



BOARD OF TRUSTEES MEETING
Monday, June 17, 2024
Ribbon Cutting Old LS building 4:30 pm
Regular Meeting – 6:00 pm @ The Lodge
Virtual / Hybrid Meeting

- **Call to Order (5 min)** Chairman Mitchell
- **Roll Call** Mr. Powell
- **Approve Minutes from April 22, 2024** Chairman Mitchell
- **Trustee Training Session (15 min)**
 - Gainful Employment
- **Executive Session (15 min)** Chairman Mitchell
- **President's Report (15 min)** Dr. Young
 - President's Report
 -
- **Academic Affairs Report (5 min)** Trustees Ben Mitchell / Gerry Bird/Jessica Hoag Ms. Hagerott
 - Update from Vice President
- **Executive Vice President Report (5 min)** Dr. Jarrod Tudor
 -
- **Community Relations and Student Experience Report (5 min)** Trustees Leon Forte'/ Alan McMillan/ Hannah Guada
 - Update from Vice President
- **Finance and Personnel Report (5 min)** Trustees Jeanie Addington/ Stuart Brooks / Mr. Fuller
 - Update from Vice President / CFO / Treasurer
 - Motion to Approve FY 2025 Budget
 - Motion to approve adjunct pay increase
- **Facilities Committee Report (5 min)** Trustee Mike Budzik/ Dr. Young
 - Update on Projects
 -
- **Chairman's Report (10 min)** Chairman Mitchell
- **New Business (5 min)** Chairman Mitchell
- **Adjournment** Chairman Mitchell
- **Event Schedule**
 - Next Meeting – August 12, 2024 6:00 pm Board Meeting
 - Summer Graduation – August 3, 2024 at 9:00am and 11:00am

Our Mission

We serve as a pathway to prosperity, teaching and inspiring all who seek to learn; growing careers and changing lives.

Date: April 22, 2024

The hybrid virtual meeting of the Hocking College Board of Trustees was held Monday, April 22, 2024. Members either signed in on the provided link or attended in person at The Lodge at Hocking College.

Administrators attending: Dr. Betty Young, President; Dr. Jarrod Tudor, Executive Vice President; Mr. Stephen Powell, Chief-of-Staff, Secretary to the Board; Ms. Jacqueline Hagerott, Vice President of Academic Affairs; Mr. Mark Fuller, Vice President, Chief Financial Officer / Treasurer; Ms. Hannah Guada, Vice President of Student Life; Mr. Joe Deer, CIO.

Additional attendees: Staff, Bargaining Units Representatives, and media (All Virtual)

CALL TO ORDER

Ben Mitchell called the meeting to order at 6:00 pm

ROLL CALL

Stephen Powell, Board Secretary, called the roll:

Board members present: Trustees Jeanie Addington, Gerry Bird, Mike Budzik, Stuart Brooks, Alan McMillan, Jessica Hoag, and Ben Mitchell.

Board members absent: Leon Forte'

Members present constitute quorum.

APPROVAL OF MINUTES

Chairman Ben Mitchell asked if there were any changes to the minutes from the February 26, 2024 regular meeting. A motion was made by Trustee Gerry Bird and seconded by Trustee Mike Budzik to approve the February 26, 2024, Board of Trustees minutes. The motion was unanimously approved.

EXECUTIVE SESSION

Chairman 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;

The Executive Session invitation may include:

Dr. Betty Young

A motion was made by Trustee Stuart Brooks and seconded by Trustee Jeanie Addington to go into Executive Session.

On a roll call vote:

Voting Yes: Trustees Jeanie Addington, Gerry Bird, Mike Budzik, Stuart Brooks, Alan McMillan, Jessica Hoag, and Ben Mitchell.

The Board adjourned to Executive Session at 6:05 pm.

RETURN TO REGULAR SESSION

Chairman Ben Mitchell announced the return to regular session at 6:18 pm.

PRESIDENT'S REPORT

Dr. Young gave the following report:

Slideshow:

A slideshow was presented to provide an update on Alumni News and the new Clermont County Wildlife Officer that is a Hocking Graduate.

Wild Game Dinner:

The Wild Game Dinner with Secretary LaRose was a success thanks to Trustee Mike Budzik.

Tree Campus Higher Education Award:

Hocking College has again received the Tree campus USA Higher Education award for 2024.

Rhapsody Restaurant and the Lodge at Hocking College:

Congratulations are in order for these areas for being selected by the CCA Awards Selection Committee as the recipient of the 2024 Workforce Development Award!

Trimble High School:

The Announcement of the Sam Jones Trimble Promise Scholarship at Trimble High School was a success. There were many of the Hocking College academic staff available at to share information on the programs.

Brats, Beer & Boxing:

The Sam Jones Boxing event raised over 12,000 dollars for the Sam Jones Trimble Promise Scholarship. Thanks to Hunter Edwards and the Canal Street Market for Donations.

Mens Basketball Parade

Best week ever, Congratulation sot the Men's Basketball NJCAA Championship Finalists. Hocking College had a parade in downtown Nelsonville. The community attended to celebrate with Hocking College.

AI Training

There were fifteen Hocking College Faculty and Staff that completed the six week AI training program. A second cohort will begin this summer.

AACC Presentation

Dr. Young and Hannah Guada presented on Helping Students Clarify Personal Purpose.

FAFSA Application

The New FAFSA application requires the personal contact information for all Board Members. Please complete the form in your packets and give to the secretary.

Hocking Hawks

Hawks open New Softball complex with Sunday Sweep! Softball team record is 16-8, second in conference (OCCAC) and 2 players were selected as OCCAC players of the week this season.

Accreditation Journey Issues – April 2024

Congratulations to Dean Dr. Tammy Moyer on being published in the ACEN Journal about Our Accreditation Journey: Challenges to Success

RN Mass Casualty Training

The Registered Nursing students and staff were involved in a Mock Mass Casualty training exercises on campus. This was a great success and other areas in the community and the School of Public Safety wants to be involved in the next exercise.

Foundation Spring Gala

Save the date April 27, 2024 at the Hocking College Lodge will be the Spring Gala. This event will be a celebration of Mardi Gras.

Trustees Conference

Governor Mike DeWine and the Ohio Department of Higher Education will have the Trustees Conference on June 5, 2024. Please let Kyle Fuller know if you wish to attend.

Upcoming events

- Spring Gala – April 27
 - Spring Graduation – May 4
 - Trustee Conference – June 5
 - Music Festival – June 8 – June 9
 - IBO – July 14 – July 17
-

ACADEMIC AFFAIRS REPORT

Ms. Hagerott provided an update on the Natural Resources Bachelors Program and the upcoming HLC visit.

EXECUTIVE VICE PRESIDENT REPORT:

Dr. Tudor provided updates on:

- Basketball tour through Nelsonville,
- Seminar attended with Dr. Young
- Fun day Campus Lancaster YMCA this summer
- Appalachian Grant Programs
- INTEL – take advantage of the available jobs

COMMUNITY RELATIONS AND STUDENT EXPERIENCE REPORT

Ms. Guada shared:

- Basketball Tour
- Seminar attended
- Communities needs met with the Pool, Community passes and Earth Day.
- Trustee Stuart Brooks commented: New ads were nice on the news

FINANCE AND PERSONNEL REPORT

Trustee Ben Mitchell asked Mr. Mark Fuller to give the Finance and Personnel Report.

**Hocking College Financial Update
FY2024 Through 3/31/2024**

BUDGET TO ACTUAL COMPARISON

| | ANNUAL BUDGET (000'S) | YEAR TO DATE ACTUALS (000'S) | STATUS |
|----------------|----------------------------------|---|--|
| REVENUE | \$ 35,084 | \$ 29,320 | YE projection = \$33.9 million revenue |
| EXPENSE | \$ 35,084 | \$ 23,322 | YE projection = \$33.9 million expense |
| NET | \$ 0 | \$ 5,998 | YE projection = Balanced |

LIQUIDITY AND FUNDING FIGURES

| | MAR 2024 (000'S) | JUNE 2023 (000'S) | YTD NET CHANGE |
|----------------------------------|-------------------------|--------------------------|-----------------------|
| OPERATING CASH | \$ 9,907 | \$ 6,892 | \$ 3,015 |
| RESERVES & ENDOWMENTS | \$ 3,588 | \$ 3,409 | \$ 179 |
| CAPITAL FUNDS AVAILABLE | \$ 3,414 | \$ 3,838 | \$ (424) |

Budget to Actuals Detail

College operating and auxiliary revenues are currently at \$29.3 million or 84% of the annual budgeted amount. Revenues to date are made up of Tuition & Fees (\$14.6 million), State Share of Instruction (\$8.0 million), Auxiliary Revenues (\$6.1 million), and Other Revenue (\$0.6 million). Revenues are currently projected to be 3.6% less than budget based on revised full year projections that include 2023AU and 2024SP enrollment figures.

To offset revised revenue projections, the College has made revisions to its planned expenditures for the year. Adjustments to expenses include delaying the filling of open positions, delaying the funding of discretionary projects, and seeking additional efficiencies throughout the College. The College is currently at a 5.1% improvement in expenses from the prior year.

The College projects that it will end the year with a balanced budget, and will make all budgeted reserve contributions – including strategic reserve contributions (\$500 thousand), program reserve contributions (\$500 thousand), and replacement reserve contributions (\$150 thousand). Total reserve contributions for the year will total over \$1.1 million.

Liquidity Detail

The College has a current operating cash balance of \$9.9 million or approximately 103 days of cash on hand. This is an increase of \$3.0 million from the beginning of the fiscal year, driven largely by the College's collection of receivables outpacing operating expenses. Operating cash is anticipated to continue to increase through April before tightening in May and June.

Strategic reserves, fee reserves, and replacement reserves combine to total \$1.9 million. College Endowments equate to \$1.7 million, making the amount of reserves and endowments total \$3.6 million. Reserves and endowments are \$0.2 million more than the beginning of the fiscal year based on reserve contributions outpacing the use of strategic reserves on capital projects. The College continues to contribute monthly to strategic reserves to help replenish reserve levels.

FACILITIES COMMITTEE REPORT –

Dr. Young provided updates to current projects taking place on campus.

CHAIRMAN'S REPORT

Chairman Ben Mitchell Welcomed New Trustee members Alan McMillan and Jessica Hoag. Chairman Ben Mitchel requested that the new trustees introduce themselves to the Board.

NEW BUSINESS

NEXT MEETING – The next meeting of the Board of Trustees is scheduled for June 17, 2024 at the LS Building. Ribbon Cutting will be at 4:30 pm and Board meeting will follow.

ADJOURNMENT

There being no further business to conduct, a motion was made to adjourn by Trustee Stuart Brooks and seconded by Trustee Mike Budzik. The motion was approved. The Board adjourned at 7:25 pm.

Ben Mitchell, Chair

Stephen Powell, Board Secretary

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FY2024 Through 3/31/2024**

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| REVENUE | \$ 35,084 | \$ 29,320 | YE projection = \$33.9 million revenue |
| EXPENSE | \$ 35,084 | \$ 23,322 | YE projection = \$33.9 million expense |
| NET | \$ 0 | \$ 5,998 | YE projection = Balanced |

LIQUIDITY AND FUNDING FIGURES

| | MAR 2024 (000'S) | JUNE 2023 (000'S) | YTD NET CHANGE |
|----------------------------------|-------------------------|--------------------------|-----------------------|
| OPERATING CASH | \$ 9,907 | \$ 6,892 | \$ 3,015 |
| RESERVES & ENDOWMENTS | \$ 3,588 | \$ 3,409 | \$ 179 |
| CAPITAL FUNDS AVAILABLE | \$ 3,414 | \$ 3,838 | \$ (424) |

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The College projects that it will end the year with a balanced budget, and will make all budgeted reserve contributions – including strategic reserve contributions (\$500 thousand), program reserve contributions (\$500 thousand), and replacement reserve contributions (\$150 thousand). Total reserve contributions for the year will total over \$1.1 million.

Liquidity Detail

The College has a current operating cash balance of \$9.9 million or approximately 103 days of cash on hand. This is an increase of \$3.0 million from the beginning of the fiscal year, driven largely by the College's collection of receivables outpacing operating expenses. Operating cash is anticipated to continue to increase through April before tightening in May and June.

Strategic reserves, fee reserves, and replacement reserves combine to total \$1.9 million. College Endowments equate to \$1.7 million, making the amount of reserves and endowments total \$3.6 million. Reserves and endowments are \$0.2 million more than the beginning of the fiscal year based on reserve contributions outpacing the use of strategic reserves on capital projects. The College continues to contribute monthly to strategic reserves to help replenish reserve levels.

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Ben Mitchell, Chair

Stephen Powell, Board Secretary

**Hocking College Financial Update
FY2024 Through 5/31/2024**

BUDGET TO ACTUAL COMPARISON

| | ANNUAL BUDGET (000'S) | YEAR TO DATE ACTUALS (000'S) | STATUS |
|----------------|----------------------------------|---|--|
| REVENUE | \$ 35,084 | \$ 31,519 | YE projection = \$33.9 million revenue |
| EXPENSE | \$ 35,084 | \$ 28,606 | YE projection = \$33.9 million expense |
| NET | \$ 0 | \$ 2,913 | YE projection = Balanced |

LIQUIDITY AND FUNDING FIGURES

| | MAY 2024 (000'S) | JUNE 2023 (000'S) | YTD NET CHANGE |
|----------------------------------|-------------------------|--------------------------|-----------------------|
| OPERATING CASH | \$ 9,944 | \$ 6,892 | \$ 3,052 |
| RESERVES & ENDOWMENTS | \$ 3,538 | \$ 3,409 | \$ 129 |
| CAPITAL FUNDS AVAILABLE | \$ 3,414 | \$ 3,838 | \$ (424) |

Budget to Actuals Detail

College operating and auxiliary revenues are currently at \$31.5 million or 90% of the annual budgeted amount. Revenues to date are made up of Tuition & Fees (\$14.8 million), State Share of Instruction (\$9.8 million), Auxiliary Revenues (\$6.2 million), and Other Revenue (\$0.6 million). Revenues are currently projected to be 3.6% less than budget based on revised full year projections that include 2023AU and 2024SP enrollment figures.

To offset revised revenue projections, the College has made revisions to its planned expenditures for the year. Adjustments to expenses include delaying the filling of open positions, delaying the funding of discretionary projects, and seeking additional efficiencies throughout the College. The College is currently at a 4.7 % improvement in expenses from the prior year.

The College projects that it will end the year with a balanced budget, and will make all budgeted reserve contributions – including strategic reserve contributions (\$500 thousand), program reserve contributions (\$500 thousand), and replacement reserve contributions (\$150 thousand). Total reserve contributions for the year will total over \$1.1 million.

Liquidity Detail

The College has a current operating cash balance of \$9.9 million or approximately 103 days of cash on hand. This is an increase of \$3.0 million from the beginning of the fiscal year, driven largely by the College's collection of receivables outpacing operating expenses. Operating cash is anticipated to tighten during the next 60 days as cash inflows slow seasonally through the summer months before rebounding in the fall.

Strategic reserves, fee reserves, and replacement reserves combine to total \$1.8 million. College Endowments equate to \$1.7 million, making the amount of reserves and endowments total \$3.5 million. Reserves and endowments are \$0.1 million more than the beginning of the fiscal year based on reserve contributions outpacing the use of strategic reserves on capital projects. The College continues to contribute monthly to strategic reserves to help replenish reserve levels.



**Hocking College
Board of Trustees Action**

Date: June 17, 2024

Submitted by: Mark Fuller

SUBJECT:

Operating, auxiliary, and capital budgets for Fiscal Year 2025

BACKGROUND:

Hocking College prepares an annual budget which is reviewed and approved by the board, in accordance with ORC section 3357.

RECOMMENDATION:

Approve the Fiscal Year 2025 budget.

ORGANIZATIONAL/ADMINISTRATIVE IMPACT

The budget provides necessary financial structure to keep the College accountable to its stakeholders.

FISCAL IMPACT

The College proposes a \$38.9 million balanced budget. The budget includes \$1.1 million in planned reserve contributions.



Motion to approve the College's operating, auxiliary, and capital budgets for Fiscal Year 2025.

Adopted: _____

Approved: _____

Hocking College Budget – Fiscal Year 2025

June 17, 2024

Executive Summary

Hocking College proposes a balanced budget for FY 2025 totaling \$38.9 million.

The budget's three components are proposed as follows:

- Operating Budget: \$27.3 million-- includes the core operations of the College.
- Auxiliary Budget: \$5.6 million-- includes the College's dorms, dining services, and entrepreneurial ventures.
- Capital Budget: \$6.0 million-- includes infrastructure projects funded by state appropriations.

Budget considerations include the following significant items:

- Tuition & Course Fees are anticipated to total \$14.8 million in FY 2025 based on stable enrollment compared to the prior year.
- State Share of Instruction (SSI) is anticipated to increase by \$0.2 million in FY 2025.
- Auxiliary areas are anticipated to contribute \$1.3 million in net income to the College in FY2025, most significantly from Dormitories (\$578,000), Dining Services (\$554,000), the Lodge (\$180,000), and Lake Snowden (\$152,000).
- The operating budget includes over \$1.1 million in transfers to reserves. Reserve transfers include: \$500,000 transfer to strategic reserves, \$500,000 contribution to student program reserves, and \$150,000 contribution to replacement reserves for the Dorms and the Lodge.
- A total of \$1.6 million is budgeted toward students via scholarships, summer internships, and student employment. This total includes funds designated for work scholarships.
- The \$6.0 million capital budget is anticipated to be fully funded by state appropriations.

Budget Details

Long Term Planning Initiatives

The framework of the FY 2025 Budget incorporates the following initiatives related to the long term success of the College:

- Funding strategic and operational reserves
- Increasing operating cash levels
- Prudent management of expenses to maximize funding available for priority initiatives

The Budget includes over \$1.1 million in reserve contributions planned for FY 2025. These planned contributions will continue to move the College toward a model where long-term capital expenditures can be funded through reserves as needs arise. Budgeted reserve contributions for FY 2025 are as follows:

- Strategic Reserves - \$500,000
- Program Reserves - \$500,000
- Replacement Reserves – Dorms - \$100,000
- Replacement Reserves – Lodge - \$50,000

A primary component to the College fulfilling its strategy to increase operating cash levels is through efficient collection of its receivables, particularly its student account receivables. To help achieve this, the College will continue to work from a "Seat Ready" model, where students' finances must be in place prior to the start of the semester. This requirement has a negative impact on enrollment but the College

continues to believe that this methodology is better for the student and the long term health of the College.

FY 2025 budget continues to use a 5-year lookback period for receivables. The College will be writing off the FY 2021 uncollected receivables during FY 2025. Bad Debt Expense totaling \$0.6 million is anticipated. This is the second year in which the College will be realizing savings from the Seat Ready strategy implemented in FY 2020. The annual reduction in bad debt expense from previously levels is \$0.7 million, or approximately a 50% savings.

The College continues to reduce recurring contractual, fixed costs. One of the key ways that the College finds efficiency is by maintaining a robust contract review process which reviews the necessity of contracts and eliminates those which may no longer apply or which the College is able to find a better or lower cost alternative. Budget managers are responsible for products/services specific to their area and the Fiscal Department reviews college-wide contracts and obligations. As an additional cost control, the President continues to be the sole source of final approval for all College contracts.

During FY 2024, the College has decreased \$206,000 in recurring annual costs, which are recognized in the FY 2025 budget. By category, these savings include:

- Reductions in utility cost by bidding and right-sizing services (\$49,000)
- Renegotiating and eliminating contracts (\$107,000)
- Instituting technology upgrades that result in immediate savings (\$50,000)

Capital Expenditures

The \$6.0 million proposed capital budget is funded by state appropriations and includes various renovations and upgrades across campus.

Revenues

The College's operating budget includes \$27.3 million in revenues, being made up of Tuition and Fees (\$14.8 million), SSI (\$10.8 million), net income from auxiliary operations (\$1.3 million), and other income (\$0.3 million).

Overall, revenues are anticipated to increase 0.5% from FY2024 actual results, which is a 3.0% decrease from FY2024 budgeted levels.

The \$0.7 million YoY decrease in Tuition and Fees is representative of flat enrollment from FY2024 to FY2025, with considerations given to tuition rate changes already enacted and subject to tuition guarantees.

Expenses

The budget calls for \$27.3 million in operating expenses and \$5.6 million in auxiliary expenses.

Most significant among operating expenses are summarized as follows:

- \$14.5 million in salary/wage, and benefits expense, equating to 53% of the operating budget.
 - The budget includes an increase of \$25 per credit hour to adjunct wages, moving the base tier from \$650 per credit hour to \$675 per credit hour.
- \$3.2 million in textbooks and course materials, which are essentially a pass through of course fees collected from the students. Inclusive in this figure is \$500,000 in student reserve contributions for future capital purchases.

- \$2.2 million in Service & Maintenance Contracts, including the College's managed information technology services agreement with Ellucian. The College was able to successfully negotiate down a 19% increase to a 2.4% increase. The College also successfully negotiated the price to be fixed for 3 years.
- \$1.6 million in student employment and scholarships. Included in this figure are work scholarships, district scholars, and other college funded scholarships.
- \$1.0 million in utility expense, a 4.4% decrease from FY2024. The decrease is driven by savings from implementing a VoIP phone system, which has not only modernized the College's phones but also reduces costs. The College continue to benefit from fixed rate utility agreements in place through July 2025.
- \$0.6 million in bad debt expense, retiring the remaining student receivables from FY 2021.

Conclusion

The College proposes a balanced budget with \$1.1 million in planned reserve contributions. The budget aligns with the College's strategic goals and will help assist in its mission to serve as a pathway to prosperity.

Operating Budget

Fiscal Year 2025 vs Fiscal Year 2024

| | 2025 Budget | 2024 Budget | O/(U) \$ | O/(U) % |
|------------------------------------|-------------------|-------------------|------------------|--------------|
| Total Operating | | | | |
| Revenue | 27,250,676 | 28,094,312 | (843,636) | -3.0% |
| Expense | 27,250,676 | 28,094,312 | (843,636) | -3.0% |
| Net | - | - | - | N/A |
| Selected Revenue Categories | | | | |
| Tuition & Fees | 14,780,671 | 15,469,022 | (688,351) | -4.4% |
| State Share of Instruction | 10,810,144 | 10,618,602 | 191,542 | 1.8% |
| Other Income | 339,100 | 459,968 | (120,868) | -26.3% |
| Auxiliary Net Income | 1,320,761 | 1,546,720 | (225,959) | -14.6% |
| Total | 27,250,676 | 28,094,312 | (843,636) | -3.0% |
| Selected Expense Categories | | | | |
| Bad Debt Expense | 581,000 | 589,000 | (8,000) | -1.4% |
| Benefits | 3,568,786 | 3,750,062 | (181,277) | -4.8% |
| Capitalized Items | - | 217,000 | (217,000) | -100.0% |
| Computer / Tech | - | - | - | N/A |
| Contingency & Union Contingency | - | - | - | N/A |
| Dues & Memberships | 145,830 | 139,531 | 6,299 | 4.5% |
| Ind Contractor | 447,060 | 457,740 | (10,680) | -2.3% |
| Leases & Rentals | 43,000 | 87,716 | (44,716) | -51.0% |
| Legal, Accting, Insur | 746,035 | 737,665 | 8,369 | 1.1% |
| Maintenance | 103,200 | 81,100 | 22,100 | 27.3% |
| Meals & Refresh | 118,300 | 100,806 | 17,494 | 17.4% |
| Misc Expense | 913,494 | 889,174 | 24,320 | 2.7% |
| Outsourced Teaching | 120,250 | 120,250 | - | 0.0% |
| Salary & Wages | 10,927,194 | 11,513,535 | (586,342) | -5.1% |
| Scholarships | 654,500 | 557,000 | 97,500 | 17.5% |
| Service & Maint Con | 2,245,072 | 2,111,511 | 133,561 | 6.3% |
| Strategic Reserve Transfer | 500,000 | 500,000 | - | 0.0% |
| Student Emp / Work Scholar | 990,070 | 1,049,050 | (58,980) | -5.6% |
| Supplies | 443,585 | 511,100 | (67,515) | -13.2% |
| Travel / Prof Dev | 272,590 | 273,497 | (907) | -0.3% |
| Tuition Reimburse | 130,000 | 160,000 | (30,000) | -18.8% |
| Txtbk & Course Mats | 3,157,737 | 3,052,830 | 104,907 | 3.4% |
| Utilities | 1,142,974 | 1,195,744 | (52,770) | -4.4% |
| Total | 27,250,676 | 28,094,312 | (843,636) | -3.0% |

Auxiliary Budget
Fiscal Year 2025 vs Fiscal Year 2024

| | 2025 Budget | 2024 Budget | O/(U) \$ | O/(U) % |
|------------------------|--------------------|--------------------|------------------|----------------|
| Total Auxiliary | | | | |
| Revenue | 6,937,880 | 7,110,007 | (172,127) | -2.4% |
| Expense | 5,617,119 | 5,563,287 | 53,832 | 1.0% |
| Net | 1,320,761 | 1,546,720 | (225,959) | -14.6% |

**Capital Budget
Fiscal Year 2025**

Budget

Sources:

| | |
|---|------------------|
| State Capital Appropriations & Reappropriations | 6,010,660 |
| Total Sources | 6,010,660 |

Uses:

| | |
|---|------------------|
| State Capital Funded | |
| PERRY CO COMM HLTH AT HOCKING | 8,000 |
| PUB SAFE & NAT RESORC LAB RENO | 1,825,992 |
| MCCLLENAGHAN CENTER RENO | 987,086 |
| HOCKING AQUACULTURE PROJECT | 117,944 |
| BASIC RENOVATIONS | 1,472,961 |
| FIRING RANGE AND CLASSROOM RENO | 150,000 |
| SECURITY LIGHTING | 295,400 |
| NETWORK INFRASTRUCTURE UPGRADE | 250,000 |
| PERRY CAMPUS ADV MANUFACTURING LAB | 200,000 |
| CAMPUS EMERGENCY SHELTER GENERATOR | 485,000 |
| VIRTUAL REALITY POLICE / NR LAW SIMULATOR | 218,277 |
| State Capital Funded | 6,010,660 |

| | |
|-------------------|------------------|
| Total Uses | 6,010,660 |
|-------------------|------------------|



**Hocking College
Board of Trustees Action**

Date: June 17, 2024

Submitted by: Mark Fuller

SUBJECT:

Adjunct Pay Increase

BACKGROUND:

Hocking College pays adjuncts on a per credit hour basis. An allocation is included in the FY2025 Budget to adjust adjunct pay as proposed in this motion.

RECOMMENDATION:

Adjust adjunct pay as follows:

- Tier 1 Courses: From \$650 per credit hour to \$675 per credit hour
- Tier 2 Courses: From \$675 per credit hour to \$700 per credit hour
- Tier 3 Courses: From \$700 per credit hour to \$725 per credit hour

ORGANIZATIONAL/ADMINISTRATIVE IMPACT

This adjustment in adjunct pay will allow Hocking College to remain competitive in the marketplace and appropriately recruit and retain qualified adjunct employees.

FISCAL IMPACT

The annual budget impact of the increase is \$38,000.



Motion to approve updating the adjunct pay tiers as follows, effective starting 2024AU semester:

- Tier 1 Courses: From \$650 per credit hour to \$675 per credit hour
- Tier 2 Courses: From \$675 per credit hour to \$700 per credit hour
- Tier 3 Courses: From \$700 per credit hour to \$725 per credit hour

Adopted: _____

Approved: _____

Initiatives 2024-2025

Initiative I

To strengthen our organizational culture of caring, we will foster student success and staff fulfillment, prioritize open communication that builds trust, celebrate achievements big and small to boost morale, and invest in continuous learning for all. This cultivates authentic connections, long-term engagement, and a shared passion for lifelong learning.

Initiative II

We will increase enrollment and retention rates, by showcasing our unique educational opportunities focused on career training and capitalizing on our location within the stunning world-famous Hocking Hills region.

Initiative III

To ensure Hocking College is providing education and training relevant to in-demand jobs that fulfill and promote economic expansion, we will utilize the plan for assessment of student learning to create professional development opportunities that promote continuous improvement, and a consistent application of campus wide assessment to examine programs and course offerings.

Initiative IV

Hocking College will pursue baccalaureate degrees in areas whereby we have expertise and there is a need to serve the workforce development needs of employers.

Principles of Trusteeship

How to Become a Highly Effective Board Member for Colleges, Universities, and Foundations

INDIVIDUAL

TEAM MEMBER

FIDUCIARY

UNDERSTAND GOVERNANCE

| | | | |
|---|--|---|---|
| 1. Embrace the full scope of your responsibilities as a board member. | Fulfill your fiduciary responsibilities. | Recognize that governance is a collective endeavor. | Prepare in advance, show up fully present, and participate productively. |
| 2. Respect the difference between the board's role and the administration's role. | Honor the academic norm of shared governance, which includes the president, administration, and faculty. | Be humble and respect your partners in governance and leadership. | Provide advice and counsel but leave operational decisions to the administration. |
| 3. Be an ambassador for your institution and higher education. | Advocate on behalf of your institution and higher education. | Represent the institution proudly and recognize who speaks for the board and for the institution. | Engage actively and appropriately. |

LEAD BY EXAMPLE

| | | | |
|--|---|---|---|
| 4. Conduct yourself with impeccable integrity. | Act in the institution's best interests, putting them ahead of your personal preferences and political allegiances. | Preemptively disclose conflicts—actual and perceived—and dualities of interest. | Uphold the highest ethical standards. |
| 5. Think independently and act collectively. | Constructively challenge and support the president, administration, and committees. | Speak up on important issues, even if they are uncomfortable or unpopular. | Express your concerns diplomatically to the appropriate person(s) at an appropriate time. |
| 6. Champion justice, equity, and inclusion. | Protect and promote justice and equity throughout the enterprise. | Seek diversity and model inclusion on the board. | Be mindful of how your experience shapes your assumptions. |

THINK STRATEGICALLY

| | | | |
|--|--|---|---|
| 7. Learn about your institution's mission, constituents, culture, and context. | Shape your institution's vision and strategy based on its unique purpose and constituents. | Understand the present state of the enterprise and focus on its future needs. | Become a student of higher education. |
| 8. Focus on what matters most to long-term sustainability. | Make decisions based on the strategy and vitality of the entire enterprise. | Help define what constitutes success for your institution. | Focus your personal and professional talents on significant strategic issues. |
| 9. Ask insightful questions and listen with an open mind. | Pose the right questions, rather than prescribe answers. | Listen actively and seek to understand. | Bring genuine curiosity and an open mind to board service. |

Principles of Trusteeship

Attitudes and Actions of Effective Board Members

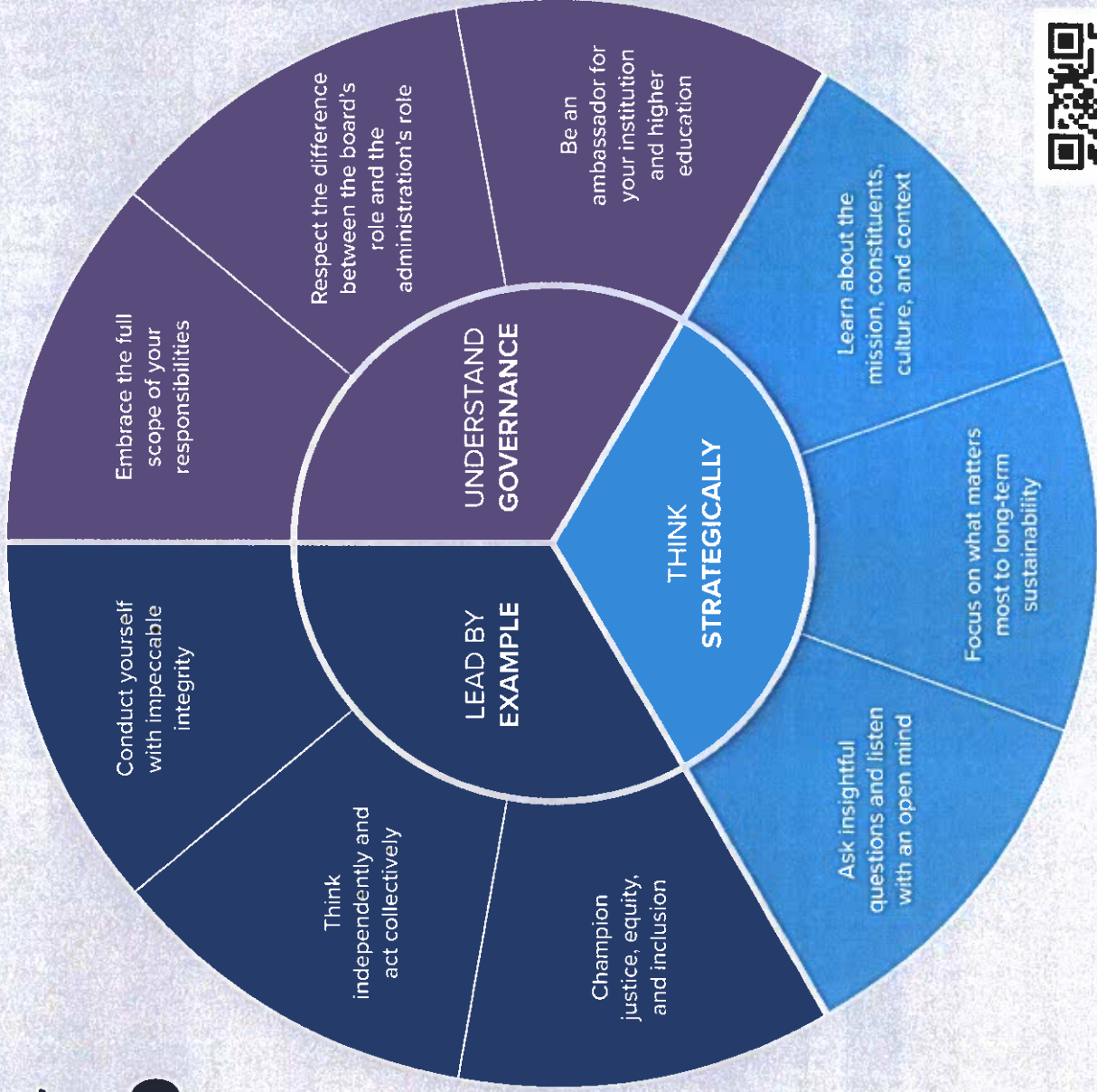
The fate of higher education depends on consequential board governance.

Governance of American higher education is of, by, and for the people. Great colleges and universities start with great governing boards.

The Association of Governing Boards of Universities and Colleges (AGB) shares and supports your commitment.

Our mission is to help you fulfill your fiduciary duties and exemplify the highest ideals of trusteeship.

Explore our resources: [AGB.org](https://www.agb.org)



Principles of Trusteeship, Washington, D.C.: AGB, 2021.

AGB

ADVANCING BOARD EXCELLENCE