

Board of Trustees Meeting

**Tuesday, January 23, 2024
3:45 pm**

Welcome!

**You will hear silence until the
moderator opens the public
meeting.**

SUNSHINE LAW

COMPLIANCE ANNOUNCEMENT

The Board of Trustees of the Cincinnati State Technical and Community College District, Hamilton County, Ohio, is meeting in Regular session, pursuant to the rules, location Cincinnati State, 3520 Central Parkway, Cincinnati, Ohio 45223, on Tuesday, January 23, 2024, 3:45 p.m., Chairperson John Silverman presiding. Notification has been posted on the College website, www.cincinnatiastate.edu, in **MyCSTATE Daily News**, and given to news media outlets – including *The Cincinnati Enquirer*, *The Cincinnati Herald*, *Journal-News*, the *Press Community Newspapers*, the **Harrison Press**, **WCPO**, **WLW-TV**, **WKRC**, **WXIX**, **WVXU**, and **WLW Radio** – in compliance with the requirements of Ohio Revised Code, Section 121.22.

Roll Call

AGENDA
Call To Order
Sunshine Law Compliance Announcement
Roll Call

- 24.01** Approval of the Proceedings of the Regular Board Meeting of December 5, 2023
- 24.02** Consideration of Items for Possible Addition to the Agenda
- 24.03** Recognition of Accomplishments Reflective of the College Mission
- 24.04** Consent Agenda for Recurring Items
 - A. Personnel Reports
 - B. Facilities Reports
 - C. Public Safety Monthly Incident Reports

Action Items

- 24.05** Financial Report
- 24.06** FY25 Budget Planning – Affirmation of Fiscal Priorities
- 24.07** FY24 Budget Amendment
- 24.08** Vendor Contracts Approval
- 24.09** Adjunct Salary Proposal
- 24.10** Academic Quality & Student Learning Updates – Tenure Approval
- 24.11** Annual Review of the College Mission, Vision, and Values Approval

Status of the College

- 24.12** Student Engagement & Education / Student Activities Report
- 24.13** Shared Governance / Faculty Senate Report
- 24.14** President’s Report
- 24.15** Trustee Chairperson’s Report

Old Business

New Business

Adjourn to Executive Session

Adjournment

- 24.01** Approval of the Proceedings of the Regular Board Meeting of December 5, 2023

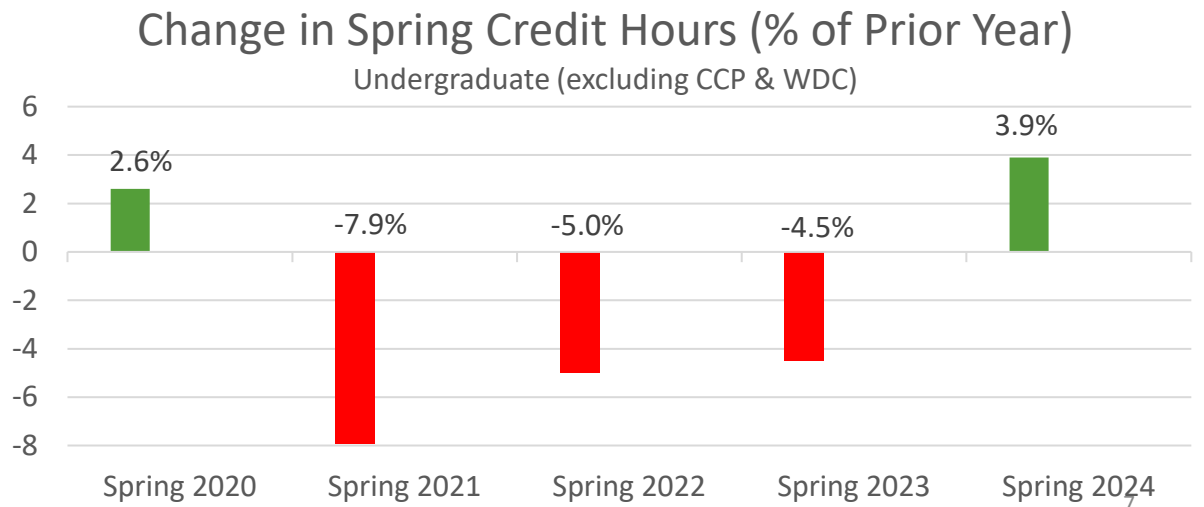
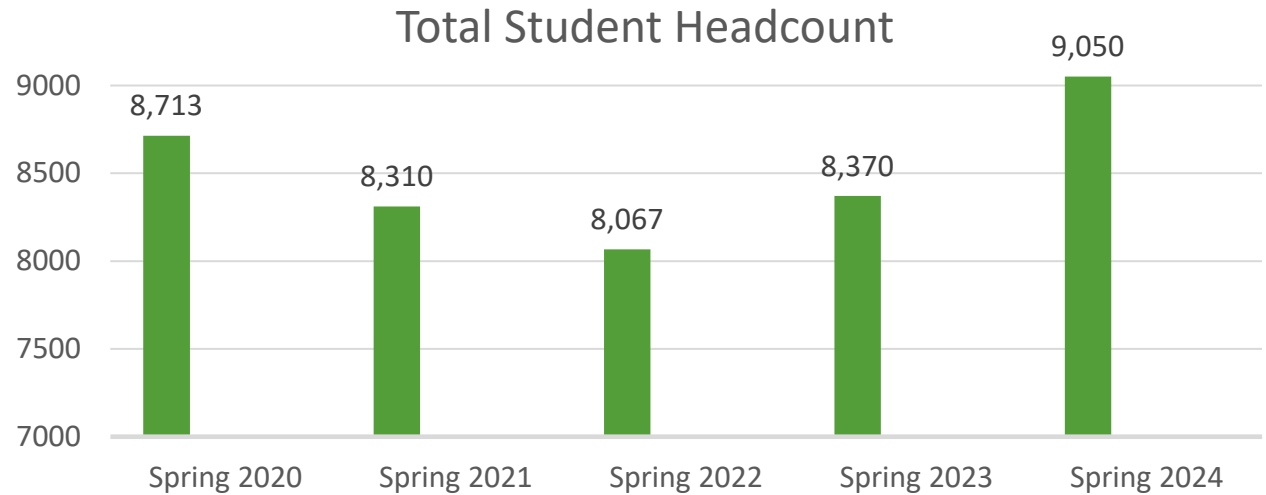
- 24.02** Consideration of Items for Possible Addition to Agenda

24.03 Recognition of Accomplishments

Recognition

Cincinnati State Departments & Divisions

- Academics
- Enrollment Services
- Facilities
- Finance
- Human Resources
- IT
- Institutional Advancement / Foundation
- Institutional Research
- Marketing
- Public Safety
- Student Success & Development
- Workforce Development



24.04 Consent Agenda for Recurring Items

- A. Personnel Reports
- B. Facilities Reports
- C. Public Safety Monthly
Incident Reports

Capital Projects Update

January 2024

MAIN BUILDING AIR HANDLER UNIT (AHU) REPLACEMENT

- AHU 24 (serves basement, near Fitness Center) to be completed in January
- AHU 1 Serving Main Building basement and 220-230/320-328A to be completed in February

CLIFTON CAMPUS EXTERIOR IMPROVEMENTS AND WAYFINDING

- Foundations for all exterior signage have been poured, and entrance signs to be completed in February.
- Mesh signage on Parking Garages has been installed, with mesh lighting next in January
- Remaining work on landscaping, and Main building Automotive Wing garages will resume in late Spring.

PRACTICAL NURSING SKILLS LAB RENOVATION

- Eight const. bidders with estimated const., design and furnishing costs of \$462k/2,000 sf (\$231/sf)
- Work funded by Hamilton County ARPA Grant
- Construction to begin in May with completion by end of August, for Fall classes

Facilities Updates

Clifton Exterior, Signage and Wayfinding Project

Coming in February to the corner of Ludlow and College Drive:



Exterior Improvements & Wayfinding Parking Garage Signage



Facilities Updates

Clifton Exterior, Signage and Wayfinding Project

Coming in February to both sides of Main entrance at the corner of Ludlow and Rue de la Paix:



Clifton Campus Moves

- **C-State Accelerate:** Moved to Main 161 to accommodate program growth until first-floor Main renovations occur
- **Institutional Advancement:** Moved to Main 181 as long-term relocation in conjunction with Master Plan, due to recent Wilmington College departure
- **College Credit Plus:** Moved to in previous Advancement Suite in ATLC, temporarily until first-floor Main renovations occur
- **CState Complete:** New Office funded with Title III funds for furnishings in ATLC 201, converting a classroom to this temporary office space



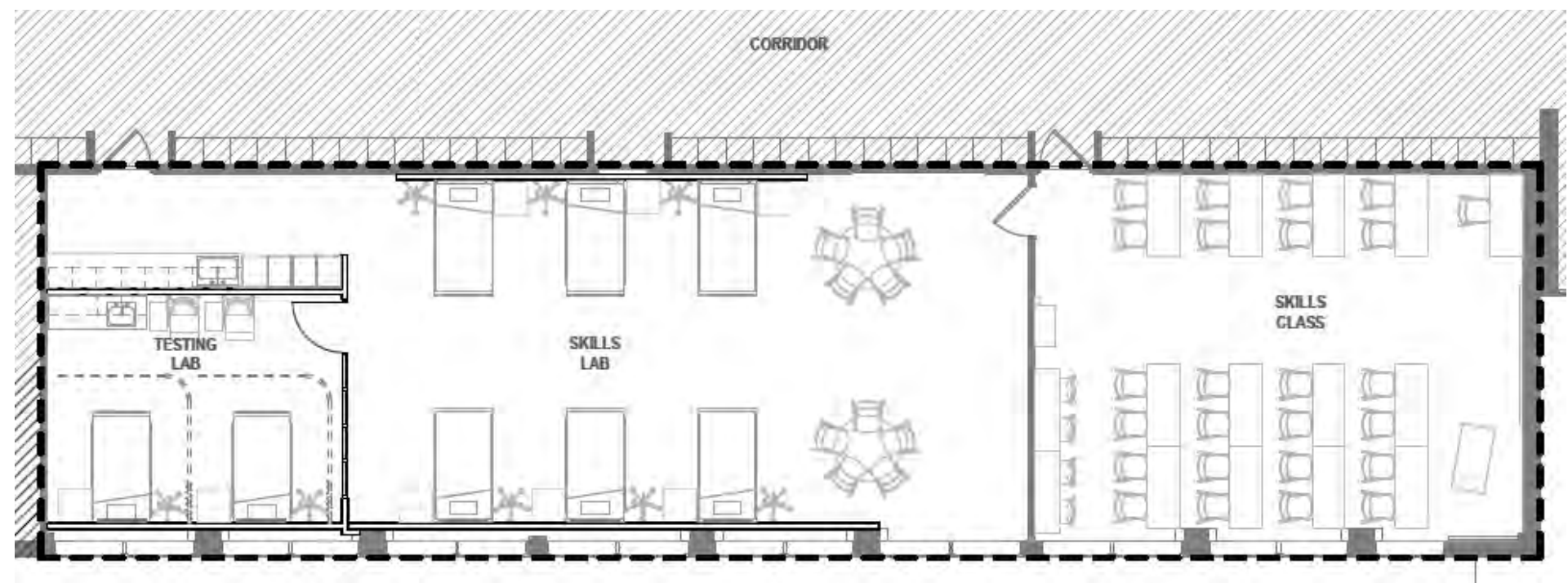
First Floor Main

Moving C-State Accelerate

and

Institutional Advancement

LPN Skills Lab Floor Plan (Main 266, 268, 270)



Coming in Fall 2024...LPN Skills Lab



24.05 Financial Report

Finance Committee

January 22, 2024: Finance Committee Agenda

1. December 2023 Finance Committee Meeting Minutes
2. December 2023 Financial Report
 - Cash Flow Discussion
3. FY24 Budget Amendment No. 1
 - Enrollment, Instructional Fees, Program Marketing Proposal
4. Adjunct Pay Increase
5. FY25-FY27 Draft Budget and Fiscal Planning
 - FY25 Fiscal Planning Priorities
6. Labor Updates
 - IUOE2 Fact Finding, IUOE1 & FOP Status
7. Capital Appropriations Transfer: ATLC Roof
8. Other Topics

Next Meeting March 25, 2024. 7:30 am via Zoom

Financial Presentation Disclosures

Interim financial presentations do include GASB 68 and GASB 75 adjustments. Monthly financial statements are considered interim and subject to change pending the College's independent year-end financial audit certification.

Cincinnati State Fiscal KPI Dashboard

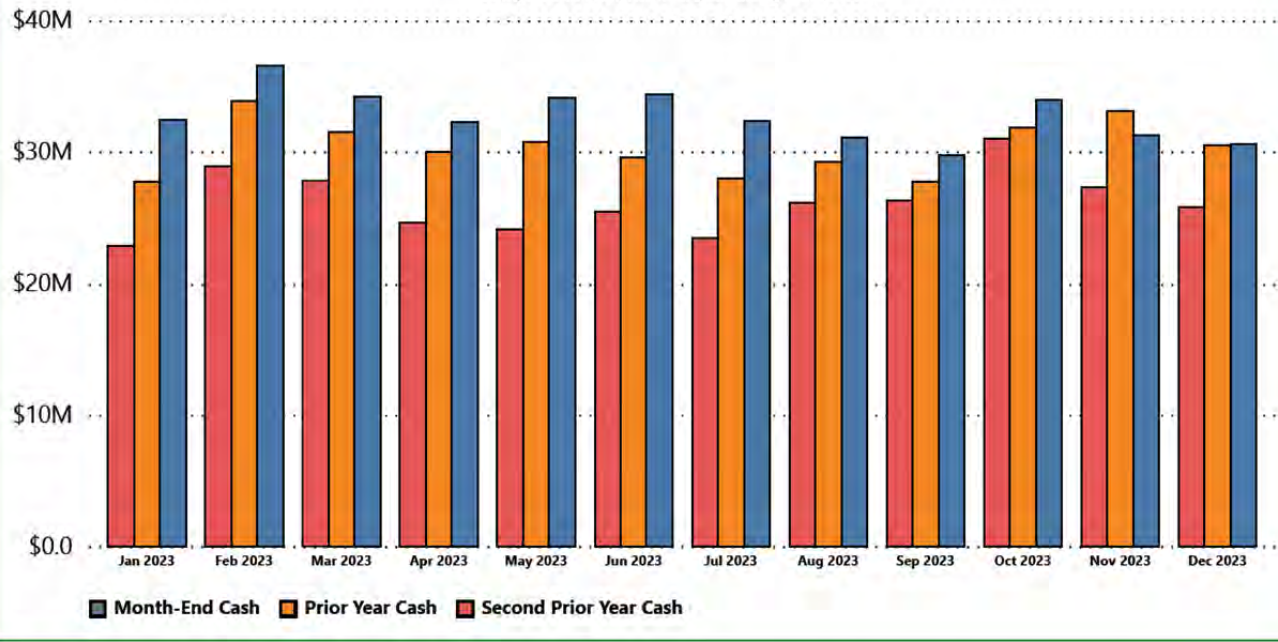
**Year-Over-Year Change
in Unrestricted Cash***
\$96,985

**Budget to Actual
Variance (YTD)**
\$524,770

**LTM Senate Bill 6
Composite Score**
5.00

Month-End Cash & Cash Equivalents

Compared to Prior Two Years, Excluding Lost Revenue



Composite Score



Primary Reserve Ratio



Viability Ratio



Net Income Ratio



Results Through: 12/31/2022

* Excluding Lost Revenue and Insurance Proceeds

24.06 FY25 Budget Planning – Affirmation of Fiscal Priorities

24.06 Affirmation of Fiscal Planning Priorities

WHEREAS, the Board of Trustees establishes fiscal planning priorities during the annual budget process taking into consideration recommendations of the President, Executive Team, and Finance Committee.

WHEREAS, the Board of Trustees has deliberated fiscal planning priorities for the Fiscal Year 2025 budget, also taking into consideration recent College fiscal performance, enrollment, Senate Bill 6 Composite Score, and comparable fiscal performance of Ohio Community Colleges.

WHEREAS, the Board of Trustees has determined that the minimum goal for Senate Bill 6 Composite score should be increased.

NOW, THEREFORE BE IT RESOLVED, the College fiscal planning priorities for Fiscal Year 2025 shall be:

1. Support student success through the allocation of fiscal resources sufficient to implement the College mission and educational programs successfully; and
2. Prioritize fiscal support of investments necessary to stabilize and grow enrollment, maintain and improve aging facilities, and implement strategic planning projects; and
3. Maintain fiscal sustainability as evidenced by key fiscal metrics of Annual Positive Cash Flow, Annual Positive Net Surplus, and Annual Senate Bill Score no less than 3.50 and on a long-term trend to exceed 4.00

24.07 FY24 Budget Amendment

24.07 Budget Amendment

- Undergraduate Enrollment Last Twelve Months (excluding CCP & WDC)
 - SU22 – SP23: 124,925 Credit Hours
 - SU23 – SP24: 124,693 Credit Hours
 - SP24 as of 1/18/24
 - -0.19%
 - SP24 Enrollment +3.93% YOY
 - Undergraduate Only (excluding CCP & WDC)
 - FY24 Budget – 2.5%
- Program Marketing Proposal:
 - \$340,000 Advertising + \$25,000 Project Management
 - Programs:
 - RN to BSN
 - RN
 - PN
 - Culinary Art
 - Electro-Mechanical Engineering
 - Targeted Digital Advertising and Communications Alignment

Cincinnati
State
Enrollment
Strategy

**Enrollment
Strategy**

**General
Enrollment
Initiatives**

**Targeted
Program
Marketing**

**Retention
Initiatives**





Key Informing Elements

- Enrollment Services Plan
- Perception Study
- Proof of Concept
- Programs with Open Capacity
- Programs with Growth Potential
- Completion Plan
- Student Feedback and Performance

Targeted Program Marketing

A proof-of-concept to include:

- Creative and content creation
- Digital advertising campaign for targeted markets
- Prospect and student communications

Goal

- Increase enrollment by 235 students in five Cincinnati State Programs for fall, 2024

Targeted Program Areas Include

- RN to BSN Completion Program
- RN Associate Degree
- Practical Nursing Certificate
- Culinary Arts Associate Degree
- Electro-Mechanical Engineering Associate Degree

Costs

- \$340,000 – vendor contract for creative, content, advertising, monitoring, and student communications for target program areas
- \$25,000 – internal project management
- ROI will occur within the first semester if the target is met

Enrollment Strategy

Cincinnati State Enrollment Strategy

General Enrollment Initiatives

Creates Stability

Targeted Program Marketing

Increase Enrollment =
Increase Revenue

Retention Initiatives

Investment Opportunity
to Retain Students



24.07 Budget Amendment

WHEREAS, the Board of Trustees is required by Ohio Statute to review and approve the annual budget for Cincinnati State Technical and Community College and

WHEREAS, approved the Fiscal Year 2024 budget via Board of Trustees Resolution 23.50 on June 27, 2023; and

WHEREAS, the State of Ohio requires that the Board of Trustees authorize increases in expenditures; and

WHEREAS, the President, Executive Team and Finance Committee recommend that the Board of Trustees increase allowable expenditures equivalent to additional revenue compared to the budget subject to the limitations below.

RESOLVED: The Board of Trustees authorizes an increase in expenditures equivalent to:

\$560,524 Fall and Spring undergraduate tuition and fees over budget (excluding CCP & WDC)

\$365,000 of the expenditures shall be allocated to deploy a proof-of-concept marketing program targeted at specific programs to increase enrollment by 235 students for the Fall Semester of 2024. President Posey shall have the discretion to allocate expenditures beyond the marketing initiative authorized by this resolution, based upon the advice and counsel of the Finance Committee.

The authorization to increase expenditures is limited to achieving a net surplus of no less than \$269,742 (the amount stipulated in board resolution 23.50), and successfully achieving the fiscal year 2024 priorities related to cash reserves and Senate Bill 6 composite score. The College's interim financial reporting will be tracked against the budget authorized by resolution 23.50.

24.08 Vendor Contracts Approval

24.08 Vendor Contracts

WHEREAS the Board of Trustees establishes expectations regarding accountability and transparency and has adopted a Contract Management Policy.

WHEREAS the College has complied with the Ohio Revised Code, the Ohio Administrative Code, and Ohio Revised Code 123.10 in its procurement processes, and in doing so, recommends contracts as follows:

1. At Bay. Cyber Insurance, \$3M policy, \$25K deductible. \$55,785 funded via general funds.
2. Schrudde & Zimmerman, LPN Skills Lab Renovation General Contractor. \$305,237 funded via Hamilton County ARPA grant.
3. Educational Furniture, Title III grant office furniture. \$50,000 funded via Title III grant.
4. Locale. Program marketing. \$340,000 funded via general funds.
5. Firrelli. Flexpert contract services. \$307,200 funded via general funds.
6. Krish Services Group. Intranet build-out and annual support. \$77,460 funded via general funds
7. Siemens. Clifton campus building services automation, three-year renewal. \$210,577 funded via operating funds.

WHEREAS Ohio Revised Code Chapter 5705, and the Ohio Auditor of State 2022 Ohio Compliance Supplement Section 1-2 as interpreted and applied by the Ohio Auditor of State, and the College's Procurement Policy requires appropriation and certification before the date of order or contract, the following purchases failed to be submitted for timely certification and require Board of Trustee approval:

Approvals not submitted timely and not of an emergency nature:

1. DMS Ultrasound Review. \$3,150.00
2. Skanska. Owner representative, AHU replacement. \$4,010.31
3. Skanska. Owner representative, AHU replacement. \$9,208.86

24.09 Adjunct Salary Proposal

24.09 Adjunct Pay

WHEREAS the College seeks to attract and retain highly qualified adjunct instructors to ensure high-quality instruction of technical and general education courses;

WHEREAS the College's current adjunct pay rates of \$620.00 per unit for new adjunct professors and \$620.00 per unit for seasoned adjunct professors are the lowest among institutions of higher education in the Greater Cincinnati region;

WHEREAS the College seeks to increase the adjunct pay rate in a phased approach until the College's adjunct pay rate is competitive with other institutions of higher education in the region;

NOW THEREFORE BE IT HEREBY RESOLVED that an adjunct pay rate of \$640.00 unit will be implemented for all adjunct instructors beginning summer of 2024.

24.10 Academic Quality & Student Learning Updates - Tenure Approval

2022-23 – Tenure Recommendations

Tenure Selection Process

- Original Tenure Class -6 Tenure Track Faculty Members
- Applications Received -3 Applications (of 3 Eligible)
- Review Process
 - Tenure Committee
 - HPS Acad Dean, Dr. Bonnie Smith
 - Provost

Tenure Committee: Robert Nields, Chair (EIT), Meg Galvin (BTD), Ann Gunkel (EIT), Nikki Howard (HPS), Scott Horn (H&S), Zachary Litton (H&S), William Mehbod (HPS)

Recommended Candidates

- ❖ **Patricia Christos**, Health & Public Safety Division
Medical Assisting Program
- ❖ **Milene Donlin**, Health and Public Safety Division
Biology Department
- ❖ **Jennifer Tyler**, Health and Public Safety
Division *Practical Nursing Program*

Patricia Christos, BS, CMA

Medical Assisting - Program Chair

- Enrollment Growth
- Program Accreditation - Good Standing
- Co-designed and Supported WDC Medical Assistant Apprenticeship Program

Industry Experience

- *Cincinnati Children's Hospital* - Primary Care, Foster Care Clinic, Pain Clinic, Smoking Cessation Clinic, Environmental & Lead Clinic
- *Group Health Associates* - Pediatrics, Internal Medicine, Urgent Care

Contributions to College Community

- College Committees: SIM Lab Planning & Development Committee; Health & Public Safety Connect Event; Multiple Hiring Committees; Co-op Experiential Learning Committee, Chair
- Active recruitment and community outreach (health fairs, speaking engagements at local high schools, ENGAGE and other recruitment events)

Milene Donlin, BA, MS (Bio), MA (Pub Health)

Biology Dept Curriculum Design

- ***Anatomy & Physiology I & II*** - Developed hybrid and LiveWeb modalities, modified online modality, developed standard assessments for in-person modality
- ***Pathophysiology*** - Redeveloped web course per enrollment trends and best practices in online learning with focus on critical thinking and content application
- ***Human Genetics*** - Redeveloped web course to meet the needs of entry-level, non-majors biology course with a focus on mini-projects and personalized learning experiences

Industry Experience

- *Cincinnati Children's Hospital* - Risma Lab & Stottmann Lab, Research Assistant, Lab Manager

Contributions to College Community

- Faculty Senate, *HPS representative, Vice President, and President*
- Cincinnati State's Academic Quiz Leagues, *Co-Director*
- Recruitment - Marketed biological lab-based programs and HP's degrees and programs for Career Tech and other high school programs
- Ohio Dept of Higher Education, participated in statewide curricula development

Jennifer Tyler, BSN, MSN, DNP

Practical Nursing Curriculum Design

- Developed obstetric simulation to meet Ohio Board of Nursing requirements for practical nursing curricula
- Restructured PN 101 course to replace clinical hours with increased lab hours, resulting in more opportunities to teach clinical judgment
- Redesigned lecture portion of PN 101 course to increase pharmacology content, increase rigor, and prepare students to successfully pass NCLEX

Bachelor of Nursing Curriculum Design

- Developing a new course for the last semester of the BSN program

Industry Experience

- Extensive clinical experience in various healthcare settings
- Experienced in providing nursing education on disease management and preventive care

Contributions to College Community

- Professional Development Committee, *Chair*
- Uniform Closet Committee (loans uniforms to nursing students during role transition), *Co-Chair*
- Nursing Student Organization (NSO) - *Co-Advisor*
- Scholarship Committee 2022, *Team Lead*
- COVID/Safety Response Team/Safety Committee, *Member*

Respectfully request the Board of Trustees
to grant tenure to these candidates.

❖ Patricia Christos

❖ Milene Donlin

❖ Jennifer Tyler

24.11 Annual Review of the College Mission, Vision, and Values Approval

- *Guiding the College in serving the public good*

Mission

Cincinnati State provides access, opportunity, and support in achieving success for individuals seeking exceptional technical, transfer and experiential/cooperative education and workforce training.

Vision

Cincinnati State advances the educational and economic vitality of our state and region as the college of choice.

Values

As a College Community:

- *Potential for Growth and Success* – We respect each student’s background and celebrate their potential for personal growth and career success.
- *Innovation* – We support innovative approaches to learning. We anticipate and effectively respond to the changing needs of those we serve.
- *Collaboration* – We work together on behalf of our students and employers to meet community needs.
- *Equity* – We believe in contributing to a socially and economically equitable society. We honor the diversity and inclusiveness of our College community and strive to hear all voices.
- *Experiential Learning* – We promote experiential and lifelong learning.

The College's service of the public good, as guided by its mission, is reflected in:

❖ **Budget Building Process**

- Begins January 2024 with a reaffirmation of the College's Mission, Vision, and Values by the Board of Trustees
- Concludes June 2024 with approval of the College's operating budget by BOT
- College's Mission - formally recognized budget priority for budget planning

❖ **Strategic Planning Process**

- Led by Pres. Posey - Annual review and update of action projects

❖ Educational Access for the Community

- **Cost.** Lowest tuition cost in region
- **Time to Degree.**
 - Student placement via multiple measures
 - Co-req acceleration (vs Dev Ed)
- **Convenience.** Online options for onboarding, advisement, student orientation, etc.
- **Acad Support.**
 - In-person and online supports in: Math Center, Tutoring Center, Writing Center, Disability Services, and Academic Advising
 - Investment in CState Accelerate program that increases retention by providing wrap-around student support incentives

❖ New Programming per Community Needs

- **RN-to-BSN Completion Degree**
 - Approval by ODHE to offer online starting in Fall 24 – to serve our RN graduates already working in the field
- **STNA/LPN/RN/BSN:**
 - Founding Member of Southwest Ohio Healthcare Educational Providers to grow the nursing pipeline
- **Butler County**
 - *Miami Univ-Middletown Co-Location Fall 23* – improving student experience & easing path to 4-year degrees
 - *Butler Tech 3+1 Dual Enrollment Pathways Fall 23* – providing 10-12 HS students with 3+1 educational pathways to an associate degree on-site in IT and in Bus Mgt.

❖ Evolving Learning and Programs to Meet Community Needs

- Gen Ed Outcomes – completely updated by Learning Outcome & Assessment Committee
- Curriculum and skill requirements of Academic Programs evolve per:
 - Annual Advisory Board feedback
 - Annual Academic Review Process
 - Co-op Employer Feedback

❖ Investment in Technical & Transfer Programs

- Transfer Programming
 - Transfer Center
 - Transfer Advising
 - Transfer Guarantees
- Technical Programming
 - Prog Equip - \$700k (Super RAPIDS) - adv manufacturing, vacuum lab, indust automation
 - Prog Faculty & Labs - \$1.4 million (Ham Co ARPA) nursing skills lab and faculty
 - Continued commitment to co-operative education and experiential learning

In Summary ...

- ❖ Submit that the College continues to serve the public good per its mission, vision, and values.
- ❖ Respectfully request the Board consider a Resolution indicating that:
 - The College's continues to serve the public good in line with its *Mission, Vision, and Values* and its *Strategic Plan*
 - The Board affirms this work and directs the College to proceed.

24.12 Student Engagement & Education / Student Activities Report

24.13 Shared Governance/ Faculty Senate Report

24.14 President's Report

President's Report

Inside Higher Education

- ❖ CState Accelerate success is featured in this national publication (3.7 million monthly circulation)
- ❖ The article, titled “Funding Student Success: Creating Sustainable Student Supports,” describes CState Accelerate’s impact, and our work at funding the program



President's Report

BOLD BEGINNINGS FOR HIGHER EDUCATION

Led by University of Toledo and University of North Carolina Chapel Hill a federal grant from the Office of Special Education Programs

Provides guidance and support to improve our Early Childhood Education curriculum

- Ensuring alignment among what we teach, how we teach it, characteristics of our learners
- Enhances program for children with diverse needs (disabilities and linguistically diverse)
- CS chosen as the first program and college in the state to be a part of this project

Lead - Kelly Hubbard

Professor & Program Chair, Early Childhood Education

Humanities & Sciences Divisions

President's Report

Environmental Day for High School Students & Teachers



Lead: Dr. Ann Gunkel
Program Chair Environmental Technologies
Engineering and Information Technologies Division

Organizations with
Presenters Included:

- Foundation for Ohio River
Education
- Mill Creek Alliance
- Civic Garden Center
- Metropolitan Sewer
District
- Clermont County Water &
Wastewater Resources

President's Report

Super RAPIDS Funding \$1.7 million

\$696,000 - state-of-the-art training equipment for our mechanical, electro-mechanical, and electrical engineering technology programs; focus is Advanced Manufacturing, led by the aerospace and automotive industries, and addresses Ohio's growing semiconductor industry

\$685,000 – to become a training center for technicians with build out of labs and expansion of the Broadband/5G network in SW Ohio in collaboration with Miami Uni and Great Oaks; part of a statewide project by the Governor's Office of Workforce Transformation; represents a new and promising area for the college.

\$378,000 - fund 5G/Broadband operational start-up costs including a project manager and instructor, plus funds for administration and marketing

President's Report

Real Estate Program Career Exploration Event

RE Certificate provides knowledge and skills needed to enter the field as a salesperson. The curriculum is approved by the State of Ohio Department of Commerce, Division of Real Estate, and prepares students for the state licensure exam.



Lead: Colleen Meyer, Real Estate Program Chair
Business Technologies Division

24.15 Trustee Chairperson's Report

Old Business

New Business

Adjourn to Executive Session

Executive Session Resolution

I move that the Board adjourn to meet in Executive Session pursuant to the provisions of the Ohio Revised Code Section 121.22 to consider personnel and real estate matters.

Executive Session In Progress

Resume Public Session

PUBLIC SESSION RESOLUTION RESOLUTION

I move that the Board meet in Regular Public Session on Tuesday, March 26, 2024, 3:45 pm, Clifton Campus, 3520 Central Parkway, Cincinnati Ohio 45223, pursuant to the provisions of the Ohio Revised Code Section 121.22.

Adjournment

**Next Meeting:
March 26th at 3:45 pm**

**Clifton Campus
3520 Central Parkway
Cincinnati, Ohio 45223**