

Strategic Planning Progress Monitoring
 Submitted by: Nicole Roades, Ph.D. | President

December 2023

Priority Area: Enrollment				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
1. Develop a strategic enrollment plan emphasizing the College's priority to balance the enrollment profile				
Credit Hour Enrollment – Non-CCP	Internal Enrollment Report	FY22=48.1% FY23=47%	FY24 = 45.7%	FY25=50% FY26=52%
Credit Hour Enrollment – CCP	Internal Enrollment Report	FY22=51.9% FY23= 53%	FY24 Budget = 54.3	FY25=50% FY26=48%

Narrative:

- The College is actively researching consulting experts who can assist with developing a **strategic enrollment management plan**. The planning process is expected to take 3-5 months. Work will commence in March 2024. Two leads have been identified:
[Strategic Enrollment Management \(SEM\)](#) – Jay Goff
[American Association of College Registrars and Admission Officers \(AACRAO\)](#) – Boyd Bradshaw
- The outreach strategies are carefully selected to **emphasize interactions with traditional students**. Patriot Palooza (Summer/Winter) emphasize visits/recruitment to predominantly traditional student crowds.

Priority Area: Enrollment				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
2. Expand career pathway options among CCP learners to increase post-HS graduation enrollment				
CCP Retention post HS	Internal Tracking	AY22=103 of 998=10.3%	11%	12%
# of Technical Course Introductions at HS site	Academic Report	AY22/23 =19	AY23/24=24 (Fall Actual=43)	AY24/25=30
# of apprenticeship pathways	Internal Report	New	1 Apprenticeship	TBD

Narrative:

- In Fall 2023, Dr. Goodwin introduced **43 new technical courses** at local high schools. This is a significant increase from the previous year.

- Apprenticeships are very broad in their definition and often look like and act like an internship or co-op. Apprenticeships typically have on-the-job training, classroom instruction, mentorship, paid work, and an industry-recognized credential. These are typical characteristics of a registered apprenticeship. Non-registered might have the same characteristics but often do not have one of the attributes – often the industry-recognized credential. Computer Science, Engineering, and Advanced Manufacturing lend themselves to possible student apprenticeship opportunities.

Priority Area: Enrollment				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
3. Articulate outreach and engagement strategies to reach students in communities where no physical campus exists				
Adams County CCP/non-CCP HC	Internal Enrollment Reports	AY22 CCP=187 AY22Non-CCP =113	AY23 = +5% CCP (196) AY23 = +7% non-CCP (121)	AY24 = +5% CCP (205) AY24 = +7% Non-CCP (129)
Clinton County CCP/non-CCP HC	Internal Enrollment Reports	AY22 CCP=159 AY22Non-CCP =156	AY23 = +5% CCP (167) AY23 = +7% non-CCP (167)	AY24 = +5% CCP (175)) AY24 = +7% Non-CCP (179)
Fayette County CCP/non-CCP HC	Internal Enrollment Reports	AY22 CCP=190 AY22Non-CCP = 96	AY23 = +5% CCP (200) AY23 = +7% non-CCP (103)	AY24 = +5% CCP (210) AY24 = +7% non-CCP (110)
# of CCP Credit Hours (Adams)	Internal Enrollment Reports	AY22 = 3045	AY23= +2% (3106)	AY24=+3% (3199)
# of CCP Credit Hours (Clinton)	Internal Enrollment Reports	AY22 = 1811	AY23= +2% (1847)	AY24=+3% (1902)
# of CCP Credit Hours (Fayette)	Internal Enrollment Reports	AY22 = 1929	AY23= +2% (1967)	AY24=+3% (2026)

Narrative:

- Enrollment increases in CCP are highly volatile as the College is often at the mercy of a school’s inventory of credentialed faculty, thus the modest goals. Despite this, the College is hopeful that the **introduction of new technical courses**, such as those in agriculture, exercise science, and engineering (manufacturing) will lead to the uptick in these schools.
- Non-CCP credit hours, while not susceptible to the same unpredictability of CCP students, it is a tough market to attract. This is the primary student group that has been declining at community colleges across the state and locally for nearly a decade. **New courses, revitalization of existing programs and delivery methods** are the primary tools that attract new students. Also, leveraging student financial aid is another strategy used to attract this audience.

Priority Area: Enrollment				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
4. Cultivate a culture of shared responsibility for recruiting and retention efforts				
Faculty/Staff Participation				
- Connect to College	Internal Tracking	10 faculty/10 staff	11 faculty/11 staff	12 faculty/12 staff
- Orientation	Internal Tracking	10 faculty/10 staff	11 faculty/11 staff	12 faculty/12 staff
- Outreach Events	Internal Tracking	Summer 2023 Patriot Palooza: 34 visits (2 faculty/16 staff)	Summer 2024 Patriot Palooza: 38 visits (6 faculty/18 staff)	Summer 2025 Patriot Palooza: 40 visits (9 faculty/20 staff)
Use of Early Alert System	Internal Tracking	New	Fall23=37 Spring24= TBD	Fall24=45 Spring25=TBD
First to Second Year Retention	NCES			
- Part-time students		AY21 Cohort = 36%	AY22 Cohort = 38%	AY23 Cohort = 40%
- Full-time students		AY21 Cohort = 53%	AY22 Cohort = 55%	AY23 Cohort = 57%
Two-Year Cohort: Fall to next term	VFA Two-Year Progress Measure (Main Cohort)	AY20 Cohort = 72.2%	AY21 Cohort = 74%	AY22 Cohort = 75%
Six-Year Cohort: Graduation Rate	VFA Six-Year Outcomes (Main Cohort)	AY16 Cohort = 24.8%	AY17 Cohort = 25%	AY18 Cohort = 26%

Narrative:

- Participation among faculty and staff in recruiting and retention efforts has been admirable. During the most recent **Annual Counselor Luncheon**, in which faculty involvement was the cornerstone of the program, one of our long-time counselors of the past 25 years, commented that this year’s program was the best experience he has ever had. This sentiment was shared by many others. As an observer, I can attest to the highly engaging and interactive nature of the program.
- The introduction of **Patriot Palooza** and new engagement activities in orientation programs have been invigorating because of the increased presence of faculty and staff. Thanks, particularly to the Academic Division, for increasing their participation. Additional engagement activities such as personalized calls to students during **mid-terms and Finals Week Student Treats** have proven to be well received and a nice enhancement to retention efforts.
- Beginning in AY24, recruiting will invite partners to participate in the orientations (AY24) and Connect to College (AY25). Partners will include funding partners, such as **Ohio Means Jobs, Jobs and Family Services, FRS**, etc., and local employers in the various pathways offered at the College. The objective is that students (and in some cases family members) will be able to make the connection between what they will learn at the College and employment opportunities, during and after college. Off years were selected as to not overwhelm

partners with requests (attending both orientation and connect to college in one year) but also see which is more beneficial for all parties. In 2026, the decision will be made to either proceed with every other year, or stick to one event.

Priority Area: Enrollment				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
5. Align financial aid scholarship model to support enrollment goals				
Assign Workgroup to Review Current model and shape recommendations consistent with today's enrollment priorities	Internal monitoring (FA Office)	Existing Model Disbursement	Introduce new strategy	Compare disbursements

Narrative:

- Through **deliberate distributions of financial incentives**, we believe we can bring education within reach to learners of ALL ages and backgrounds, including the most underserved in our region. Through the leadership of Suzanne Harmon, Financial Aid Director, and her team members, Dana Berryman and Jaime Simmons, the College has accelerated this work through a Realignment Workgroup to shape new strategies within our scholarship offerings.
- In September 2023 a proposal was presented to the Board of Trustees that reflected consideration for enrollment target groups, degree completion, state initiatives, and community commitment. The resulting **three-year plan** includes scholarships for high school seniors with or without CCP credits and students with limited funding options nearing completion of their degree program. It also focuses on the Free Application for Federal Student Aid (FAFSA) completion. Finally, there is a proposal to introduce new scholarships to broaden the applicant pool as part of SSCC's 50th-anniversary celebration and commitment to our communities. Continued monitoring of the aid distribution will be reviewed in September 2024 and 2025

Priority Area: Workforce Development				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
1. Align all short-term and degree pathways and all skill-based training to the needs of new, existing, and emerging employers				
# of new programs/courses introduced	Program Review/Curriculum Committee	New tracking	# programs/# courses	TBD
# of existing programs retooled	Program Review/Curriculum Committee	New tracking	# programs/# courses	TBD
# of skill-based trainings offered (omit TDA)	Workforce Development	New tracking	4	6
# of TDA Clients Served	Workforce Development	FY23 = 241	FY24 2% increase	FY25 3% increase

Narrative:

- New program/course introduction and program retooling are directed through Program Review and Curriculum Committee. At this mid-year timeframe, the College has introduced **three new courses in advanced manufacturing** and determined that **Medical Assisting and Law Enforcement need retooled**. Renewed courses in **French and Spanish** have been widely popular. Finally, refreshed **Fine Arts** programming has provided renewed opportunities for students in these areas.
- In response to local employer feedback, the College will launch a series of **soft-skill/professional development courses** in 2024. Additionally, **summer boot camps** will return, focusing on select tech skills. Finally, Workforce Development is actively working with the **Adams County Workforce Development Center** representatives to introduce programming specific to the needs of that region.

Priority Area: Workforce Development				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
2. Demonstrate discipline in prioritizing in-demand career pathways and flexibility in adapting or adopting programs to meet employer and student needs				
Portfolio Comparison – In-Demand Pathways to Existing Programs	Program Review	Review underway	TBD	TBD
Program Vitality	Internal Report	Monitoring Only	Completed: Dec.2023	TBD
Delivery Modality Distribution	Internal Report			
- F2F		Monitoring Only	Fall 23 = 27%	TBD
- Online		Monitoring Only	Fall 23 = 54%	TBD
- Hybrid		Monitoring Only	Fall 23 = 13%	TBD
- Virtual		Monitoring Only	Fall 23 = 6%	TBD
Feasibility Study for Alternative Term Start/End Dates	Calendar Committee		Recommendation Due: Sept. 2024	TBD
Employment Rate (post-graduation)	Graduation Survey	Fall2022 = Spring 2023 = Summer 2023 =	Improve Survey Response Rate Fall2023 = Spring 2024 = Summer 2024 =	Fall2024 = Spring 2025 = Summer 2025 =
Employment Related to Major	Graduation Survey	Fall2022 = 33.3% Spring 2023 = Summer 2023 = 41.6%	Fall2022 = Spring 2023 = Summer 2023 =	Fall2022 = Spring 2023 = Summer 2023 =

Narrative:

- The acceleration of **advanced manufacturing** across Ohio has magnified the College’s responsibility to contribute toward filling the workforce gap. As such, Southern State has been intentional about building a reputation of responsiveness and engagement. In January 2024, the College will launch the first course in a short-term advanced manufacturing series. Further, the College is a partner in the **Ohio Semiconductor Collaboration Network** and has joined the **Collaboration for Advanced Manufacturing**.
- In December 2023, a Program Vitality report was produced by the Office of Academic Affairs. Medical Assisting and Law Enforcement were both recommended for “retool” status, suggesting that immediate improvements are required for future sustainability.
- The College continues to closely **monitor course delivery modalities**. While online and HS based delivery have recently gained the most momentum, the College is mindful of the value in the campus experience as an integral part of the College’s reputation. “Goals” are loosely used in this regard as it is imperative that the College be responsive to student demand however, monitoring the delivery mechanisms is essential to
- Faculty are working on updating courses and adding other concentrations of interest. **Agriculture** will be proposed this spring to become a concentration under Business for Fall 2024.
- Faculty have also discussed and are planning on implementing more **eight-week courses** during the term as abbreviated course options for students instead of just the current 16-week options during the regular academic year.

Priority Area: Workforce Development				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
3. Exercise persistence in maintaining relationships and partnerships with employers and affiliated workforce organizations				
# of Employer Visits (Workforce Dev.)	Internal Tracking	New Tracking	3 monthly unique interactions	3 monthly unique and 2 follow-up interactions
# of Employer Visits (Other)	Internal Tracking	New Tracking	2 monthly substantive interactions	3 monthly substantive interactions
# of Agency/Workforce Interactions (Workforce Development)	Internal Tracking	New Tracking	3-5 Monthly Touchpoints	3-5 Monthly Touchpoints
# of Agency/Workforce Interactions (Other)	Internal Tracking	New Tracking	1-3 Monthly Touchpoints	1-3 Monthly Touchpoints
Advisory Meeting Participation	Internal Tracking	48% Overall Attendance Rate (2022)	55% Attendance Rate AY23 Actual: 50%	60% Attendance Rate

Narrative:

- Interaction between employers and the College has been a longstanding practice however, we have never been **deliberate in tracking the contacts**. By applying month goals around substantive interaction and touchpoints will ensure “persistence” which is an essential element of the goal.
- The **2023 Advisory Meeting** was hosted at the Central Campus on October 27, 2023. Attendance was slightly better than last year with 59 of the 105 guests attending. The College will continue to promote participation by exploring new strategies to attract advisory members.
- In November 2023, Southern State agreed to host the first-ever **Manufacturing Summit** in collaboration with the Highland County Economic Development Office. This event attracted nearly 50 guests from local entities and established a firm foundation for continued relationship building.
- College members maintain active membership with area **Business Advisory Councils, Workforce Leadership Council, the Chamber of Commerce and other workforce related groups across the area.**

Priority Area: Student Success				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
1. Strengthen Guided Pathway strategies to increase student persistence and completion				
Scale of Adoption Survey	CCRC	2022= 3 of 7 areas @ 80% scale	2023= 4 of 7 areas @ 80% scale	2024= 5 of 7 areas @ 80% scale
Faculty and Staff representation in SSLI Guided Pathway experiences	Internal Monitoring	New	Monitoring	Monitoring

Narrative:

- The **Guided Pathways Scale of Adoption Survey** is generally administered during the February Student Success Leadership Institute. If the survey is not part of the program in 2024, the College will administer a self-assessment.
- It should be noted in regard to this goal (Guided Pathways) that the College recently joined the **Complete College America “Accelerator”** program. This is a two year-commitment and the framework closely aligns with the work that the College has underway in Guided Pathways. The inaugural kick-off event for this initiative included nearly 20 faculty and staff members.

Priority Area: Student Success				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
2. Establish retention, persistence, graduation, completion, and transfer metrics to measure performance of success strategies				
Retention				
- Fall to Fall	IPEDS	FT 2022= 53% PT 2022= 36%	FT 2023= 56% PT 2023= 39%	FT 2024= 59% PT 2024= 42%
- First to Second Year	Under review			
- Fall to Spring	Under review			
Persistence				
- Math Success (completed in 1 st year)	CCRC Trend Analysis	Entering Freshman 2021 =34% (n=161)	+6%	TBD
- English Success (completed in 1 st year)	CCRC Trend Analysis	Entering Freshman 2021 =27% (n=161)	+5%	TBD
- 12 Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =35% (n=161)	+5%	TBD
- 24 Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =29% (n=161)	+5%	TBD
- 30+ Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =14% (n=161)	+3%	TBD
Completion/Transfer				
- Graduation Rate (Overall)	IPEDS	22/23 = 31%	23/24 = 36%	23/24 =
- Pell Grant Recipients	IPEDS	22/23 = 24%	23/24 = 26%	23/24 =
- Loans (No Pell)	IPEDS	22/23 = 33%	23/24 = 35%	23/24 =
- No Pell or Loans	IPEDS	22/23 = 47%	23/24 = 49%	23/24 =
- Transfer Rate (Overall)	IPEDS	22/23 = 16%	23/24 = 20%	23/24 =

Narrative:

- Tracking student success metrics is an essential element of **good practice relevant to institutional effectiveness**. Active monitoring of these performance indicators is a good measure for monitoring effectiveness of initiatives and efforts the College puts forth in regard to student success.

Priority Area: Student Success				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
3. Maintain good standing among regulatory entities such as the Department of Education, the Higher Learning Commission, the Ohio Department of Higher Education, and other programmatic agencies				
10-Year Reaffirmation Visit			Source Evidence File/Shape Writing Teams	Begin filling Evidence File
NC Sara			Underway	
ODHE Efficiency Report			Submitted Oct.2023	Submit Oct.2024
GLBA Compliance			Underway	

Narrative:

- Southern State is on the **Open Pathway** accreditation model with the Higher Learning Commission. The College recently hosted a **Location visit** and the final report was affirming of our practices with **every indicator for compliance being met**. The next step in the Open Pathway is the **10-Year Reaffirmation Visit**. This is the most comprehensive activity of all requirements within the pathway and will take place April 13-14, 2026. Dr. Goodwin has already begun preliminary construction of the evidence file and narrative report. Dr. Goodwin, Dr. Roades, and other academic deans will participate in the HLC Annual Meeting in April.
- The **ODHE Efficiency Report** was submitted to the Chancellor by the November deadline. Policy reforms that were addressed included Transcript Access and Special Purpose Fees. Sunsetting the North and Fayette Campus continue to be the most significant efficiency efforts reported by Southern State. **Textbook Affordability**, a significant statewide issue, continues to be Southern State’s focus for measurable efficiencies. In January 2024, nearly 80 course sections will adopt **Cengage’s Inclusive Access** resources. Additionally, the College is in active conversation with Follett to implement the **Equitable Access model**.

Priority Area: Student Success				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
4. Enhance the utilization of the Center for Excellence in Teaching and Learning (CETL)				
# of unique visits to the site	Internal Tracking	New	AY24 = 1000	AY25 = 1500
# of participants in training offered	Internal Tracking	AY23 = 64	AY24 = 77 (+20%)	AY25 = 93 (+20%)

Narrative:

- 2023 Instructional Technology facilitated **professional development**.
 - 9 Canvas, Simple Syllabus, and OER opportunities
 - 4 INST 501 Facilitating Distance Learning were provided (NC-SARA PD)
 - INST 501 is the foundation course for distance learning instructors.
 - 15 Full-time and Adjunct faculty members completed the 501 certification course.
 - 1 INST 502 Evidence-Based Best Practices for Distance Learning was provided.
 - 25 Full-time and Adjunct faculty members completed the 502 certification course (NC-SARA compliance).
- 2023 **Partnership PD opportunities** offered.
 - 123 opportunities were offered by SOCHE, Quality Matters, Respondus, EDUCAUSE, USDLA, Pearson, and Cengage.
 - Unfortunately, we are unable to verify those who attended SOCHE, EDUCAUSE, USDLA, Pearson, and Cengage events.
 - Quality Matters – 24 PD opportunities were completed.
- NC-SARA Compliance AY 2024-2028 Distance Education **Plan Drafted**

Priority Area: Student Success				
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 2 Goal (AY24-25)
5. Participate in model initiatives aimed at improving student success				
Student Success Leadership Institute			Continue Active Participation	Continue Active Participation
Complete College America			Continue Active Participation	Continue Active Participation

Narrative:

- In fall 2023, Southern State was selected to join a cohort of colleges in **Complete College America's College Accelerator initiative**. Among Southern State's priority areas, the College aims to have measurable progress in these areas:
 - **Student progress** through credit milestones and ultimately completion
 - Closure of **institutional performance gaps** between students receiving financial aid and those who don't.
 - Gateway **course completion**, particularly with math.

Joining this initiative is a direct attempt to **improve student success**. In addition to the specific measurable goals, the College hopes to gain exposure to best practices, develop a renewed commitment to continuous improvement, strengthened data capacity, and improved positioning for future student success initiatives.

- Southern State continues to maintain active participation in the **OACC Student Success Leadership Institute (SSLI)**. This includes participation in two conferences each year along with specific work related to the implementation and scaling of Guided Pathways.

Priority Area: Relevance and Excellence				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
1. Cultivate a culture that attracts, develops, supports, and retains talented faculty and staff who strive for excellence in all endeavors				
# of instances that culture is shared as part of the selection process	Internal Tracking	New	Included in all performance evaluation statements	TBD
Evidence of excellence related practices/goals embedded in performance evaluations	Annual Performance Evaluations	New	Monitor	TBD
# of work-life balance, mental health support, and employee assistance program instances	Internal Tracking	New	1-2 programs monthly	TBD

Narrative:

- In Fall 2023, hiring managers must attest to discussing “**excellence**” as part of the **selection process**.
- Since July 2023, the following **supportive services** have been offered:
 - July-CPR Certification Course led by Bruce Fugate
 - August-Boosting your Brain Power, Getting Outside Your Comfort Zone and Trying New Things
 - September- Cultural Myths in Media: Fact or Fiction- Coach your Child to Manage their Emotions
 - October-Employee Health & Wellness Fair (biometrics, flu shot, EAP)
 - November-IMPACT EAP services reminder (response to Jimbo’s Auto Shop tragedy)
 - November- Avoiding Holiday Shopping Fraud

Priority Area: Relevance and Excellence				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
2. Leverage the College's rich history to shape new stories for today and beyond and share those stories widely				
50 th Anniversary Celebration		New	AY 2023 = Communications Plan	AY24 = TBD

- Work teams are taking shape. Logo designed. Preparing budget.

Priority Area: Relevance and Excellence				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
3. Exceed student and stakeholder expectations by serving with an “others first” spirit				
Culture of “others first” Survey	Internal Survey	New	Develop Survey (IRB Approval)	TBD
Employee/Community Testimonials		New	Under development	TBD

Narrative:

- In December, the College Foundation hosted the inaugural **Cindy Bloom Memorial Luncheon**. This fund was leveraged to challenge the college community to consider alternative strategies to memorial funds to accelerate an “others first” spirit. The event included 20 students and as many guests.

Priority Area: Relevance and Excellence				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
4. Promote transparency of data used to inform decisions				
Instances of Data Reporting				
- President Report to BOT	President’s Office	Monthly Reports	Enhance emphasis on KPI Performance	TBD
- Deep Data Dive	President’s Office	AY23 = 6 Sessions	AY24 = 6 Sessions	AY25 = TBD
- Annual Assessment Report on ILO’s	Academics	AY2023 Pilot Completed	Presented: January 2023	TBD
Updated Institutional Effectiveness Plan	Executive Team	Last Updated 2019-2020	Update to current	Maintain Annually

Narrative:

- The **President’s Report** has been submitted as scheduled and includes enhanced data features such as the tracking of advising appointments, student contacts among financial aid, testing activity, and “appearance/communication” log, and a presence report from recruiting.
- The **Deep Data Dive series** has routinely attracted 30-50 participants for each session. In its second year, college leaders from areas outside administration are beginning to make contributions and assist in the planning and delivery of the webinars. The slides and presentation are archived for future accessibility on the College’s SharePoint site.
- The **Efficiency Report and Campus Completion Plans** have been submitted as required by the ODHE deadline.
- A newly formed **Data Task Force** has emerged and is actively reviewing the Institutional Effectiveness Plan as well as other mechanisms for sharing data.

Priority Area: Relevance and Excellence				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
5. Support financial practices that enhance the College’s long-term sustainability				
HLC Composite Financial Indicator	Higher Learning Commission	FY21/22 = 4.62	Maintain within range of 3.0-5.0	Maintain within range of 3.0-5.0
Senate Bill 6 Composite Score	ODHE	FY21/22 = 4.20	Target = Above 2.5	Target = Above 2.5
Moody’s Rating	Moody’s Financial Services	FY21/22 = Baa3 (positive outlook)	Above Baa3 (positive outlook)	TBD
Salary and Benefits as a % of Budget	Business Office	FY23 71.5%	<75%	<75%

Narrative:

- In Spring 2023, Moody’s issued an **enhanced outlook** from Baa3 (negative outlook) to a Baa3 (**positive** outlook)
- In October 2023, the **SB6 was updated and is on target with goals**. SB6 FY23 = 3.90. SB6 scores above 2.5 are "sound." Scores 2.0-3.0 are also considered "satisfactory but cautionary." Scores above 3.0 are also considered "safe zone: financially strong."
- Also, in October 2023, the CFI score dipped slightly due to the change in net assets (sale of Fayette Campus). **The reported CFI FY23 = 2.35**. Net Capital Assets change is not a reoccurring financial item.

Priority Area: Relevance and Excellence				
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (AY23-24)</i>	<i>YR 2 Goal (AY24-25)</i>
6. Stretch technology and innovation comfort zones				
Reduce the average cost of textbooks	Efficiency Report	AY22 New = \$154 AY22 Used = \$124 AY22 Ebook = \$97	Aim for 25% reduction of costs AY23 New=\$143 (-9%) AY23 Used=\$101 (-18%) AY23 EBook=\$111 (=14%)	25% reduction or Adoption of Equitable Access Program.

Narrative:

- Textbook affordability** continues to be a challenge across higher education. In late September, Dr. Goodwin and I met with representatives from Follett to learn more about **equitable access programs**. Such models are based on a per credit hour fee and generally represent substantial savings for students. This model is being considered at the same time faculty are working extensively to **reduce textbook costs by adopting open access materials as well as inclusive access materials** that represent substantial savings. Continued emphasis in this goal are critically important as Ohio’s legislature is actively proposing aggressive cost sharing models for CCP student materials.