



**REPORT TO THE BOARD OF TRUSTEES – August 6, 2019 – Exhibit No. 11**

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*VISION*

*As the premier two-year college in northwest Ohio, Owens Community College will be the first choice for students seeking career credentials and university transfer, and will be recognized as an indispensable partner for businesses, educational institutions and community organizations.*

**STRATEGIC PLAN 2019-2021**

**GOAL 1: Increase enrollment, completion and student success**

The Student Services Division implemented communications and intentional outreach (utilizing Google Analytics and analyzing degree audits/class schedules) that encouraged and supported student enrollment for the Summer Semester 2019, which resulted in the “14<sup>th</sup> Day” census point with enrollment being up, as compared to 2018. The census headcount is 3,469 students, an increase of 3.1 percent from the comparable date for Summer Semester 2018. The full-time-equivalent (FTE) enrollment (which is based on credit hours) is 630.9 FTE, an increase of 5.4 percent from the comparable date for Summer Semester 2018. The “continuing student” population makes up the largest number of students at 1,592, and the “transient student” population had the largest rate of increase from 947 last year to 1,071 headcount for Summer Semester 2019. (Source: Institutional Research)

The College’s market share of “direct from high school” students rose in 2018. Although the overall number of high school students in the Owens legal service district who enroll at an Ohio public college or university immediately following graduation declined between 2017 and 2018, the proportion enrolling at Owens rose from 16.7 percent to 19.1 percent. This increase was primarily driven by an increase in market share within Lucas County. (Source: Institutional Research)

**Owens Community College Legal Service District Market Share  
High School Graduation Years 2014-2018**

<b>County</b>		<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Hancock County High Schools	Market Size	272	283	281	237	233
	Owens Total	69	52	60	55	43
	Owens Market Share	25.4%	18.4%	21.4%	23.2%	18.5%
Lucas County High Schools	Market Size	2,202	2,288	2,251	2,231	1,815
	Owens Total	375	384	324	324	316
	Owens Market Share	17.0%	16.8%	14.4%	14.5%	17.4%
Wood County High Schools	Market Size	536	553	551	533	522
	Owens Total	160	146	110	120	116
	Owens Market Share	29.9%	26.4%	20.0%	22.5%	22.2%
Ottawa County High Schools	Market Size	93	114	93	85	88
	Owens Total	23	33	34	20	29
	Owens Market Share	24.7%	28.9%	36.6%	23.5%	33.0%
Sandusky County High Schools	Market Size	37	34	35	34	21
	Owens Total	7	8	9	3	7
	Owens Market Share	18.9%	23.5%	25.7%	8.8%	33.3%
<b>Entire Legal District</b>	<b>Market Size</b>	<b>3,140</b>	<b>3,272</b>	<b>3,211</b>	<b>3,120</b>	<b>2,679</b>
	<b>Owens Total</b>	<b>634</b>	<b>623</b>	<b>537</b>	<b>522</b>	<b>511</b>
	<b>Owens Market Share</b>	<b>20.2%</b>	<b>19.0%</b>	<b>16.7%</b>	<b>16.7%</b>	<b>19.1%</b>

## **GOAL 1: Increase enrollment, completion and student success ~ continued**

FastPathOhio (grant-funded through the US Department of Labor Employment and Training Administration) assists students with attaining college credit through prior learning experience. Jessica Ruffner, Manager, Prior Learning Assessment, reported that the College had its first student to complete their academic program and apply to graduate for Summer Semester 2019. The student earned nine credit hours by completing three portfolio assessments through FastPathOhio. The student successfully demonstrated fulfillment of each course's learning outcomes through the knowledge gained from his professional work experience.

The Annual Owens Open House was held on June 12 on both campuses. There were approximately 450 individuals who attended. Prospective students met with faculty and staff about programs information, the admissions process, financial aid and student services.

Oserve Advocates completed a telephone and email outreach to 1,007 students at risk of being dropped for non-payment of tuition and fees for the summer semester. The Advocates provided a list of payment options for students to choose as their intended means of payment for the semester. New to this outreach was the use of Google Analytics platform. Advocates also participated in two new outreaches to assist with the student intake process and overall retention of students. This first outreach was for students identifying themselves as a returning student on their application, and provided the student with next steps in the enrollment process based on academic and financial standing. The second outreach was to students who had attended a New Student Orientation event and was aimed at helping students determine their method of payment and provide support in relation to financial aid deferred payment plans, third party billing, and others. On June 27, Oserve implemented caseload assignments for each Oserve Advocate. The shift to caseloads will allow Advocates to offer a more content-driven and personalized service as it pertains to the student and their needs. In addition, the caseload strategy will assist in more proactive outreaches to students.

The Owens Foundation is working with Student Services to modify the qualifying criteria for the existing Success TAP Scholarship. The Financial Aid Office has identified an important piece of the student's adventure when a student may be just shy of the finish line and at risk of not completing their degree. The Success TAP *Completion* Scholarship is an investment in student success to ensure qualifying students in their final semester will have a resource to persist in completing and graduating from Owens.

The Marketing department developed and rolled out a new advertising campaign entitled "Powered by Owens". This was truly a team effort by the whole department with some additional input from senior leadership and all four academic schools. Six successful alums served as talent in the ads (created by HART). Marketing will continue to work with all academic areas and the alumni office to cultivate additional talent for future use in the campaign. Overall, the campaign produced one :30 ad, two :15 ads, and dozens of billboards, static ads, print ads, and social media graphics.

The Business Technologies department convened a lunch and learn with Academic Advisors and Admissions staff who met with a panel of four insurance industry professionals to learn of the various career paths a student can take upon completion of the certificate or an Associate Degree in Insurance Studies. Insurance representatives included: Connie Frey of Westfield Insurance and of the Insurance Industry Resource Council (IIRC), Seth Hudson of New York Life, Hyfah Hilou of Financial Design Group, and Becky Kelly of Hylant Group. The purpose of the collaboration is to help strategically increase enrollment in the Insurance Studies program.

## **GOAL 2: Improve and enhance the student experience**

Effective for the summer semester, the College transitioned to the Papercut printing solution for student and academic printing, which allows for the introduction of new services for students such as “print from anywhere,” mobile printing and using personal devices. These improved features will provide a cost savings to the College and will be rolled out throughout the academic year, 2019–2020.

AVI Foodservices will continue to provide dining/cafeteria services (grill and cold beverage vending) for the Toledo-area Campus. After participating in the request for proposal process, the College and AVI are negotiating final terms, while the current contract was extended for 30-days during the summer.

Fifteen Owens athletes earned The Ohio Community College Athletic Conference “Academic All-Conference Team”. In order to qualify, a student-athlete must achieve a 3.30 GPA or higher while completing at least 12 credit hours. Of these 15 athletes, 11 were on the baseball team. Three of the 11 earned a perfect 4.0 GPA for the semester. The 11 players tie a program record for the most amount of players named to an Academic All-Conference team from Owens. Additionally, six Owens baseball players were named to the Academic All-American teams by the National Junior College Athletic Association (NJCAA). One player was a member of the First Team, which requires a 4.0 GPA for the academic year. One player was a member of the Second Team, which requires a 3.81 GPA for the academic year. Four players were named as members of the Third Team, requiring a 3.6 GPA. ***Congratulations student-athletes!***

## **GOAL 3: Develop workforce and labor market outcomes**

General Motors Company (GM) has chosen the College’s GM Automotive Service Program (ASEP) as one of seven community colleges in Michigan, Ohio and Pennsylvania to launch its GM Dealer Technician Scholarship. This program will help 10 Owens ASEP students graduate debt-free! The scholarship will be offered through the Owens Foundation and will cover two years of tuition and fees for qualifying students. Upon completion, ASEP students will have acquired 80 percent of their GM certifications. Owens has been in partnership with GM for over 25 years. There is currently 100 percent placement in the program as this program is feeding technicians into high-demand, high-paying careers.

The Internship program for the School of Business, Information and Public Service, under the leadership of Reti Shutina, Internship Manager, is launching the Internship and Career Corner Series for students beginning Fall Semester 2019. The monthly workshops will provide students with internship information, while career professionals provide resume reviews and offer students the opportunity to practice interviewing skills. This initiative is a collaborative effort with Student Services’ Career and Transfer Services, local businesses and the Owens Alumni Association. The purpose of the program is to prepare current students for career-readiness and to get connected with area businesses and Owens alumni. More than 100 students in the School of Business, Information and Public Service may benefit from this program.

The College, through Workforce and Community Services, was awarded with a grant from the American Association of Community Colleges Expanding Community College Apprenticeships, totaling \$140,000, for the purpose of increasing the promotion of apprenticeships and to update or develop new curriculum for apprenticeships.

The Ohio Manufacturing Workforce Partnership (OMWP) received a \$12 million federal grant from the U.S. Department of Labor. As part of the northwest Ohio region, Owens Community College will receive an estimated \$280,000 in grant funding over a four-year period for the purpose of increasing enrollment in the credit programs for Electrical, Industrial and Maintenance certificates and degrees. The OMWP initiative leverages sector partnerships to expand apprenticeships in advanced manufacturing. This partnership includes 26 higher education institutions throughout Ohio.

Cleveland-Cliffs, Inc., (Toledo Plant) began a new training partnership with Workforce and Community Services to provide testing utilizing the National Occupational Competency Testing Institute (NOCTI) and the differential aptitude testing for candidates for employment. The partnership may also have a future opportunity to provide short-term electrical training.

#### **GOAL 4: Cultivate community image and advancement**

Over the past year, the College has been working to identify new ways to collaborate with the Toledo Lucas County Public Library. For classes beginning this Fall, the College will be offering three sections of English 111P (Composition I Plus) at the Reynolds Corner Branch Library, the West Toledo Branch Library, and the Oregon Branch Library. This collaboration allows students, both new and continuing, to take this course that focuses not only on writing but also on reading and critically engaging various texts, right in their neighborhood branch library, at convenient class times for working individuals. English 111P provides an additional contact hour to address the needs of student writers who can benefit from the extra support utilizing process-oriented and active-learning strategies.

The Welding, Tool and Die program for the School of STEM is partnering with the Life Revitalization Center of the Cherry Street Mission to deliver short-term welding, tool and die classes. Goodwill Industries of northwest Ohio provided vouchers to students in the program to purchase lab-appropriate clothing and boots. Stephanie Baker, Director of Program and Business Development, has been working with T&S Tool & Supply Co. Inc. (Holland, Ohio) and Clausing Industrial (Kalamazoo, Michigan) to supply equipment for the labs at the Life Revitalization Center for the program

The School of STEM visited Lourdes University to meet with their Upward Bound students. (Upward Bound is a federally-funded TRiO program for high school students for college preparation.) Yojana Sharma, Dean, School of STEM, Diana Stachowiak, Chair, Electrical Engineering and Computer Technologies, Tracy Campbell, Chair, Applied Engineering and Industrial Technologies, with Lynn Kendall, Lab Technician, Electronics Lab, and Randall Haar, Instructor, Alternative Energy and Sustainable Systems, Design Technology and Welding presented STEM-related associate degree programs. Additionally, Mr. Haar made a presentation on Robotics, and the STEM Engineering team assisted each of the students to construct their own mini-robot.

The College hosted two highly visible events, which drew nearly 1,000 visitors to the Toledo-area Campus: Bike to the Bay to benefit the National Multiple Sclerosis Society and the Kilometers for Kidneys Walk benefiting the Kidney Foundation of Northwest Ohio.

Owens Social Media audience (Facebook, Twitter, LinkedIn, and Instagram) has grown to 72,808 followers which is an increase of 9.50% over the last 12 months. Between Facebook and Twitter, the College is averaging 491,045 impressions per month over the last 12 months. (Source: Marketing Department)

#### **Faculty and Staff Recognition**

- **Ramadevi Kannan**, Professor, Accounting, was recognized by the Accreditation Council for Business Schools and Programs (ACBSP) for teaching excellence in the classroom with two awards. The first, Teaching Excellence Award from ACBSP Region 4, Ms. Kannan received a medallion; and, then Ms. Kannan was selected from all the regional award winners and was chosen as the recipient of the ACBSP International Teaching Excellence Award for 2019. She was presented with an engraved crystal award.
- **Ryan Mays**, Manager, Testing Services, was re-elected to the Governing Board of the Great Lakes College Testing Association as Membership Chair. During the 2019 Great Lakes Testing Conference, Mr. Mays received a President's Award, which acknowledged his work in transitioning the Ohio College Testing Association to the Great Lakes Testing Association.

### **GOAL 5: Improve college culture and quality of life**

The Leadership Evolution project, “Developing Female Leaders to be their Best” was designed for interested women employees to help identify their role at the College in advancing the mission. The first networking session, “Hearing Each Other’s Stories, began on July 23. A total of five sessions will be held through the academic year, as attendees examine their perception and connection of their role with the mission, meeting others’ needs, being valued and learning how to network and have a fulfilling career. The sessions will be facilitated by the team of Amy Giordano, Vice President, Enrollment Management and Student Services, and Erica Parish, Dean, Accreditation and Academic Support. All are welcomed to attend the complimentary workshop sessions.

Marketing has worked with senior leadership to deploy the new Mission and Vision statements in visual ways on both campuses. The old frames were removed and re-purposed with the new Mission and Vision in a fresh new look to be ready by the start of the Fall Semester as well as eye-catching murals and cut vinyl pieces installed in strategic areas on the campuses.

### **GOAL 6: Building financial strength and capacity**

Based on price, market conditions, program type, and contractual terms, the College opted to enroll into a power supply contract with MP2 Energy (A Shell Company) for a 36-month term, commencing in 2021. After conducting a request for proposals process, the contract was executed through a consortium-buying strategy with Northwest State Community College and Terra Community College. It is anticipated that the strategy will result in a supply cost reduction of \$29,707 annually or \$89,120 over the three-year term, as compared to the previous supply contract. The College also opted to enroll into an energy only capacity pass-through contract to take advantage of efficiency strategies. Through LED upgrades, product life cycle management, demand response programs, and sustainability practices, the College can minimize energy capacity costs. The timing of the contract execution was based on both natural gas and power prices trading within historical lows, to solidify a hedged position, reduce risk, provide budget certainty, and to be proactive of the marketplace outlook.

The Foundation strives to remove barriers to education by providing student scholarships and supporting growth and innovation at Owens Community College. The Foundation recently received \$17,378 toward supporting numerous scholarships. The Foundation also worked to establish the General Motors Dealer Technician Scholarship to provide full-ride scholarships for up to ten students in the GM Automotive Service Educational Program (ASEP) for the 2019/2020 academic year. It is anticipated that this scholarship agreement and funding will be renewed annually.

The goal of the 2019 Annual Giving Campaign is to raise \$350,000 for the Owens Foundation. Campaign progress as of July 10, 2019.

- \$231,896 funds raised to-date or 66 percent of goal.
- 100 percent participation achieved among the senior administration of the college and 78 percent among the college’s leadership boards. Striving for 100 percent participation for the third consecutive year.
- Employee participation has reached 39 percent participation. 202 employees out of 524 have donated to the campaign so far. (2017 = 21% and 2018 = 38%).

Investing in technology, the Emergency Services Technology department purchased a new simulation monitor with Perkins grant funding for the Center for Emergency Preparedness for training students in the Paramedic and Emergency Medical Technician programs. The new technology will be hooked up to existing manikins and be able to simulate patient vital signs, heart rhythms, capnography readings and other indicators. Additionally, the students are training with a donated ambulance from the City of Perrysburg. The program invited Brent Parquette, Paramedic, Training and Quality Assurance Specialist and Program Administrator for Lucas County to provide an 8-hour training for 60 students

and regional EMS providers on the 12-Lead Electrocardiogram, which is recognizing the many types of heart attacks by watching changes on the heart monitor.

#### **CERTIFICATION OR ACCREDITATION**

For the Workforce and Community Services' Truck Driving program, the Ohio Department of Public Safety (ODPS) certified both campuses as legal enterprises during the annual inspection, and renewed the certification of all adjunct instructors for the Truck Driving program on June 16. This included James Fugate, as a fully certified CDL-A instructor; Dennis Blackwell, Truck Driving Program Manager, certified as a probationary, restricted CDL-A instructor capable of teaching in the classroom; and, Harley Curavo, Truck Driving Program Assistant Manager, completed the ODPS coursework and received Training Manager Certification, which becomes active in May 2020.

The Ohio Department of Health conducted a June 5 onsite survey of the State Tested Nurse Assistant (STNA) classrooms and labs at both campuses and Downtown Learning Center. All reviewed areas meet State standards and are in compliance with the provisions of the Ohio Administrative Code for the Nurse Aide Training and Competency Evaluation Program.

Additionally, the State Tested Nurse Assistant Training Program submitted renewal applications for the State's re-approval of the program curriculum. The Ohio Department of Health has certified compliance with the criteria, standards, and requirements of the Ohio Administrative Code through the renewal period of August 1, 2019 through August 1, 2021. Meeting the State standards ensures students are receiving the program content required by the State of Ohio.

Beth Tronolone, Chair, Dental Hygiene Program, attended the American Dental Education Association Allied Program Directors' Conference in Tampa, Florida. New information on accreditation changes was provided, which will be applied as the self-study for the Dental Hygiene program is being prepared during the academic year, 2019-2020.