

President's Report to the **BOARD OF TRUSTEES**



SOUTHERN STATE
COMMUNITY COLLEGE

SEPTEMBER 2026 | DR. NICOLE ROADES, PRESIDENT

Ohio Department of Higher Education Efficiency Report

As an annual compliance measure with Ohio Revised Code Sections 3333.95, 3333.951, and 3345.59, Ohio's public colleges and universities must submit an annual Efficiency Report to the Ohio Department of Higher Education. The report documents institutional efforts to improve affordability, enhance operational effectiveness, strengthen academic quality, and maximize value for students and taxpayers.

The 2026 report highlights Southern State Community College's continued commitment to efficiency through strategic resource management, academic innovation, and data-informed decision-making. Key accomplishments include operational savings and ongoing focus on facility optimization and strategic space utilization. Recent renovations have expanded instructional capacity in technology-focused learning spaces, while existing facilities have been repurposed to support non-credit workforce training and Aspire programming throughout the region.

Student affordability remains a key emphasis. Through the expanded use of Inclusive Access materials and Open Educational Resources, Southern State continues to reduce textbook costs for students. During the 2025-2026 academic year, students collectively saved more than \$302,000 through Inclusive Access initiatives alone.

Southern State also continues to demonstrate leadership in academic program efficiency through its recognized Program Vitality process. The College's comprehensive review model evaluates academic programs based on enrollment, completion, academic quality, workforce demand, and financial sustainability. This disciplined approach ensures that academic offerings remain aligned with regional workforce needs while supporting long-term institutional sustainability.

Early Enrollment Report Reflects Growth in Technical Programs and Decline in CCP and Overall Credit Hours

Fall enrollment is currently tracking slightly below expectations, with enrollment trending approximately 2% below the budgeted assumption of a 2% increase. While overall enrollment has not met our projected target, we are encouraged by continued growth across the majority of our technical and workforce-focused programs, reflecting strong student demand and alignment with regional workforce needs. Conversely, we have experienced an unexpected decline in College Credit Plus (CCP) enrollment, which has impacted our overall enrollment performance.

Although this trend presents a challenge, several initiatives within our 2026-2030 Strategic Plan are designed to strengthen enrollment and position the College for long-term growth. These efforts include expanding workforce and career-technical pathways, enhancing student recruitment and outreach strategies, deepening partnerships with K-12 school districts, improving student persistence and completion rates, and leveraging data-informed enrollment management practices. Particular attention will be given to understanding the factors contributing to the CCP decline and identifying opportunities to strengthen relationships with our secondary school partners.

At this time, we do not anticipate making budget adjustments. Instead, we will continue to manage expenditures conservatively and closely monitor enrollment and revenue trends throughout the year to keep the budget as close to plan as possible while maintaining our commitment to student success, operational excellence, and the strategic priorities.

Chancellor's Trustee Challenge and Financial Sustainability Metrics

Earlier this month, the Chancellor hosted the annual Trustee Conference, where he expanded on the "Trustee Challenge" introduced in August. The challenge encouraged governing boards across Ohio's public colleges and universities to focus on a common set of financial sustainability indicators, including net income ratio, expendable net assets per full-time equivalent (FTE), days cash on hand, plant costs as a percentage of operating expenses, and net assets per FTE. Collectively, these measures provide a meaningful snapshot of an institution's long-term financial health, operational efficiency, and capacity to withstand future economic challenges.

In preparation for the conference, Dr. Hinshaw quickly assembled a comprehensive analysis of these metrics for Southern State, providing both institution-specific results and comparative information from across Ohio's community college sector. His work provided valuable context for understanding our relative position within the state and helped ensure that Southern State was well prepared to engage in the broader statewide discussion. Dr. Hinshaw's analysis and supporting narrative are included in your packet, and I extend my sincere appreciation for his prompt and thoughtful work.

Just prior to the conference, the Chancellor released statewide quintile rankings for Ohio's public colleges and universities. Consistent with Dr. Hinshaw's independent analysis, Southern State's overall performance appears to fall near the boundary between the second and third quintiles statewide. While several indicators reflect the College's historically strong financial stewardship, the data also reinforces what we have already identified through our own planning processes: our greatest opportunities for improvement lie in strengthening operating performance, increasing margins, and generating sustainable revenue growth.

Importantly, these findings were not unexpected. In fact, many of the priorities embedded within our current Strategic Plan directly address these areas through enrollment growth, expansion of workforce and non-credit programming, optimization of the academic portfolio, enhanced operational efficiency, and improved resource alignment. The Chancellor's analysis therefore serves not as a new direction, but as external validation that our strategic priorities are appropriately aligned with the financial indicators increasingly used to assess institutional resiliency and performance.

Moving forward, we will incorporate these measures into our annual financial review process following completion of the audit. In addition, as strategic initiatives are implemented and outcomes realized, we will periodically report these indicators to the Board as part of our broader strategic plan updates. Doing so will allow us to monitor progress, evaluate the effectiveness of our initiatives, and maintain clear visibility into the long-term financial sustainability of the institution.

President's Activities and Involvement

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

- Bi-Weekly Meetings with the Vice President of Academic and Student Affairs
- Weekly Meetings with the Vice President of Enrollment and Workforce Innovation
- Opening Week Trainings, All-College Meeting, Employee Celebration and Recognition

Luncheon and Wellness Fair

- Deep Data Dive | Funding Our Future: 2026–2027 Budget Priorities and SSI Projections
- Introductory Meeting with Clark State College President
- Highland County Chamber of Commerce | Board Meeting
- Meeting with Franklin University Representatives
- President's Council Meetings
- New Faculty Orientation
- Program Review Committee | RN to BSN Proposal Presentation
- OACC FY 2025 Audit Exit Conference
- Photo Opportunity with Coca-Cola Leaders of Promise Student Recipient
- 2026 Trustees Conference | Ohio Department of Higher Education
- AACC's Advocates in Action Briefing/Legislative Update Webinar
- Highland County Business Advisory Council (BAC) Meeting
- JobsOhio OhioSE Prosperity Forum | Shawnee State University
- OACC Presidents' Meeting | Columbus, OH
- OACC's 2026 Fall Student Success Leadership Institute

ACADEMIC AND STUDENT AFFAIRS

Opening Week of Fall Semester

Faculty and staff had a great opening week in August. Opening week is actually the week before classes start and kick off with an All-College Employee Meeting followed by a campus luncheon. Several meetings and professional development sessions were held as well. Special external guest speakers this year included:

- *Erin French, Partner, Vorys, Cincinnati – Title IX training*
- *Woody Goffinett Premier Health & Clinical Instructor, Wright State University – Campus Safety Training*
- *Amy Bradford, Vocational Rehabilitation Counselor, Opportunities for Ohioans with Disabilities*
- *Zach Deppen, Investment Advisor Representative, Voya, Miamisburg – Retirement Planning*

Plans are already underway for the Spring Opening Week, which will kick off January 6, 2027.

Brown County Campus Opening Activities

The academic year started strong at the Mt. Orab location with a fuller parking lot most days of the week and several classes that added more tables and chairs to accommodate their maximum-limit classes. Other face-to-face classes still battle with online options for student participation. Hybrid options seem to be bringing together the best of both experiences.

During the first week, students and employees were greeted at the door with a full-option coffee bar and a spread of on-the-go breakfast items. Different campus resources and student groups have offered activities and resources to help student engagement. For a fourth-week pick-me-up, ice cream bars and popcorn enticed students to stop by the community center for indoor “games” and lunch/learn opportunities.

Brown County Campus Community Activities

This SSCC campus hosted two major community group trainings in late August. The week before the semester started, Brown County Prosecutors conducted a legal training day for 60 + local law enforcement, counselors, and community advocates for victims of Human Trafficking. The Brown County Business Advisory Council for the Education Service Center attracted over 40 business and education partners to discuss collaborations for boosting employment and the local economy.

Central Campus Opening Activities

Central Campus students and employees were welcomed back the first two days of classes with free drinks by two local coffee trucks – The Drip and The Coffee Can. A variety of breakfast and snacks could be found in the lobby to welcome students as well.

Faculty Retrenchment Notice

Faculty were notified of a retrenchment review that will take place during Fall 2026. This follows the SB 1 Retrenchment Policy in the SSCC Policy and Procedure manual. This review will be primarily to assess underutilized faculty. The final report may include recommendations for proposed reduction of faculty in areas of continuously low-enrolled courses. The report will be presented to the Program Review Committee during the November 6 meeting. Any disputes in the data collected can be directed to the Chief Academic Officer by November 11. Any rebuttals will be included in the final report submitted to the President on November 13. Individual faculty affected by the reduction will be notified by December 11 that their contract will be terminated at the conclusion of their 2026-2027 contract.

Nursing

Dr. Abby Storrs, Director of Nursing

Exam	V1 Score	V2 Score	Highest Score	National Avg
PN Fundamentals	918	***	984	837
ADN Maternity	852	860	906	830

HESI examination performance continues to demonstrate the strength of the nursing curriculum and student preparation. Associate Degree and Practical nursing students exceeded national averages across all reported assessments.

The Nursing Department hosted a *“Professionalism in Practice”* event for 54 fourth-semester nursing students. The event focused on professional nursing standards, essential elements of the profession, workplace expectations, and preparation for the transition from student nurse to professional practice. The event was made possible through the Jo Anne and Glenn Jacobson Memorial Fund through the Southern State Foundation.

Advising

Dr. Pete Hanson, Dean of Academic Affairs

Advising numbers for August.

Student Population	Paula Campagna	Larry Grooms	Michelle Callender
New CCP	37	67	34
Returning CCP	52	97	41
New Traditional	35	40	29
Returning	122	53	103
TOTAL	246	257	207

Campus Safety & Security

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

- Attended All-College Meetings
- Assisted in testing internal warning systems at Brown County Campus
- Investigation of a non-student reference attempt to bring concealed carry into Central Campus
- Monitored Nextra Energy Open House at Central Campus
- Presented security information at Fall New Student Resource Expo
- College awarded \$17,193 from the most recent Ohio School Safety Grant
- Attended HFC Safety Council meeting
- Monitored opening week of Fall semester at both campuses

2026 – 2027 Lunch & Learn Speaker Series

STUDENT AFFAIRS LUNCH & LEARN SPEAKER SERIES 2026-2027 AY				
DAY	DATE TIME	TOPIC	ROOM	SPEAKER(S)
Wednesday	9/16/26 12-1pm	Kick-off to the Speaker Series Run Hide Fight	107	Dr. Jessica Wise
Wednesday	10/21/26 12-1pm	Depression and Mental Health Awareness	107	Tom Payton
Wednesday	11/18/26 12-1pm	Anti-Discrimination Bullying Harassment Bystander Training	107	Dr. Peggy Chalker Gary Heaton
Wednesday	2/17/27 12-1pm	Healthy Marriages	107	Amanda Thompson Dr. Jessica Wise
Wednesday	3/17/27 12-1pm	Sexual Assault Domestic Violence	107	Davina Blanton (WHW)
Wednesday	4/21/27 12-1pm	Drug & Alcohol Awareness	107	Tom Payton Elizabeth Crabtree

Learning and Accessibility Services

Dana Swackhamer, Coordinator, Learning Services & Accessibility

Learning Services

L.S. hosted student engagement activities including: Make-and-Take survival kits, Grab-and-Go Breakfasts at both campuses, Popcorn and Resources with Ohio Means Jobs and Highland County DD as guests, and monthly motivational playlists for August and September. L.S. coordinator attended the Student Expo, Nursing Resource Fair, and OACC Community of Practice Meeting. L.S. launched a Basic Needs Station to support students. L.S. coordinator made outreach to 17 early alerts and 25 students with no Canvas activity during the first two weeks of the semester. Tutors conducted classroom outreach to increase awareness of services. Tutors also recorded 46 student contacts.

Accessibility Services

Coordinator attended the OACC Holistic Community of Practice Meeting, LockDown Browser and Respondus webinar, and OACC Leadership Meeting. Have proctored two exams. Completed 10 intake interviews. Accessibility services is currently serving 37 students with approved accommodations, with 15 additional students in the intake process.

External Reporting for Academic & Student Affairs

1. HB 96 Work-Based Learning Report – submitted
2. Rapids Grant – submitted
3. OATN Submission Review Cycles (OT36/TAG/CTAG/ITAG – due September
4. NC-SARA Report (for distance education) – due October
5. HB 96 General Education Review – in progress, will be presented at Nov. BOT
6. Campus Safety Report | Clery Act Federal Reporting – due October
7. Equity in Athletics Report – due October
8. SB 1 Complaints Report for Intellectual Diversity Rights and Campus Free Speech, Equal Opportunity/Non-Discrimination student data – due November
9. HLC Student Success Quality Initiative Proposal – in progress

Instructional Technology

Dr. Angel Mootispaw, Director of Instructional Technology

Department Professional Development Activities

- CidiLabs UDOIT Summer School
- Ohio Canvas Users Group
- WICHE's What's Next for Digital Learning

Meetings

- Canvas CSM Office Hours
- Quality Matters Executive Committee

Faculty Support

- Fall Blueprint Updates: COMM 1115, ENGL 1101, ENGL 1102, FNAR 1104, HIST 1110, HIST 1151, PSCI 1104, PSYC 1110, PSYC 1111, PSYC 1111, REST 1171, REST 1173, and REST 2275.
- Continued instructional design support to faculty to ensure course alignment with institutional high-quality, accessibility, and distance education standards.
- Instructional designer, **LeAnn Krosnick**, continues to collaborate with **Tyler Bick** to update the Center for Excellence in Teaching and Learning website.

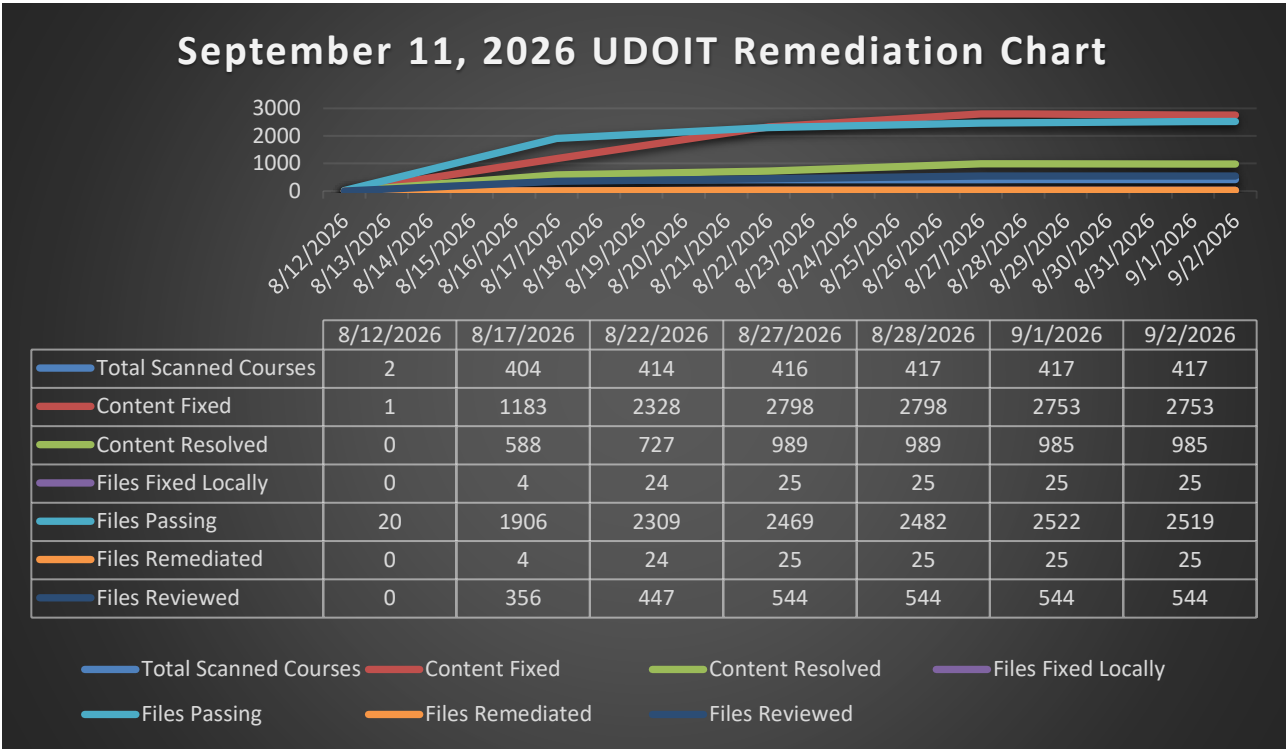
Professional Development

During opening week, **LeAnn Krosnick**, Instructional Designer, provided professional development on TidyUP, a course management and accessibility tool developed by CidiLabs. TidyUP helps faculty maintain organized, student-friendly learning management system (LMS) courses by identifying outdated content, broken links, duplicate or unused files, and potential accessibility concerns. The tool streamlines course maintenance while supporting a more accessible and engaging learning experience for students.

The training session introduced faculty to strategies for leveraging TidyUP to improve course quality, enhance accessibility compliance, and efficiently manage digital course content. By utilizing tools that promote organized and inclusive online learning environments, faculty continue to strengthen their commitment to student success and instructional excellence.

Accessibility

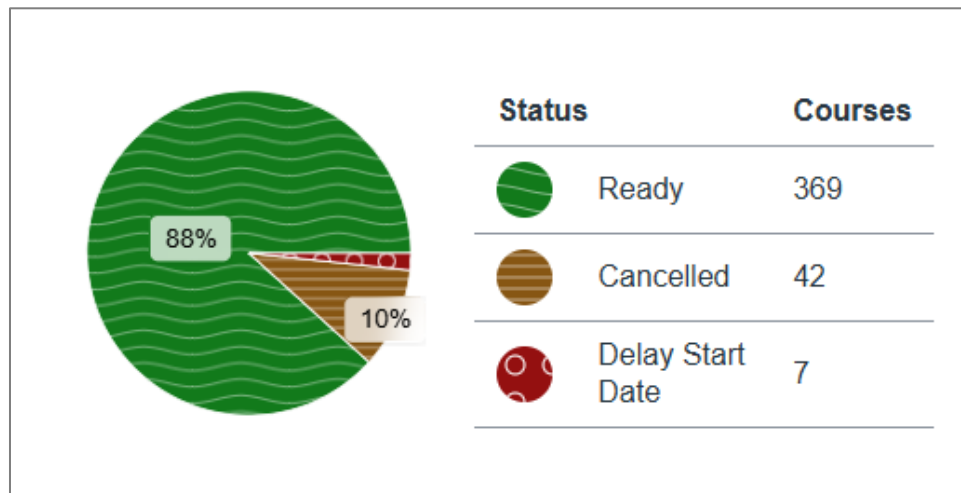
The UDOIT Accessibility Project continues to show strong progress in improving the accessibility of Fall semester courses. Since the beginning of the term, over 2,760 accessibility issues have been remediated, over 400 course files have been reviewed, and accessibility improvements have been implemented across Fall courses to support student success and institutional compliance efforts.



ReadyGO – Summer Course Readiness Report

A total of 418 Fall course sections were reviewed for instructional content, accessibility, LMS Template use, and compliance with institutional standards. Faculty received support and guidance as needed to make any necessary updates for course readiness. Of the 418 course sections, 42 courses were cancelled, 7 are accelerated courses that will start later in the term, and 369 course sections meet the minimum course readiness standards for the beginning week of the semester.

Fall 2026 ReadyGO Status Report



Completion of INST 501: Facilitating Distance Learning

Congratulations to the following faculty who successfully completed INST 501: Facilitating Distance Learning, a required professional development course designed to prepare instructors for excellence in online teaching. Through this self-paced training, participants explore evidence-based facilitation strategies, student engagement practices, and approaches for fostering inclusive and equitable online learning environments. Faculty completed coursework focused on strengthening instructor presence, promoting meaningful interaction, and supporting student success in asynchronous learning settings. Completion of the course reflects their commitment to instructional excellence and the delivery of high-quality distance education experiences for students.

- Samantha Chaney, Early Childhood Education, Adjunct Faculty
- William Forsee, Communications, Adjunct Faculty
- Melissa Hejazifar, English, Adjunct Faculty
- Brianna Jenkins, Biology Faculty
- Hannah Martinez Davenport, Early Childhood Education, Adjunct Faculty
- Kim Musser-Quist, American Sign Language, Adjunct Faculty
- Ella Sheppard, Early Childhood Education, Adjunct Faculty

Co-Curricular Updates & Student Life

Phi Theta Kappa Honor Society (PTK)

The PTK honor society has had multiple meetings already this semester. They are planning their trip to the regional conference as well as working on a survey to students on their online learning management perspective. **Sam Ginn**, Assistant Professor of Philosophy, serves as the PTK advisor.

Study Abroad

Coordinator of International Programs and Professor of English, **Jeff Wallace**, will lead a trip to Spain this coming May 10-17, 2027. Student scholarships are available. Employees, families and friends (and Board members!) are welcome to join the trip. SSCC partners with ACIS Educational Tours to provide these tours.

eSports Team

The eSports Team held its first meeting on September 10. The SSCC eSports Team plays most evenings at Central Campus in Hillsboro, and College Credit Plus (CCP) students are welcome to join. Our team is part of the NJCAA conference, and while the games depend on the conference, students also get to choose what to play. Faculty eSports Coordinators include **Dr. Josh Montgomery** (Computer Science) and **Russ Clark** (Physics). Student Managers include: **Hunter Simmons, Andrew Palmer, and Tyrus Hottinger.**

SSCC Theater Company

Under the new leadership of Theater Director **Justin Drummond**, the fall season show will be William Shakespeare's Twelfth Night, November 13, 14, and 15. We hope you will consider joining us for the show.

Patriot Campus Ministries

Patriot Campus Ministries offers students and staff an opportunity for faith and fellowship at both Central and Brown campuses. Both campuses offer meetings each week. Central campus meetings are led by **Robin Tholen**. Brown campus meetings are led by **Dr. Peggy Chalker.**

SSCC People in the News

OACC Presentation

Dr. Angel Mootispaw, Director of Instructional Technology, and Alexandria Horne, Clark State College Associate Professor of Web Design & Development, presented *Curriculum Design: Mapping What Matters* as part of the Ohio Association of Community Colleges' (OACC) *Empowering Faculty: Strategies for Teaching Excellence* webinar series on 9-11-26. Their presentation explored strategic approaches to curriculum redesign and mapping that promote workforce readiness and support institutional alignment with the priorities of Ohio House Bill 96. The one-hour session provided faculty and academic leaders with practical frameworks for ensuring academic programs remain responsive to workforce needs while advancing student success and educational excellence.

INFORMATION TECHNOLOGY AND INFRASTRUCTURE

Technology Innovation Center

The Technology Innovation Center is beginning to take its final form as construction shifts increasingly toward finishes and completion of individual spaces. Walls throughout much of the Maker Space, Instructional Lab, Cyber Security Lab, and E-Sports Lounge have been finished and sanded, with several areas now ready for primer and paint. The new openings connecting the Maker Space and Instructional Lab have also been framed and finished in preparation for the storefront systems.

Attention over the coming weeks will turn more visibly toward painting, flooring preparation, completion of sprinkler work, doors, and remaining office-area construction. Furniture selections have been provided to the contractor, and planning is underway for a custom graphic that will become a feature of the E-Sports Lounge. The project team continues to work through remaining change orders and schedule impacts as the Technology Innovation Center moves closer to completion.

ENROLLMENT AND WORKFORCE INNOVATION

Records, Registrar, and Admissions

- Summer Degrees Conferred
 - Summer semester ended on August 4. A total of 23 degrees were successfully completed. The Records Department is currently in the process of preparing the diplomas to be sent out to students by the end of September. The chart below shows a comparison of degrees/certificates awarded over the past four years.

Degrees/Certificates	Conferred 8/4/2026	Conferred 8/5/2025	Conferred 7/30/2024	Conferred 8/1/2023
AA	6	13	16	22
AS	11	12	11	2
AAB	4	3	4	6
AAS	2	9	3	4
ATS	0	0	0	0
Certificate	0	5	3	6
Totals	23	42	37	40

- College Credit Plus
 - For the current Fall Semester, we have 1,460 students funded through CCP, attending from 49 high schools (including home school), with 25 schools offering one or more SSCC courses on their campus.
- Veteran Services
 - During the current 2026 Fall Semester, we have 13 students using their VA Education benefits. This is a decrease from last Fall semester's student total of 20. The number of students utilizing their benefits has gradually been declining over the past 6 years.
- Registration
 - Spring semester is scheduled to begin on Monday, January 11, 2027. Registration for students will open on the following dates:
 - Veteran and Service Members | Monday, October 19
 - Sophomores | Monday, October 26
 - Freshman and New Students | Tuesday, October 27

Enrollment Management/Recruitment and Outreach

- Fall 2026 Enrollment & Recruitment
 - Total Headcount is currently at 2,171, which is -4% from 2025. Total enrollment (credit hours) is down 2% from 2025.
 - Enrollment Management continues to monitor the enrollment funnel, including inquiries, applications, admissions, financial aid completion, and enrollment, to identify opportunities for intervention and improve conversion throughout the semester.
 - As the Fall 2026 enrollment cycle concludes, the team is transitioning its focus toward the 2027 recruitment cycle, with an emphasis on early engagement and stronger relationships with prospective students and service-area schools.
- New Student Resource Expo
 - The College hosted its first New Student Resource Expo on Saturday, August 22, providing students with an opportunity to connect with Enrollment Management, Financial Aid, academic programs, and other campus resources.
 - Approximately 20 students attended the Expo, with nearly 30 additional students visiting campus that Saturday for advising and/or testing.
 - The event provided an opportunity to assist students with final enrollment steps while also connecting students directly with campus resources and personnel.
 - Feedback and participation from the event will help inform future student onboarding and engagement efforts.
- 2027 Recruitment & High School Outreach
 - Enrollment Management will begin its 2027 recruitment efforts in September, with staff hitting the road to visit high schools throughout the College's service area.
 - These visits will focus on strengthening relationships with school counselors and administrators, increasing awareness of Southern State programs and opportunities, and establishing an earlier connection with prospective students.
 - Beginning outreach earlier in the recruitment cycle will allow the College to build relationships with students before they reach the traditional application and enrollment decision period.
- CRM Implementation — Element451
 - Southern State has selected Element451 as its new Customer Relationship Management (CRM) platform.

- The CRM will provide the institution with a centralized platform to manage prospective and current student communications, recruitment activities, application follow-up, and enrollment workflows.
- Implementation is expected to begin in the very near future.
- The project represents a significant step forward in the College's ability to centralize student engagement data, automate communications, improve follow-up, and measure performance throughout the enrollment funnel.
- Enrollment Management will work closely with campus partners throughout implementation to ensure the system supports institutional priorities and creates consistent, efficient processes across departments.

Recruitment

- Collaborated with the enrollment and marketing teams to plan the 2026 Fall New Student Resource Expo. Responsibilities while planning this event included:
- Scheduled multiple recruiting school visits for next month, in September.
 - Clinton-Massie HS, Paint Valley HS, East Clinton HS, Hillsboro HS, Lynchburg HS, Western-Brown HS, Fayette Christian, Unioto HS, North Adams HS, Manchester HS, Hillsboro Christian, and Peebles HS.
 - In preparation for visits, materials and relevant supplies have been acquired and put in a kit to be used at high school visits.
- Attended two Slope and Lever consultant meetings with Julie Marlatt and **Jim Farmer**. During these meetings:
 - Reviewed *SSCC Strategic Enrollment Plan (SEP)*, *SEM Action Plan*, *Stop Out Plan*, and the *Strategic Plan EM Strategy* documents.
 - Engaged with Julie by discussing recruitment strategies tailored to Southern State Community College.
 - After reviewing with Stop and Lever, I started writing the *SSCC_Recruitment_Plan_Draft* with the assistance of **Julie Marlatt and Jim Farmer**.

Financial Aid

- Student Connections has started reaching out to our past students who are currently past due on their federal student loans. This company is helping us to keep our default rate down.

- As of August 31, we have processed 1320 FAFSA's for the 26-27 academic year, which is 47 more than this time last year.
- We will begin awarding Fall aid the week of September 21.
- The Fiscal Operations Report and Application to Participate (FISAP) has been completed and submitted to the Department of Education.

Testing Center

Monthly Testing Activity Log

	HILLSBORO TESTING CENTER						TOTAL CENTRAL
	Pearson Vue	ACCUPLACER	ACT WorkKeys	Certiport	HESI	Proctored Exams	
Aug-26	47	158	5	0	5	0	215
Sep-26							
Oct-26							
Total	47	158	5	0	5	0	215

	MT. ORAB TESTING CENTER						TOTAL MO	SSCC TOTAL
	Pearson Vue	ACCUPLACER	ACT WorkKeys	Certiport	HESI	Proctored Exams		
Aug-26	18	93	0	0	0	1	112	327
Sep-26								
Oct-26								
Total	18	93	0	0	0	1	112	327

Grants

ASPIRE

- Ohio Aspire celebrated Adult Education Week from September 14 -17. This event aligned with the 2026 National Adult and Family Literacy Week, which began on September 14. The purpose of these events was to build relationships and connect the Adult Education Community across Ohio. The Virtual Kick-off Meeting was held on September 14th. Free regional events were held at the following sites:

- Pickaway Ross CTC in Chillicothe on Tuesday, September 15, Apollo Career Center in Lima on Wednesday, September 16, and Cuyahoga Community College in Cleveland on Thursday, September 17.
- **DATA**
Performance targets of Measurable Skill Gains, Persistence, and Progress Test Rate are evaluated monthly by the state Aspire office. However, the first FY27 comparative data pull will not take place until October. The following is SSCC Aspire data as of September 1.
 - 21 students are enrolled
 - 574 total attendance hours
 - 25% of our progress-tested students have attained a Measurable Skill Gain
 - 2 students have attained their diplomas

Upon entry into an Aspire program, a student is classified into one of six Educational Functioning Levels. This year, 4.8% of our students are in Level 1, 43% are in Level 2, 38% are in Level 3, and 10% are in Level 4. No students have entered the program at Levels 5 or 6. At these levels students begin taking sections of the GED exam.

Workforce Development

Truck Driving Academy

ODPS inspections on the equipment in Wilmington and Piketon/Waverly occurred in August. The Wilmington equipment passed without any recommendations, and there were two recommendations at the Piketon/Waverly location. None of the findings were major and should result in a passed inspection by the end of the month.

Month	2025-2026 AY	2026-2027 AY
July	5	9
August	5	10
September	15	8
Total:	25	27 (+2)

Communications and Marketing

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 New Student Resource Expo to Welcome Incoming Students
- Southern State Celebrates Back-to-School Season and New Opportunities for Ohio Students and Workers
- Southern State Announces 5-Week Fiber Optic Course to Begin in September
- SSCC Board of Trustees to meet August 20
- SSCC announces honors list for summer semester
- Accelerated Training, Affordable Options, Hands-on Experience, and a Career that Keeps Moving – Check out Southern State’s Truck Driving Academy

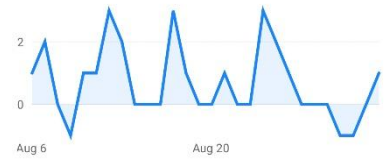
- **Advertising/Print/Direct Mail:**

- August e-blast promoting Fall Semester Registration – final push for fall enrollment
- September e-blast promoting admission, financial aid, programs, and next steps for the spring term
- August e-blast promoting fall start dates for the TDA program
- September e-blast promoting fall start dates for the TDA program
- Area HS Fall Sports publications
- Back to School special ads
- Greenfield McClain HS Sports ads
- Miami Trace HS Ag/FFA ads
- County Fair Ads and sponsorships



- **Social Media**

- Daily posts made across multiple platforms
- Facebook audience up 73% over the last 28 days from the previous month with women being the largest following



Follower demographics



- **Events/Publications**

- New Student Resource Expo – Sat., August 22
- Program specific rack cards
- 2027 Spring/Summer Registration Guides
- Truck Driving Academy brochure information revamp

Presence Report

Southern State Community College

Marketing Area	June	July	August
Press Release	14	10	6
Advertising / Print	5+	5+	10+
Email Campaigns	1	1	1
Emails Deployed	25,000	25,000	25,000
Number Opened	3,694	4,828	4,350
Percentage Opened	14.78%	19.31%	17.40%
Clicks within content	612	573	575
Percentage of total clicks	2.45%	2.29%	2.30%
Social Retargeting			
Reach	10,423	13,939	11,829
Impressions	31,504	47,926	52,188
Clicks	143	618	487
CTR (click through rate)	0.45%	1.29%	0.93%
Frequency	3.02%	3.44%	4.41%
Geofencing			
Impressions/ads Deployed	100,486	43,891	11,240
Clicks	268	263	53
CTR (click through rate)	0.27%	0.60%	0.47%
Top 2 locations of activity	WCH, Georgetown	WCH, Georgetown	Wilmington, West Union
Audience Management			
Impressions/ads Deployed	88,873	84,429	78,208
Clicks	155	175	273
CTR (click through rate)	0.17%	0.20%	0.35%

Truck Driving Academy

Marketing Area	June	July	August
Email Campaigns			
Emails Deployed	25,000	25,000	25,000
Number opened	3,573	3,891	4,558
Percentage Opened	14.29%	15.56%	19.23%
Clicks within content	549	566	565
Percentage of open and clicked	2.20%	2.26%	2.26%
Audience Management			
Impressions/ads Deployed	52,898	66,776	67,302
Clicks	61	192	201
CTR (click through rate)	0.11%	0.29%	0.30%
Social Retargeting			
Reach	22,159	14,389	8,705
Impressions	64,478	130,585	66,145
Clicks	539	532	370
CTR (click through rate)	0.84%	0.41%	0.56%
Frequency	2.91	9.08	7.6

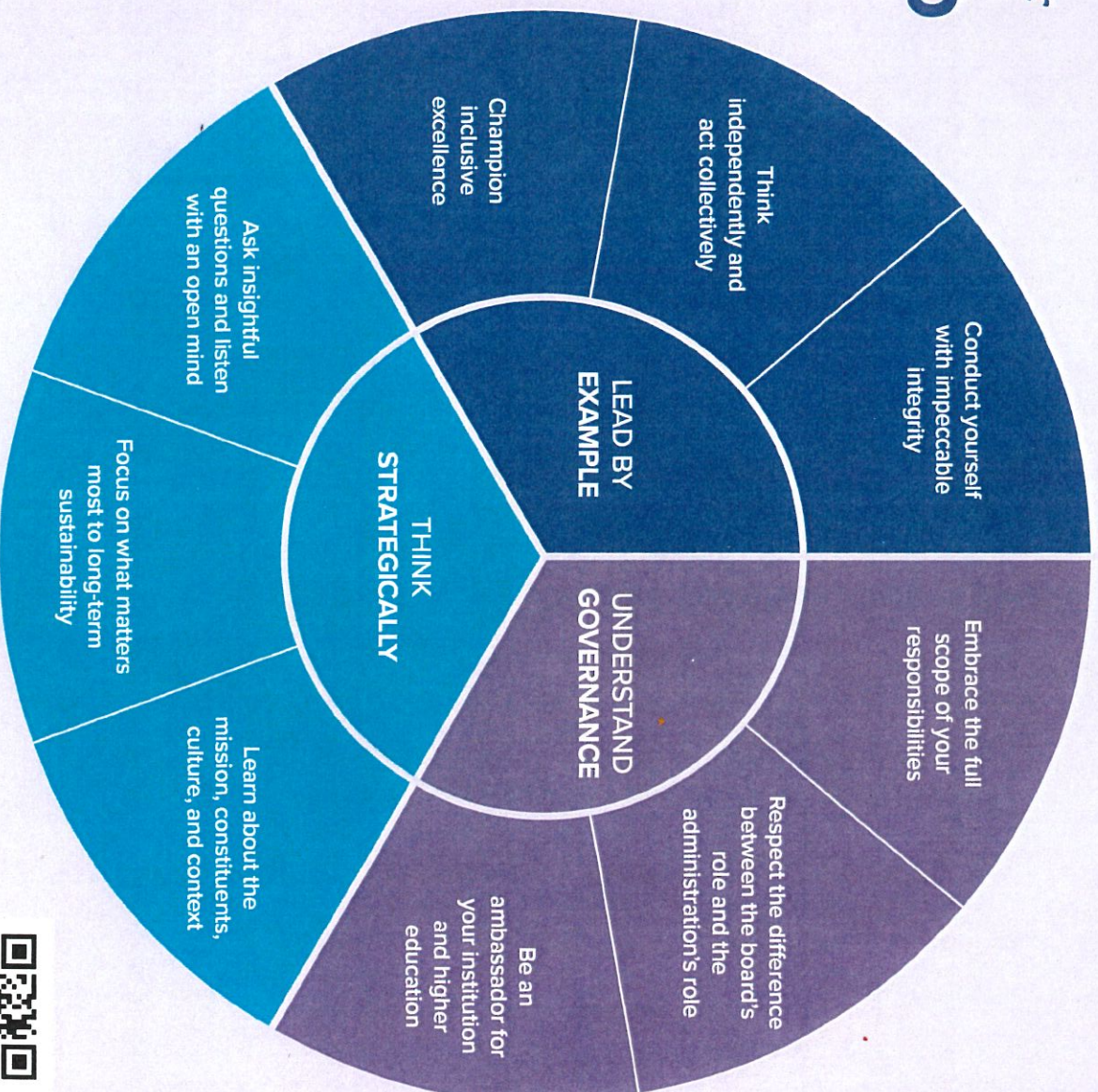
Principles of Trusteeship

Attitudes and Actions of Effective Board Members

The future of higher education depends on consequential board governance. Great colleges and universities start with great governing boards.

The Association of Governing Boards of Universities and Colleges (AGB) shares and supports your commitment. Our mission is to help you fulfill your fiduciary duties and exemplify the highest ideals of trusteeship.

Explore our resources: [AGB.org](https://www.agb.org)



AGB

ADVANCING BOARD EXCELLENCE

Adapted from *Principles of Trusteeship*, Washington, D.C.: AGB, 2021.



Principles of Trusteeship

How to Become a Highly Effective Board Member
for Colleges, Universities, and Foundations

FIDUCIARY

TEAM MEMBER

INDIVIDUAL

UNDERSTAND GOVERNANCE

1. Embrace the full scope of your responsibilities as a board member.	Fulfill your fiduciary responsibilities.	Recognize that governance is a collective endeavor.	Prepare in advance, show up fully present, and participate productively.
2. Respect the difference between the board's role and the administration's role.	Honor the academic norm of shared governance, which includes the president, administration, and faculty.	Be humble and respect your partners in governance and leadership.	Provide advice and counsel but leave operational decisions to the administration.
3. Be an ambassador for your institution and higher education.	Advocate on behalf of your institution and higher education.	Represent the institution proudly and recognize who speaks for the board and for the institution.	Engage actively and appropriately.

LEAD BY EXAMPLE

4. Conduct yourself with impeccable integrity.	Act in the institution's best interests, putting them ahead of your personal preferences and political allegiances.	Preemptively disclose conflicts—actual and perceived—and dualities of interest.	Uphold the highest ethical standards.
5. Think independently and act collectively.	Constructively challenge and support the president, administration, and committees.	Speak up on important issues, even if they are uncomfortable or unpopular.	Express your concerns diplomatically to the appropriate person(s) at an appropriate time.
6. Champion inclusive excellence.	Protect and promote inclusive excellence throughout the enterprise.	Seek inclusive excellence on the board.	Be mindful of how your experience shapes your assumptions.

THINK STRATEGICALLY

7. Learn about your institution's mission, constituents, culture, and context.	Shape your institution's vision and strategy based on its unique purpose and constituents.	Understand the present state of the enterprise and focus on its future needs.	Become a student of higher education.
8. Focus on what matters most to long-term sustainability.	Make decisions based on the strategy and vitality of the entire enterprise.	Help define what constitutes success for your institution.	Focus your personal and professional talents on significant strategic issues.
9. Ask insightful questions and listen with an open mind.	Pose the right questions, rather than prescribe answers.	Listen actively and seek to understand.	Bring genuine curiosity and an open mind to board service.

FIVE KEY METRICS FOR THE 2026 OHIO TRUSTEES CONFERENCE TRUSTEE CHALLENGE

August 24, 2026

These are the updated financial metrics based on the financial templates ODHE sent for the “Trustee Challenge.” As expected, there were some changes from our initial calculations based on the net pension adjustments for each specific metric. However, those changes do not significantly change SSCC’s overall financial story and relative ranking.

The College is in a generally stable financial position with clear strengths in liquidity and cost management and with opportunities to strengthen recurring financial performance. Using a rank-order calculation with our internal calculations for the other community colleges, SSCC’s composite score of 54 places us tied for 8th among the 22 Ohio community colleges, which would be at the bottom of the 2nd quintile or top of the 3rd quintile. The entire list is shown on Page 8.

Our strongest measures are Plant Costs, ranked 4th, and Days of Cash on Hand, ranked 6th. This is consistent with the actions we have taken over the past five years. By closing two campuses (Wilmington and Fayette), we lowered our facilities / plant costs. Through close cash management, we increased our General Fund cash reserves from \$2.5M to over \$10.5M over the past five years. With 199 days of cash on hand, we have a strong liquidity cushion and flexibility to respond to changing financial conditions. This has been a goal of the Board’s finance committee: short-term financial agility with long-term financial sustainability.

The primary opportunities are Income and Margin, both ranked 17th. The three-year Income Ratio indicates that SSCC remained positive over the FY2023–FY2025 period, but generated only a modest cumulative financial return relative to revenues. Similarly, the FY2025 Margin indicates that recent financial performance did not add to financial capacity. There are a couple of strategies we have begun implementing to improve both of these metrics: (1) Increase recurring revenue per FTE by evaluating program-level enrollment and credit-hour production and (2) Align staffing and instructional costs with enrollment by reviewing course-section fill rates, low-enrollment sections, faculty workload, adjunct/full-time mix, and administrative staffing.

SSCC has built a strong liquidity cushion and operates its physical plant relatively efficiently. The next financial priority is to ensure that the College’s recurring revenue base consistently supports its recurring cost structure. Stronger annual operating margins would allow Southern State to preserve its cash position while creating additional capacity to invest in students, programs, employees, technology, and facilities.

Three Year Average Net Income Ratio

Description	2023 Amount	2024 Amount	2025 Amount	Total	Three Year Average
Change in net position					
Change in net position	(1,405,105)	2,885,098	1,539,380	3,019,373	1,006,458
GASB 68/75 Adjustments (a)	(440,826)	(411,376)	(1,843,692)	(2,695,894)	(898,631)
Adjusted change in net position	(1,845,931)	2,473,722	(304,312)	323,479	107,826
Revenue					
Operating Revenues	9,652,169	10,761,169	7,827,145	28,240,483	9,413,494
Non-operating revenues (b)	10,261,238	9,936,554	10,301,031	30,498,823	10,166,274
State capital appropriations & other capital	631,218	883,483	700,362	2,215,063	738,354
Total	20,544,625	21,581,206	18,828,538	60,954,369	20,318,123
Net Income Ratio	-8.98%	11.46%	-1.62%	0.53%	0.53%

FY 2025 Expendable Net Position per FTE

	2025 Amount
Expendable Net Position	
Restricted Expendable	708,548
Unrestricted	2,463,941
Total	3,172,489
 GASB 68/75 Pension Liability	 8,647,543
Adjusted Expendable Net Position	11,820,032
 FY 2025 FTE Enrollment (a)	 1,270
 Expendable Net Assets per FTE	 9,305

FY 2025 Days Cash on Calculation

Description	2025 Amount
Unrestricted Cash and cash equivalents	10,413,986
Unrestricted short-term investments	-
Total	10,413,986
Operating Expenses	18,885,719
Interest on Indebtedness	247,131
Total	19,132,850
Days Cash on Hand	199

FY2025 Plant Costs as a Percent of Operating Expenses

Description	2025 Amount
Plant Costs (a)	1,104,246
Operating Expenses (b)	16,016,203
Plant Cost Percentage	6.9%

FY 2025 Change in Net Position per FTE Enrollment

Description	Amount
FY 2025 Change in Net Position	1,539,380
GASB 68/75 Adjustments (a)	(1,843,692)
Net Change in Net Position	(304,312)
 FY 2025 FTE Enrollment (b)	 1,270
 Change in Net Position per FTE	 (240)

Chancellor Duffey's Trustee Challenge



NET INCOME – FY23-FY25 Three-Year Average Net Income Ratio

UNIVERSITIES			
Quintile*	High	Low	Average
1	20.23%	10.62%	15.97%
2	8.16%	7.76%	7.98%
3	2.91%	1.36%	2.21%
4	0.92%	-1.11%	-0.09%
5	-1.68%	-12.91%	-7.29%

COMMUNITY COLLEGES			
Quintile*	High	Low	Average
1	13.03%	9.41%	11.14%
2	7.76%	6.90%	7.30%
3	5.12%	3.77%	4.30%
4	2.31%	0.53%	1.66%
5	0.42%	-5.56%	-2.87%

Why Net Income Matters

Institutions are either making money (net income) or losing money (net loss). This ratio indicates whether the institution is generating positive or negative net revenue over the last three years. ODHE recently began reviewing three-year averages to assess the trend at public institutions. Multiple years of losses deplete cash and/or other wealth held by the institution. A positive income ratio is a key goal for every institution.

How to Calculate Three-Year Net Income

Three-Year Average Net Income is the sum of changes in net position divided by the sum of total revenue over three years, net of pension activity. Institutional CFOs calculate these figures using audited financial statements. All public institutions have Auditor of State reviewed financials.

* For purposes of quintile analysis, a score of one (1) is the most desirable for each range described.

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WEALTH - FY25 Expendable Net Assets Per FTE

UNIVERSITIES			
Quintile*	High	Low	Average
1	\$130,890	\$56,928	\$104,062
2	\$30,602	\$24,236	\$27,645
3	\$20,201	\$14,440	\$17,269
4	\$14,379	\$12,731	\$13,555
5	\$9,775	\$9,571	\$9,673

COMMUNITY COLLEGES			
Quintile*	High	Low	Average
1	\$27,258	\$14,182	\$17,634
2	\$12,309	\$9,942	\$10,796
3	\$9,305	\$7,067	\$7,859
4	\$5,802	\$4,319	\$5,304
5	\$3,828	\$2,930	\$3,433

Why Wealth Matters

If you need money, outside of cash on hand, to invest in your college or university, your expendable net assets position per full-time equivalent student is a measure that can be evaluated. If this measure is low, the institution may not have sufficient assets to invest in new strategies or manage the impact of multiple years of net losses (tying into the three-year average net income ratio described above). Those institutions with low expendable net assets per student may struggle to make necessary investments or effectively manage financial stress.

How to Calculate Wealth

FY25 Expendable Net Assets (Net Position) Per FTE is the sum of FY25 Expendable Net Position and Unrestricted Net Position, net of pension liabilities, divided by FY25 Full-Time Equivalent (FTE) Enrollment as reported to the Ohio Department of Higher Education.

* For purposes of quintile analysis, a score of one (1) is the most desirable for each range described.

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OPERATIONS – FY25 Days Cash on Hand

UNIVERSITIES			
Quintile*	High	Low	Average
1	491	238	323
2	219	168	196
3	138	119	127
4	119	114	116
5	44	29	36

COMMUNITY COLLEGES			
Quintile*	High	Low	Average
1	390	199	281
2	160	133	147
3	133	81	109
4	75	69	72
5	56	4	31

Why Days Cash on Hand Matters

The cash position of colleges and universities changes weekly yet remains important to show how much time an institution has to maintain operations and recover from financial stress. This variability requires sufficient liquidity to pay payroll, utilities, vendors, etc. on a timely basis. Cash depletion occurs when expenses outpace revenues, forcing institutions to rely on one-time cash reserves for operations. The amount of time an institution may cover a structural shortfall depends on the number of days cash on hand. Days cash on hand is a measure that identifies how strong the cash position of the institution is relative to its typical rate of spending. Institutions with relatively high wealth can have low cash on hand, but having both low wealth and low cash on hand is indicative of significant financial distress and the lack of a needed cushion to manage revenue shortfalls or unexpected costs.

How to Calculate Days Cash on Hand

Days Cash on Hand is calculated by taking the sum of unrestricted cash plus cash equivalents plus short-term investments, and dividing that by the sum of operating expenses plus interest expense on debt divided by 365. This provides a cash vs. one day expense ratio that results in a number of days of cash on hand. (Use your FY25 financial statements from your audit to determine your days of cash on hand as of June 30, 2025.)

** For purposes of quintile analysis, a score of one (1) is the most desirable for each range described.*

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PLANT COSTS – FY25 Percent of Operating Expenses

UNIVERSITIES

Quintile*	Low	High	Average
1	1.70%	5.03%	3.30%
2	5.84%	6.83%	6.48%
3	6.95%	8.24%	7.60%
4	8.48%	8.88%	8.68%
5	10.04%	10.74%	10.39%

COMMUNITY COLLEGES

Quintile*	Low	High	Average
1	0.33%	6.18%	3.29%
2	6.33%	7.15%	6.77%
3	8.08%	8.09%	8.08%
4	8.50%	10.20%	9.60%
5	10.47%	12.62%	11.57%

Why Plant Costs Matter

This metric provides a way to calculate how expensive maintenance of physical facilities (plant costs) are as a percentage of your business overall. A low figure is desirable, as high plant costs can divert resources away from instruction, student support, and strategic priorities.

How to Calculate Plant Costs

Plant Costs as a Percentage of Operating Expense is calculated as plant expense included in operating expenses excluding depreciation, divided by total operating expense.

** For purposes of quintile analysis, a score of one (1) is the most desirable for each range described.*

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MARGIN – FY25 Change in Net Assets Per FTE

UNIVERSITIES			
Quintile*	High	Low	Average
1	\$23,304	\$9,336	\$16,998
2	\$7,282	\$2,921	\$4,388
3	\$2,602	\$1,315	\$1,835
4	\$1,247	(\$185)	\$531
5	(\$687)	(\$4,634)	(\$2,660)

COMMUNITY COLLEGES			
Quintile*	High	Low	Average
1	\$6,151	\$1,949	\$3,170
2	\$1,802	\$1,156	\$1,368
3	\$1,026	\$457	\$810
4	\$416	(\$240)	\$62
5	(\$373)	(\$1,600)	(\$927)

Why Margin Matters

As a trustee, you must consider whether each student, across varying financial aid packages and program expenses by discipline, produces sufficient revenue to result in a healthy college or university. While this is often best analyzed program-by-program, a simple analysis can be produced institutionally for a high-level trend and comparison with peers. This analysis is important because it shows whether an institution is generating enough revenue relative to its expenses to sustain operations and invest in its mission. A stronger margin signals financial stability, while a weak or negative margin indicates mounting fiscal pressure that can limit strategic choices. Institutions with low change in net assets per FTE should be examining their business model closely.

How to Calculate Margin

Change in Net Assets Per FTE is Change in Net Assets for FY25, net of change in pension liabilities, divided by the FTE enrollment for FY25.

* For purposes of quintile analysis, a score of one (1) is the most desirable for each range described.