HOCKING COLLEGE

**BOARD OF TRUSTEES MEETING**
**Thursday, October 24, 2019**
**Committee Meetings – 5:30 pm**
**Regular Meeting – 6:00 pm**

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| • **Call to Order (5 min)** | Vice Chair Fischer |
| • **Roll Call** | Mrs. Cunningham |
| • **Approve Minutes from August 22, 2019 Meeting (5 min)** | Vice Chair Fischer |
| • **Oath of Office (5 min)**<br>➢ Reappointment to the Board – Stuart Brooks - Possible<br>➢ Reappointment to the Board – Leon Forte' – Possible | |
| • **Election of Officers**<br>➢ Chair<br>➢ Vice-Chair<br>➢ Treasurer<br>➢ Secretary | |
| • **Executive Session (15 min)** | Chairman |
| • **President's Report (15 min)**<br>➢ Hocking College Singers Performance | Dr. Young |
| • **Academic Affairs Report (10 min)**<br>➢ Update from Vice President<br>➢ Motion to Approve Resolution 2020-01 – Environmental Science | Trustees Mitchell / Fischer<br>Dr. Davis |
| • **Finance and Personnel Report (5 min)**<br>➢ Update from Executive Director Finance / Treasurer<br>➢ Efficiency Report | Trustees Mike Brooks/<br>Jeanie Addington / Mark Fuller |
| • **Facilities Committee Report (5 min)**<br>➢ Update on Projects | Trustee Budzik/Mr. Daubenmire |
| • **Community Relations and Student Experience Report (5 min)**<br>➢ Fall Program Report | Trustee Johnson / Stuart Brooks /<br>Leon Forte' and Ms. Hagerott |
| • **Chairman's Report (10 min)** | Chairman |
| • **New Business (5 min)** | Chairman |
| • **Adjournment** | Chairman |

- **Event Schedule**
  - ➢ Next Meeting – December 19, 2019 – The Lodge
  - ➢ Autumn Graduation – December 14, 2019 – Student Center

The regular meeting of the Hocking College Board of Trustees was held Thursday, October 24, 2019, at The Lodge at Hocking College, Nelsonville, OH 45764.

Administrators attending: Dr. Betty Young, President; Mr. Jeff Daubenmire, Chief-of-Staff; Dr. Myriah Davis, Vice President of Academic Affairs and Workforce Development; Mr. Tim Brunicardi, Executive Director of Marketing, Public and Community Relations; Mark Fuller, Executive Director, Finance / Treasurer; Jacqueline Hagerott, VP of Administration and Student Affairs; Dan Kelley, Dean of the School of Natural Resources; Anne Loochtan, Dean School of Health and Safety; Sean Terrell, Dean of Community Outreach and Workforce Development; Doug Wells, Director of Foundation; and Steve Wilson, CIO Information Technology

Additional attendees: Staff, Bargaining Units Representatives, and media

Guests: Cameron Ferguson and Tegan Legge from Haliburton forest & Wild Life Reserve

**CALL TO ORDER**
Vice Chairman Fischer called the meeting to order at 6:08 pm.

**ROLL CALL**
Sheree Cunningham, Board Secretary, called the roll:

Board members present: Trustees Mike Brooks, Mike Budzik, Dan Fischer, Leon Forte', Tom Johnson, and Ben Mitchell

Board members absent: Trustees Jeanie Addington, and Stuart Brooks

Members present constitute quorum.

**APPROVAL OF MINUTES**
Chairman Stone asked if there were any changes to the minutes from the August 22, 2019, regular meeting. A motion was made by Trustee Tom Johnson and seconded by Trustee Mike Brooks to approve the August 22, 2019, Board of Trustees minutes. The motion was unanimously approved.

**OATH OF OFFICE**
Vice Chairman Fischer reported that the Caucus of the School Board Presidents met and reappointed Trustee Leon Forte' and Stuart Brooks, and appointed Mark Dean to replace Andrew Stone. Terms will expire on August 31, 2022.

Vice Chairman Fischer invited Trustee Forte to stand and take the Oath of Office. Trustees Stuart Brooks and Mark Dean will take the oath of office at the December meeting.

## ELECTION OF OFFICERS

Chairman – Trustee Mike Brooks nominated Trustee Tom Johnson for Chairman of the Board for 2019-2020. Trustee Leon Forte' seconded the motion. There were no further nominations. The motion was unanimously approved.

Vice Chair – Trustee Mike Brooks nominated Trustee Dan Fischer for Vice Chair. There were no further nominations. Trustee Mike Budzik seconded the motion which was unanimously approved.

Treasurer – Trustee Dan Fischer made a motion to nominate Mark Fuller for Treasurer. The motion was seconded by Trustee Mitchell and unanimously approved.

Secretary – Trustee Dan Fischer nominated Sheree Cunningham as Secretary. The motion was seconded by Trustee Mike Budzik and unanimously approved.

Chairman Johnson then took over the meeting as the new Chairman of the Hocking College Board of Trustees.

## EXECUTIVE SESSION

Chairman Johnson requested a motion to adjourn into Executive Session:

In pursuant to Ohio Revised Code 121.22 (G) (1) to consider the employment, demotion or compensation of a public employee, and to consider the investigation of charges or complaints against a public employee;

In pursuant to Ohio Revised Code 121.22 (G) (2) to consider the purchase or sale or lease of real or personal property.

The Executive Session invitation may include:

Dr. Betty Young
Mr. Jeff Daubenmire

A motion was made by Trustee Dan Fischer and seconded by Trustee Mike Budzik.

On a roll call vote:

Voting Yes: Trustees Mike Brooks, Mike Budzik, Dan Fischer, Leon Forte', Ben Mitchell, and Chairman Johnson

The Board adjourned to Executive Session at 6:15 pm.

## RETURN TO REGULAR SESSION

Chairman Johnson announced the return to regular session at 6:28 pm.

## PRESIDENT'S REPORT

Dr. Young's report consisted of the following:

- Hocking College Singers Performance – Dr. Young introduced the Hocking College Singers to the Board. The group delighted those present with several songs. Dr. Young reported this is the first year for the choir. Next year they are hoping to form a band.
- Moment of Silence – Tragedy – Dr. Young reported that Hocking College students Connor Seevers, a music major, and John "Jack" Fitch, an animal assistant therapy major, passed away in a tragic car accident this week. Counseling was offered to the entire campus for students and staff. She also reported that Dr. John Light, who was the founding President of Hocking College, passed away this week. Dr. Young stated he was her instructor and mentor when she was completing her PhD at OU. She asked for a moment of silence for both the tragic deaths of our students and former President Dr. Light.
- Power Point Presentation – This power point represents all the great work on our campus. Staff come to work every day and are doing a great job. The following are highlights:
  - Hocking College Film and Video students worked on the set of Billy Crystal's new film in New York City.
  - Local Chef, Maureen Michels, of "Chef Moe's on the Go!" started her journey at Hocking College.
  - There are 18 students in the First Class of Dental Hygiene students at Perry Campus.
  - Hocking College and Franklin University now have an agreement for a 3 + 1 in Web and App Development.
  - The School of Natural Resources Forestry Club volunteered a "A Day in the Woods" event.
  - Hocking College hosted the "Ideal National Championship Elite Tradesman," a competition to determine the best electrician in North America.
  - Homecoming – There were 30 campers and 100 attendees. The Foundation raised $3,000. There was axe throwing, Dr. Young participated in a radio interview, and the homecoming queen and king were crowned. The individuals raising the most money for the Food Pantry were crowned king and queen.
  - Dr. Anne Loochtan, Dean of Health and Nursing, received the Janell Lang Leadership Award at the annual meeting of the National Network for Health Career Programs in Two-Year Colleges (NN2) in Orlando, Florida.
  - The Physical Therapy program students achieved a 90.9% pass rate, which showed 10 out of 11 students passed. Congratulations to these students.
  - Missouri and Arkansas Trip – The College of the Ozarks is one of the largest "work colleges" in the United States. They have an enrollment of 1150 and every student is expected to work 15 hours per week to pay for tuition.

Dr. Young would like to take a group of faculty and staff next spring to visit this college. Bass Pro – While there, Dr. Young, Dan Kelley, Sean Terrell and Bob Bowser toured the National Wildlife Museum. The museum is designed around conservation. We are hoping in the future to partner with Bass Pro on common interests in conservation and education.

- Coffee with a Cop – Dr. Young reported "Coffee with a Cop" was very successful. The Athens County Sheriff was here along with the Police Department. There was a police dog here, which will soon be here on a permanent basis.
- 96th Annual Clambake and Lobster Feast – Hocking College had 40 plus students and two faculty attend the 96th Annual Clambake and Lobster Feast which is a fundraiser for the Columbus Zoo and Aquarium. They helped feed over 1000 people.
- Farm to Table at Hocking College Robbins Crossing – Dr. Young reported Sasha Sigetic is the new Program Manager for Agroecology. The students from this program cooked the food, which was grown at Hocking College. They served a selected group of Hocking College staff and faculty. They are hoping this will be a yearly event.
- Enrollment is slightly up due to our increase in CCP students. The CCP students select a career pathway which hopefully leads them to complete degrees.
- Athletics Update – Dr. Young gave an update on the Archery, Equestrian Team, and eSports. All are doing very well.
- Comments from the Community – Bill Mowery commented on the "HC Celebrates 50 Years of Serving Students." He is a 1984 graduate, and comments "Hocking College holds fond memories and still feels like my second home. It provided me with a foundation for a successful career in parks and recreation. Thank you!" Another comment from Edward Patton – "I have a granddaughter attending Hocking College. Wish I had gone there 60 years ago, but I chose Kent State instead. Big mistake. I attended the Homecoming this year and had a great time. I'll be back."
- All Hocking Learning Day – Dr. Young reported Ohio Department of Higher Education, Chancellor Gardner, spoke to faculty and students. There was also 8 hours of Mental Health First Aid provided to some faculty and staff. All faculty and staff will eventually have this training.
- Sharing Our Story – Sussex County Community College and Union County College from New Jersey visited Hocking College. They are interested in our Athletics Programs, our Pathway to Prosperity, and our Cannabis Lab.
- Presentations at Conferences – Dr. Young reported that she and Sean gave presentations at NACCE in Newport Beach, CA and then Trustee Johnson and she with folks from NACCE gave a presentation at the ACCT Conference in San Francisco, CA. She also reported that she will be part of the panel for the 21st Annual ACE Women's Network Ohio Conference on November 1, 2019, at Edison State Community College.

➢ Haliburton – Dr. Young reported that she, Dr. Davis and Dr. Kelley had the opportunity to go this summer to be with students at the Canada Field School –

Wildlife and Fish Management. Dr. Young then asked Dr. Dan Kelley to give an update. Dr. Kelley introduced Tegan Legge, General Manager, Tourism and Recreation from Haliburton Forest and Cameron Ferguson, Operations Manager, Tourism and Recreation from Haliburton Forest to the members of the Board. Dan indicated that Cameron and Teagon are here visiting Hocking College and touring the Hocking Hills region, our national based tourism industry to see how it fits into their own region. Dan commented that this is the 25th year of our HC students living, working and studying in Haliburton Forest. Dr. Kelley stated Hocking College is looking at ways to further relationships with Canada in the areas of ecotourism, forestry, and animal assisted therapy in working with sled dogs. These are potential areas where partnerships might be formed. Teagon and Cameron then gave an in-depth report on Haliburton, what they are about and how Hocking College students assist. Cameron stated data is collected by the students which goes into the fishery studies. He stated that they look at reports from HC research and then implement real life changes.

Trustee Leon had a question about dog race competitions. Teagon commented in 2017 they hosted an international dog sledding race, which was over 400 kilometers on the winter trails. It was a 9-day event and took two years of planning. They have people from over 12 countries and over 800 dogs. She commented they had the trail running race, music festivals, etc. It was a lot of fun and hard work. Trustee Budzik thanked them for coming and presenting and for the 25 years of experience with the Haliburton Forest.

Ecuador – Dr. Kelley reported that he, Dr. Young, and Sasha Sigetic are planning on a trip to the country of Ecuador. He stated he has spent a lot of time in Ecuador doing research in his previous job at Bowling Green and has several contacts there. Dr. Kelley stated one of the projects will be to work with rural communities in Ecuador and to learn rural and traditional ways of life and gardening in these places. These areas have vastly improved their community with local entrepreneurship in lodging, producing cheeses, jellies, etc. He stated they would be arriving in Quito, tour Yunguilla, Pululahua and Mitad del Mundo, then transfer to Quito for meetings. The next day they will drive to Guaranda, tour the community, stay overnight, and then leave to tour Guaranda, and last drive to Guayaquil to fly home.

Dr. Young commented this would offer another study abroad for our students. She stated this would be more of an opportunity to go somewhere. Dr. Young stated that many of our students have never been out of the State of Ohio. Our culinary students have had an opportunity to visit Germany and this past summer Italy, which was eye opening for these students. She commented that we have 25 years with Haliburton, and in December will be celebrating 25 years with schools in Jamaica, and have a lab in the Bahamas. These are the kinds of opportunities that contribute to promoting what Hocking College can offer to our students. The TRIO programs takes students to many places in order to expand their view of the world and which will make them more successful in the world.

- NBU – 2% Raise for Eligible Employees – Dr. Young recommended a 2% raise for eligible employees who have been in their position no less than one year as of July 1, 2019. She stated if approved by the Board, the raise would take effect on the first payroll in January 2020. Motion – Trustee Dan Fischer mad a motion to approve allowing the President to issue a 2% raise for all eligible Non-Bargaining Unit Employees (NBU). Trustee Ben Mitchell seconded the motion. The motion was unanimously approved.

**ACADEMIC AFFAIRS COMMITTEE REPORT**

Dr. Davis presented the following report. She reported on November 12 and 13, a delegation will be visiting Hocking College. There will be 10 college presidents coming from different colleges in Jamaica to establish new partnerships. Dr. Davis commented that in addition to Dr. Cornwell, there is only one other individual that we know in this delegation. This is very exciting. She then reported that in December 8 through 16, a delegation will be traveling to Jamaica to celebrate 25 years of partnership with Hocking College. Dr. Cornwell has invited Dr. Young, Ms. Hagerott and herself to present at a national conference, to be on panels and to give individual presentations while in Jamaica. It will be a very busy week. The week will culminate in a Hocking College Alumni celebration honoring Hocking College.

Environmental Science:

New academic / workforce program approvals

BACKGROUND:

The Ohio Department of Higher Education grants approval to offer a new degree after the Hocking College Board of Trustees authorizes the campus to submit a proposal to the State for consideration. With the Board of Trustees approval, the College will submit formal proposals for the following program to the Ohio Department of Higher Education for consideration.

Environmental Science

The launch of these new programs will occur over the next three years as resources allow.

RECOMMENDATION:

The Hocking College Board of Trustees approve new degree programs in:

Environmental Science

ORGANIZATIONAL/ADMINISTRATIVE IMPACT

Hocking College will develop degrees in a "core curriculum" format. This design creates a core of common courses that students complete during the first and second terms of enrollment. During the second year, students select an area of concentration to complete their degree program. This model allows for greater operational efficiency in scheduling courses as well as an opportunity for enhanced learning through interdisciplinary course offerings. Additionally, certificates will be developed as stand-alone credentials for students or add on opportunities for greater career opportunities.

FISCAL IMPACT
The college anticipates hiring a Program Manager for each program with a salary between $55, 000 - $65,000. Faculty members would be added based on degree demand and student enrollment.

**Hocking College**
**New Academic / Workforce Program**

**RESOLUTION 2020-01**

**WHEREAS**, in accordance with Chapter 3345, 3354, and 3357, of the Ohio Revised Code, the Hocking College Board of Trustees is the governing body for Hocking Technical College with authority to authorize the President to manage the day to day operations of the College, and

**WHEREAS**, The Hocking College Board of Trustees is authorized to approve all new degree programs proposed by the Administration.

**NOW THEREFORE BE IT RESOLVED** that the Hocking College Board of Trustees has reviewed the proposed new degree / workforce programs in:

Environmental Science

**BE IT FURTHER RESOLVED**, that the Hocking College Board of Trustees, hereby approves and accepts the proposed new degree / workforce programs in:

Environmental Science

Motion – A motion was made by Trustee Mike Budzik to approve Resolution 2020-01 – Environmental Science as presented. The motion was seconded by Trustee Dan Fischer and unanimously approved.

**FINANCE AND PERSONNEL COMMITTEE REPORT**
Mr. Mark Fuller, Executive Director of Finance/Treasurer, reported on the following: The 2019 outside CPA is finishing up their narrative to the State Auditor and should be completed by October 31, 2019. A Financial Aid Audit will be scheduled the first part of November or early December. STRS is finishing their audit as of now. Mark reported that the Financials for 2019 overall were good. There was an increase of 2.6% for the year with a total in assets of 2.5 million. There was an operating

budget of 32.2 operating and expenses were 29.2 million. He stated we are currently operating under the 2020 budget. There will be a shortfall of $500,000 and we will be preparing for this shortfall by adjusting expenses and will be actively monitoring the budget as we have in years past.

Efficiency Report – Fiscal Year 2019 Efficiency Report

BACKGROUND:
House Bill 49, section 381.550 requires that the board of trustees of each public institution of higher education approve the institution's efficiency report submitted to the Chancellor.

The College continuously works to improve efficiency on campus and compiles the report at the end of each fiscal year to report efficiencies gained throughout the year, stage of efficiencies not yet implemented, and future planning of potential efficiency gains.

RECOMMENDATION:
The Board of Trustees approve the motion to accept the Hocking College Fiscal Year 2019 Efficiency Report.

ORGANIZATIONAL/ADMINISTRATIVE IMPACT:
Various cost reduction across the organization and overall improvements in efficiency.

FISCAL IMPACT:
Overall, operating budget for Fiscal Year 2020 includes total expenses of $29,906,877 compared to fiscal year 2019, which included total expenses of $30,174,373, a reduction of $267,496.

Motion – A was made by Trustee Mike Brooks and seconded by Trustee Dan Fischer to approve the Fiscal Year 2019 Hocking College Efficiency Report. The motion was unanimously approved.

House Bill 49 section 381.550 requires that the Board of Trustees of each public institution of higher education approve the institutions efficiency report submitted to the Chancellor.

## FACILITIES COMMITTEE REPORT

Mr. Daubenmire reported on the following:

Equine Update – Site prep began on October, 2019 with a completion date of Fall 2020. Moving the site saved relocation costs of utilities and will allow parking on both ends of the Equine Center.

New Nature Center – Demolition began Mid-October 2019 and will be completed February 2020. The work will be self-performed with College students.

DVD Sim Lab – The start date was August 15, 2019. We are hoping to have a ribbon cutting ceremony in December 2019. The work will be self-performed with College students. This project was funded by the Rapids Grant.

Landscaping Projects – Outdoor spaces are being improved and are self-performed with College students.

JL Café Patio Project with ADA Access – This project was started in June 2019 and was completed in September 2019. The project allowed for ADA access and the work was self-performed with College students.

Lodge Hotel Rooms – The bids were received for this project, however, they will be going out for re-bid with modifications. The Hotel has to be completed by next October, as the College will be hosting the CCA (Community College of Appalachia) conference later in the month.

HCPD (Hocking College Police Department) – The project was started in June 2019 and should be completed by February 2020.

Proposed Capital Projects
Dr. Young reported that typically projects were taken to the State and they said yes or no. She stated she has asked as a whole to honor the last appropriation and hold us harmless. She stated there is great support, even from the larger schools. So, we will have to wait and see what they say.

Proposed Capital Projects for 2021-2023
Project 1 – McClenaghan Center for Culinary Hospitality Renovation
Project 2 – Public Safety and Natural Resources Program Lab Renovation and Expansion – Phase III
Project 3 - Chiller and Associate Plumbing Replacements
Project 4 - Robbins Crossing Village Restoration; Agroecology, Natural and Historical Interpretation Center

Proposed Capital Projects for 2024 – 2025
Project 1 - Campus Surveillance Cameras with AI Tech
Project 2 - Campus Lighting Improvements
Project 3 - Student ID Card Attendance Tracking
Project 4 - Regional Fire and Public Safety Training Space

**COMMUNITY RELATIONS AND STUDENT EXPERIENCE REPORT**
Ms. Hagerott reported on the following:

Student Development Model

The 21st Century student's individual needs, strengths, skills, and interests include more than just academic planning and graduation. As a result, it is important to intentionally embed opportunities for students to learn and develop personal and professional skills into every aspect of their college experience.

Traditional student services models focus on students' academic goals resulting in a degree. It is no longer acceptable to solely provide them with a degree. To thrive in this competitive era, academic institutions that focus on campus-wide personal and professional development that lead to successful careers will have a competitive advantage.

Attendees will learn how Hocking College has transformed traditional student services including student employment, the judicial process and the first year experience course to create a Student Development Model.

Student employment has been redeveloped through the Student Center to mimic a professional job setting including a formal application process, interview, and performance evaluations. The judicial process has shifted from a punitive system to one that is focused on community standards, accountability, and developmental opportunities. The first year experience course "Pathways to Prosperity" has been redesigned to include personal, professional, and life-long financial literacy as well as traditional college success components.

Hocking College's Student Development Model changes the focus of providing services for students' during their college experienced to one that provides students with opportunities for growth and development. This Model will them not only bridge the gap between campus and career, but also allow them to leave with skills to thrive and advance resulting in life-long success. This may impact enrollment slightly, but make-up for it on the retention side.

## CHAIRMAN'S REPORT

## NEW BUSINESS

- Proposed dates for next year's Board of Trustees meeting are in your packet. If you have any that you cannot attend, please let Sheree know and we will try to accommodate.
- Mark Dean was selected by the Caucus to take Andrew Stone's seat. He will be sworn in at the December 19, meeting.
- Census Data – Dr. Young distributed census data points to the Board. The State is reaching out to churches, colleges, and all kinds of communities to encourage people to complete the census. She stated the biggest thread for not completing is the dislike for government. However, it is so important to complete and is critical for funding, grants, etc. We really need to encourage the community to complete.

**NEXT MEETING** – The next Board of Trustees meeting will be held on December 19, 2019 at The Lodge.

**ADJOURNMENT**
There being no further business to conduct, a motion was made to adjourn by Trustee Mike Budzik and seconded by Trustee Mike Brooks. The motion was unanimously approved. The Board adjourned at 7:59 pm.

Tom Johnson, Chairman

Sheree Cunningham

Sheree Cunningham, Board Secretary

HOCKING COLLEGE

**Hocking College**
**Board of Trustees Action**

**Date:** October 9, 2019

**Submitted by:** Dr. Myriah Davis

**SUBJECT:**

New academic / workforce program approvals

**BACKGROUND:**

The Ohio Department of Higher Education grants approval to offer a new degree after the Hocking College Board of Trustees authorizes the campus to submit a proposal to the State for consideration.

With the Board of Trustees approval, the College will submit formal proposals for the following programs to the Ohio Department of Higher Education for consideration.

Environmental Science

The launch of these new programs will occur over the next three years as resources allow.

**RECOMMENDATION:**

The Hocking College Board of Trustees approve new degree programs in:

Environmental Science

**ORGANIZATIONAL/ADMINISTRATIVE IMPACT**

Hocking College will develop degrees in a "core curriculum" format. This design creates a core of common courses that students complete during the first and second terms of enrollment. During the second year, students select an area of concentration to complete their degree program. This model allows for greater operational efficiency in scheduling courses as well as an opportunity for enhanced learning through interdisciplinary course offerings. Additionally, certificates will be developed as stand-alone credentials for students or add on opportunities for greater career opportunities.

**FISCAL IMPACT**

The college anticipates hiring a Program Manager for each program with a salary between $55, 000 - $65,000. Faculty members would be added based on degree demand and student enrollment.

**Hocking College**
**New Academic / Workforce Program**

**RESOLUTION 2020-01**

**WHEREAS**, in accordance with Chapter 3345, 3354, and 3357, of the Ohio Revised Code, the Hocking College Board of Trustees is the governing body for Hocking Technical College with authority to authorize the President to manage the day to day operations of the College, and

**WHEREAS**, The Hocking College Board of Trustees is authorized to approve all new degree programs proposed by the Administration.

**NOW THEREFORE BE IT RESOLVED** that the Hocking College Board of Trustees has reviewed the proposed new degree / workforce programs in:

Environmental Science

**BE IT FURTHER RESOLVED**, that the Hocking College Board of Trustees, hereby approves and accepts the proposed new degree / workforce programs in:

Environmental Science

Adopted: 10/24/2019

Approved: ______________________
Chair

HOCKING COLLEGE

**Hocking College**
**Board of Trustees Action**

**Date:** 10/24/2019
**Submitted by:** Mark Fuller

**SUBJECT:**
Fiscal Year 2019 Efficiency Report

**BACKGROUND:**
House Bill 49, section 381.550 requires that the board of trustees of each public institution of higher education approve the institution's efficiency report submitted to the Chancellor.

The College continuously works to improve efficiency on campus and compiles the report at the end of each fiscal year to report efficiencies gained throughout the year, stage of efficiencies not yet implemented, and future planning of potential efficiency gains.

**RECOMMENDATION:**
The Board of Trustees approve the motion to accept the Hocking College Fiscal Year 2019 Efficiency Report.

**ORGANIZATIONAL/ADMINISTRATIVE IMPACT:**
Various cost reduction across the organization and overall improvements in efficiency.

**FISCAL IMPACT:**
Overall, operating budget for Fiscal Year 2020 includes total expenses of $29,906,877 compared to fiscal year 2019, which included total expenses of $30,174,373, a reduction of $267,496.

**COMMENTS:**

HOCKING COLLEGE

Motion to approve the Fiscal Year 2019 Hocking College Efficiency Report.

House Bill 49 section 381.550 requires that the Board of Trustees of each public institution of higher education approve the institutions efficiency report submitted to the Chancellor.

Adopted:____ 10/24/19 ____________________________

Approved:____________________________________

Chairman

Ohio | Department of Higher Education

Mike DeWine, Governor
Randy Gardner, Chancellor

Affordability & Efficiency

# FY19 Efficiency Reporting Template

**Introduction:**

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an "Efficiency Advisory Committee" that includes an "efficiency officer" from each state institution of higher education (IHE). Each IHE must then provide an "**efficiency report**" updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets periodically at the call of the chancellor.

Affordability and efficiency in higher education are high among the DeWine-Husted administration's policy priorities; however, as compared to prior years, this year's template is increasingly focused on identifying quantifiable measures of progress in evaluating how well we are addressing affordability and efficiency. DHE's preference for report responses is, to the degree feasible, quantitative data as opposed to narrative responses. Please respond with specific numbers where available. In addition, some questions included in the past are not included this year in recognition of the progress made in implementing earlier recommendations. Finally, you will notice some new points of emphasis that reflect unique priorities of the DeWine-Husted administration.

The FY19 reporting template asks for updates on several topics included in prior reports and continues to require Ohio's IHEs to conduct an annual study to determine the cost of textbooks for students enrolled in the institution pursuant to revised code section 3333.951(C). The FY19 template also continues to request information on efficiencies gained as a result of the "regional compacts" as outlined in revised code section 3345.59.

New to the reporting template this year are information requests regarding online and/or competency-based delivery models for education, financial literacy efforts related to college debt and debt collection practices. Eliminated from the reporting template are some specific questions related to contracting as well as administrative and academic practices, although the new template does request some institutional data on expenditures that may relate to contracting and other operational practices.

***Your Efficiency Report Contact:*** Sara Molski, Project Manager, Fiscal and Legal Affairs, 614-728-8335, smolski@highered.ohio.gov. Please provide your institution's efficiency report by **Friday, November 1, 2019** via email to smolski@highered.ohio.gov

As in previous years, the Efficiency Reporting Template is structured into sections:

- **Section I: Operational Efficiencies** – This section captures practices likely to yield significant savings that may be shared with students or benefit the institution generally. Topics include controlling costs in procurement, employee benefits, utilities and avoidance of duplication.

- **Section II: Academic Practices** – This section covers areas more directly related to instruction, such as the cost of textbooks, time-to-degree, and academic course and program reviews. Generally, our hope is that academic improvements may reduce student costs and/or improve student outcomes such as graduation rates, time to degree, student loan debt, etc.

- **Section III: Policy Reforms** – This section captures state IHE responses to suggested policy reforms originating in gubernatorial task force efforts, legislative joint committee reports, student loan debt advisory group reports, etc. In recent years, a number of stakeholder perspectives have been shared with institutions. Our hope is that institutions will respond to this stakeholder feedback.

- **Section IV: Student Benefit** –This section asks institutions to provide cost savings and/or resource generation in actual dollars for any major initiatives within the past fiscal year. Emphasis should be placed on highlighting major initiatives that may be considered best practices, rather than responding to specific recommendations from the Ohio Task Force on Affordability and Efficiency in Higher Education October 2015 report. To facilitate understanding, IHE's should advise if savings have been redeployed to students to reduce costs, or if they have been reinvested in some other manner for the benefit of students.

- **Section V: Future goals** – This section corresponds to Master Recommendation 2 of the Ohio Task Force on Affordability. It is designed to allow each institution to benchmark its respective five-year goals to its actual institutional cost savings or avoidance. In the spirit of continuous improvement, this section allows you to revise and/or update your five-year goals as needed. In addition, the DeWine-Husted administration would like to know more about possible roles the state could play in supporting your institutional goals; your input is requested in this section.

**For purposes of this report, efficiency is defined as quality versus cost as a means to measure value:**

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)
- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.

# *Insert College/University Name Here*

## Section I: Operational Efficiency

Affordability and efficiency in higher education are high among the DeWine-Husted administration's policy priorities. DHE continues to encourage institutions to consider the Ohio Task Force on Affordability and Efficiency's October 2015 report "Action Steps to Reduce College Costs" (Task Force) linked here: www.ohiohighered.org/sites/ohiohighered.org/files/uploads/affordability-efficiency/Action-Steps-to-Reduce-College-Costs_100115.pdf. Although this year's template does not require each IHE to report on every recommendation of the Task Force, we are requesting that IHE's provide the most recent information available on selected items.

As presented in Recommendation 3B of the Task Force, IHE's have access to multiple joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

| Contract Type | Did your IHE participate in joint contracts in FY19? [yes, no, worked toward] | Monetary Impact |
|---|---|---|
| Copier/printer services | Worked toward | The college has consolidated all printer and copier needs under one vendor and eliminated single, in office printers of individuals. |
| Computer hardware | Worked toward | The college has centralized purchasing of all IT equipment by requiring IT to provide a quote from CDW or Dell Marketing LLC under the state term contracts |
| Travel services | Worked toward | Fiscal services provides oversight on travel, where a member of the team is responsible for booking airfare and hotels to find the best option for the individual and the institution. |
| Outbound shipping | No | The college spends an immaterial amount on shipping |
| Scientific supplies & equipment | Worked toward | Fiscal services has centralized purchasing to ensure that all procurement items needed in the classroom are being purchased through a state term contract if and where possible. |
| Office supplies & equipment | Worked toward | Fiscal services has centralized purchasing to ensure that general office supplies are purchased at best price amount state vendors. |

Per recommendation 4C of the Task Force, IHE's should evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Institutions can use these types of partnerships to generate new resources by identifying "win-win" opportunities with private entities that are interested in connecting with students, faculty, staff, alumni, or other members of their communities. Please complete the section below with the implementation status of your institution.

Did your institution initiate any new partnerships or sponsorships in FY19? No

If yes, please complete the below table for those new relationships.

| Partnerships/Sponsorships | Description | Revenue Generated |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

If the IHE realized efficiencies gained in FY19 from already existing relationships, please identify, specifically including revenue generated. *Include in the table above or add a similar table.*

Employee health benefits continue to be a major cost driver for all IHE's. The Task Force recommendations addressed this issue in 5D, recommending that a statewide working group identify opportunities to collaborate on health-care costs. At this point we are especially interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has generated any significant savings or health benefits improvements in FY 19

What initiatives or plan changes did the IHE implement in FY19 to manage or reduce healthcare costs? The college added a health center on campus which serves both students and employees. The center became operational in August 2019. The college anticipates only a 2.3% increase in healthcare costs in calendar year 2020 from calendar year 2019 and actively manages healthcare cost through a high deductible HSA, requiring biometric screenings to help employees understand their risk factors, and smoking cessation.

Has the institution achieved any expected annual cost savings through healthcare efficiencies in FY19? Please explain how cost savings were estimated. College has added health center to campus. The center became operational in August 2019, thus cost savings from the health center is not recorded in FY 2019.

Energy Efficiencies seek to refine sustainable methods utilized by the institution to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring. Again, we are especially interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has undertaken any significant energy savings projects in FY19.

| FY19 Projects/Initiatives | Efficiencies Gained, including Monetary Impact |
|---|---|
| Maintenance | Partnership with TP Mechanical to provide comprehensive servicing on all HVAC systems, resulting in improved efficiency of systems and reduced utility expense |
| | |
| | |

Has the institution gained efficiencies in FY19 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained. College had previously implemented policy to remove individual electric office heathers, individual office microwaves, and individual office refrigerators. This policy continues to lower overall utility costs.

The Task Force charged DHE with developing a common measurement of administrative productivity. However, the Task Force also acknowledged that each institution should have the latitude to develop its own standards of the proper level of productivity for its campus units. DHE will provide specific financial data for each institution as part of this year's reporting process. The Efficiency Advisory Committee will need to continue to evaluate this data and determine how best to utilize it taking into account the significant diversity of IHE's and their missions throughout Ohio.

Specific institutional measures to be evaluated include:

- Average Expenditure per Student
- Total Revenue per Student
- Facility Cost per Student
- Square Feet per Student

## Regional Compacts

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio's public institutions, with an executed agreement in place by June 30, 2018 for institutions to collaborate more fully on shared operations and programs. Per O.R.C. §3345.59 {E} colleges and universities shall report within their annual efficiency reports the efficiencies gained as a result of the compact.

Please discuss efficiencies gained or opportunities for future partnerships as a result of each of the categories within the compact.

Hocking College has entered into a regional compact with Belmont College, Eastern Gateway Community College, Rio Grande Community College, Washington State Community College, Zane State Community College, Ohio University, and Shawnee State University with objectives to strive to develop strategies to address each of the categories listed below.

| Category | Description | Monetary Impact |
|---|---|---|
| Reducing duplication of academic programming | | |
| Implementing strategies to address workforce education needs of the region | | |
| Sharing resources to align educational pathways and to increase access within the region | | |
| Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region | | |
| Enhancing career counseling and experiential learning opportunities for students | | |
| Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts | | |
| Enhancing the sharing of resources between institutions to expand capacity and capability for research and development | | |
| Identifying and implementing the best use of university regional campuses | | |

# Section II: Academic Practices

## Textbook Affordability

**Textbook Cost Study**

Ohio Revised Code Section 3333.951(D) requires Ohio's public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor. Please attach the analysis of textbook costs developed by your institution labeled "[Institution Name – Academic Year – Textbook Cost Study]" Please summarize the results of your institution's study below.

| Category | Amount |
|---|---|
| Average cost for textbooks that are new | $ 91.03 |
| Average cost for textbooks that are used | $ 155.86 |
| Average cost for rental textbooks | N/A |
| Average cost for eBook | N/A |

**Reducing Textbook Costs for Students**

Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those referenced below that ensure students have access to affordable textbooks.

1. Does your institution offer inclusive access purchasing of college textbooks? Yes. As of Autumn semester 2019, the college has moved to an "all-inclusive pricing" structure. This structure provides two main benefits to students – 1)Price transparency, prospective and current students know exactly how much courses and all required materials cost, 2)The opportunity to participate in the college's learning materials program. In this program, the college provides course materials to students for a flat, per-semester charge. The charge is less than what a student would be able to procure the materials for themselves. The materials are items that in past semesters students would have had to purchase on their own. The college is able to charge less by utilizing mass ordering discounts, loaning textbooks to students and re-using, and utilizing electronic materials through Cengage when possible. If yes, what percentage of courses participate? 100%
2. Does your institution offer open educational resources (OER) in lieu of purchased materials? Yes If yes, what percentage of courses participate? All-inclusive pricing as noted above is an institution-wide objective and affects all courses. How many non-duplicative students benefit currently from OER? All-inclusive pricing as noted above is an institution-wide objective and affects all students.
3. Is your institution a member of an organization that works to develop high-quality, low-cost materials including OER? If yes, what organization? No Please describe. N/A
4. What other practices does your institution utilize to improve college textbook affordability?

Please provide any relevant information in the table below.

| Initiative | Explanation of Initiative | Cost Savings to Students |
|---|---|---|

| | | |
|---|---|---|
| All-inclusive pricing | The opportunity to participate in the college's learning materials program. In this program, the college provides all course materials to the student for a flat, per-semester charge. The charge is less than what a student would be able to procure the materials for themselves. The college is able to charge less by utilizing mass ordering discounts, loaning textbooks to students and re-using, and utilizing electronic materials through Cengage when possible. | Varies by student and program |
| | | |
| | | |

**Textbook Selection Policy**

Ohio Revised Code Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials. Examples of topics addressed within such a policy include textbook adoption deadlines, faculty ethics rules on personal use/resale of publisher-provided free textbooks, disclosure of personal interest/royalties and textbook ownership of faculty-use books.

1. Has your institution's board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025? Yes
2. Has your institution adopted a faculty textbook auto-adoption policy that assigns the previous semester's version of a textbook when a faculty member does not actively select a new edition by the federally-required date of class registration? No

Please attach the policy in full length and label the file as "[Institution Name – Academic Year – Textbook Selection Policy]."

**Time to Degree**

Reducing time to degree is one of the most effective ways to reduce student costs. The Task offered several recommendations for assisting students in reducing time to degree, including developing an educational campaign to increase student awareness on the importance of maintaining an adequate course load, providing incentives for students to attend full-time and graduate on time. Institutions have also been encouraged to review academic programs to assure the number of hours necessary to earn a degree align with recommended standards.

## Standardize Credits

Recommendation 7C of the Task Force was for institutions to streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less.

Please provide a spreadsheet list of every degree program at your institution that requires more than 65 credit hours to complete and associate degree and/or 126 credit hours to complete a bachelor's degree, list the number of credit hours required in a separate column and label the file "[Institution Name – Academic Year – Time to Degree Standardization]" Please complete the table below.

The college has worked to reduce the number of credit hours students are taking to graduate. The college has implemented two strategies to help achieve this goal. 1) Each student is required to take a "Pathways to Prosperity" class in their first semester. This class provides guidance in choosing a major, to help students early in their education with Hocking College to determine if they are majoring in the correct subject. This helps eliminate students taking courses which they will not need to graduate. 2) The college has reduced the number of general electives required. The college has shifted from requiring developmental courses to supplemental instructional courses. While these changes have had adverse effects on SSI funding, it has improved student outcomes.

| Percent of Programs that require more than the recommended minimum credit hours to earn a degree | Percent of FTE in programs that require more than the recommended minimum credit hours to earn a degree |
|---|---|
| 8% | 12% |
| **Average number of credit hours earned by students awarded an associate degree in FY 19** | **Average number of credit hours earned by students awarded a baccalaureate degree in FY 19** |
| 62 to 65 credit hours | N/A |

## Alternative Delivery Methods

Online and competency-based education are both growing dramatically as delivery platforms for higher education across the United States. Recommendation 7G of the Task Force was for institutions to consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

1. Does your institution offer competency-based education? No If yes, please provide a list of enrollment, degrees and course offerings.
2. Has your institution seen a difference in completion rates relative to traditional modes of education? N/A
3, Have students experienced cost savings? N/A How is the fiscal impact quantified? N/A

Flexible delivery methods, such as distance learning, provide an opportunity to improve access by providing students with additional opportunities to complete their education. In fact, enrollment in such programs has increased dramatically in recent years.

1. Does your institution offer distance-based or online education? Yes If yes, please provide a list of enrollment, degrees and course offerings. Degrees in Criminal Justice, Health Information Management, and Water & Wastewater Management are all 100% available online.
2. Has your institution seen a difference in completion rates relative to traditional modes of education? No
3, Have your students experienced cost savings? Yes How is the fiscal impact quantified? Cost savings largely related to travel related expenses of students.

**Course and Program Evaluation**

Recommendation 8 of the Task Force was for institutions to evaluate courses and programs for enrollment and consideration of continuation. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

Is your institution currently undertaking, or within the past year undertook, a review of course and degree enrollment for consideration of possible changes such as continuation or termination? Yes If yes, please explain and list specific courses and degrees. All programs are reviewed on an ongoing basis to ensure that courses meet the needs of the market and have sufficient demand from students.

| |
|---|
| What steps, if any, did your IHE take in FY19 to share courses/programs with partnering institutions? No |
| If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date. N/A |

**Co-located Campuses**

Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee. (Reference also recommendation 9 from the Task Force.)

Co-located campus: ______________

| Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.) | Please include an explanation of this shared service. | Monetary Impact from Shared Service |
|---|---|---|
| | | |
| | | |
| | | |

# Section III: Policy Reforms

**Financial Advising**

Recommendation 10A of the Task Force was for institutions to provide financial literacy as a standard part of students' education. In addition, the Ohio Attorney General's Student Loan Debt Advisory Group report of June 2017 made a similar recommendation as well as other proposals on how to improve processing of student accounts and debts. The report can be found at: www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Schools/Ohio-Attorney-General-s-Student-Loan-Debt-Collecti.aspx

1. Has your institution considered the Ohio Attorney General's Student Loan Debt Advisory Group report recommendation on financial literacy? Yes If so, please describe your institution's implementation. Students with past due balances are provided a letter that indicates that their account will be sent to the Attorney General's Office for collection if payment arrangements are not made prior to a given date. All of our students partake in financial literacy training when they come on campus. We have purchased Financial Aid TV to provide our students with a step-by-step guide on filing out FAFSA as well as a library of resources for all other financial aid topics. Financial Aid TV is available 24/7 with hyperlinks to resources listed throughout the specific subsets of the college's website.
2. Does your institution provide a standard course for incoming students that includes financial literacy education? Yes, "Pathways to Prosperity"
3. Does the course explain the institution's debt collection practices, fees, notifications and referral process to the AG? No.
4. Does the institution have a process to inform students that they do not have to accept the entire student loan amount for which they are eligible? Yes, students are made aware via an email notification that a loan is being disbursed to their account. The email includes instructions for them to accept a reduced amount or return the funds.

**Financial Aid**

Ohio IHEs should strive to meet guidance issued by the U.S. Department of Education (USDE) on April 15, 2019: (https://ifap.ed.gov/eannouncements/041519RecWhatPostInstShouldWork2Avoid.html).
The guidance calls for not describing loans as "awards", including the total cost of attendance in letters, breaking costs down into clear components, avoiding comingling grants, scholarships, loans and work-study together, and always including a net cost calculation in financial aid letters. The State of Ohio also wishes to ensure that financial aid dollars it provides are supplementing financial aid for students, not supplanting dollars that would otherwise be given to a similar or identical student.

1. What strategies does your institutions use to coordinate multiple forms of financial aid (institutional or otherwise) for students that are certain or likely to receive state-sponsored financial aid in the form of OCOG, Choose Ohio First, Ohio National Guard Scholarships, War Orphans Scholarships, etc. or other state aid? Financial aid is reviewed centrally with financial aid staff

checking eligibility for programs. The college also sets aside operational funds for the purpose funding work scholarships for students up to the amount of $1,000 per semester.

2. Which of the April 15, 2019 recommendations made by the USDE regarding financial aid letters has your institution implemented? The college utilizes the electronic award notification in Ellucian which breaks down the award types which clearly indicate on loans that the loan must be repaid. The cost of attendance for the student's program is also included on the financial aid notice. If you have chosen not to implement a particular recommendation, please explain why. N/A

**Certification Practices**

Ohio Revised Code 131.02 requires state IHE's to certify their outstanding debt to the Ohio Attorney General's office (AGO) for collection either 45 days after the amount is due or within 10 days after the start of the next academic session, whichever is later. However, Ohio's institutions certify their outstanding debt pursuant to varying policies and practices. To ensure that all Ohio students are treated fairly and uniformly, the recommendation #7 of the Student Loan Debt Advisory Group report is that state institutions adopt uniform certification practices that emphasize transparency for both debtors and the AGO. The advisory group recommended that the Ohio Bursars Association, in partnership with the Ohio Association of Community Colleges and the Inter-University Council, facilitate this effort.

Specifically, institutions were asked to develop uniform practices for collecting debt with attention to the type, content, and frequency of notices issued to students; and the fees and other collection costs applied to student debts.

1. Has your institution reviewed its certification practices per the 2017 AG Student Loan Debt Advisory Group report? Yes If yes, explain. The college notifies students that past due debt will be placed with the Attorney General's Office. The letter provides students with a 30-day window to pay the balance or make repayment arrangements with the college prior to the debt being sent to the Attorney General's Office.
2. When your institution certifies debt to the Attorney General, are late fees or other penalties that your institution charged to the student included before certification, thereby leading to collection fees applied to prior collection fees? Yes, the college charges a uniform, one-time $100 fee to student accounts with an unpaid balance at the end of the semester.
3. Does your institution provide student debtors with opportunities for settlement of debt before certification to the AG? If not, has your institution explored options with the AG to allow settlement? Yes, the college offers students a period of 30 days to make arrangements with the college, including setting up a payment plan for as long as 12 months.

The college has implemented a "seat ready" strategy effective Autumn 2019 semester. The strategy works to ensure that students are financially ready prior to the first day of class. This strategy is intended to initiate conversations with students about their balances earlier in the year so that students who are enrolled and attending classes are those who have the ability to pay their balance. This increased focus on "seat ready" should reduce the number of accounts going to the AG office going forward.

## Section IV: Students Benefit

When institutions save money, they ideally invest a portion of those savings into student benefits, such as reduced fees, increased institutional aid, quality improvements, etc.

For fiscal year 2019 only, please explain what, if anything, your institution is doing that is a new benefit for your students. Answers may be financial benefits or intangibles such as efforts to improve career counseling, undergraduate teaching, research, etc. If you have targeted financial aid for tuition, fees, room and board, books, technology or other expenses, please explain the focus of cost reduction.

If you have seen a significant savings from an initiative in the past fiscal year, please describe that here.

| Category | Initiative | FY19 (*Actual*) |
|---|---|---|
| Cost savings/avoidance to the institution in FY19 ONLY | | |
| | | |
| | | |
| | | |
| New resource generation for the institution in FY19 ONLY | College has put increased resources into entrepreneurial ventures which are auxiliary sources of income. | Revenue increased from \$24,000 in FY 18 to \$78,000 in FY 19 |
| | | |
| | | |
| | | |
| Cost savings/avoidance to students in FY19 ONLY | College has worked toward putting in a health center on campus which serves both students and employees | Center became active in August 2019 |
| | | |
| | | |
| | | |

**Additional Practices**

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

Please share any additional best practices your institution is implementing or has implemented.

## Section V: Future Goals

This year's template does not require updates on every recommendation of the Task Force. Nonetheless, it is important that each institution continue to track its progress on achieving its Five-year goals that have been identified in prior years' submissions. An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals submitted in 2016, please update.

See attached MasterRecommendation2. Template to complete.

The DeWine-Husted administration recognizes that each institution of higher education in Ohio faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

1. Please provide your thoughts and suggestions regarding ways that the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system. Recognizing the impact of the number of students being served in the 2-year college sector and understanding that providing education for those students is no less expensive than providing education in the 4-year college sector. To support strength, resiliency and reputational excellence, the college recommends equity in funding between 2-year and 4-year colleges. The college also recommends greater availability for students who start their education with a 2-year college to go on and get a bachelor's degree at a 4-year college.
2. What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the IHE's? The Department of Education's calendars should be reviewed and adjusted to align better with the timing required to make decisions regarding tuition and fees. The current calendar is not aligned with the working calendars of colleges and the registration of students.

- - -

Thank you for completing the FY19 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.

**Hocking College**
**Board of Trustees Action**

**Date:** October 24, 2019

**Submitted by:** Dr. Betty Young

**SUBJECT:**

Fiscal Year 2020 Non-Bargaining Unit (NBU) Raise

**BACKGROUND:**

The Board approved budget for fiscal year 2020 has funds to allocate a 2% raise to all eligible NBU employees.

Eligible employees have been employed by Hocking College for no less than one year on July 1, 2019.

**RECOMMENDATION:**

The Board of Trustees approve the motion to allow the President to issue a 2% raise for all eligible NBU employees. The raise will become effective the first full pay period in January 2020.

**ORGANIZATIONAL/ADMINISTRATIVE IMPACT**

The raise will allow Hocking College to remain competitive in employee compensation.

**FISCAL IMPACT**

The 2% raise for eligible NBU employees will have an annualized impact of $130,000. The impact for the remainder of fiscal year 2020 will be $65,000.

HOCKING
COLLEGE

Motion to approve allowing the President to issue a 2% raise for all eligible Non-Bargaining Unit Employees (NBU).

Adopted: ____________________

Approved: ____________________