

Strategic Planning Progress Monitoring

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December 2025

Priority Area: Enrollment						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal	YR 1 Actual	YR 2 Goal	YR2 Actual
1. Develop a strategic enrollment plan emphasizing the College's priority to balance the enrollment profile						
Credit Hour Enrollment – Non-CCP	Internal Enrollment Report	AY22=48.1% AY23=47%	AY24 = 45.7%	AY23/24 = 45.7%	AY24/25 = 50%	AY24/25 = 43.7%
Credit Hour Enrollment – CCP	Internal Enrollment Report	AY22=51.9% AY23= 53%	AY24 = 54.3%	AY 23/24 = 54.3%	AY24/25 = 50%	AY24/25 = 56.3%

Narrative

- The desired enrollment distribution was missed slightly in year two of this plan. Overall enrollment was lagging by 2.1%. The Strategic Enrollment Planning (SEP) engagement, as well as the new 2026-2029 Strategic Plan, includes continued efforts to reduce the institution's vulnerability related to CCP enrollment. A major outcome of the SEP is renewed strategies for attracting students post-high school graduation. Similarly, in the 2026-2029 Strategic Plan, one of the six priorities is to shape a sustainable dual-enrollment strategy that balances access, quality, and long-term impact. While disappointing that the targets weren't met, I believe the College community fully understands that increasing non-CCP enrollment is equally important to overall enrollment growth. Furthermore, I am confident that the initiatives defined to meet upcoming strategic priorities are on track and represent another significant step toward balancing enrollment.

Priority Area: Enrollment						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 1 Actual	YR 2 Goal (AY24-25)	YR2 Actual
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%	122 of 988 = 12.3%	12%	AY24/25: 2024 CCP grads, 102 of 966 =10.6%
# of Technical Course Introductions at HS site	Academic Report	AY22/23 =19	AY23/24=24	Fall 2024 = 27 technical	AY24/25=30	AY24/25: F12 S26 = 38 (+26.7%)
# of apprenticeship pathways	Internal Report	New	1 Apprenticeship	2	1 Apprenticeship	5 apprenticeships

Priority Area: Enrollment						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 1 Actual	YR 2 Goal (AY24-25)	YR2 Actual
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 AY22 non-CCP =113	AY23 = +5% CCP (196) AY23 = +7% non-CCP (121)	AY23/24 CCP = 206 (+10%) AY23/24 non-CCP 110 (-2.65%)	AY24/25 = +5% CCP (205) AY24/25 = +7% non-CCP (129)	AY24/25 CCP = 207 (+0.5%) AY24/25 non-CCP = 121 (+10.0%)
Clinton County CCP/non-CCP HC	Internal Enrollment Reports	AY22 CCP=159 AY22 non-CCP =156	AY23 = +5% CCP (167) AY23 = +7% non-CCP (167)	AY23/24 CCP = 155 (- 2.52%) AY23/24 non-CCP=162 (+3.85%)	AY24/25 = +5% CCP (175)) AY24/25 = +7% non-CCP (179)	AY24/25 CCP = 171 (+10.3%) AY24/25 non-CCP = 143 (- 11.7%
Fayette County CCP/non-CCP HC	Internal Enrollment Reports	AY22 CCP=190 AY22 non-CCP = 96	AY23 = +5% CCP (200) AY23 = +7% non-CCP (103)	AY23/24 CCP = 189 (-.53%) AY23/24 non-CCP=105 (+9.38%)	AY24/25 = +5% CCP (210) AY24/25 = +7% non-CCP (110)	AY24/25 CCP = 184 (-2.6%) AY24/25 non-CCP = 115 (+9.5%)
# of CCP Credit Hours (Adams)	Internal Enrollment Reports	AY22 = 3045	AY23= +2% (3106)	AY23/24 = 3408 (+11.92%)	AY24/25=+3% (3199)	AY24/25 = 3513 (+3.1%)
# of CCP Credit Hours (Clinton)	Internal Enrollment Reports	AY22 = 1811	AY23= +2% (1847)	AY23/24 = 1836 (+1.38%)	AY24/25=+3% (1902)	AY24/25 = 1994 (+8.6%)
# of CCP Credit Hours (Fayette)	Internal Enrollment Reports	AY22 = 1929	AY23= +2% (1967)	AY23/24 = 1924 (-.26%)	AY24/25=+3% (2026)	AY24/25 = 1868 (-2.9%)

Narrative:

- As in years past, fluctuations in CCP enrollment are highly dependent on the District’s capacity to offer credentialed faculty. Unexpected moves in and out of a District among credentialed faculty can often cause credit hours in one location to drop while adding hours to another. Monitoring enrollment in these communities where no campus exists may not always lead to goal attainment, and often, for legitimate reasons beyond the College’s control, but monitoring for significant shifts will remain critically important. In summation, the fluctuations experienced during the life of this plan are predominantly positive and exceeded the goal. To support continued presence in these communities, the College remains deliberate in maximizing advertising and relationship-building through ad placement and community engagement. This emphasis to engage communities where no campuses exist will continue through the 2026-2029 plan.

Priority Area: Enrollment						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal	YR 1 Actual	YR 2 Goal (AY24-25)	YR2 Actual
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	Fall 2024 10 Faculty/ 14 Staff	12 faculty/12 staff	9 faculty/16 staff
- Orientation	Internal Tracking	10 faculty/10 staff	11 faculty/11 staff	Spring 2024 Central Staff 10/Faculty 3 Brown Staff 8/Faculty2 Summer 2024 Central Staff 12/Faculty 1 Brown Staff7/Faculty2 Fall 2024 Central Staff 16/Faculty 5 Brown Staff 11/Faculty 5	12 faculty/12 staff	5 faculty/21 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 2024 Patriot Palooza: 40 visits (3 faculty/15 staff)	Summer 2025 Patriot Palooza: 40 visits (9 faculty/20 staff)	44 Events/Visits (12 faculty/27 staff)
Use of the Early Alert System	Internal Tracking	New	Fall23=37 Spring24= TBD	Spring 2024 = 97 Fall 24 = 116	Fall25=45	Fall 25 = 96
First to Second Year Retention	NCES					
- Part-time students		AY21 Cohort = 36%	AY22 Cohort = 38%	AY22 Cohort = 35%	AY23 Cohort = 40%	Fall '23 Cohort = 40%
- Full-time students		AY21 Cohort = 53%	AY22 Cohort = 55%	AY22 Cohort = 57%	AY23 Cohort = 57%	Fall '23 Cohort = 59%
Two-Year Cohort: Fall to next term	VFA Two-Year Progress Measure (Main Cohort)	AY20 Cohort = 72.2%	AY21 Cohort = 74%	AY21 Cohort = 70.7%	AY22 Cohort = 75%	AACC discontinued VFA. No outcomes reports were provided.
Six-Year Cohort: Graduation Rate	VFA Six-Year Outcomes (Main Cohort)	AY16 Cohort = 24.8%	AY17 Cohort = 25%	AY17 Cohort = 25%	AY18 Cohort = 26%	AACC discontinued VFA. No outcomes reports were provided.

Narrative

- Participation rates in outreach and college-sponsored events have been consistently strong through the entire plan period. Participation in the 50th Anniversary events has been terrific and helped boost recognition in the community and among students.
- Retention rates among both part-time and full-time students have improved since the plan’s inception.

Priority Area: Enrollment						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 1 Actual	YR 2 Goal (AY24-25)	YR2 Actual
5. Align the 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 a new strategy	New model in progress	Compare disbursements	Model adopted

Narrative

- The Foundation offered \$143,750 more in 2025 than in 2024 and increased the number of students served by 22%, serving 128 individuals. Similarly, over \$170,000 was awarded in Trustee Scholarships. This year marks the end of the popular Super Start Scholarship, making way for a focus on high school graduates with no prior college credit. The “Jump Start” initiative will replace Super Start and will pay all fees (tuition, fees, and books) for one course.

Priority Area: Workforce Development						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 1 Actual	YR 2 Goal (AY24-25)	YR 2 Actual
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	0/3	TBD	10 (non-credit)
# of existing programs retooled	Program Review/Curriculum Committee	New tracking	# programs/# courses	1/1	TBD	4 new courses
# of skill-based training offered (omit TDA)	Workforce Development	New tracking	4	7	6	6 (non-credit)
# of TDA Clients Served	Workforce Development	FY23 = 241	FY24 2% increase	217 (-10% of goal)	FY25 3% increase	156 (-30% of goal)

Narrative:

- New Programs/Courses Introduced: Fiber Optics Technician training** classes were introduced in late 2025. The class had a 100% success rate with all students passing their industry-recognized credentials. Additionally, a variety of **Professional Development courses** were introduced in 2025. Among them were Assertive Communication Skills, Navigating Difficult Conversations, Emotional Intelligence in the Workplace, Strategies for Improving Relationships with Colleagues, Communication 360, Coaching – Inspiring Growth, Managing Conflict with Confidence, Adapting to and Leading Change, and Customer Service – Building Better Relationships.

- In the 2024-2025 AY, the college continued to work with employers to leverage Ed2Go training options for **career and technical training and certifications**. Additional programming included CPR, STNA, Water Workshop recertifications (including training for Purina), Excel Training, DiSC Workplace Assessment, and Milo Situational Training.
- **Truck driving** is recognized as a “**high-demand occupation,**” yet continues to experience enrollment challenges. This is consistent across other programs in Ohio. Southern State’s Academy continues to be a premier program that is below the state average in tuition and is a leader in the state for student pass rate, which increased to 97% in the 2024/2025 AY. The State continues to provide funding opportunities for tuition assistance through state grants, for which Southern has been a recipient. The inquiries into the program remained consistent or even increased. The marketing efforts remain aggressive, promotions of the program at face-to-face community events have increased, and we continue to revisit prior program inquiries to counsel them through the process toward enrollment. Additionally, efficiency measures have been implemented and will likely continue into the new year.
- 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**.

Priority Area: Workforce Development						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal	YR 1 Actual	YR 2 Goal (AY24-25)	YR 2 Actual
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	Analysis	Programs consistent with In-Demand Occupations	Analysis	Fulfilled through compliance with SB1
Program Vitality	Internal Report	Monitoring Only	Completed: Dec.2023	Completed: November 2024	Continuation	In progress for general education courses
Delivery Modality Distribution	Internal Report					
- F2F		Fall 23 = 27% Monitoring Only	Monitoring Only	Fall 24 = 25% (n=68)	Monitoring Only	Fall 25 = 30% (n=81)
- Online		Fall 23 = 54% Monitoring Only	Monitoring Only	Fall 24 = 61% (n=164)	Monitoring Only	Fall 25 = 60% (n=159)
- Hybrid		Fall 23 = 13% Monitoring Only	Monitoring Only	Fall 24 = 13% (n=36)	Monitoring Only	Fall 25 = 9% (n=24)
- Virtual		Fall 23 = 6% Monitoring Only	Monitoring Only	Fall 24 = 1% (n=2)	Monitoring Only	Fall 25 = 1% (n=2)
Feasibility Study for Alternative Term Start/End Dates	Calendar Committee		Recommendation Due: Sept. 2024	Fall 2023: 33 sections of 8-week courses	Monitoring Only	Fall 2025: (30) 8-wk courses Spr 2025: (15) 8-wk (6) 5-wk
Employment Rate (post-graduation)	Graduation Survey	Fall2022 = 100% Spring 2023 = 68.42% Summer 2023 = 90.9%	Improve Survey Response Rate	Fall2023 = 81.8% Spring 2024 = 37.14% Summer 2024 =		Fall2024 = Spring 2025 = 45.83% Summer 2025 =
Employment Related to Major	Graduation Survey	Fall2022 = 33.3% Spring 2023 = 44.74% Summer 2023 = 41.6%		Fall2023 = 54.5% Spring 2024 = 28.57% Summer 2024 = Feb. 2025		Fall2024 = Spring 2025 = 45.83% Summer 2025 =

Narrative:

- Senate Bill 1(SB1) had a far-reaching impact on higher education, particularly in terms of program management. Because Southern State had a previously established Program Vitality procedure, compliance with SB1 regarding program retrenchment was not complicated. Essentially, we have been doing this kind of work for several years. SB1 introduced more rigorous thresholds than the college had adopted, but, generally speaking, the accountability process was in place.
- We continue to monitor delivery methods so we can best understand student needs and preferences. As we approach the new year, this data will help us provide better services to students based on their delivery preferences.

Priority Area: Workforce Development						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 1 Actual	YR 2 Goal (AY24-25)	YR 2 Actual
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	Average 2.8 visits per month	3 monthly unique and 2 follow-up interactions	Ongoing
# of Employer Visits (Other)	Internal Tracking	New Tracking	2 monthly substantive interactions	Average 3.5 visits per month	3 monthly substantive interactions	Ongoing
# of Agency/Workforce Interactions (Workforce Development)	Internal Tracking	New Tracking	3-5 Monthly Touchpoints	Average 3 monthly touchpoints	3-5 Monthly Touchpoints	Ongoing
# of Agency/Workforce Interactions (Other)	Internal Tracking	New Tracking	1-3 Monthly Touchpoints	Average 1.6 monthly touchpoints	1-3 Monthly Touchpoints	Ongoing
Advisory Meeting Participation	Internal Tracking	48% Overall Attendance Rate (2022)	55% Attendance Rate	53% (55 of 104)	60% Attendance Rate	49% (46 of 93)

Narrative:

- **Employer Visits (Workforce Development):** Honda LGES, Intel, Purina, 5th/3rd Bank, Pickaway Ross Progressive, Amazon Workforce Solutions, BEST Ohio, David Reed, Stanley Driving School, NSA, Southern Hills Bank, Adena, and Highland District Hospital
- **A sampling of some Employer Visits (other):** N.A.L Company, The Phoenix Center, YUSA, R&R Tooling, and Weastec.
- **Agency/Workforce Interactions (Workforce Development):** Butler Tech, Clinton County Workforce Collaborative, TPMA, Fayette County Business Advisory Council (BAC), Highland County (BAC), Highland County Community Action, Highland County Chamber of Commerce, Highland County Economic Development, Ohio Jobs and Family Services, Ohio Means Jobs, GRIT, Brown County Chamber,
- **A sampling of some Agency/Workforce Interactions (Other):** Mt. Orab PD, Mt. Orab Economic Development, Mt. Orab Library, Mt. Orab Village office, Washington Court House Economic Development, Community Action Fayette County, and ABCAP

Priority Area: Student Success						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal	YR 1 Actual	YR 2 Goal (AY24-25)	YR2 Actual
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	Not yet scheduled	2024= 5 of 7 areas @ 80% scale	Data has not been released
Faculty and Staff representation in SSLI Guided Pathway experiences	Internal Monitoring	New	Monitoring	8-10 Participants	Monitoring	10 participants

Priority Area: Student Success						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal	YR 1 Actual	YR 2 Goal	YR2 Actual
2. Establish retention, persistence, graduation, completion, and transfer metrics to measure performance of success strategies						
Retention						
- Fall to Fall	IPEDS	FT = 53% PT = 36% 2020 Cohort	FT = 56% PT = 39% 2021 Cohort	FT = 57% PT = 36% 2022 Cohort	FT = 59% PT = 42% 2023 Cohort	FT = 59% PT = 40% 2023 Cohort
Persistence						
- Math Success (completed in 1 st year)	CCRC Trend Analysis	Entering Freshman 2021 =24% (n=109)	+6%	Entering Freshman 2022 = 17% (n=111)	+2%	Entering 2023 = 22% (n=107)
- English Success (completed in 1 st year)	CCRC Trend Analysis	Entering Freshman 2021 =33% (n=109)	+5%	Entering Freshman 2022 = 38% (n=111)	+2%	Entering 2023 = 44% (n=107)
- 12 Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =37% (n=109)	+5%	Entering Freshman 2022 = 22% (n=111)	+2%	Entering 2023 = 37% (n=107)
- 24 Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =28% (n=109)	+5%	Entering Freshman 2022 = 21% (n=111)	+2%	Entering 2023 = 28% (n=107)
- 30+ Credit Hour Milestone	CCRC Trend Analysis	Entering Freshman 2021 =15% (n=109)	+3%	Entering Freshman 2022 = 13% n=(111)	+2%	Entering 2023 = 10% (n=107)
Completion/Transfer						
- Graduation Rate (Overall)	IPEDS	22/23 = 31%	23/24 = 36%	23/24 = 26%	24/25 = 37%	24/25 = 37% (n=100)
- Pell Grant Recipients	IPEDS	22/23 = 24%	23/24 = 26%	23/24 = 18%	24/25 = 27%	24/25 = 35% (n=69)
- Loans (No Pell)	IPEDS	22/23 = 33%	23/24 = 35%	23/24 = 9%	24/25 = 36%	24/25 = 0% (n=2)
- No Pell or Loans	IPEDS	22/23 = 47%	23/24 = 49%	23/24 = 38%	24/25 = 50%	24/25 = 45% (n=29)
- Transfer Rate (Overall)	IPEDS	22/23 = 16%	23/24 = 20%	23/24 = 19%	24/25 = 21%	24/25 = 13% (n=100)

Priority Area: Student Success						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal	YR 1 Actual	YR 2 Goal	YR2 Actual
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 Drafts of Criterion 1 & 2	Drafts of Criterion 1 & 2 will be ready for review in December 2025	Drafts of Criterion 3 & 4 (March) Begin filling Evidence File	Draft completed, collecting evidence. Visit April 2026
NC Sara		Started		In Compliance		In Compliance
ODHE Efficiency Report		Submit on-time	Submit on-time	Submitted October 2024	Submit on-time	Submitted October 2025
GLBA Compliance		Started	Meet compliance standards	Meeting compliance standards	Continued Compliance	Meeting compliance standards

Narrative

- Preparations for the HLC Reaffirmation visit are proceeding as planned. The onsite visit is scheduled for April 13-14, 2026.
- The **Gramm-Leach-Bliley Act (GLBA)** requires financial institutions to safeguard non-public personal information. While implementing the plan was a major first step, compliance activities are ongoing. The College annually reviews cyber plans and adjusts and improves as necessary. Maintaining an **Information Security Plan** is integral to GLBA compliance.

Priority Area: Student Success						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal (AY23-24)	YR 1 Actual	YR 2 Goal (AY24-25)	YR2 Actual
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	2353	AY25 = 1500	2330
# of participants in training offered	Internal Tracking	AY23 = 64	AY24 = 77 (+20%)	291	AY25 = 93 (+20%)	Unavailable

Priority Area: Student Success						
Performance Indicator	Source/Report Crosswalk	Baseline	YR 1 Goal	YR 1 Actual	YR 2 Goal	YR2 Actual
5. Participate in model initiatives aimed at improving student success						
Student Success Leadership Institute			Continue Active Participation	Active - Yes	Continue Active Participation	Active - Yes
Complete College America			Continue Active Participation	Active - Yes	Continue Active Participation	Active - Yes

Narrative:

- The College has perfect attendance in the annual SSLI meetings. Further, the College actively sponsors candidates in the Leadership Academy.
- Members of the Academic and Student Affairs team actively participate in Complete College America webinars, conferences, and activities. This is a two-year commitment, and the College is in its final year.

Priority Area: Relevance and Excellence						
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (2024)</i>	<i>YR 1 Actual</i>	<i>YR 2 Goal (2025)</i>	<i>YR2 Actual</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	Tracking incomplete		Inconsistent Tracking
Evidence of excellence related practices/goals embedded in performance evaluations	Annual Performance Evaluations	New	Monitor	Up-to-date	Monitor	Up-to-date
# of work-life balance, mental health support, and employee assistance program instances	Internal Tracking	New	1-2 programs monthly	On-target	Monitor	Services are on-demand through the Employee Assistance Program

Priority Area: Relevance and Excellence						
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal (2024)</i>	<i>YR 1 Actual</i>	<i>YR 2 Goal (AY24-25)</i>	<i>YR2 Actual</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	Active Communications Plan	Implementation	Completed

Narrative:

- The 50th Anniversary Celebration was a communications highlight throughout 2025. Faculty, staff, and community participation in a variety of events was terrific! The anniversary most certainly served as a boost to Southern State's brand and provided many opportunities for connection with the College. The theme and related collateral provided for great fun and active engagement for all.

Priority Area: Relevance and Excellence						
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal</i>	<i>YR 1 Actual</i>	<i>YR 2 Goal (AY24-25)</i>	<i>YR2 Actual</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)	Formal survey not completed	Use verbal feedback	Interviews complete
Employee/Community Testimonials		New	Under development		Collect feedback	Interviews complete

Narrative:

- Tracking “others first” proved to be more challenging and time-consuming than expected. To gather data related to this priority, an employee stepped up to accept the task as part of her strategic involvement goal. As a result, every college employee was invited to provide feedback on “excellence” in the workplace. The responses are contained in a file within the president’s office. Action items emerging from this feedback are numerous and range from small-scale improvements, such as campus beautification efforts, to policy and procedure changes. More important than the feedback itself is the way in which “asking for the feedback” improved campus morale. Several people pointed to a deep appreciation for being invited to offer feedback.

Priority Area: Relevance and Excellence						
<i>Performance Indicator</i>	<i>Source/Report Crosswalk</i>	<i>Baseline</i>	<i>YR 1 Goal</i>	<i>YR 1 Actual</i>	<i>YR 2 Goal (AY24-25)</i>	<i>YR2 Actual</i>
4. Promote transparency of data used to inform decisions						
Instances of Data Reporting						
- President's Report to BOT	President’s Office	Monthly Reports	Enhance emphasis on KPI Performance	Continuing	Continue	Compliant
- Deep Data Dive	President’s Office	AY23 = 6 Sessions	AY24 = 6 Sessions	AY 24 = 6 sessions	AY25 = 6 sessions	AY25 = 6 sessions
- Annual Assessment Report on ILO’s	Academics	AY2023 Pilot Completed	Present: January 2024	Presented in the All College Meeting and in Deep Data Dive	Continue	Presented within Assessment Meetings
Updated Institutional Effectiveness Plan	Executive Team	Last Updated 2019-2020	Update to current	Not started – Recommend discontinuing		Replaced with SP tracking

Narrative:

- The **Financial Dashboard** continues to be a staple within the Board Report. Additionally, the administration has offered special presentations on enrollment data and details of the **Program Vitality, Program Review, and Course Efficiency** processes within the institution.

- The **Deep Data Dives** continue to attract healthy attendance (30-45 participants each session). New topics and new presenters are helping to diversify the webinars.
- The **Efficiency Report** and **Campus Completion Plan** have been submitted as required by the ODHE deadline.
- The Institutional Effectiveness Plan, while a helpful plan to the institution in the 2016-2019 period, has exhausted its useful life. The essential elements of strategic planning, assessment, and enrollment/outcome planning are now embodied in their own planning and reporting, rendering the Institutional Effectiveness Plan redundant.

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 1 Actual</i>	<i>YR 2 Goal (AY24-25)</i>	<i>YR2 Actual</i>
5. Support financial practices that enhance the College's long-term sustainability						
HLC Composite Financial Indicator	Higher Learning Commission	FY2023 = 2.96	Maintain within range of 3.0-5.0	FY2024 = 4.80	Maintain within range of 3.0-5.0	FY2025 = 4.16
Senate Bill 6 Composite Score	ODHE	FY2023 = 3.0	Target = Above 2.5	FY2024 = 4.7	Target = Above 2.5	FY2025 = 3.9
Moody's Rating	Moody's Financial Services	FY2023 = Baa3 (positive outlook)	Above Baa3 (positive outlook)	Baa2 (Stable)	TBD	Not reported yet
Salary and Benefits as a % of Budget	Business Office and NCES	FY22/23 = 72.5%	<75%	FY23/24 = 71%	<75%	FY25/26 = 71%

Narrative:

- In October 2025, the SB6 measure was updated and continues on target with goals. Similarly, the Composite Financial Indicator (CFI), a Higher Learning Commission key financial indicator, is in a strong position “above the zone.” As expected, both scores were slightly lower than in 2024. There were nonrecurring accounting transactions in 2024 that did not happen in 2025. As noted in 2024: "While the ratios would still have been within the goal range, this boost is not expected to recur." Both scores are still very strong for SSCC.
- In December 2024, Moody's reported that they would issue an upgraded rating from Baa3 (Positive Outlook) to Baa2 (Stable Outlook). The interview with Moody's for 2025 has not been scheduled as of this report date.

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 1 Actual</i>	<i>YR 2 Goal (AY24-25)</i>	<i>YR2 Actual</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%)	AY23 New= \$135 (-5%) AY 23 Used = \$102 (+1%) AY 23 Ebook = \$85 (-23%)	25% reduction or Adoption of Equitable Access Program.	AY24 New = \$119 (-12%) AY24 Used = \$89 (-13%) AY24 Ebook = \$76 (-11%)

Narrative:

- Textbook affordability remains a priority across higher education. While the College has continued to vet alternatives to current operations, programs such as “Equitable Access” are not universally fair, as many faculty have adopted no-cost models. Further, the adoption of inclusive access materials continues to represent substantial savings for students. The College continues to actively monitor legislative and policy implications for cost-sharing models for CCP partners.