President's Report to the
BOARD OF TRUSTEES

SOUTHERN STATE COMMUNITY COLLEGE

NOVEMBER 2026 | DR. NICOLE ROADES, PRESIDENT

Cross-College Completion Community Grant Award

Southern State Community College has joined Cincinnati State Technical and Community College and Wilmington College in securing federal funding for the **Cross-College Completion Community Project**, a collaborative initiative designed to help former students return to college, complete credentials, and advance in the workforce.

The consortium was awarded approximately **$3.86 million over five years**, representing approximately 85% of the original funding request submitted through the U.S. Department of Education's Strengthening Institutions Program. The project builds upon Cincinnati State's successful *CState Complete* initiative, which has demonstrated strong results in re-engaging students who left college before earning a credential.

Through the grant, Southern State will establish a comprehensive stop-out recovery program supported by dedicated staff focused on identifying, contacting, and supporting former students as they navigate the path back to enrollment and completion. The project will leverage data-informed outreach, personalized advising, barrier-removal strategies, and technology-enhanced student engagement to reconnect learners with educational goals they never intended to abandon.

A distinguishing feature of the initiative is the partnership among three institutions with different student populations and operating environments. Southern State's participation will contribute valuable insight into how student re-engagement strategies can be adapted to meet the unique needs of rural learners and communities.

Implementation activities will begin this academic year, with staffing, planning, and system development occurring in Year One, followed by expanded student outreach and support services throughout the five-year project period. (*Public announcement enclosed.)*

Student Body Profile 2026: Key Observations for the Board of Trustees

The 2026 Student Body Profile (*enclosed*) provides valuable insight into the changing composition of Southern State's student population and highlights both opportunities and challenges as we continue to advance student success and enrollment goals.

Among the most significant observations is the continued influence of College Credit Plus (CCP) students on overall enrollment. The median age of Southern State students remains just 17 years old, and students age 16 and under now account for 815 enrollments, reflecting the growing importance of dual enrollment partnerships throughout our service region. At the same time, continuing and returning student enrollment reached 1,357 students in 2026, demonstrating ongoing engagement among traditional college students and adult learners.

Overall enrollment totaled 2,144 students in Fall 2026, slightly below the previous year's total of 2,247 students but significantly above enrollment levels experienced earlier in the decade. The College continues to serve a predominantly part-time student population, with 1,746 students enrolled part-time and 398 enrolled full-time.

Geographically, Southern State remains deeply connected to its five-county service area. Highland County continues to provide the largest share of students (541), followed by Brown County (435), reinforcing the College's critical educational and workforce development role throughout southern Ohio.

The profile also reflects encouraging student success outcomes. Degree and certificate production increased substantially during 2025-26, led by growth in Associate of Science, Associate of Applied Science, and certificate awards. Total credential production reached one of the strongest levels in recent years, highlighting the College's effectiveness in helping students achieve educational goals and workforce credentials.

Finally, financial need remains a defining characteristic of the student population. More than 62% of full-time degree-seeking students and 58% of part-time degree-seeking students received Pell Grant assistance, underscoring the importance of financial aid, student support services, and affordability initiatives in promoting access and completion.

Overall, the 2026 Student Body Profile confirms Southern State's growing role as both a dual-enrollment leader and a regional workforce and transfer institution, while emphasizing the importance of continued focus on recruitment, student persistence, credential completion, and support for students with significant financial need.

I extend my appreciation to **Jim Farmer**, Director of Enrollment Management, for his recent Data Dive presentation, which provided thoughtful analysis and context for these trends and helped illustrate how the College's student population is evolving. Additionally, thank you to **Amanda Thompson**, Registrar, and **Jessica Steadman**, Data Manager, for the critical role they play in collecting and preparing this data on an annual basis.

Exploring Collaborations to Enhance Workforce Preparedness in Southern Ohio

Driven by the unprecedented workforce opportunities developing across Southern Ohio, including the significant projected growth of the PORTS-Pike Technology Campus, Southern State Community College and Shawnee State University have accelerated exploratory discussions regarding potential collaborative approaches to expanding educational access, strengthening workforce development efforts, and identifying opportunities for greater institutional efficiency.

President Braun and I are actively working on a Memorandum of Understanding that provides a non-binding framework to formalize these discussions and signal a shared commitment to exploring opportunities related to workforce development, educational access, resource sharing, and operational efficiencies. At this stage, no specific initiatives, financial commitments, or structural changes are being contemplated. Rather, the institutions seek to begin building awareness, support, and dialogue around potential areas of collaboration that could better position both institutions to serve students, employers, and communities throughout Southern Ohio. Any future proposals resulting from these conversations would be presented to the respective Boards of Trustees for review and consideration.

Moody's Rating Affirms College's Baa2 Issuer and Revenue Bond Ratings, Aa2 Enhanced Rating, and Underlying Outlook Stable

As reported, the College is pleased to have received the most recent Moody's correspondence, affirming the College's credit rating. As stated in the rationale, "The Baa2 issuer rating incorporates the college's small scale, stable enrollment, and generally thin operating performance. Operating appropriations from the State of Ohio (Aaa stable), which typically account for about 40% of revenue, continue to support credit quality despite modest year-over-year declines. Total wealth and liquidity have grown and provide adequate coverage of operations and debt. While direct debt is low and the college has no plans for additional borrowing due to strong support for capital from the state, coverage of total adjusted debt

remains limited at 0.6x due to the college's net pension liability. Moody's continues regarding the stable outlook: "The stable outlook on the issuer rating and underlying revenue bond rating is based on expectations of EBIDA margins in at least the high single digits along with no new debt issuance."

Special thanks to **Dr. Steven Hinshaw**, Vice President of Financial Services, the executive leadership team, and all who work hard to operate within conservative budget parameters and who are diligent in contributing to strategic goals that advance the College's financial position.

This section of the report was prepared in part with the assistance of artificial intelligence (AI). Content has been reviewed and finalized for its intended purpose. Responsibility for the accuracy and appropriateness of the information remains with Southern State Community College.

President's Activities and Involvement

Since my last report, I have been involved in the following meetings, calls, and events:

- Patriot Campus Ministries "See You at the Pole" Event
- Weekly Meetings with the Vice President of Enrollment and Workforce Innovation
- Highland County Chamber of Commerce | Board Meetings
- Strategic Ohio Council for Higher Education (SOCHE) | Planning Committee
- Bi-Weekly Meetings with the Vice President of Academic and Student Affairs
- Ohio Excels: AIM HIRE Workforce and Education Conference
- Customer Relationship Management (CRM) Implementation Presentation/Discussion
- Strategic Ohio Council for Higher Education (SOCHE) | BOLD Compact Meeting
- Meeting with Highland County Economic Development Representative
- Call with Shawnee State University President
- President's Council Meetings
- Highland County Chamber of Commerce | Business After Hours Ribbon Cutting at NCB Commons
- President's Picks | IT Award Lunch
- Photo Opportunity with SSCC Foundation Scholarship Recipient
- ACE Women's Network Ohio Leadership Lunch and Learn
- 2026 School Safety Compliance: OSHA Standards for Physical Security Meeting
- OACC Presidents' Meeting
- Strategic Ohio Council for Higher Education (SOCHE) | Executive Board Meeting
- Highland County Chamber of Commerce STEEL Conference
- Meeting with DESRI Representatives

- Meeting with SSCC and Follett Representatives | Supporting Community Colleges
- SSCC Faculty Senate Meeting
- Deep Data Dive | All Things Enrollment: Student Body Profile and Enrollment Targets
- Ports-Pike Tech Campus Discussion
- SSCC Retiree Brunch
- Annual Meeting of the SSCC Foundation Board
- Cross Registration Information Session – Fall 2026
- STEEL Golden Ticket Coffee Hour | Conference Follow-Up
- Choose Ohio First | Meet the Students
- SSCC Advisory Committee Breakfast
- Meeting with Shawnee State University President
- Luncheon with the New Enrollment and Workforce Innovation Team
- Highland County Chamber of Commerce | Coffee & Commerce: Shafer Heating Cooling Plumbing Electric
- Honoring the Colors | Flag-Raising and Luncheon
- Adams County Chamber of Commerce and Elevate Adams Panel Discussion
- Southern Ohio Energy Sector Talent Alignment Discussion
- Meeting with OhioSE Economic Development Representative
- C5: Title III Organizing Meeting
- Compressed Schedule Planning Meeting | SSEA
- STEEL Conference Committee Meeting
- OACC Annual Conference and Governing Board Meeting | Columbus, OH

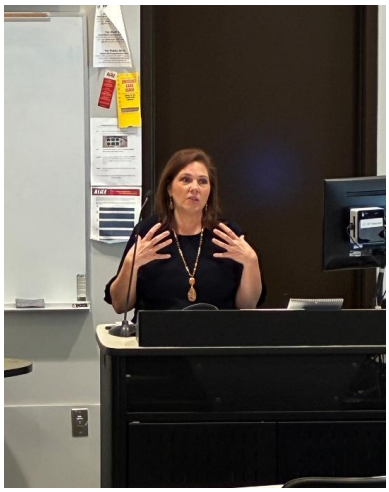
ACADEMIC AND STUDENT AFFAIRS

Academic Operations

Lunch & Learn | Depression & Mental Health Awareness

On Wednesday, October 21, **Dr. Jessica Wise**, Dean of Academic Operations, hosted the monthly Lunch & Learn seminar. This month's seminar was titled "***Depression | Mental Health Awareness***." The speaker was **Elizabeth Crabtree,** SSCC's Mental Health Counselor. Fifteen (15) staff and administrators attended the seminar and enjoyed a light lunch organized by **Darlene Thacker**, Administrative Assistant in Academics.

Ms. Crabtree shared facts with the group about signs of depression, mental health, suicidal ideation, and talked about how chemicals in the brain affect moods. She stressed the importance of everyone getting rid of negativity and, instead, intentionally thinking, speaking, and living positively. At the end of the presentation, Ms. Crabtree led everyone in a positive thinking activity.



The next Lunch & Learn will be held on Wednesday, November 18, from 12-1:00 pm in the lecture hall. **Dr. Peggy Chalker**, Dean of Articulations & Transfer, and **Gary Heaton**, Security & Emergency Response Coordinator, will present, "Anti-Discrimination | Bullying | Harassment | Bystander Training."

Spring 2027 Term

SPRING Term 2027 registration began October 19. The SPRING term begins January 11, 2027. The schedule is comprised of the following course modalities:

FACE-TO-FACE	ONLINE	HYBRID	(2) CAMPUS BLEND	8-WEEK FLEX	VIRTUAL
Instruction given in-person in the classroom	Instruction given online through LMS – Canvas	Half instruction in a face-to-face setting | ½ online	Class combined to both campuses: face-to-face | virtual	15/16-week course accelerated to 8-weeks	Class held on specific day and time zoom
91	141	28	4	18	2
32%	50%	10%	1%	7%	1%

Program Advisory Committee Breakfast | Meetings

Fifty-five (55) advisory committee members, faculty, administrators, and staff attended the annual Advisory Committee event on Friday, October 30. After opening remarks from **Dr. Nicole Roades**, the group enjoyed breakfast catered by Shoelaces Catering. **Dr. Erika Goodwin** offered the charge to the committees prior to departing for the various meetings.



Advisory Committees play an important role in SSCC's technical program work. These industry leaders advise the College on current processes, methods, technological advancements, and industry trends to improve academic quality and meet the needs of the local employment community.

Participating Advisory Committees included: Business (chaired by **Jeff Tumbleson**); Computer Science (chaired by **Brian Birkhimer**); Education (chaired by **Nicole Sheppard**); Engineering (chaired by **Jim Barnett**); Human and Social Services (co-chaired by **Patricia Beach** | **Dr. Jeff Montgomery**); and Nursing (chaired by **Dr. Abigail Storrs**).

Library

In October and its preceding weeks, the Library team took part in a number of projects and activities in support of the College community.

The SSCC Library proudly participated in Banned Books Week (October 4-10), a nationwide annual celebration within the library field. This event is dedicated to bringing awareness to challenges posed to intellectual freedom and the right to read, as well as to reiterate the role of the library in defending these essential freedoms.

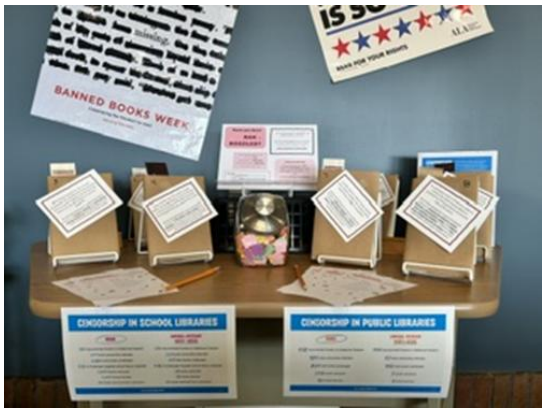
The Library hosted a number of informational displays highlighting topics such as: the top banned titles of 2025; the statistics associated with who challenges books, where challenges happen, and what sorts of trends emerge in these challenges; interviews featuring author perspectives on experiencing suppression of their works; and U.S. maps that demonstrate the shifts in *where* and *how frequently* books have been challenged over the last 10 years.



PHOTOS: Displays within the Library featuring top banned books, book challenge statistics, and the BBW26 activity.

The Library also encouraged engagement from the campus community with this event, designing and promoting a "Ban-Boozled" mystery matching activity at the Central Campus in Hillsboro. This activity challenged patrons to identify the titles of a number of banned books based on: (1) a brief plot synopsis, and (2) a list of officially documented reasons for which each book had been banned. Participants were entered into a prize drawing, and the 17 winners were awarded SSCC swag and their choice of one title from a collection of banned books.





PHOTOS: A display showcasing the Library's "Ban-Boozled" guessing activity designed as part of the celebration of Banned Books Week 2026.



PHOTOS: A collage showing student, staff, and faculty participants/winners from the Library's Banned Books Week 2026 event.

The Library team would like to extend heartfelt thanks to all of the staff, faculty, and students who visited and participated in the Banned Books Week festivities.

Members of the Library team participated in two off-site professional development opportunities. **Becca Griffith** and **Breana Fair** attended the OhioLINK Summit (9/25), which served as both a celebration of the one-year consortia-wide launch of the Ex Libris Alma/Primo platforms and as an opportunity to sit in on sessions that provided practical insights and additional training for the further refinement of these systems.

Team members, **Sonjia Muladore**, **Breana Fair**, and **Becca Griffith** also attended the Academic Library Association of Ohio (ALAO) Annual Conference in Dublin, Ohio, on Friday, October 30, 2026. The conference presented learning opportunities on such topics as: accessibility in the academic library; AI usage and attitudes on college campuses; developing and aligning the library value proposition; supporting library user well-being; and more.

Brief Updates:

- The Library collection continues to grow, featuring titles requested by faculty, including textbooks and other course reserve materials.
- Upon request, Breana Fair presented a Library Information Session to CCP students enrolled in an English Composition (ENGL 1101) course off-site at Washington Court House High School. Additionally, the team has presented on-campus sessions throughout the Fall semester.
- The Library also continues to facilitate the Rock Kit lending program for Physical Geology (PHYS 1104), currently managing the return of kits from students in course section 1, in order to have the materials ready for the students of course section 2.
- The Library team continues to have internal meetings to review and share relevant updates and insights to policy, practice, and other goings-on between the two campus locations.

Phi Theta Kappa Honor Society (PTK)

In mid-October 2026, three officers of the Alpha Omicron Eta Chapter of PTK represented SSCC at the Leadership in Action Conference held at Washington State Community College in Marietta, Ohio. The officers in attendance, **Vanesa Melendez, Zaylee Arrington**, and **Kaitlyn Young**, were accompanied by PTK Advisor **Sam Ginn**. The conference theme, "Building the Future," encouraged attendees to reflect on and evaluate their leadership skills in this constantly changing environment. The conference included keynote speeches and collaborative breakout sessions designed to build teamwork, communication, and management skills for student members and chapter officers.

Vanesa Melendez, who serves both as SSCC's Chapter President and Western Representative to the PTK Ohio Region, spoke at the conference and was part of the organizing team. Vanesa accepted her nomination to run for Regional President for the Ohio Region, and **Kaitlyn Young** accepted her nomination to replace Vanesa as Western Region Representative in 2027.

Overall, the excursion was a great opportunity for team building, networking, and fellowship.

Instructional Technology

The office of Instructional Technology continues to support the College's commitment to high-quality learning experiences through ongoing consultation and instructional design assistance for faculty across multiple disciplines for course content updates, course redesign, and accessibility.

Faculty Support

Instructional Technology staff provided extensive support to faculty and academic departments in the management and development of Canvas courses. Services provided during October included:

- Course template implementation and content migration.
- Resolution of student access and module visibility issues.

Launch of "The PD Portfolio"

This month marked the launch of The PD Portfolio, a dedicated Canvas course designed to centralize the tracking and documentation of professional development completed by distance education adjunct faculty. The portfolio provides a consistent location for maintaining professional development records and supporting ongoing documentation and reporting needs.

Course Design Professional Development

Professional development efforts also focused on strengthening online course design. The College participated in DesignPLUS training, with instructor feedback gathered to evaluate enhanced course design tools and LMS templates and to identify opportunities for broader implementation. In addition, the Instructional Technology team participated in TidyUP and UDOIT training to further strengthen support for course accessibility and remediation needs.

Simple Syllabus Administrator Training

As part of the transition of Simple Syllabus administration to the Instructional Technology team, **V. LeAnn Krosnick**, Instructional Designer, completed comprehensive Simple Syllabus Administrator Training. The training covered key administrative functions to support the team's continued transition into its new administrative role and build internal knowledge for the effective management and support of Simple Syllabus.

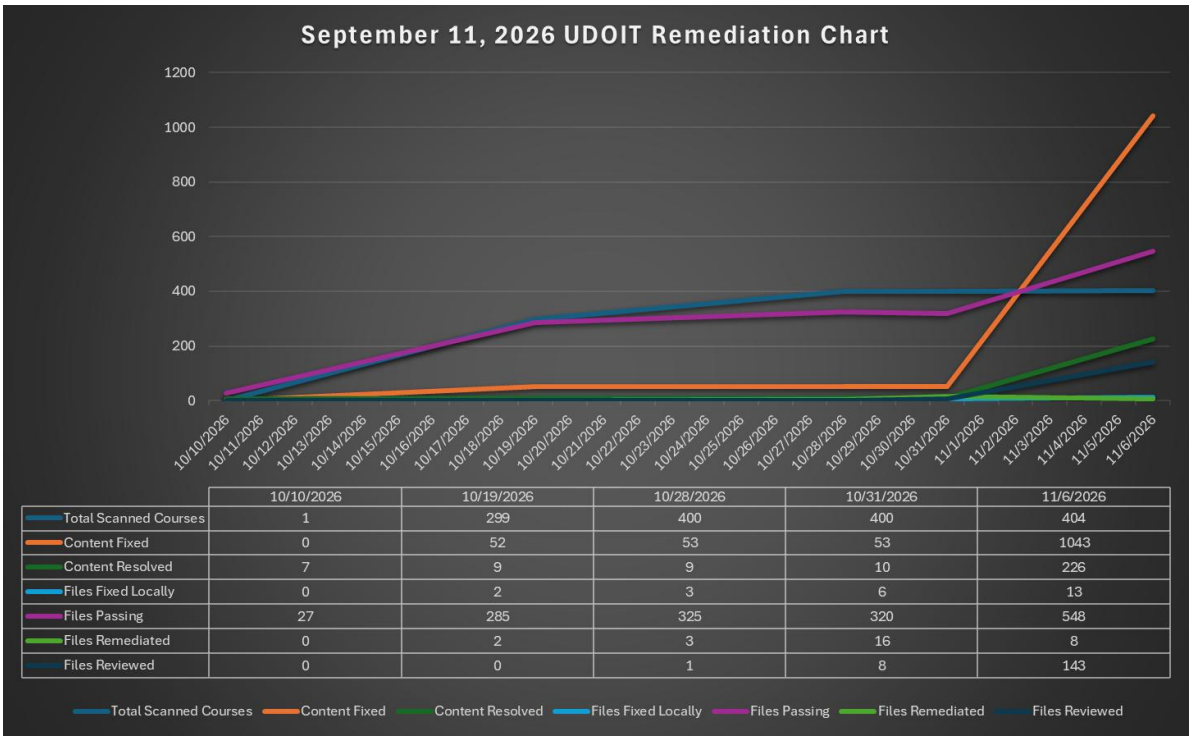
Meetings

- Instructional Technology Committee
- Instructional Design
- VP Council
- iTech Admin
- Program Review
- Curriculum Committee

- Academic / Division Coordinator
- Technology Committee
- Academic Integrity Tool Review Team
- SOCHE Faculty Development Committee
- Canvas CSM Meetings
- Instructure New & Next
- Quality Matters Executive Committee

Accessibility

Accessibility efforts are now focused on Spring 2027 Blueprint courses. The Instructional Technology team has completed the remediation of seven Blueprint courses and continues to develop and remediate an additional ten courses for Spring 2027 delivery. Across these efforts, more than 1,000 individual course content items have been remediated, demonstrating substantial progress toward improving the accessibility of online course materials.



	10/10/2026	10/19/2026	10/28/2026	10/31/2026	11/6/2026
Total Scanned Courses	1	299	400	400	404
Content Fixed	0	52	53	53	1043
Content Resolved	7	9	9	10	226
Files Fixed Locally	0	2	3	6	13
Files Passing	27	285	325	320	548
Files Remediated	0	2	3	16	8
Files Reviewed	0	0	1	8	143

Passport to Canvas: Supporting Student Readiness

To further support student readiness and success, CRDW 1100: Passport to Canvas: A Getting Started Guide has been newly revamped to help students develop the skills needed to navigate and work effectively within the Canvas Learning Management System. The course provides students with a self-directed opportunity to become familiar with the learning and build confidence using the platform before and throughout their coursework. More than 130 students have self-registered this semester.

Learning Services & Accessibility

Learning Services

The Learning Services Office remained actively engaged in supporting student success and addressing academic and basic needs barriers throughout October. Tutors recorded 60 student contacts and completed intervention for 47 students identified through the Early Alert system. To increase access to academic support, tutors hosted three "Ask a Tutor" pop-up events and continued to offer weekly virtual Study Hubs for students. In support of holistic student success, the office held its monthly Grab-and-Go Breakfast, maintained the Basic Needs Station, and provided professional clothing to four male students (thanks to donations from faculty and staff) to assist with employment and professional development opportunities. Additionally, the Learning Service Coordinator participated in planning the Veteran's Honoring the Colors Luncheon, supporting the Purple Star Lounge.

Accessibility

The Accessibility Coordinator has continued to advance student support initiatives and professional engagement across the institution, including meeting with Accessible Ohio and OOD to explore the development, access, and implementation of sensory kits for students and campus guests. Sensory kits are available to faculty for testing. One kit is currently being used. Accessibility Coordinator has attended the Completing College America Institutional Policy Summit and related policy meetings, as well as the OACC Holistic Community of Practice Conference, where one of our students spoke on the student panel. She has collaborated with faculty and academic departments to support the effective implementation of reasonable accommodations and learning objectives, to promote an inclusive learning environment while maintaining academic integrity and essential course standards. The Accessibility Office has proctored 13 accommodated exams, completed 4 interactive student intake meetings, and is engaged in the interactive process with 16 students. Forty-one students are actively enrolled with Accessibility Services and are receiving accommodations and supports. The Accessibility Coordinator is also collaborating with Clark State's Accessibility Office to strengthen knowledge and compliance practices.



Learning Coaches Jeff Wiederhold, Landon Campbell, and Luke Shelton manned a table in the lobby for an "Ask a tutor anything" event.

Brown County/Mt. Orab Campus

Celebrations and Events

- SSCC Annual Retiree's Brunch hosted 40 "family" members and friends on October 21. These faithful, former employees of the College exchanged retirement updates and family photos. The reunion reminds us of how much these friends are "family".

- SSCC Chemistry department hosted the first annual "MOLE (Avogadro's number – standard unit of measure) Day Challenge" on October 23. The Challenge was extended to our partner high schools teaching CHEM 1120 (Intro to Chem). The challenge was between individual, competing students on basic chemistry knowledge. This was an excellent pilot event for many future MOLE Day competitions. The Chemistry faculty have now challenged the Math faculty to be as creative with "Pi Day Challenge" on March 14.

- Brown LEADS for Youth Program launched its first session of the year on October 29. Southern State co-hosted this program with the Brown County Educational Service Center. Chick-fil-A Leader Academy curriculum was provided by one of the region's franchise owners. Chick-fil-A believes in empowering students to become servant leaders through project-based learning and community service. Participants (35 juniors) from the 5 county high schools will spend the 5 sessions of the academic year with SSCC. This is a great opportunity to assist with the growth of our community's future leaders.

- "Honoring the Colors" flag-raising event was an opportunity to recognize current students, alumni, and supportive community members who are active military/veterans. The Mount Orab ceremony and luncheon was on November 4, and Central Campus will host their event on November 19 through a grant by the National Veterans Leadership Foundation. This grant also allowed upgrades to the campus's flagpoles, provided new flags, and supplied larger flags to be hung in the Patriot Center. As an ODHE Purple Star recognized institution, Southern State is supportive and inclusive of military-connected students.

Fall Transfer Fair

Promoting the Ohio Transfer Promise

SSCC's Fall Transfer Fair took place on November 5 at the Mt. Orab campus, spotlighting 12 of our transfer partners. The primary objective of this Fall event was to launch AA/AS students toward their major career pathway during their first year by identifying their next steps toward

a degree. SSCC transfer partners help our students understand the advantage of completing their associate degree for maximum financial benefit. (This can equate to between $36,000 to $70,000+ in college savings, depending on the transfer institution.)

The Ohio Transfer Promise guarantees credit transfer for the statewide set of general education courses (OT36) and designated major foundation courses (TAG/CTAG). The Spring Transfer Fair on March 23 will focus on 4-yr technical partner pathways aligned with SSCC programs at the Hillsboro Campus.

Campus Safety & Security

Security and Emergency Response Coordinator, **Gary Heaton**, reports the following activity since the last report:

- completed Vulnerability Assessment for School Safety Grant
- completed Cyber Training
- attended Ohio Emergency Managers Assoc. Fall Conference
- attended State of Ohio Emergency Management Agency Fall Conference
- monitored Senior Expo Event held in the Patriot Center
- attended two B.I.T. meetings regarding student problems
- attended Ohio Safety Grant meeting
- attended two HFC Safety Council meetings
- attended Zoom Conference presented by the Holistic Student Support Institute
- monitored Southern Ohio Christian Conference Volleyball Tournament
- monitored the STEEL Conference
- monitored Election Day voting in the Patriot Center

Advising

Here are the advising numbers for October 2026:

	Larry Grooms	Michelle Callender	Paula Campagna	**Total**
New CCP	4	1	1	**6**
Returning CCP	44	6	16	**66**
New Traditional	13	11	14	**38**
Returning Traditional	39	28	55	**122**

Long-time Advisor, **Michelle Callender**, has tendered her resignation and will be leaving SSCC on November 10. We thank her for her years of service to SSCC and our students.

BSN Update

After Board approval of the BSN program at the September Board meeting, progress has been made on filing applications for ODHE and HLC approval. An HLC New Degree Screening Form was submitted in September. Following that, a Workforce Duplication Review application was submitted to ODHE. This is a new step in the application process for new technical bachelor's degrees. We are waiting on the Chancellor's response and approval to submit the full proposal. Once the Chancellor approves the initial application, it will be posted for ten business days for public comment. After that, we can simultaneously submit the full application to HLC and ODHE for review. A site visit will be scheduled, usually four months from the time of submission, with both HLC and ODHE doing the site visit together. We are anticipating a late spring site visit, assuming the Chancellor grants permission for the institution to submit a request for program approval.

Program Retrenchment

Dr. Pete Hanson presented a report to the Program Review Committee on November 6 regarding the faculty utilization study. SSEA was notified on September 4 of the annual review. Dr. Hanson shared various data on full-time faculty instructional assignments, instructional activity, student credit-hour production, examining section scheduling and cancellation patterns, and assessing utilization trends over time. Recommendations were made, and faculty have time to offer Dr. Goodwin any feedback before she submits her final report to Dr. Roades. Dr. Roades will meet with the Program Review committee on December 4 to discuss the report before rendering any final decisions and notifying affected faculty by December 11.

SB1 Complaints Log and Student Statistics Reporting

Per ORC 3345.88, state institutions of higher education are required to submit an annual Complaints Log (from students and/ or faculty) and Student Statistics Report to the Ohio Department of Higher Education (ODHE).

The report includes:

- Campus Freedom of Speech complaints
- Intellectual Diversity complaints
- Equal Opportunity and Non-Discrimination complaints

- Student academic qualifications disaggregated by race and sex. (first-time, full-time students)
- Student retention rates disaggregated by race and sex. (first-time, full-time students)

The 2026 Report has been submitted. There were no complaints for the previous year in any of the three categories.

Retirement Announcements

Ken Holliday, Professor of English and Health, Fitness and Exercise Science, has announced his retirement in December. Ken has been with the college since 1989. He started adjunct teaching/volleyball coaching in September 1989. He worked out of North Campus at the time and taught developmental English. Over the years, his position evolved, and he worked in a variety of areas including Athletics (Athletic Director), Student Activities, Admissions, and Recruitment. He became a full-time faculty member in 2001 and served as the Humanities Division Coordinator. He plans to return in the future to teaching in an adjunct faculty position. We thank Ken for 37 years of service to SSCC!

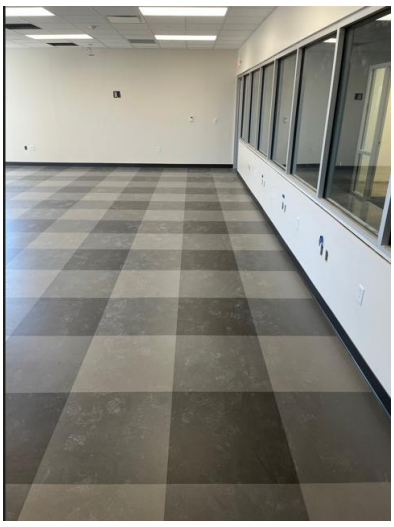
Jessica Wise, PhD, originally joined Southern State in the mid-80s working in academics, then a few years later returned to the corporate world. She began teaching as an adjunct in 2002, then came back full-time in 2006 as the Career Services Coordinator. In 2007, she was named the Fayette Campus Director. Dr. Wise served for 15 years as the Fayette Campus Director. During that time, Dr. Wise took on other responsibilities in addition to running the Campus: Interim Dean of Core Studies, Interim Director of Library, continued staffing adjuncts, was named the Dean of Instructional Operations, and, upon the retirement of a colleague, additionally took over as North Campus Director. After downsizing, Dr. Wise relocated to Central Campus as the Dean of Instructional Operations, Central Campus Director, and Interim Director of the Library. In 2023, she was also named the Interim Dean of Student Affairs. Dr. Wise currently serves as the Dean of Academic Operations, a combination of various responsibilities she has held in academics and student affairs during her tenure. She is also an adjunct faculty member in the business department. She plans to retire in March 2027. Many thanks to Dr. Wise for her many years of service to SSCC!

INFORMATION TECHNOLOGY AND INFRASTRUCTURE

Technology Innovation Center

The Technology Innovation Center is moving into the final stages of interior construction. Epoxy flooring and the main-area storefront frames and glass have been installed. Recent work has also included final painting, installation of doors and hardware, bathroom fixtures, cable trays, and electrical fixtures. Upcoming activities include completing carpet and resilient flooring, ceiling tiles, remaining storefront installation, and construction at the office entrance and Financial Aid area.

A walkthrough to identify remaining deficiencies in completed work is planned for November 16, with partial substantial completion targeted for November 20. Furniture installation is scheduled for December 14–18, although furniture for the Cyber Security Lab and the 3D printer and storage racks are already on site. Final substantial completion remains dependent on furniture installation, the custom E-Sports Lounge wall graphic, and completion of Team Fishel's data cabling work. The project team continues to coordinate these activities, process remaining change orders, and begin project closeout.







Central Campus HVAC Project

The Central Campus HVAC Modernization Project continues to advance through a phased approach. The emergency replacement of the cooling tower was completed as part of Phase 1, and work continues on replacing water-source heat pumps throughout the campus. Heat pump replacements are expected to continue into 2027.

Phase 2 will focus on replacing the boilers, heating and cooling pumps, domestic water heater, and removing abandoned equipment. The Controlling Board approved $52,535 in October for engineering and associated administrative costs, and the engineering agreement with McKim & Creed has now been executed**.** OFCC will oversee Phase 2 using a traditional Design-Bid-Build approach, with construction targeted for summer 2027, contingent upon boiler availability and procurement timelines.

The College is also planning a new building automation system to integrate the cooling tower, boilers, pumps, and heat pumps into a unified control system. Thomas Control Service has been identified as the preferred vendor and master system integrator, with procurement and funding arrangements still being finalized. State capital funds are available for the remaining work, pending the necessary Controlling Board approvals.

Campus Student Safety Grant

Southern State has been awarded $17,193 through the Ohio Department of Higher Education's Campus Student Safety Grant program to support two physical security improvements. The approved budget includes $9,456 for exterior-facing room identification numbers and $7,737 for protective security film on designated glass doors and adjacent windows. The room numbers will help emergency responders identify rooms from outside the buildings and reach the correct location more quickly. The security film will help hold shattered glass in place and delay forced entry, providing additional time for occupants and first responders. These improvements address needs identified through the College's security assessments and build on existing campus safety investments. The grant requires completion by June 30, 2027.

Customer Relationship Management (CRM) System – Element451

Southern State Community College is moving forward with the implementation of a new Customer Relationship Management (CRM) system to improve student recruitment, enrollment, and communication. Following a review of several CRM solutions, Element451 was selected as the preferred platform. The system will help streamline the student experience by centralizing prospective student information, automating communications, improving inquiry follow-up, and providing better visibility into the enrollment process. The CRM will also support coordination among Admissions, Enrollment, Communications, and other departments while reducing manual processes and improving the College's ability to track prospective students from initial inquiry through enrollment.

The anticipated implementation timeline is approximately 24 weeks, with functionality introduced in stages as configuration, integration, and testing are completed. Initial discussions and demonstrations have been conducted with key departments to build understanding of the system and gather feedback. The implementation team met several times to formally kick off the project, finalize implementation arrangements, establish project responsibilities, and coordinate the technical and operational activities necessary to prepare for system deployment. The project is now moving into the implementation phase, with continued collaboration among departments to configure the system, establish workflows, and prepare for a phased rollout.

ENROLLMENT AND WORKFORCE INNOVATION

Records, Registrar, and Admissions

The Ohio Direct Admission Portal launched on November 1, providing the opportunity for high school seniors from all across Ohio to connect with SSCC. Within the first three days of the portal's availability, our institution received 11 student matches. We are encouraged by this early response and the potential it presents for supporting prospective students in their college search process. The Admissions, Enrollment Management, and Communications teams are actively collaborating on a coordinated outreach and engagement strategy to assist these students as they explore their educational options. Our goal is to provide timely information, personalized support, and a seamless enrollment experience that helps students move from initial interest to enrollment.

Enrollment Management/Recruitment and Outreach

- The student body profile was released for the fall term. Observations include:
    - Total Fall credit hours landed approximately 2% below the same point last year.
    - College Credit Plus (CCP) credit hours are up 0.5%, despite CCP headcount being down 3.8%. The headcount decline has therefore had a smaller impact on credit hours than the headcount figure alone might suggest.
        - Factors contributing to the CCP headcount decline appear to include fewer course offerings - 68 compared with 77 last Fall—one fewer participating high school, and the loss of the English teacher at Hillsboro High School, which prevented SSCC from offering English courses within that school.
- Enrollment Management contacted students who withdrew before the term began. All but one of the students reached indicated an intention to return for Spring. The team will continue follow-up to support their re-enrollment.
- With the lock of Fall enrollment, the team is shifting its focus toward Spring enrollment and the Fall 2027 recruitment pipeline.

- On October 16, **Jim Farmer** presented "All Things Enrollment," a Data Dive for the campus community highlighting enrollment trends and recruitment opportunities.
- Work on the SSCC Recruitment Plan continues in collaboration with Julie Marlatt of Slope and Lever Consulting. That plan will be shared with the Vice President of Enrollment and Workforce Innovation once completed by the end of the calendar year.
- Community outreach included a visit to Georgetown to speak with parents of students participating in Adams/Brown Head Start, a trip to Williamsburg to work with a guidance counselor who was trying to find a replacement for UC Clermont's modification of their nursing program, a follow-up meeting with the OhioMeansJobs office in Pike County, and a meeting with the Ohio State University Extension office in Pike County. These conversations supported continued relationship building and opportunities to connect local residents with Southern State's programs.
    - Initial discussions took place regarding how SSCC can optimize participation in the JobsOhio Technician Initiative, with a focus on opportunities to connect eligible programs with employer needs and support enrollment.
- Professional development included attending the second OACC Leadership Academy session virtually on October 13 and the STEEL Conference on Southern State's campus on October 14.

CRM Implementation

- Planning continues for implementation of the College's new customer relationship management (CRM) platform.
- On September 30, **Amy McClellan, Brian Rice**, and **Jim Farmer** presented the implementation plan to campus leaders in Phase I, outlining the proposed approach and supporting campus preparation for the transition.
- The Enrollment Management team now has access to the College's CRM instance, and the initial system build is underway.

Recruitment and School Partnerships

- Fall recruitment travel began, with the Enrollment Management team visiting nearby high schools and attending college and career fairs to connect with prospective students and school partners.
- Plans were finalized for the annual Guidance Counselors' Luncheon, scheduled for Friday, December 11, from 9 a.m. to 1 p.m. at Central Campus. The event will provide an opportunity to strengthen counselor relationships and share information about SSCC programs and enrollment opportunities.

- With the direction of the Strategic Project Support Specialist, **Lisa Hord**, the Enrollment and Marketing team continues to plan the annual Counselors Luncheon**.** The luncheon will be on Friday, December 11, 2026.
- Continue to review and modify the recruitment presentations to better represent Southern State's programs, along with designing a presentation that speaks specifically to the adult audience.
- Visit information:

September Visits

Event Location	Event Type	Attendees	Grades/Ages
Clinton-Massie HS	Cafeteria Sit-In	80+	Freshman - Senior
Paint Valley HS	Class Presentation	22	Seniors
East Clinton HS	Cafeteria Sit-In	80+	Freshman - Senior
Piketon HS	Class Presentation	20	Seniors
Hillsboro HS	Cafeteria Sit-In	120+	Freshman - Senior
North Adams HS	Class Presentation	9	Seniors
Western Brown HS	Cafeteria Sit-In	150+	Freshman - Senior
Unioto HS	Cafeteria Sit-In	60+	Freshman - Senior
Portsmouth Gaseous Plant	Science Alliance	450+	Freshman - Senior
Manchester HS	Class Presentation	25	Seniors
Hillsboro Comm. Action	Class Presentation	20	Freshman - Senior
Peebles HS	Class Presentation	13	Juniors and Seniors
Brown County Fair Grounds	County Fair	25	All Ages
Wilmington HS	College Fair	200	Juniors and Seniors

October Visits

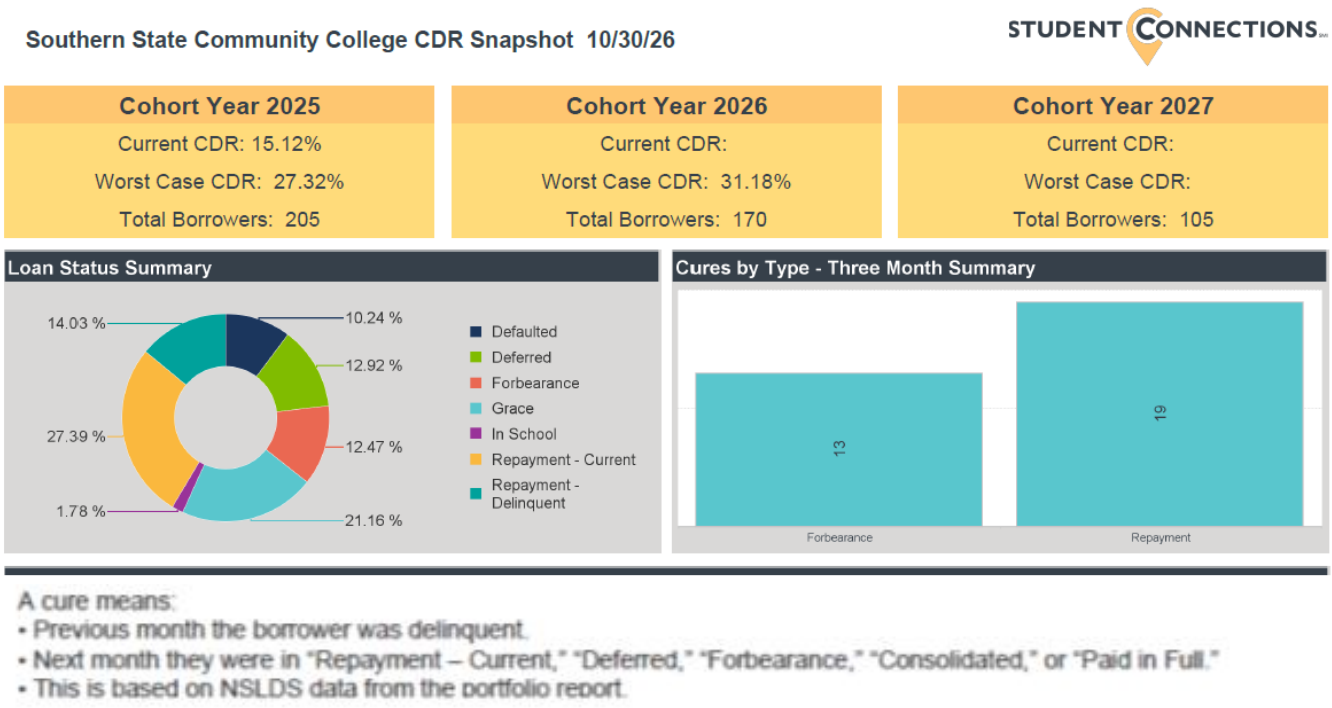
Event Location	Event Type	Attendees	Grades/Ages
Wilmington Comm. Action	Class Presentation	12	Seniors
McClain HS	Class Presentation	9	Seniors
Waverly HS	Class Presentation	100+	Junior and Seniors
Eastern Brown HS	Cafeteria Sit-in	50	Freshman - Seniors
North Adams HS	College Fair	250+	Freshman - Seniors
Miami Trace HS	Cafeteria Sit-in	150+	Freshman - Seniors
Laurel Oaks-Wilmington	Career Fair	450+	Freshman - Seniors
Pike CTC	Class Presentation	25	Junior and Seniors
Washington CH	Cafeteria Sit-in	100+	Freshman - Seniors

Financial Aid

- Fall Semester aid has been disbursed for a total of $1,834,268. The breakdown is below:
  - Pell $1,051,946
  - Direct Loans $425,546

- FSEOG $44,400
- Scholarships $185,714
- State Aid $83,853
- Outside Aid $42,809

- The 2027-2028 FAFSA application is now live. We will be sending out reminders to students letting them know that they can go ahead and apply. As always, the financial aid office will sit down with any student to help them complete this form.
- FAFSA Update: As of October 30, 2026, we have processed 1,420 FAFSAs, compared to 1,358 at this time last year, representing a 4.57% increase in FAFSA applications processed year over year.
- We did several FAFSA night workshops in October.
    - Western Brown HS
    - McClain HS
    - Hillsboro HS
    - Eastern HS
    - East Clinton HS
- SSCC official Cohort Default Rate for FY 2023 is 0.7%. Our projected Cohort Default Rate for FY 2024 is 19.23%. This jump is due to students now all in repayment after the many years of payment pause.
    - Student Connections (Default Company) has provided the following monthly snapshot for our default management program:



Testing Center

Monthly Testing Activity Log

	HILLSBORO TESTING CENTER						
	Pearson Vue	ACCUPLACER	ACT WorkKeys	Certiport	HESI	Proctored Exams	TOTAL CENTRAL
Aug-26	47	158	5	0	5	0	215
Sep-26	38	31	3	0	5	0	77
Oct-26	35	30	6	0	24	4	99
Nov-26							
Total	120	219	14	0	34	4	391

MT. ORAB TESTING CENTER							
Pearson Vue	ACCUPLACER	ACT WorkKeys	Certiport	HESI	Proctored Exams	TOTAL MO	SSCC TOTAL
18	93	0	0	0	1	112	327
22	4	0	0	1	0	27	104
34	19	0	0	9	8	70	169
74	116	0	0	10	9	209	600

Grants

ASPIRE

- The Ohio Association for Adult and Continuing Education (OAACE) Conference was held on October 22-23 in Columbus. Three of our ASPIRE team members attended the conference.
- Adult Education Week was a great success this year. **Susan Armstrong**, SSCC Aspire Director spent the afternoon on Tuesday, September 15 at the AEW events being held at Pickaway-Ross CTC. The speakers were excellent, and several proclamations from state legislators declaring this week as a time to celebrate adult education were on display.
- Performance targets of Measurable Skill Gains, Persistence, and Progress Test Rate are evaluated monthly by the state Aspire office. However, the first FY27 data pull comparing the SSCC Aspire program to the state average will not take place until October 11. The following is SSCC Aspire data comparing August and September.

Performance Target	SSCC August, 2026	SSCC September, 2026
Number of Enrolled Students	**21**	**41**
Total Attendance Hours	**574**	**1,344**
% of Students Receiving an MSG	**25%**	**29.3%**
Number of Students Attaining a Diploma	**2**	**3**

- Upon entry into an Aspire program, a student is classified into one of six Educational Functioning Levels. At the end of September, 2.4% of our students are in Level 1 (compared to 4.8% in August), 39% are in Level 2 (compared to 43% in August), 39% are in Level 3 (compared to 38% in August), and 17% are in Level 4 (compared to 10% in August). No students have entered the program at Levels 5 or 6. At these levels, students begin taking sections of the GED exam.
- Below is the data for our SSCC Aspire program. We are very proud of all of these accomplishments.

Performance Target	SSCC Aspire	State Aspire Average	Above State Average
Measurable Skill Gains	39.13%	31.15%	**+7.98%**
Persistence	43.45 hours	31.56 hours	**+11.89 hours**
Progress Test Rate	41.3%	28.24%	**+13.06%**

Choose Ohio First

Three students are part of the Choose Ohio First Cohort III, and were invited to an introduction and pizza party for the new cohort and alumni students. The COF program is a program for Computer Science students to attend tuition-free, and students are selected based on application review.

Ohio Code Scholar

- **Amy McClellan** (Vice President Enrollment and Workforce Innovation), **Dr. Joshua Montgomery** (Faculty, Computer Information Technology), and Brenda McGinnis (Ohio Code Scholar Program Coordinator) presented at the Fall Community College of Appalachian Conference and Pillissippi Community College in Tennessee on the Ohio Code Scholar program with a session titled, "Can a Program Change a Region?".
- Schools are currently getting their supplies for the 2026-2027AY project.
- College Credit Plus begins in the Spring for students/school electing to participate. A special thanks to Lauri Bolitho for her coordination and outreach to get the applications from students and schools in the system, monitoring the progress along with providing information sessions.

Workforce Development

- **Amy McClellan** attended an event at Shawnee State University sponsored by OHSoutheast to provide information on workforce development in the region. **Dr. Nicole Roades and Dr. Pete Hanson** were also in attendance.
- The water workshop fall sessions were held in September for Barnesville and North Canton Ohio. The first day in Barnesville had 34 attendees, and over the two days in North Canton we trained 114 individuals. In total for the fall, 198 were trained in the fall sessions.
- Amy McClellan attended the SSLI session on Thursday, September 17. As vice-chair of the Ohio Workforce League, she provided the audience with a brief overview of the objectives of the group over the remainder of the academic year.
- On October 29, Amy McClellan attended the AIM Hire event in Columbus to learn more about the direction of workforce development in the state.
- Amy McClellan attended the National Council for Workforce Education (NCWE) Annual Conference, where sessions focused on workforce-aligned credential pathways, employer partnerships, student support strategies, data-informed decision-making, and the growing role of artificial intelligence in workforce education. Key discussions reinforced the importance of flexible, industry-responsive programming and strong regional partnerships to meet workforce needs, and that a learner is a learner no matter who comes through the door.

Truck Driving Academy

	2025/26	2026/27
July	5	9
August	5	10
September	15	8
October	10	9
TOTAL	**35**	**36 (+1)**

Communications and Marketing

Southern State Community College			
Marketing Area	**August**	**September**	**October**
Press Release	6	5	6
Advertising / Print	10+	5	5
Email Campaigns	1	1	1
Emails Deployed	25,000	25,000	25,000
Number Opened	4,350	4,198	4,840
Percentage Opened	17.40%	16.79%	19.36%
Clicks within content	575	558	530
Percentage of total clicks	2.30%	2.23%	2.12%
Social Retargeting			
Reach	11,829	11,390	8,375
Impressions	52,188	41,675	26,722
Clicks	487	771	457
CTR (click through rate)	0.93%	1.85%	1.71%
Frequemcy	4.41%	3.66%	3.19%
Geofencing			
Impressions/ads Deployed	11,240	65,882	47,017
Clicks	53	333	245
CTR (click through rate)	*0.47%*	*0.51%*	*0.52%*
Top 2 locations of activity	Wilmington, West Union	WCH, Georgetown	WCH, Georgetown
Audience Management			
Impressions/ads Deployed	84,429	87,016	71,665
Clicks	175	201	142
CTR (click through rate)	0.20%	0.23%	0.20%

Truck Driving Academy			
Marketing Area	August	**September**	**October**
Email Campaigns			
Emails Deployed	25,000	25,000	25,000
Number opened	4,558	4,765	4,900
Percentage Opened	19.23%	19.06%	19.60%
Clicks within content	565	582	568
Percentage of open and clicked	2.26%	2.33%	2.27%
Audience Management			
Impressions/ads Deployed	67,302	50,635	65,229
Clicks	201	94	96
CTR (click through rate)	0.30%	0.19%	0.15%
Social Retargeting			
Reach	8,705	14,389	7,290
Impressions	66,145	130,585	74,172
Clicks	370	532	354
CTR (click through rate)	0.56%	0.41%	0.48%
Frequency	7.6	9.08	10.17

Communications Department

Recent Southern State Appearances - Communications Activities and Involvement

Since the last report, Southern State has appeared in the following media outlets:

- **Press Releases**
  - Southern State to Host Healthcare Simulation Open House
  - Apply Now for Southern State's Practical Nursing Program — Applications Due Oct. 31
  - Arrington Named 2026 Coca-Cola Leaders of Promise Scholar
  - SSCC Board of Trustees to meet September 24

- Southern State Celebrates Manufacturing Month and Connects Students with In-Demand Careers
- Southern State's Online Scholarship Portal Is Open – Apply Today!
- Southern State to Host Healthcare Career Connections Job Fair
- UC Area Health Education Center Invests in Southern State Nursing Students
- SSCC Awards Dylan Philip Wilson and Nathan Paeltz Memorial Scholarship to Addison Moran
- Southern State's Next Semester begins January 11, 2027
- Southern State Community College announces three students in the Choose Ohio First Initiative

- **Advertising/Print/Direct Mail**:
  - October e-blast promoting Spring Semester Registration with a call-out to Business Pathway – first push for spring enrollment
  - October e-blast promoting 2027 start dates for the TDA program
  - Peebles HS yearbook ad
  - Fairfield Local HS winter sports program ad
  - West Union HS TV ads
  - October Employee e-Newsletter
  - Adena HS yearbook ad
  - Direct mail campaign – mailed 232 postcards to students with a declared business management and REST major who have attended over the past 5 years and has not graduated. Excluding CCP students.
  - Career and Education Guide ad
  - Eastern HS yearbook ad
  - Hitting the Books Fox 19 TV segments (Business, Education, HSSR, TDA, Transfer AA/AS)
  - Veterans Day signature ads

- **Social Media**
  - Daily posts made across multiple platforms
  - **August:** Facebook audience up 73% over the last 28 days from the previous month with women being the largest following
  - **September:**
    - **Current Nursing ads:**
    - **CNA Post (completed)**
      - Impressions: 18,437
      - Reach: 6,646
      - Link Clinks: 133 (CNA information page)
    - **LPN Post (completed)**
      - Impressions: 13,928
      - Reach: 3,948

        - Link Clicks: 100 (LPN information page)
    - **Reminder LPN Post (still active)**
        - Impressions: 5,954
        - Reach: 2,857
        - Link Clicks: 206 (LPN information page)
- September Posts:
    - Physics I class photos from lab exercise
    - Labor Day – SSCC Closed
    - Practical Nursing Applications still open
    - SSCC Bookstore 20% off sale
    - Healthcare Simulation Open House
    - 9/11 Never Forget
    - Celebrating Healthcare Simulation Week
    - Video: What our Nursing Students are looking forward to most about SIM
    - Celebrating Constitution Day
- **Instagram:**
    - September Views: 4,061
        - 27.9% - Followers
        - 72.1% - Non-Followers
    - September Followers:
        - 355 (+0.9%)

- **October:**
    - **Facebook:**
        - Views: 51,071
    - Facebook Posts:
        - Connect to Your Future: Spring Registration
            - Views: 18,864
        - Greenfield McClain High School Support Video
            - Views: 8,179
        - CNA Applications Open
            - Views: 1,314
        - Scholarship Portal Open
            - Views: 1,306
    - **LinkedIn:**
        - Impressions: 1,207
    - LinkedIn Posts:
        - SSCC Next Semester Beings January 11, 2027
        - UC Area Health Education Center Invests in Southern State Nursing Students
- **Other Projects:**
    - Counselors Luncheon
        - Save-the-date design
        - Formal invite design

        - Agenda design
    - High School Chemistry Challenge
        - Awards design
        - Certificate design
    - FOX-19 Hitting the Books segment
    - Advisory Committee Breakfast
        - Table agenda design
        - Save-the-date design
        - Formal invite design
- **Events/Publications**
    - 2027 Spring/Summer Registration Guides

BUSINESS AND FINANCE | HUMAN RESOURCES

New Hires

In the Business Office, **Deb Pettyjohn** retired as Accounting Manager after 33 years of dedicated service. **Jeanna Morgan** transitioned into the role of General Accounting Specialist, and **Sheila O'Cull** transitioned into the role of Accounting Specialist.

Jessica Leaverton joined the Records Office as an Enrollment and Financial Aid Support Specialist, and **Brody Rice** joined the Facilities Department as a Landscaping and Maintenance Technician.

Keyara Toller has been hired as a Nursing Instructor who will begin in the Spring Semester.

FOR IMMEDIATE RELEASE
October 30, 2026

Contact:
Richard Curtis, 513-205-5857, richard.curtis@cincinnatistate.edu

Three regional colleges awarded $4 million grant to help students return and complete college

Three regional colleges have been awarded a five-year, $4 million federal grant to address one of the most pressing national challenges in higher education — helping students who have "stopped out" of college return and complete a credential.

Led by Cincinnati State Technical and Community College, the partnership includes Wilmington College and Southern State Community College.

The project is supported by the 2026 Strengthening Institutions Program, administered by the U.S. Department of Labor on behalf of the U.S. Department of Education.

More than 37 million working-age Americans have attended college but earned no credential, according to the National Student Clearinghouse Research Center's *2025 Some College, No Credential Report*. While more than 1 million returned to college in the 2023-24 academic year, they represented less than 3% of that population.

"Students who leave college before finishing have already invested time, money and hope in their education," said Cincinnati State President Robbin Hoopes. "By working together to help them finish, we can open doors for those students and strengthen the workforce our region depends on."

The partnership spans urban and rural communities and public and private higher education. Cincinnati State is a large urban public community college, Wilmington is a private liberal arts college, and Southern State is a rural public community college. Their different missions and student populations will allow the partners to examine which approaches work across institutions and which need to be adapted to students' circumstances.

The project builds on CState Complete, a Cincinnati State initiative developed through an earlier Strengthening Institutions Program grant. It combines personal outreach, peer connections and coordinated assistance to help former students overcome barriers to returning. From fall 2024 through fall 2025, CState Complete helped 988 students return to Cincinnati State. During that period, 98 participating students graduated, earning 104 credentials.

"CState Complete has shown us the difference a personal connection can make in helping a student return," said Geoffrey Woolf, project director and Cincinnati State vice president for the student experience. "This partnership gives us the opportunity to build on that experience, test new ideas and learn what works for students in different college settings."

Using lessons from CState Complete, Wilmington and Southern State will develop their own approaches. Wilmington plans to explore faculty connections as a way to reconnect with former students, while Southern State will adapt outreach and support to the needs of rural learners.

Wilmington College President Corey Cockerill noted that the project builds on a history of successful partnerships among the three colleges.

“A pause in college does not have to mean the end of that journey,” Cockerill said. “Our goal is to help students navigate their return and move toward successful degree completion.”

Southern State Community College President Nicole Roades emphasized that helping stopped-out students return and finish requires collaboration, innovation and a shared commitment to student success.

“Many left college because life presented obstacles, not because they lacked the ability or desire to succeed,” Roades said. “Through this project, we have an opportunity to welcome those students back, provide the support they need, and celebrate their accomplishments as they complete the credentials they set out to earn.”

Throughout the five-year project, the colleges will work as a collaborative learning community, testing and refining approaches and measuring their effects on re-enrollment, retention and credential completion.

The partners will share their findings and practical guidance with other colleges to help more students complete an education they began.

ABOUT CINCINNATI STATE — Cincinnati State (www.cincinnatistate.edu) offers more than 170 bachelor, associate and certificate programs, a nationally recognized cooperative learning program, and custom training through its Workforce Development Center. Students benefit from small classes, high quality instruction, flexible scheduling and affordable tuition.

ABOUT WILMINGTON COLLEGE — Wilmington College believes that purpose isn’t something to be postponed — it’s something to be pursued with passion and urgency. The College thrives on empowering students, strengthening our community and redefining the future of education. Founded by Quakers in 1870, the College enrolls approximately 1,150 students, including those on its main campus, online and at several branch campus programs**.** Also, WC has graduate programs in Occupational Therapy, Organizational Leadership and Agriculture. WC students compete in 24 NCAA D-III varsity sports and field an equestrian team, while also participating in more than 50 student organizations.

ABOUT SOUTHERN STATE — Delivering on its mission to provide an affordable, accessible, high-quality education, Southern State offers associate degree programs, certificate programs, bachelor’s degree completion through on-site partnership agreements, adult basic literacy courses, GED (ASPIRE), and workforce training programs. With two locations – the Brown County location in Mt. Orab and the Central Campus in Hillsboro -- Southern State provides close-to-home convenience and a supportive community experience. The College also offers courses in aviation maintenance, airframe, and powerplant at Laurel Oaks in Wilmington – Clinton County.

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SOUTHERN STATE COMMUNITY COLLEGE

SOUTHERN STATE COMMUNITY COLLEGE
STUDENT BODY PROFILE - 7 YEAR COMPARISON
AUTUMN TERM

HEADCOUNT	2026	2025	2024	2023	2022	2021	2020
TOTAL	2144	2247	2230	2003	1952	1933	2018
- FEMALE	1451	1523	1491	1367	1316	1335	1386
- MALE	687	712	736	633	636	598	632
- UNREPORTED	6	12	3	3			
FULL-TIME	398	453	489	482	436	474	565
- FEMALE FT	264	291	307	334	294	323	394
- MALE FT	132	162	182	148	142	151	171
- UNREPORTED FT	2	0	0	0			
PART-TIME	1746	1794	1741	1521	1516	1459	1453
- FEMALE PT	1187	1232	1184	1033	1022	1012	992
- MALE PT	555	550	554	485	494	447	461
- UNREPORTED PT	4	12	3	3			
AGE							
MEAN	19	19	20	20	20	21	21
MEDIAN	17	17	17	17	17	18	18
<=16	815	821	757	681	625	370	272
17-20	894	948	971	868	849	1043	1128
21-24	130	146	160	143	180	179	224
25-28	97	114	99	91	91	96	105
29-32	66	67	66	69	71	77	85
33-36	56	56	45	41	31	43	61
37-40	30	33	39	33	27	38	53
41-50	38	43	69	51	53	54	62
51-60	13	14	18	22	23	28	25
61+	5	5	6	4	2	5	3
COUNTY							
ADAMS	289	309	255	269	245	247	272
BROWN	435	428	399	394	420	375	374
CLERMONT	186	164	168	103	116	115	152
CLINTON	250	251	263	260	245	250	298
FAYETTE	232	248	245	229	239	288	285
HIGHLAND	541	555	530	496	469	443	447
OTHER	211	292	370	253	218	215	190
- OTHER OHIO COUNTIES	203	285	359	247			
- OUT OF STATE	8	7	11	6			
RANK							
FRESHMEN	1682	1770	1740	1526	1489	1430	1462
SOPHOMORE	462	477	490	477	463	507	556
MAJORS							
GEN MAJOR	1716	1787	1765	1582	1528	1521	1567
TECH MAJOR	428	460	465	421	424	412	451

DEGREES AWARDED (7/1-6/30)	25-26	24-25	23-24	22-23	21-22	20-21	19-20
AA	71	72	72	76	63	70	68
AS	82	46	63	41	52	60	67
AAB	35	27	32	26	17	30	28

AAS	114	73	72	72	79	78	120
ATS	0	1	1	0	2	1	2
CERTIFICATES	61	47	44	17	32	18	29
<ONE YEAR CERT	71	48	44	40	71	47	43
ETHNIC							
BLACK	28	33	38	31	29	19	31
AM IND/AL NAT	7	4	3	3	2	1	5
HISPANIC	51	44	44	35	43	36	35
CAUCASIAN	1893	1995	2017	1821	1769	1773	1857
ASIAN/PAC ISL	10	12	7	6	14	17	11
NATIVE HAW/PAC ISL	3	5	4	1	1	3	2
NON-RES ALIEN	0	0	0	0	0	0	0
TWO OR MORE RACES	83	92	84	73	64	56	45
UNKNOWN	69	62	33	33	30	28	32
ENROLLMENT STATUS							
FIRST-TIME	749	903	907	769	833	745	638
- FIRST-TIME UG	130	157	134	147	219	152	162
- FIRST-TIME CCP	619	746	773	622	614	593	476
CONTINUING/RETURNING	1357	1294	1266	1170	1048	1148	1320
- CONT/RET UG	513	523	578	547	464	601	672
- CONT/RET CCP	844	771	688	623	584	547	648
TRANSFERS	38	50	57	64	71	40	60
ADMISSION APPLICATIONS							
APPS APPROVED	1403	1399	1271	1179	1490	1206	1181
APPS NOT ENROLLED	691	588	487	504	720	801	623
% APPS NOT ENROLLED	49.3	42.0	38.3	42.7	48.3	66.4	52.7
PELL STATUS (Data available for past Fall terms only)							
FULL-TIME DEGREE-SEEKING		296	299	308	290	309	368
FULL-TIME PELL RECIPIENTS		186	180	185	164	180	210
% FT RECEIVING PELL		62.8	60.2	60.1	56.6	58.3	57.1
PART-TIME DEGREE-SEEKING		409	462	443	458	486	531
PART-TIME PELL RECIPIENTS		239	250	230	237	262	257
% PT RECEIVING PELL		58.4	54.1	51.9	51.7	53.9	48.4

Equal Opportunity and Non-Discrimination Report - Student Statistics - Undergraduate
ORC 3345.88 (E)(2)

Race/Ethnicity	Sex (Male/ or Female)	Number Accepted	Number Matriculated	Median GPA	Median ACT	Median SAT	Retention Rate
Hispanic/Latino	Female	6	3	3.01	21 (33%)	---	0%
Hispanic/Latino	Male	5	2	2.10	---	---	---
American Indian or Alaska Native	Female	2	0	---	---	---	---
American Indian or Alaska Native	Male	1	1	---	---	---	---
Asian	Female	0	0	---	---	---	---
Asian	Male	0	0	---	---	---	0%
Black or African American	Female	17	3	2.61	12.5 (67%)	---	100%
Black or African American	Male	9	4	3.04	20 (75%)	---	100%
Native Hawaiian or Other Pacific Islander	Female	0	0	---	---	---	100%
Native Hawaiian or Other Pacific Islander	Male	0	0	---	---	---	100%
Race and Ethnicity Unknown	Unknown	1	0	---	---	---	---
Race and Ethnicity Unknown	Female	0	0	---	---	---	0%
Race and Ethnicity Unknown	Male	3	2	2.78	16 (50%)	---	---
White	Unknown	1	0	---	---	---	---
White	Female	274	49	3.04	15 (47%)	---	54%
White	Male	102	24	2.88	17 (29%)	---	61%
Two or more races	Female	12	3	3.19	17 (33%)	---	50%
Two or more races	Male	10	2	3.14	12 (50%)	---	---

Add more rows, as needed.

Definitions for Academic Statistics (ORC 3345.88 (E)(2))

Central Campus HVAC Modernization

Executive project review | October 2026

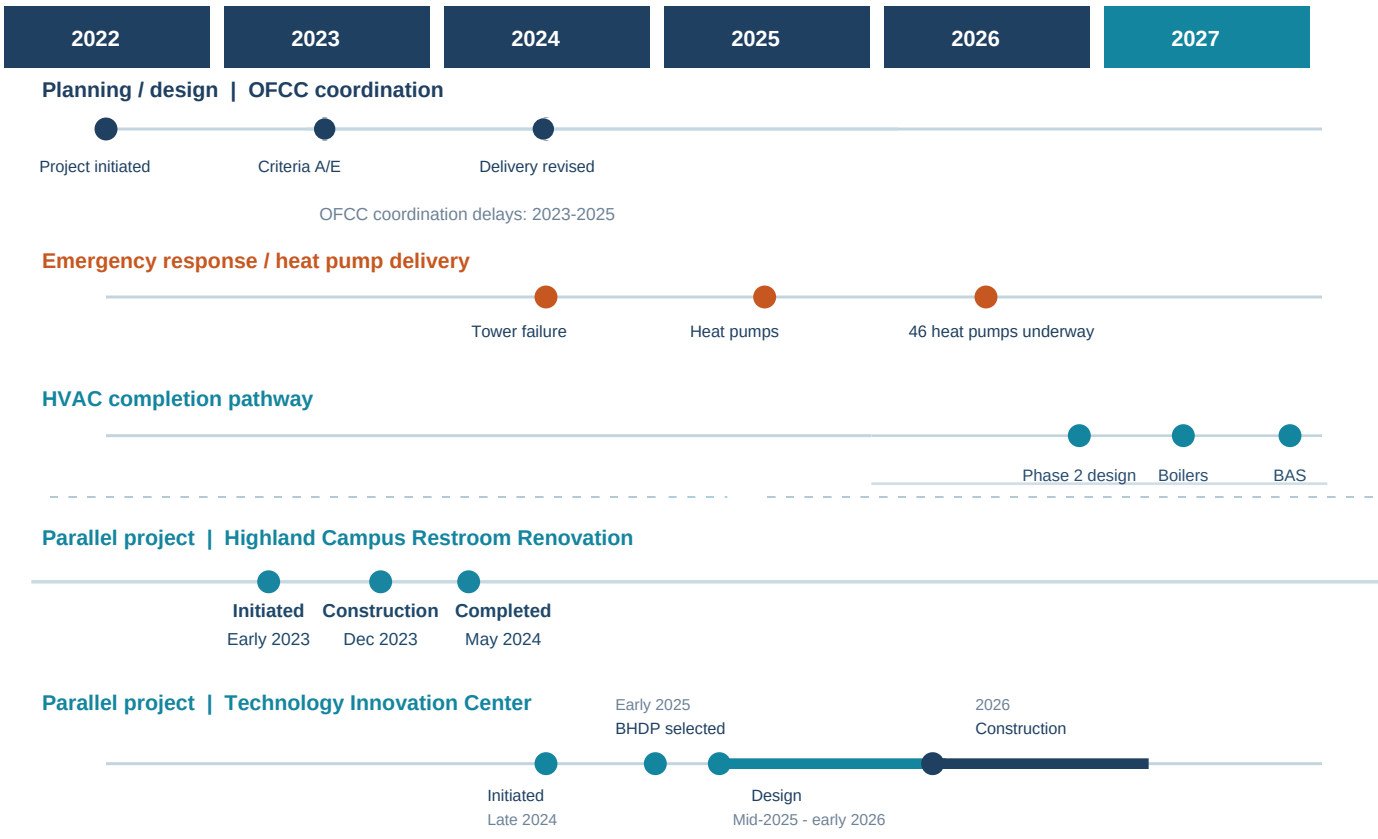
Executive overview

Southern State began planning a coordinated modernization of the Central Campus HVAC system in 2022. The original Design-Build approach evolved as project coordination challenges and an unexpected cooling tower failure required changes in priorities. A temporary complete loss of cooling prompted emergency replacement of the tower. Heat pump replacement is now underway, with work extending into 2027. Phase 2 will address boilers, pumps and the water heater under OFCC oversight using Design-Bid-Build. A new building automation system will integrate the completed equipment; its procurement is being planned.

Project at a glance

Cooling tower	**COMPLETED**
46 water-source heat pumps	**IN PROGRESS THROUGH 2027**
Boilers, pumps and water heater	**TARGET: SUMMER 2027**
New campus-wide BAS	**PLANNING / INTEGRATION**

Major milestones | 2022-2027



How the project evolved

2022-2023 | Original vision and consultant selection

The initial project contemplated a coordinated modernization of major HVAC infrastructure, including the cooling tower, boilers, controls and numerous water-source heat pumps. A Criteria Architect/Engineer selection process began in late 2022; Heapy Engineering was selected and the related $47,500 authorization was approved in August 2023. The College initially pursued a Design-Build delivery approach.

2024 | Emergency cooling tower failure and reprioritization

While the original Design-Build process was still being worked through, the existing cooling tower failed. The failure caused a complete but brief loss of cooling at Central Campus. Restoring cooling became an immediate operational priority, requiring emergency sourcing and replacement outside the intended sequence of the broader modernization. A $190,510 cooling tower procurement was approved in August 2024, and the replacement was completed at approximately that cost.

The emergency shifted attention and resources away from the original delivery path. The College subsequently reassessed how best to advance the remaining equipment replacements. The original Design-Build procurement received a separate approval in December 2024, but the overall implementation strategy continued to evolve.

2025 | Revised execution and heat pump replacements

As equipment failures and implementation constraints accumulated, Southern State moved toward direct management of the water-source heat pump replacements. A December 2025 Controlling Board action re-established $802,754.87 in purchasing authority for previously released but unencumbered funds; this was not a new appropriation. Square 1 provided a December 2025 proposal totaling $708,443 for 46 heat pumps, including equipment and installation labor.

The College proceeded with this work. Installation remains underway and will extend into 2027. Building automation programming and integration were excluded from that heat pump proposal and will be addressed in coordination with later phases.

2026 | Heating plant design and a clearer path forward

The remaining heating plant work was organized as Phase 2, covering replacement of boilers, heating and cooling pumps, a domestic water heater, and removal of abandoned equipment. OFCC will manage this work under a traditional Design-Bid-Build model, with McKim & Creed identified as engineering consultant. On October 19, 2026, the Controlling Board approved $52,535 for design and related fees. The McKim & Creed engineering agreement has since been executed.

2027 | Planned construction and integration

The target is to install the replacement boilers and complete the major Phase 2 construction during summer 2027, provided the boilers can be obtained on time. Separate early boiler procurement remains an option, but no decision has been made. The new building automation system will ultimately integrate the cooling tower, boilers, pumps and heat pumps. Thomas Control Service is the preferred vendor and intended master system integrator; its procurement and funding structure remain to be finalized.

Understanding the extended timeline

The extended duration is best understood as the combined effect of several developments rather than a single delay. The following factors altered the project sequence, delivery structure or timing.

Factor	Effect on the project
Initial delivery strategy evolved	The original Design-Build approach was revised as the scope and implementation needs changed.
Critical cooling tower failure	An unplanned, campus-wide cooling interruption required immediate emergency procurement and installation.
Other aging equipment needs	Heat pump failures created additional replacement priorities before the entire modernization could be completed.
Changes in oversight and scope	The College directly advanced heat pump replacements; OFCC will manage the more extensive Phase 2 heating plant work.
Multiple approvals and procurements	Separate authorizations, consultant selection, equipment sourcing and construction contracting extended the overall sequence.
System integration dependencies	A new BAS must coordinate equipment delivered under separate workstreams and may continue after major mechanical construction.
Concurrent capital projects	Highland Campus restroom renovation, Technology Innovation Center, and security improvements (new doors, camera systems, and access control) required overlapping attention and coordination.

Project delivery: then and now

Workstream	Approach / lead	Position
Original modernization	Design-Build model	Revised during implementation
Cooling tower	Emergency replacement	Completed
Water-source heat pumps	College-managed / Square 1	46 units; installation ongoing
Heating plant / Phase 2	OFCC-managed Design-Bid-Build	Design funded; construction planned
Building automation	Preferred MSI: Thomas Control Service	Procurement and integration approach open

Executive interpretation

The modernization has not remained static while the schedule lengthened. Major equipment was replaced, a substantial heat pump installation program was initiated, and the final heating plant work was reorganized into a defined engineering and construction phase. The principal management challenge ahead is coordinating these separate investments into one reliable, integrated HVAC system.

Concurrent institutional project demands

The Highland Campus restroom renovation (2023-2024), Technology Innovation Center (initiated in 2024), and campus security improvements - including new doors, cameras, and access control - required overlapping institutional attention and coordination. These efforts provide context for the HVAC timeline; they were not the sole causes of its delays.

Next steps and executive outlook

Remaining decisions and milestones | October 2026 onward

Engineering agreement executed

McKim & Creed agreement executed; Phase 2 design coordination is underway.

Complete Phase 2 design and bidding

Validate scope, construction estimate, specifications and the procurement schedule.

Protect the summer 2027 construction window

Confirm boiler availability; consider separate early procurement if needed.

Release construction funds

Obtain Controlling Board release of appropriated capital funding.

Continue heat pump replacements

Coordinate the 46-unit installation program with heating plant work into 2027.

Finalize BAS integration approach

Determine contracting, funding and integration responsibilities for Thomas Control Service.

Management outlook

With the McKim & Creed engineering agreement executed, the immediate objective is to advance Phase 2 design and bidding while continuing heat pump installations and protecting the summer 2027 construction window. The longer-term objective is a unified building automation system linking the new equipment. State capital funding has been appropriated; additional Controlling Board releases and procurement decisions remain necessary.

rd requests; contractor and engineering proposals; 2026 Phase 2 scope documents; and management clarifications provided for this review.