recently approached the Clark County Public Library to see if they would be interested in operating out of our space and merging collections, while working with our own librarians, instead of their rental of a space on South Limestone Street. Our library has easy access right on the city bus line, and it would bring more children and adults to campus. The partnership could also include alignment of our youth programming with theirs. Bill Martino and others at the library are very excited about this opportunity and will be working with Vice President Forgette and Executive Vice President Schantz on the details.

### **Approval of Minutes**

Chair Ball asked for a motion to approve the minutes of the Regular Board Meeting held on April 20, 2023. Trustee Hall made a motion to approve the minutes as written; Trustee Noonan seconded, and the motion passed unanimously.

### **Board Finance and Facilities Committee Report**

The Board Finance and Facilities Committee met on Tuesday, May 9, 2023 at 8:00 a.m. in the Sara T. Landess Technology and Learning Center (TLC) Boardroom, as well as virtually via Zoom. Those present included: Andy Bell, Committee Chair; Dave Ball, Board Chair; Trustee Members Sharon Evans, Peg Noonan, and Becka Rowland-Buckley; Dr. Blondin, President; Dr. Adrienne Forgette, Vice President, Academic Affairs; Dr. Matt Franz, Senior Vice President, Technology, Safety and Strategic Initiatives; Crystal Jones, Vice President for Marketing, Diversity and Community Impact; Dr. Dawayne Kirkman, Vice President, Student Affairs; Kathy Nelson, Controller; Toni Overholser, Vice President, Advancement; Doug Schantz, Executive Vice President for Finance, Facilities and Operations; Laura Whetstone, Director of Human Resources; Shawnee Williams, SkillBridge Participant; and Susan Kelly, Recorder

- Call to Order
- Roll Call
- Approval of April 11, 2023, Meeting Minutes
- Financial Statements through April 2023
- FY 2024 Budget – Revenue and Expense Assumptions
- Capital and Community Projects Update
  - Fire Station/GISA Expansion/Rhodes Hall Phase IV
- Clark State Employee Attrition/Turnover Rates
- Clark State’s Economic and Fiscal Impacts
- Legislative Update
- Open Discussion/Other Business
- Next Meeting – June 13, 2023 – 8:00 a.m., TLC Boardroom/Virtually via Zoom

### **Financial Statements through April 2023**

The financial statements detailing revenues and expenses through April 30, 2023, were distributed to Trustees prior to the meeting. The following was noted:

State Share of Instruction (SSI) – The FY 2023 budget is based on course completion (50%), success points (25%) and completion milestones (25%).

Student tuition and fees revenue represents Fall and Spring semester activity. Revenue is lagging in comparison to budget. Enrollment initiatives persist in an effort to have a positive impact on Summer enrollment.

Workforce Non-Credit Training revenue is currently below budget.

Performing Arts Center (PAC) ticket revenue is currently below budget. PAC/HBC Rental revenue is currently above budget.

Overall expenses are tracking below budget in most categories and serves as an offset to the reduced revenue. Occupancy expenses are higher this time of year due to early spending for maintenance contracts, IT software and contracts, and insurance. By function, these affect General Expenses and Operation/Maintenance of Plant. Overall expenses are trending lower than last year.

Bookstore operations is reflecting revenue below budget for the year but this is substantially offset by reduced expenses. Commercial Transportation Training Center (CTTC) has gained significant traction on revenue compared to the last two years due to more support from the State, the recent approval to become a testing location in Ohio, and the leadership in that division leveraging both to benefit student training. Parking expenses are trending above budget at this time due to some paving projects initiated at the beginning of this fiscal year. In addition to the new partnership with Fresh Abilities at the Eagles Nest, food service at Clark State is supplemented by expanded vending options provided by Sheehan Brothers Vending. All revenue in the Food Service budget is provided by a cooperative commission agreement with Sheehan Brothers Vending.

**FY2024 Budget/Revenue and Expense Assumptions**

The Budget Advisory Council is made up of: Dr. Jo Blondin, President; Doug Schantz, Executive Vice President for Finance, Facilities and Operations; Jessica Adams, Faculty Senate Chair; Robert Adkins, Professor, Business and Applied Technologies; Dan Ayars, Director, Facilities, Operations and Maintenance; Dr. Travis Binkley, Dean of Enrollment Services; Haley Boling, Student Senate Representative; Nickey Brown, Assistant Dean; Melody Gast, Director, Admissions and Career Services; Robert Gast, Co-Chair Resource Management Committee; Michael Lander, Assistant Professor, Business and Applied Technologies; Kathleen Nelson, Controller; Gary Poulos, Adjunct IV, Arts and Sciences; Mistry Rhodes, Accommodations and Testing Coordinator; Roseann Terbay, Peer Recovery Support Specialist; William Weekley, Staff Senate Chair; and Susan Kelly, Recorder. Below is the Budget Timeline.

New Budget Advisory Council first meeting	1/19/23
Access granted to budget managers for viewing historical data and requesting expenditures	2/1/23
Budget Advisory Council meets	2/23/23
Expenditure requests forwarded by budget managers to Controller	3/6/23
Lab Fees to Controller	3/13/23
Initial revenue projection	3/17/23
Budget update/assumptions discussed with Board Finance and Facilities Committee	3/14/23
Budget Advisory Council meets	3/23/23
Expenditure requests forwarded by Controller to Executive Council	4/3/23
Update Board Finance Committee on Budget Status	4/11/23
Updated revision to revenue projection	4/11/23
Budget Advisory Council meets	4/27/23

Budget Assumptions presented to Board Finance and Facilities Committee	5/9/23
Board of Trustees action on tuition/fees for FY24 and FY25	5/16/23
Budget Advisory Council meets	5/25/23
Balanced budget reviewed with Board Finance and Facilities Committee	6/13/23
Final balanced budget presented to Board of Trustees for action	6/27/23

Executive Vice President Schantz noted that we are utilizing a modified zero-based budgeting process, and budgeted conservatively with consideration for a slight dip in enrollment, the end of HEERF funding, and a \$5 per credit hour tuition increase, which will be presented for action tonight. SSI numbers should be received by the end of this week so we will have a more accurate picture at that time, and we alternative scenarios are in the wings in case changes are needed. A balanced budget will be presented to the Board in June.

**WORKING DRAFT**  
**FY 2024 CHANGES TO**  
**BASE FY 2023 BUDGET (E&G)**

	<b>Original</b>
<b>Revenue:</b>	<b>Base Changes</b>
Increase in Projected SSI from FY23 to FY24	\$0
Increase in Tuition Base - \$5 per credit hour	345,000
Projected Enrollment Revenue (Credit Hours)	-498,000
Other (Investment Income, Out of State Student Fees, etc.)	
Investment Income	150,000
Other Income Changes	-57,625
<b>TOTAL</b>	<b>(\$60,625)</b>
<b>Expenses:</b>	
Faculty & Staff Raises (1%)	150,000
Adjunct Faculty Pay Rate Increase to \$660 per Credit Hour	420,000
Faculty Rank Promotions (estimated)	25,000
13.3% Increase to Health Insurance Premium Base, Clark State Covering 6%	190,000
Personnel Changes	
Title III (grant required absorption of personnel expenses)	95,600
Position Attrition/Matriculation	-201,765
Property & Casualty Insurance - Projected Increase	10,000
HEERF Expenditures Absorbed into Operating Budget	246,700
Foundation Support - Expense Transfer	-607,000
Budget Reductions/Adjustments (net impact)	-389,160
<b>TOTAL</b>	<b>(\$60,625)</b>
<b>Difference Revenue/Expenses</b>	<b>\$0</b>

**Clark State Employee Attrition/Turnover Rates**

The data below represents a snapshot of potential attrition for the current calendar year, as well as 2024 and 2025. Human Resources Director Laura Whetstone reported that the charts indicate employees who are or will be age 65 in these particular years, which helps us plan/forecast who might be retiring. She noted that they seem to be pretty evenly spread out with no major concentration in any one area. The turnover rates are from September 1, 2022 – April 27, 2023, including known

resignations for the end of the Spring 2023 semester, and seem to be in line with other community colleges.

2023 Attrition Outlook:

<b>Department</b>	<b>Person Status</b>	<b>Service Years</b>
Academic Affairs	Exempt	0.31
Advancement	Nonexempt	26.46
Area 7	Nonexempt	7.81
Arts & Sciences	Faculty	0.71
Bookstore	Nonexempt	4.08
Business and Applied Technologies	Faculty	18.66
Enrollment Services	Nonexempt	22.72
Enrollment Services	Exempt	12.48
Greene County Campus	Nonexempt	12.52
Health and Human Services	Faculty	23.65
Information Technology	Exempt	9.31
Performing Arts Center	Exempt	26.36

2024 Attrition Outlook:

<b>Department</b>	<b>Person Status</b>	<b>Service Years</b>
Bookstore	Exempt	10.71
Health and Human Services	Faculty	5.29
Registered Nursing	Faculty	2.70
Workforce Development	Exempt	18.17

2025 Attrition Outlook:

<b>Department</b>	<b>Person Status</b>	<b>Service Years</b>
Arts and Sciences	Faculty	18.66
Health and Human Services	Faculty	4.70
Health and Human Services	Exempt	7.92

Turnover Rates as of April 27, 2023:

Staff with Retirements	16.67%
Staff without Retirements	15.66%
Faculty with Retirements	17.05%
Faculty without Retirements	15.12%

**Board Human Resources Committee Report**

The Board Human Resources Committee met on Thursday, April 20, at 4:00 p.m. in the Sara T. Landess Technology and Learning Center Boardroom with Committee Chair Sharon Evans and Committee Members Kyle Hall and Mike McDorman in attendance.

The Committee is in the process of doing this year's Presidential Evaluation. The following items were discussed:

- Timeline for Evaluation
- Presidential Accomplishments
- Presidential "Asks"
- Board of Trustees Self-Evaluation
- Board of Trustees Presidential Evaluation Survey
- President's Incentive Plan Achievements

### **Board Advocacy, Student Success, and Programs Committee Report**

The Board of Trustees' Advocacy, Student Success, and Programs Committee met virtually on Monday, May 8, at 3:15 p.m. Those present included: Committee Chair Mike McDorman; Board Chair David Ball; Board members Kyle Hall, Becka Rowland-Buckley and Ben Vollrath; President Dr. Jo Alice Blondin; Vice President of Sean P. Dunn and Associates Lisa Dodge; Vice President of Academic Affairs Dr. Adrienne Forgette; Vice President of Advancement Toni Overholser; Vice President of Student Affairs Dr. Dawayne Kirkman; SkillBridge participant Dr. Shawnee Williams; Sean P. Dunn and Associates Government Relations' Allison Lawlor; OACC President Jack Hershey; and OACC Vice President for Government Relations Tom Walsh.

The agenda included the following items:

- FY24 and FY25 Biennial Budget
- Senate Bill 83 and Trustee Appointments
- Program Production Numbers
- "4X Intel Challenge" for Manufacturing Programs
- Other Business

The Budget is currently being debated in the Senate, and the Governor's and House's budgets were generally favorable to community colleges.

OACC President Jack Hershey clarified the proposed change to Trustee Appointments in SB 83, which would change trustee terms from six years to four years for State Community Colleges. Current trustees would be grandfathered in to their appointed six-year terms. Discussions with the three different types of community college presidents will be held to discuss any other recommended changes to the appointment process for trustees.

The Sub Bill for SB 83 was released during the meeting and an overview of these changes will be shared with the Board of Trustees at the May meeting. The biggest concern for Clark State's Board is the section in the bill where Boards of Trustees are required to "affirm and guarantee" certain aspects of the bill. This language has been changed to "affirm and declare." Dr. Blondin urged Jack Hershey to continue to support the importance of Trustees' independent governance. Chair Ball questioned whether future individuals would be willing to serve as well as the risk/liability to Boards of utilizing this language.

Dr. Forgette provided an overview of academic program numbers, and Trustee Vollrath asked whether programs have a target number for enrollment before they are considered for sunset or closure. Dr. Forgette explained that these numbers are discussed during the Program Review process, but that



further research would be done with the faculty on the ideal numbers. Additionally, some programs may have lower numbers due to workforce or as a result of recently starting the program.

Dr. Blondin discussed the challenges to meeting workforce needs for Intel and advanced manufacturing, and shared information on overall associate’s degree and certificate production at Ohio’s community colleges. Nearly 7,000 graduates will be needed to meet the needs of advanced manufacturing employers, and Ohio’s community colleges currently produce fewer than 2,000 annually, so much work, including marketing of programs and employer partnerships, is needed to meet this need.

The “Top 5” asks of the OACC to the Ohio Senate, the PowerPoint Presentation on Program Production Numbers, the Slides on Advanced Manufacturing and the 4X Challenge, and Senate Bill 83 were distributed to Trustees prior to the meeting.

### Higher Education Trends Survey Results

The Board was presented with the 2023 Trends document produced annually by the President of the Higher Learning Commission (HLC). After reviewing the “deep dive” into the eighteen trends, the Board was asked to rank, in order of importance, their Top Ten trends/issues that Clark State and its Board should prioritize, discuss, and center as a College. The Board’s ranking follows, and the in-depth description of the HLC Trends and the original PowerPoint presentation from the April Board meeting were distributed for reference prior to the meeting.

Rank	Score
1) Outcomes	44
2) The Changing Landscape of Credentials	43
3) Teaching and Learning	39
4) The Value of Higher Education	36
5) Leadership	35
6) Workforce Needs	26
7) Innovation	17
8) Finance	17
9) Student Mental Health	17
10) Evolving Workplace Practices and Challenges	14
11) The Shrinking Focus on Liberal Arts	11
12) Diversity, Equity, Inclusion and Belonging (DEIB)	10
13) Transfer Roadblocks	10
14) Partnerships, Mergers, Affiliations and Acquisitions	8
15) Career Centers’ Shortcomings and Opportunities	8
16) Online Program Managers	7
17) Broken Traditions	7
18) Consumer Awareness	7

Dr. Blondin indicated that she thought the list could help in forming future Work Session presentations in terms of desired content. Chair Ball noted that lower scores on some items such as DEIB do not indicate that they are not important to the Board, and they will still continue to be a focus, but there are other items that need to be brought to the forefront for future learning and discussion.

## **Clark State's Economic and Fiscal Impact FY19 Study**

Every three to four years, the Strategic Ohio Council on Higher Education (SOCHE) contracts with the University of Cincinnati's Economics' Center to conduct economic impact studies for each of its member colleges and universities. The final report for Clark State College's Economic and Fiscal Impacts was distributed to Trustees prior to the meeting. The report is somewhat dated, as data from FY15-19 were used to calculate the impact based on pre-pandemic revenue and spending. However, our economic impact and output are estimated to be \$181 million, an increase from \$161 million in 2016.

## **Phi Theta Kappa Update**

Ohio Regional Awards Convention: Phi Theta Kappa (PTK) Advisors, Nina Wiley and Jessica Adams, and PTK students Annalise Smith, Abby Huddleston, Mariah Denton and Kylee Overfield attended the Ohio Regional Awards Convention on April 19 at Columbus State Community College. The Clark State Chapter, Alpha Nu Lambda, was recognized as a Five Star Chapter and received the Reach Reward.

PTK Catalyst 2023: The advisors and students then attended PTK Catalyst 2023 in Columbus April 20-23. Catalyst is Phi Theta Kappa's annual event, bringing together members and advisors for professional development and celebration of the many accomplishments from the PTK community. Annalise Smith was inducted into the position of Western District Representative for the Ohio Region.

Spring 2023 Induction: Sixty-two (62) students joined PTK in Spring 2023. The PTK Spring 2023 Induction took place on April 25, with 28 inductees and close to 110 people in attendance. Four of the five PTK Officers were inducted into their positions: Rachel Harstad – President; Mariah Denton – Vice President of Scholarship; Annalise Smith – Vice President of Service; and Jonathan Price – Recording Officer. Clark State and PTK Alumna Danitsa Camarillo Gomez delivered an inspiring keynote during which she shared her story and offered words of encouragement.

All-Ohio Academic Team: Six PTK students were named to the All-Ohio Academic Team. Bridget Saultz was named to the Second Team, while Abigail Getz, Brandy Green, Rachel Harstad, Kendall Holmes, and Monica Mitchell were named to the Third Team. The students were recognized at Student Recognition on May 2.

2023 College Project: The 2023 Phi Theta Kappa College Project is a major focus for the chapter. This year's theme is 'Love Letters to Ourselves.' Annalise Smith, VP of Service, is taking the lead with Nina Wiley. The project's goals include raising awareness and educating our Clark State community on healthy and positive mental health practices, reducing stigma regarding mental health, normalizing self-care, and humanizing the experience. The chapter will collaborate with multiple offices across the College to carry out the goals and initiatives tied to this project.

Vice President Kirkman noted that the Phi Theta Kappa advisors and students will present to the Board at the June Work Session with additional information, and he feels we have the best PTK program in the state of Ohio.

## **College-Wide Strategic Planning Day Update**

Early in the week preceding the College's scheduled College-Wide Strategic Planning Day, the decision was made to move the meeting online instead of in-person to maximize participation by people who may not have been able to present or participate due to illness. The change was made and adjustments were made

to activities, presentations, and the overall flow to make it work. The day was very effective, and we received a great deal of positive feedback from faculty and staff about their opportunity to engage with each other and presenters. The following is an overview of the day:

- Over 230 people participated in the virtual meeting through Zoom, which was the largest online meeting we have had to date. Participants included Trustees, Foundation Board members, students, faculty, and staff.
- There were 40 different breakout groups that were used throughout the day to allow for robust discussion in smaller groups.
- Many positive responses were received. Some of the common themes included:
  - A strong sense of support for Strategic Planning to possibly take place virtually again in the future.
  - A general consensus that many people truly enjoyed learning about how the Strategic Plan and Achieving the Dream (ATD) complement each other and that potentially reorganizing our committees around this work could enhance committee efficiency and engagement.
  - Joseph Oteng provided the keynote and spoke about self-reflection, institutional change, and building intentional connections with colleagues and students.
- All of the feedback from that day has been summarized and will be given to an ad-hoc group to begin to formulate possible committee structures that better allow the synergy between the Strategic Plan and ATD in addition to reducing duplicative work across committees. There was a strong theme that committees could be reorganized around Strategic Goals and be more inclusive of the operational and functional components of the College making them more effective.
- During the Summer, this group will work on recommendations, which will be reviewed and then shared with the campus community late-Summer or early Fall.

Overall, we were very pleased with the level of engagement, participation, and thoughtfulness by all those who were in the meeting throughout the entire day.

## **Technology, Safety and Strategic Initiatives Update**

### Technology

- We are preparing for critical network infrastructure maintenance and replacement. We attempt to conduct these between semesters to avoid impacting students, faculty, and staff due to the outage. With the growth of our network footprint, we are able to move services to different locations to keep certain services up, which is a strength of the network design currently in place. The next scheduled major replacement will occur just after Graduation.
- In our evaluation of current software and services, we became aware of alternate solution providers for our phone service. After a several month pilot, the College will begin transition to a new telephone provider this summer. This new provider will result in considerable financial savings to the College as well as additional features for our users.

### Safety

- Clark State was the host for a large-scale training conducted by the Clark County Emergency Management Agency. People from across the region and country attended this two-day session held at the Brinkman Center. The session focused on the process to handle a large influx of people due to a catastrophic weather incident.
- We have incorporated safety meetings into our new hire process. When someone is hired at Clark State, they go through a number of steps and meetings, one of which is a chance to hear about our

safety and security processes and systems. This is an attempt to ensure as many people as possible are aware of all of the available systems, processes, and information to ensure they are fully informed should an incident occur. We appreciate the partnership with Human Resources.

### Strategic Initiatives

- The College's annual Strategic Planning Day was a success. Please see the separate information item with details regarding that day.

### **Marketing, Diversity, and Community Impact Updates**

- Marketing:
  - Hosted a student photoshoot to ensure we are representing our student population
  - Summer and fall campaigns are ramping up.
  - Live streamed commencement ceremony
- Diversity:
  - Four Clark State professionals attended the National Conference on Diversity, Race, and Learning at Ohio State.
  - Completed first year of My Sisters Keeper at Lagonda Elementary; fifteen students participated.
- Workforce and Business Solutions:
  - Supported Springfield-Clark County Career Technology Center students to complete EMS 1100.
  - The Commercial Transportation Training and Testing Centers are set to record their best revenue year in over 10 years. 100% pass rate continues.
  - Working with organizations regarding coaching candidates who did not receive open positions in hopes that they can provide constructive feedback on the reason(s) and then encourage them to come to Clark State for the necessary preparation to increase participation in both our credit and non-credit offerings.
- Performing Arts Center (PAC) and Hollenbeck Bayley Conference Center (HBC):
  - Upcoming events at the HBC include:
    - Student Recognition ceremony on May 2<sup>nd</sup>
    - Springfield High Senior Night on May 3<sup>rd</sup>
    - Greater Springfield Partnership Career Fair on May 4<sup>th</sup>
    - Greenon High School's Prom on May 6<sup>th</sup>
    - Junior Achievement Hall of Fame event on May 10<sup>th</sup>
    - The Gathering on May 18<sup>th</sup>.
  - The PAC hosted the LPN Pinning on May 11<sup>th</sup>, the RN Pinning on May 12<sup>th</sup>, and the Clark State Commencement ceremonies on May 13<sup>th</sup>.
  - The Turner Studio welcomes "A Night of Comedy" on May 20<sup>th</sup>.
  - Comedian Donnell Rawlings will perform at the PAC on May 26<sup>th</sup>.
  - The search committee conducted interviews to backfill the Director, Conference Services and Venue Operation position.

## Foundation Update

- Clark State was honored to receive the Better Business Bureau's Eclipse Award for Ethics and Integrity at an awards ceremony on Tuesday, May 9<sup>th</sup>.
- The Foundation awarded over \$100,000 in scholarships for the 2023 summer semester. This is the highest amount of support for the summer semester that we have ever awarded.
- The Foundation received a \$15,650 donation from the Matthew Yates Memorial Basketball Tournament, which was held April 22<sup>nd</sup>. It was an excellent event, and we appreciate everything the volunteers and donors did to support the event. Next year's event is scheduled for April 6, 2024. Proceeds benefit the Matthew Yates Memorial Scholarship for students majoring in Criminal Justice.
- The Scholars Program will have four students graduating from Clark State College this month. We are excited that the number of graduates has increased this year; however, we are implementing several new strategies in partnership with faculty and Student Affairs in order to provide the most comprehensive support possible to increase the number of Scholars completing a degree or certificate.
- Fifty-seven seniors are completing the high school phase of the Scholars program and are graduating from high school this year. Forty students have completed the Clark State enrollment process. Four students are enrolled in other colleges/universities. One student has enlisted in the military. We are working to support those students who are not yet enrolled.
- Information regarding how to support the Scholars program and become a mentor was distributed to Trustees, and they were asked to share it with people in the community.
- College for Kids and Teens registration is open and available spots are filling up quickly. Scholarships are still available for families experiencing financial challenges. To view a full list of camps and our schedule, please visit [https://slate.clarkstate.edu/portal/adv\\_college\\_kids\\_teens](https://slate.clarkstate.edu/portal/adv_college_kids_teens).
- Project Jericho is hosting a celebration for its Family Albums participants on May 31 at 5:30 p.m. in the HBC Grand Hall. Family Albums is a unique family experience that engages all ages as the family documents their personal histories into a beautiful book.

## Action Items

The following items were presented for Board approval:

### ***Personnel Recommendations – Exempt/Non-Exempt Employees***

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

#### New Hires:

- Sarah Hartman, Academic Advisor, CCP, Student Affairs, effective 5/15/23

#### Personnel Changes:

- Gigi Minter from Financial Aid Specialist, Student Affairs, to Director, Financial Aid, Student Affairs, effective 4/11/23

#### Retirements/Resignations/Departures:

- Emma Clark, Director, Conference Services and Venue Operations, Marketing, effective 4/28/23

Open/Advertised Positions:

- Admissions Specialist, Student Affairs
- Director, Conference Services and Venue Operations
- Director, Nursing Programs, Health, Human and Public Services
- Financial Aid Specialist, Student Affairs

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.

Implications for budget, personnel, or other resources: Funding for the above personnel actions is in the 2022-2023 budget.

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

***Personnel Recommendations for 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:

Retirements, Resignations, Departures:

- Katrina Cochran, Associate Professor, Health, Human and Public Services, Academic Affairs, effective 8/4/23
- Alycia Combs, Associate Professor/Interim Director of Nursing, Health, Human and Public Services, effective 5/12/23
- Daniela Craioveanu, Associate Professor, Arts and Sciences, Academic Affairs, effective 6/1/23
- Ericka Purtee, Assistant Professor, Health, Human and Public Services, Academic Affairs, effective 5/12/23
- Ashley Shore, Instructor, Health, Human and Public Services, Academic Affairs, effective 8/4/23
- Corey Willinger, Instructor, Business and Applied Technologies, Academic Affairs, effective 5/12/23

Open/Advertised Positions:

- Instructional Faculty – Biology, Academic Affairs
- Instructional Faculty – Computer Software Development, Business and Applied Technologies
- Instructional Faculty – English, Academic Affairs
- Instructional Faculty – Practical Nursing, Academic Affairs
- Instructional Faculty – Registered Nursing, Academic Affairs (seven positions)
- Instructional Faculty and Program Coordinator – Professional Administrative Technology/  
Professional Medical Technology

Impact on students and/or student learning: All Instructor 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: Funding for the above personnel actions is in the 2022-2023 budget.

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

***Trustee Bell made a motion to approve the personnel recommendations for exempt and non-exempt employees and instructional faculty as presented; Trustee McDorman seconded, and the motion passed unanimously.***

### ***Strategic Plan and Mission, Vision, Guiding Principles Policy Revision***

The most recent Strategic Plan was modified to incorporate changes recommended by College stakeholders based on feedback from the All-College Strategic Planning Day in Spring 2022. Additionally, the Strategic Plan policy needed to be updated to include the revised Goals and Initiatives developed over the past year.

The Guiding Principles were reordered to ensure Diversity was a higher priority, and adaptability was added to highlight the ability for the institution to be able to respond to a changing environment. Also, the concept of a culture of care is very important at Clark State, and as such, the recommendation was made that it be clarified in the Vision statement.

The updated Strategic Goals and Initiatives were also included in the revised Strategic Plan policy to ensure the current policy includes all current language from the current plan moving forward.

Those changes, which were made with broad engagement and participation from faculty and staff, are incorporated into the attached documents. They represent relatively minor but important changes to reflect the current environment in which we work.

The revised Strategic Plan and Mission, Vision and Guiding Principles Policies follow.

### **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:

#### A. Mission

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

#### B. Vision

~~Clark State 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 College will lead higher education with a future-focused curriculum partnering with our communities, businesses, and emerging industries while championing innovation and student success within a culture of care that provides intellectual, personal, and professional growth.**

#### C. 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. ***Diversity*: We welcome and engage all individuals to create an equitable and inclusive culture**
3. ~~2. *Community*: We value, trust, and support people with whom we work and serve.~~
4. ~~3. *Partnerships*: We collaborate to address stakeholder needs and contribute to the economic and holistic well-being of society.~~
5. ~~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.~~
6. ***Adaptability* – We, as an educational institution, adapt to environmental challenges when they arise.**

#### D. Goals

1. Goal 1: Develop and strengthen quality, innovative academic programs.
  - ii. ~~Identify new certificate programs, associate degrees, bachelors degrees, and industry credentials.~~
  - iii. ~~Expand integrated co-op programs to promote workforce development.~~
  - iv. ~~Provide instructors with the technology, supplies, and equipment necessary to maintain and develop innovative academic programs.~~
  - v. ~~Create professional development for faculty to support innovative programs.~~
    - a. **Increase and facilitate faculty's access to and understanding of data regarding student progress and success in their courses to improve student outcomes.**
    - b. **Expand professional development opportunities for faculty to meet and exceed pedagogical requirement in flexible learning environments.**
2. Goal 2: Increase enrollment, student success, retention, and completion.
  - i. ~~Identify special populations with low completion/retention rates and develop targeted retention initiatives.~~
  - ii. ~~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.~~
  - iii. ~~Increase awareness of student support services among all staff, faculty, and students.~~
  - iv. ~~Implement an intrusive and mandatory advising model that increases student preparedness, retention, and completion.~~
    - a. **Implement strategic-focused course scheduling by front-loading courses for students and support quick successes.**
    - b. **Redefine first year experience courses by reworking learning objectives that emphasize academic planning and student intent.**



3. Goal 3: ~~Facilitate a culture that recognizes, embraces, and reflects the diversity of the communities we serve,~~ **Facilitate and support an equitable and inclusive culture of care, that recognizes, embraces, and reflects the diversity of the communities we serve.**
  - ~~i. Explore diverse methods for advertising open positions to ensure employees represent the communities we serve.~~
  - ~~ii. Promote a culture where differences are respected and appreciated.~~
  - ~~iii. Provide education and training for faculty, staff, and students related to diversity and inclusion.~~
  - ~~iv. Provide wrap-around services and resources to underserved populations.~~
  - a. **Create a robust, culture-driven employee orientation and professional development to support successful onboarding and longevity of new faculty and staff.**
  - b. **Develop and expand employee and student mentorship programs and experiences.**
  
4. Goal 4: Cultivate effective **and efficient** communication strategies and collaboration ~~within~~ **throughout** the college.
  - ~~i. Develop opportunities for collaboration and engagement among faculty, staff, students, and alumni.~~
  - ~~ii. Leverage technology to increase internal communication and collaboration.~~
  - ~~iii. Improve digital presence and communication.~~
  - ~~iv. Establish official communication protocol across the college to define the flow of information.~~
  - a. **Develop and share communication strategies that facilitate information sharing and understanding of college-wide policies, procedures, and practices.**
  - b. **Increase awareness and use accessible communication techniques to improve access by students, faculty, and staff.**
  
5. Goal 5: Promote **and support** collaboration with our diverse communities, businesses, and ~~industries~~ **industry partners.**
  - a. Work with county agencies and family advocacy groups to make students aware of services available to them.
  - b. Collaborate with K-12 schools to enhance program awareness of technical program options.
  - c. Create, sustain, and engage the business, industry, and community stakeholders.
  - d. Partner with industries to offer specific degrees online and onsite.
  - e. **Develop and implement strong metrics and supports to improve Scholar program enrollment, retention, and success and to facilitate the expansion of the program to meet the region's workforce needs.**
  - f. **Expand partnerships with regional service providers to promote awareness and improve economic growth opportunity.**

## E. Strategic Trends

### 1. Financial Drivers

- a. Increasing awareness that higher education provides a wide range of personal, financial, lifelong benefits
- b. 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.
- c. Employer demand for postsecondary credentials remains strong.
- d. Reverse transfer pathways from four-year to two-year institutions continue to show positive impact on student success and completion.
- e. Students expect a learner-centric environment that allows them to interact and engage on their own terms 24/7.

### 2. Technology Pathways

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

### 3. Workforce and Economics

- a. Area manufacturing will continue to grow. Continue to develop/form/retain mutually beneficial relationships with area companies and leaders.
- b. 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)
- c. 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.
- d. Opioid crisis has stretched resources in many areas, including economic and workforce shortages for treatment specialists. High demand for trained specialists/counselors.

### 4. Marketing the Product

- a. Higher Education gaining recognition as an investment in a career and future earning potential.
- b. Community Colleges gaining recognition as a source for value in higher education.

- c. Quality education alternatives are being identified through accreditations and certifications, continuous improvement and interconnected processes, and purposeful movement not based on simplistic metrics.
- d. Consumer wants maximum flexibility in delivery model of product – online, hybrid, and timing.
- e. Competition continues to evolve in development and emergence of commercial and non-profit education/training providers.
- f. Consumers want more relevant and salient connections – learning environments and options, programs, transferability, professional organizations, career/employment relationships.
- g. Leverage technology & resources – unrealized resources, global experience, networking, and access to digital resources.
- h. Online enrollment/demand continues to grow – looking for technology infused offerings.

#### 5. Demographic Opportunities - Clark, Greene, Champaign, and Logan Counties

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

Effective: **June 1, 2023**

Prior Effective Dates: 10/14/02, 11/14/07, 7/13/12, 3/18/15, 10/15/15, 7/1/18, **4/1/2021**

#### **3358:5-1-06 Mission, Vision 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
- B. Vision – ~~Clark State 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 College will lead higher education with a future-focused curriculum partnering with our communities, businesses, and emerging industries while championing innovation and student success within a culture of care that provides intellectual, personal, and professional growth.**
- C. 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. **Diversity** – We welcome and engage all individuals to create an equitable and inclusive culture.
3. *Community* – We value, trust, and support for people with whom we work and serve.
4. *Partnerships* – We collaborate to address stakeholder needs and to contribute to the economic and holistic well-being of society.
5. *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.~~
6. **Adaptability** – We, as an educational institution, adapt to environmental challenges when they arise.

Effective: **June 1, 2023**

Prior Effective Dates: 7/1/98, 6/1/02, 11/14/07, 7/13/12, 3/18/14, 7/1/18, **4/1/21**

Impact on students and/or student learning: Focusing the language within the Strategic Plan to better reflect the learning and professional environment at Clark State.

Implications for budget, personnel, or other resources: No significant implications for budget, personnel, or other resources.

It was requested that the Board of Trustees approve the revised policies as presented, effective June 1, 2023.

***Trustee Rowland Buckley made a motion to approve the revised Strategic Plan and Mission, Vision and Guiding Principles policies as presented, effective June 1, 2023. Trustee Hall seconded, and the motion passed unanimously.***

### ***ACCT Award Nomination***

Each year the Association of Community College Trustees (ACCT) invites member colleges to nominate individuals for their outstanding energy and leadership on behalf of community colleges. Regional ACCT Awards are presented during general sessions held at the Annual ACCT Leadership Congress, and Association-level Awards are presented at the formal ACCT Awards Gala, in conjunction with the 2023 ACCT Leadership Congress in Las Vegas, Nevada.

This year, Clark State would like to submit the following nomination:

- Dr. Jo Alice Blondin, President, Marie Y. Martin Chief Executive Officer Award, which recognizes chief executive officers who demonstrate commitment to excellence in advancing the community college movement

Action is needed to send a letter of nomination (presented to Trustees prior to the meeting) and application to ACCT for their consideration.

Impact on students and/or student learning: None

Implications for budget, personnel, or other resources: None

It was requested that the Board of Trustees approve the ACCT award nomination as presented.

***Trustee Noonan motion to approve the ACCT award nomination as presented, and Trustee Bell seconded. The motion passed unanimously.***

### **Trustees' Open Forum**

Trustee Hall commented that it is good and important for the Board to visit our satellite locations occasionally so our faculty and staff see them there in support of them.

### **Executive Session – President's Contract**

Trustee Hall made a motion to enter Executive Session to discuss the President's contract. Trustee Noonan seconded, and the motion passed 7-0 by a roll call vote. Executive Session commenced at 7:08 p.m.

Trustee Bell made a motion to exit Executive Session and return to Regular Session at 7:40 p.m. Trustee McDorman seconded, and the motion passed unanimously.

### ***President's Contract Requests***

***Trustee Noonan made a motion to agree to consider President Blondin's proposed presidential transition approach as the end of her contract nears when details concerning roles, responsibility, term and conditions, salary, etc. can be clarified; to transfer the college car and computer to President Blondin upon her retirement as vetted by the Attorney General's Office; and to provide the same percentage of salary increase received by full-time Clark State employees to President Blondin. The motion was seconded by Trustee Rowland-Buckley, and it passed unanimously.***

### **Adjournment**

Trustee McDorman made a motion to adjourn the meeting, and Trustee Bell seconded. The motion passed unanimously, and the meeting adjourned at 7:42 p.m.