

Southern State Community College | 2023-2025 Strategic Plan Metrics

Priority Area: Enrollment				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
1. Develop a strategic enrollment plan emphasizing the College's priority to balance the enrollment profile				
Credit Hour Enrollment – Non-CCP	Internal Enrollment Report	FY22=48.1% FY23=47%	FY24 = 45.7%	FY25=50% FY26=52%
Credit Hour Enrollment – CCP	Internal Enrollment Report	FY22=51.9% FY23= 53%	FY24 Budget = 54.3	FY25=50% FY26=48%
2. Expand career pathway options among CCP learners to increase post-HS graduation enrollment				
CCP Retention post HS	Internal Tracking	AY22=103 of 998=10.3%	11%	12%
# of Technical Course Introductions at HS site	Academic Report	AY22/23 =19	AY23/24=24 (Fall Actual=43)	AY24/25=30
# of apprenticeship pathways	Internal Report	New	1 Apprenticeship	TBD
3. Articulate outreach and engagement strategies to reach students in communities where no physical campus exists				
Adams County CCP/non-CCP HC	Internal Enrollment Reports	AY22 CCP=187 AY22Non-CCP =113	AY23 = +5% CCP (196) AY23 = +7% non-CCP (121)	AY24 = +5% CCP (205) AY24 = +7% Non-CCP (129)
Clinton County CCP/non-CCP HC	Internal Enrollment Reports	AY22 CCP=159 AY22Non-CCP =156	AY23 = +5% CCP (167) AY23 = +7% non-CCP (167)	AY24 = +5% CCP (175)) AY24 = +7% Non-CCP (179)
Fayette County CCP/non-CCP HC	Internal Enrollment Reports	AY22 CCP=190 AY22Non-CCP = 96	AY23 = +5% CCP (200) AY23 = +7% non-CCP (103)	AY24 = +5% CCP (210) AY24 = +7% non-CCP (110)
# of CCP Credit Hours (Adams)	Internal Enrollment Reports	AY22 = 3045	AY23= +2% (3106)	AY24=+3% (3199)
# of CCP Credit Hours (Clinton)	Internal Enrollment Reports	AY22 = 1811	AY23= +2% (1847)	AY24=+3% (1902)
# of CCP Credit Hours (Fayette)	Internal Enrollment Reports	AY22 = 1929	AY23= +2% (1967)	AY24=+3% (2026)
4. Cultivate a culture of shared responsibility for recruiting and retention efforts				
Faculty/Staff Participation				
- Connect to College	Internal Tracking	10 faculty/10 staff	11 faculty/11 staff	12 faculty/12 staff
- Orientation	Internal Tracking	10 faculty/10 staff	11 faculty/11 staff	12 faculty/12 staff
- Outreach Events	Internal Tracking	Summer 2023 Patriot Palooza: 34 visits (2 faculty/16 staff)	Summer 2024 Patriot Palooza: 38 visits (6 faculty/18 staff)	Summer 2025 Patriot Palooza: 40 visits (9 faculty/20 staff)
Use of Early Alert System	Internal Tracking	New	Fall23=37 Spring24= TBD	Fall24=45 Spring25=TBD
First to Second Year Retention	NCES			
- Part-time students		AY21 Cohort = 36%	AY22 Cohort = 38%	AY23 Cohort = 40%
- Full-time students		AY21 Cohort = 53%	AY22 Cohort = 55%	AY23 Cohort = 57%
Two-Year Cohort: Fall to next term	VFA Two-Year Progress Measure (Main Cohort)	AY20 Cohort = 72.2%	AY21 Cohort = 74%	AY22 Cohort = 75%
Six-Year Cohort: Graduation Rate	VFA Six-Year Outcomes (Main Cohort)	AY16 Cohort = 24.8%	AY17 Cohort = 25%	AY18 Cohort = 26%
5. Align financial aid scholarship model to support enrollment goals				
Assign Workgroup to Review Current model and shape recommendations consistent with today's enrollment priorities	Internal monitoring (FA Office)	Existing Model Disbursement	Introduce new strategy	Compare disbursements

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Priority Area: Workforce Development				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
1. Align all short-term and degree pathways and all skill-based training to the needs of new, existing, and emerging employers				
# of new programs/courses introduced	Program Review/Curriculum Committee	New tracking	# programs/# courses	TBD
# of existing programs retooled	Program Review/Curriculum Committee	New tracking	# programs/# courses	TBD
# of skill-based trainings offered (omit TDA)	Workforce Development	New tracking	4	6
# of TDA Clients Served	Workforce Development	FY23 = 241	FY24 2% increase	FY25 3% increase
2. Demonstrate discipline in prioritizing in-demand career pathways and flexibility in adapting or adopting programs to meet employer and student needs				
Portfolio Comparison – In-Demand Pathways to Existing Programs	Program Review	Review underway	TBD	TBD
Program Vitality	Internal Report	Monitoring Only	Completed: Dec.2023	
Delivery Modality Distribution	Internal Report			
- F2F		Monitoring Only	Fall 23 = 27%	TBD
- Online		Monitoring Only	Fall 23 = 54%	TBD
- Hybrid		Monitoring Only	Fall 23 = 13%	TBD
- Virtual		Monitoring Only	Fall 23 = 6%	TBD
Feasibility Study for Alternative Term Start/End Dates	Calendar Committee		Recommendation Due: Sept. 2024	TBD
Employment Rate (post-graduation)	Graduation Survey	Fall2022 = Spring 2023 = Summer 2023 =	Improve Survey Response Rate Fall2023 = Spring 2024 = Summer 2024 =	Fall2024 = Spring 2025 = Summer 2025 =
Employment Related to Major	Graduation Survey	Fall2022 = 33.3% Spring 2023 = Summer 2023 = 41.6%	Fall2022 = Spring 2023 = Summer 2023 =	Fall2022 = Spring 2023 = Summer 2023 =
3. Exercise persistence in maintaining relationships and partnerships with employers and affiliated workforce organizations				
# of Employer Visits (Workforce Dev.)	Internal Tracking	New Tracking	3 monthly unique interactions	3 monthly unique and 2 follow-up interactions
# of Employer Visits (Other)	Internal Tracking	New Tracking	2 monthly substantive interactions	3 monthly substantive interactions
# of Agency/Workforce Interactions (Workforce Development)	Internal Tracking	New Tracking	3-5 Monthly Touchpoints	3-5 Monthly Touchpoints
# of Agency/Workforce Interactions (Other)	Internal Tracking	New Tracking	1-3 Monthly Touchpoints	1-3 Monthly Touchpoints
Advisory Meeting Participation	Internal Tracking	48% Overall Attendance Rate (2022)	55% Attendance Rate	60% Attendance Rate

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Priority Area: Student Success				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
1. Strengthen Guided Pathway strategies to increase student persistence and completion				
Scale of Adoption Survey	CCRC	2022= 3 of 7 areas @ 80% scale	2023= 4 of 7 areas @ 80% scale	2024= 5 of 7 areas @ 80% scale
Faculty and Staff representation in SSLI Guided Pathway experiences	Internal Monitoring	New	Monitoring	Monitoring
2. Establish retention, persistence, graduation, completion, and transfer metrics to measure performance of success strategies				
Retention				
- Fall to Fall	IPEDS	FT 2022= 53% PT 2022= 36%	FT 2023= 56% PT 2023= 39%	FT 2024= 59% PT 2024= 42%
- First to Second Year	Under review			
- Fall to Spring	Under review			
Persistence				
- Math Success (completed in 1 st year)	CCRC Trend Analysis	Entering Freshman 2021 =34% (n=161)	+6%	TBD
- English Success (completed in 1 st year)	CCRC Trend Analysis	Entering Freshman 2021 =27% (n=161)	+5%	TBD
- 12 Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =35% (n=161)	+5%	TBD
- 24 Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =29% (n=161)	+5%	TBD
- 30+ Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =14% (n=161)	+3%	TBD
Completion/Transfer				
- Graduation Rate (Overall)	IPEDS	22/23 = 31%	23/24 = 36%	23/24 =
- Pell Grant Recipients	IPEDS	22/23 = 24%	23/24 = 26%	23/24 =
- Loans (No Pell)	IPEDS	22/23 = 33%	23/24 = 35%	23/24 =
- No Pell or Loans	IPEDS	22/23 = 47%	23/24 = 49%	23/24 =
- Transfer Rate (Overall)	IPEDS	22/23 = 16%	23/24 = 20%	23/24 =
3. Maintain good standing among regulatory entities such as the Department of Education, the Higher Learning Commission, the Ohio Department of Higher Education, and other programmatic agencies				
10-Year Reaffirmation Visit			Source Evidence File/Shape Writing Teams	Begin filling Evidence File
NC Sara			Underway	
ODHE Efficiency Report			Submitted Oct.2023	Submit Oct.2024
GLBA Compliance			Underway	
4. Enhance the utilization of the Center for Excellence in Teaching and Learning (CETL)				
# of unique visits to the site	Internal Tracking	New	AY24 = 1000	AY25 = 1500
# of participants in training offered	Internal Tracking	AY23 = 64	AY24 = 77 (+20%)	AY25 = 93 (+20%)
5. Participate in model initiatives aimed at improving student success				
Student Success Leadership Institute			Continue Active Participation	Continue Active Participation
Complete College America			Continue Active Participation	Continue Active Participation

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Priority Area: Relevance and Excellence				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
1. Cultivate a culture that attracts, develops, supports, and retains talented faculty and staff who strive for excellence in all endeavors				
# of instances that culture is shared as part of the selection process	Internal Tracking	New	Included in all performance evaluation statements	TBD
Evidence of excellence related practices/goals embedded in performance evaluations	Annual Performance Evaluations	New	Monitor	TBD
# of work-life balance, mental health support, and employee assistance program instances	Internal Tracking	New	1-2 programs monthly	TBD
2. Leverage the College's rich history to shape new stories for today and beyond and share those stories widely				
50 th Anniversary Celebration		New	AY 2023 = Communications Plan	AY24 =
3. Exceed student and stakeholder expectations by serving with an "others first" spirit				
Culture of "others first" Survey	Internal Survey	New	Develop Survey (IRB Approval)	TBD
Employee/Community Testimonials		New	Under development	TBD
4. Promote transparency of data used to inform decisions				
Instances of Data Reporting				
- President Report to BOT	President's Office	Monthly Reports	Enhance emphasis on KPI Performance	TBD
- Deep Data Dive	President's Office	AY23 = 6 Sessions	AY24 = 6 Sessions	AY25 = TBD
- Annual Assessment Report on ILO's	Academics	AY2023 Pilot Completed	Presented: January 2023	TBD
Updated Institutional Effectiveness Plan	Executive Team	Last Updated 2019-2020	Update to current	Maintain Annually
5. Support financial practices that enhance the College's long-term sustainability				
HLC Composite Financial Indicator	Higher Learning Commission	FY21/22 = 4.62	Maintain within range of 3.0-5.0	Maintain within range of 3.0-5.0
Senate Bill 6 Composite Score	ODHE	FY21/22 = 4.20	Target = Above 2.5	Target = Above 2.5
Moody's Rating	Moody's Financial Services	FY21/22 = Baa3 (positive outlook)	Above Baa3 (positive outlook)	TBD
Salary and Benefits as a % of Budget	Business Office and NCES	72.5%	<75%	<75%
6. Stretch technology and innovation comfort zones				
Reduce the average cost of textbooks	Efficiency Report	AY22 New = \$154 AY22 Used = \$124 AY22 Ebook = \$97	Aim for 25% reduction of costs AY23 New=\$143 (-9%) AY23 Used=\$101 (-18%) AY23 Ebook=\$111 (=14%)	25% reduction or Adoption of Equitable Access Program.