



BOARD OF TRUSTEES MEETING
Thursday, June 16, 2022
The Lodge Conference Room
Committee Meeting @ 5:30pm
Regular Meeting @ 6:00pm

- **Call to Order (5 min)** Chairman Mitchell
- **Roll Call** Mr. Daubenmire
- **Approve Minutes from April 14, 2022, Meeting** Chairman Mitchell
- **Executive Session (15 min)** Chairman Mitchell
- **President's Report (15 min)** Dr. Young
 - President's Report
 - Approve College Completion Plan
- **Academic Affairs Report (10 min)** Trustee Ben Mitchell / Gerry Bird / Ms. Hagerott
 - Update from Vice President
 - Approve Bachelor Degree Plan
- **Community Relations and Student Experience Report (5 min)** Trustees Stuart Brooks / Leon Forte' / Ms. Guada
 - Update from Vice President
- **Finance and Personnel Report (5 min)** Trustees Mike Brooks/ Jeanie Addington / Mark Fuller
 - Update from Executive Director Finance / Treasurer
 - FY 2023 Budget
 - Motion on Adjustments on Capital Funded Projects
- **Facilities Committee Report (5 min)** Trustees Mike Budzik Mark Dean / Mr. Daubenmire
 - Update on Projects
- **Chairman's Report (10 min)** Chairman Mitchell
- **New Business (5 min)** Chairman Mitchell
- **Adjournment** Chairman Mitchell
 - **Event Schedule**
 - Next Meeting – August 18, 2022
 - 5:30 pm Committee Meetings
 - 6:00 pm Board Meeting
 - Summer Graduation - July 30 / 10:00am Student Center

Our Mission

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

Date: April 14, 2022

The hybrid virtual meeting of the Hocking College Board of Trustees was held Thursday, April 14, 2022. Members either signed in on the provided link, or attended in person at The Lodge.

Administrators attending: Dr. Betty Young, President; Mr. Jeff Daubenmire, Chief-of-Staff; Ms. Jacqueline Hagerott, Vice President of Academic Affairs and Workforce Development; Ms. Hannah Guada, Vice President of Student Affairs and Campus Relations/Ombudsman/Title IX; Mark Fuller, Executive Director, Finance / Treasurer; Dr. Shah Hasan, Special Assistant to The President; and Joe Deer, CIO.

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

CALL TO ORDER

Ben Mitchell called the meeting to order at 6:17 pm

ROLL CALL

Jeff Daubenmire, Board Secretary, called the roll:

Board members present: Trustees Gerry Bird, Mike Brooks, Stuart Brooks, Mike Budzik, Mark Dean, Leon Forte', Ben Mitchell.

Board members absent: Trustees Jeanie Addington, Blaine Davidson.

Members present constitute quorum.

APPROVAL OF MINUTES

Chairman Ben Mitchell asked if there were any changes to the minutes from the February 17, 2022 regular meeting. A motion was made by Trustee Gerry Bird and seconded by Trustee Leon Forte' to approve the February 17, 2022 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;

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

A motion was made by Trustee Mike Budzik and seconded by Trustee Mike Brooks to go into Executive Session.

On a roll call vote:

Voting Yes: Trustees Gerry Bird, Mike Brooks, Stuart Brooks, Mike Budzik, Mark Dean, Leon Forte', Ben Mitchell.

The Board adjourned to Executive Session at 6:30 pm.

RETURN TO REGULAR SESSION

Ben Mitchell announced the return to regular session at 6:42 pm.

PRESIDENT'S REPORT

The State of The College was presented prior to the Board of Trustees Meeting. The presentation included the Strategic Plan "A Place for Everyone"; as well as current projects taking place on campus, campus endeavor's, and Intel coming to Ohio and what this means for Hocking College.

Three Strategic Initiatives were outlined for 2022/2023:

1) To strengthen our organizational culture of caring for students and their success, we will expand institutional practices and the support infrastructure to predict and respond to instances that jeopardize student academic and behavioral success. We will clarify responsibilities and procedures for real-time intervention and continued support to promote student success.

2) To prepare students for success beyond college, we will develop a comprehensive program of intentional offerings with opportunities to learn and practice professional skills for the workplace, with the goal of graduating on time, with multiple job offers and/or transfer plan, and a plan for financial independence.

3) To continue to refine our institutional capacity for teaching, we will develop and implement a comprehensive faculty evaluation model for continuous improvement and continuing professional development for faculty.

ACADEMIC AFFAIRS REPORT

Ms. Hagerott presented the following:

SUBJECT:

Textbook Auto-Adoption Policy

BACKGROUND:

The Ohio General Assembly enacted uncodified law section 733.20 in HB 110 of the 134th session on June 30, 2021. This section states that in furtherance of the State of Ohio's intent to improve affordability in higher education, the State of Ohio is tasking state institutions of higher education with evaluating textbook affordability initiatives to ensure compliance with Title I, Section 133 of the federal "Higher Education Opportunity Act of 2008.

A textbook auto-adoption policy, if adopted, states that if textbooks and course materials are not selected by the first day of class registration, then the faculty member is deemed to have selected identical materials from the prior semester offering of the course. This applies to the same edition of the textbook, not simply the same title.

Not later than August 15, 2022, Section 733.20 states the board of trustees of each state institution of higher education must adopt a resolution or otherwise formally vote to affirm or decline adoption of the textbook auto-adoption policy.

In 2018 Hocking College implemented a course materials fee that covers the cost of textbooks and all other course materials required for students to successfully complete the course. As a result, there is no need for students to research affordable options for textbooks. Therefore, there is no need for Hocking College to adopt the textbook auto-adoption policy.

RECOMMENDATION:

The Board of Trustees decline adoption of the textbook auto-adoption policy.

ORGANIZATIONAL/ADMINISTRATIVE IMPACT:

Through the implementation of the course materials fee, the burden of textbook costs has been removed for students. Students have the textbook, and all supporting materials required for the course, on the first day of the course.

FISCAL IMPACT:

None

MOTION:

A motion was made by Trustee Mike Budzik and seconded by Trustee Leon Forte to decline adoption of the textbook auto-adoption policy. The motion was unanimously approved.

FINANCE AND PERSONNEL REPORT

Trustee Mike Brooks asked Mr. Mark Fuller to give the Finance and Personnel Report.

BUDGET TO ACTUAL COMPARISON

	ANNUAL BUDGET (000'S)	YEAR TO DATE ACTUALS (000'S)	STATUS
REVENUE	\$ 35,971	\$ 28,050	On track to meet budget
EXPENSE	\$ 35,971	\$ 26,839	On track to meet budget
NET	\$ 0	\$ 1,211	

LIQUIDITY AND FUNDING FIGURES

	MAR 2022 (000'S)	MAR 2021 (000'S)	YOY NET CHANGE
OPERATING CASH	\$ 7,713	\$ 7,103	\$ 610
RESERVES & ENDOWMENTS	\$ 4,581	\$ 5,411	\$ (830)
CAPITAL FUNDS AVAILABLE	\$ 4,374	\$ 5,062	\$ (688)
COVID RELIEF FUNDS AVAILABLE	\$ 5,876	\$ 4,941	\$ 935

Budget to Actuals Detail

College operating and auxiliary revenues are at \$28.0 million or at 78% of the budgeted level for the full year. Based on current revenue levels and projected levels of revenue for the remainder of the year, the College should meet or exceed its FY 2022 budgeted revenue.

The College's total revenues through March have increased \$1.2 million or 4% year-over-year.

Operating and auxiliary expenditures total \$26.8 million through March, which equates to 74% of the budgeted level for the full year. Expenses are on pace to be at or below budgeted levels for the full year.

Year-over-year increases in ongoing operating expenses of the colleges have been limited— including personnel costs which have only increased 2.0% and contracted expenditures which have decreased 0.1%. The College does face some challenges related to inflation, particularly in food costs, but has identified other areas of the budget to make up for those increased costs.

Liquidity Detail

The College has a current operating cash balance of \$7.7 million or approximately 78 days of cash on hand. This is an increase of \$0.6 million from the year prior. The College's operating cash is seasonal but is projected to remain relatively stable over the next few months.

Strategic reserves total \$2.8 million and student fee reserves total \$0.5 million for a total of \$3.3 million in reserves. College Endowments total \$1.3 million, making the amount of reserves and endowments total \$4.6 million. Total reserves and endowments are \$0.8 million lower than the prior year based on capital projects currently underway. The College continues to contribute monthly to strategic reserves to help replenish reserve levels.

COVID-19 related federal relief funds remaining totals \$5.9 million, of which \$2.8 million is designated as student financial aid support. The College will be expending these funds largely during FY 2022 by funding a nursing simulation lab, funding necessary COVID-19 related expenses, completing revenue replacements, and providing financial aid relief to students.

FACILITIES COMMITTEE REPORT –

Project updates were presented to the Board Members at the State of The College prior to the Board of Trustees meeting

COMMUNITY RELATIONS AND STUDENT EXPERIENCE REPORT

Ms. Guada shared a video capturing student experience from All Hocking Learning Day.

CHAIRMAN'S REPORT

No report.

NEW BUSINESS

None

NEXT MEETING – The next meeting of the Board of Trustees is scheduled for June 16, 2022. Subcommittees will begin at 5:30 pm with the Board meeting starting at 6:00 pm at The Lodge.

ADJOURNMENT

There being no further business to conduct, a motion was made to adjourn by Trustee Leon Forte' and seconded by Trustee Mike Brooks. The motion was approved. The Board adjourned at 7:10 pm.



Ben Mitchell, Chair



Jeff Daubenmire, Board Secretary



**Hocking College
Board of Trustees Action**

Date: June 16, 2022

Submitted by: Dr. Betty Young

SUBJECT:

Strategic Completion Plan 2022-2024

BACKGROUND:

Pursuant to Ohio Revised Code Section 3345.81, the board of trustees of each institution of higher education shall adopt an institution specific strategic completion plan designed to increase the number of degrees and certificates awarded to students. The plan shall be consistent with the mission and strategic priorities of the institution, include measurable student completion goals, and align with the state's workforce development priorities. The board of trustees of each institution of higher education shall update its plan at least once every two years and provide a copy of their updated plan to the chancellor upon adoption.

Hocking College's Strategic Completion Plan is a roadmap for implementing continuous quality improvement strategies that advance the College's mission and strategic priorities and is designed to increase the number of degrees and certificates awarded to students that are in alignment with the state's workforce development priorities. We believe passionately in this promise to our students and our community. These initiatives focus on the drive to assure that every student has every chance of success through social and economic advancement.

RECOMMENDATION:

The Hocking College Board of Trustees pass a resolution to accept the Strategic Completion Plan 2022-2024 as presented.

ORGANIZATIONAL/ADMINISTRATIVE IMPACT

Hocking College will use the Strategic Completion Plan as a roadmap for implementing strategies to increase student persistence, retention, and completion. The Student Experience Committee, Academic Affairs Committee and Student Success Leadership Institute (SSLI) Team will lead the implementation of the Strategic Completion Plan.

FISCAL IMPACT

By using this plan as a roadmap for our work, with anticipated successful outcomes, the College will experience increased revenue as a result of improved persistence, retention, and completion.

Hocking College

RESOLUTION 54.007

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 board of trustees of each institution of higher education shall adopt an institution specific strategic completion plan designed to increase the number of degrees and certificates awarded to students. The plan shall be consistent with the mission and strategic priorities of the institution, include measurable student completion goals, and align with the state's workforce development priorities, and

WHEREAS, the board of trustees of each institution of higher education shall update its plan at least once every two years and provide a copy of their updated plan to the chancellor upon adoption.

NOW THEREFORE BE IT RESOLVED that the Hocking College Board of Trustees has reviewed the Strategic Completion Plan 2022-2024.

IT FURTHER RESOLVED, that the Hocking College Board of Trustees, hereby approves and accepts the Strategic Completion Plan 2022-2024.

Adopted: 6/16/2022
Date

Approved: 
Board Representative



Strategic Completion Plan
2022-2024

Contents

Hocking College’s Mission	1
Purpose of the Strategic Completion Plan	1
Hocking College Student Success Leadership Institute (SSLI) Team	1
Strategic Plan ~ Priorities	2
Strategic Plan ~ Institutional Initiatives	3
Title III: Strengthening Institutional Programs ~ Goals	3
Action Items for Current Strategic Completion Plan Cycle	4
Appendix A: List of Departments for Institutional Assessment Plans	7

Hocking College's Mission

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

Purpose of the Strategic Completion Plan

Hocking College's Strategic Completion Plan is a roadmap for implementing continuous quality improvement strategies that advance the College's mission and strategic priorities and is designed to increase the number of degrees and certificates awarded to students that are in alignment with the state's workforce development priorities. We believe passionately in this promise to our students and our community. These initiatives focus on the drive to assure that every student has every chance of success through social and economic advancement.

Hocking College's Student Success Leadership Institute (SSLI) Team

Hocking began forming the Student Success Leadership Institute's (SSLI) team in November of 2015. Our goal was to include a cross-section of the institution to give voice to the many stakeholders for whom student completion is central. The current team consists of the following people:

Jacqueline Hagerott, Vice President of Academic Affairs & Workforce Development, Title IX Coordinator, Ombudsman
Hannah Guada, Vice President of Student Affairs, Chief Diversity and Inclusion Officer
Emily Davis, Program Manager of Communications and Theatre
Emily Boyer, Program Manager of General Studies and Academic Assessment
Molly Watson, Director of TRIO and Strengthening Institutions Programs
Erin Bowald, Director of Academic Support and Disability Services
Lance Angell, Executive Director of Institutional Research and Planning
Katie Walters, Director of College Credit Plus
Sean Terrell, Dean of Community Outreach and Workforce Development
Terry Koons, Manager of the Career and University Center

Strategic Priorities

Priority 1: Teaching and Learning. Graduating Citizens of the World Building on the Hocking College legacy of world-class innovative hands-on experiential teaching and learning to develop relevant workplace, academic and life skills providing a pathway to prosperity in an interconnected society on a journey that is a fulfilling life

Priority 2: Regional Development for Prosperity. Building on the legacy of innovation, relevance and resilience fostering new market economies in collaboration with community partners. Hocking College will emerge as a regional leader strengthening ties to communities we serve, joined together by a shared vision, passion, and purpose to improve the number of individuals earning postsecondary credentials, provide pathways fostering regional economic development, entrepreneurship, upward mobility and reducing generational poverty.

Priority 3: Foster a Culture of Shared Responsibility and Accountability. In a performance-based funding model and market driven economy, Hocking College will hold itself accountable continually improving institutional and individual performance. We will provide the Hocking Advantage in customer service to students and each other. We will use performance indicators and benchmark to relevant standards leading to improved performance, efficiency and stewardship of resources.

Priority 4: Engagement and Enrollment Optimization. Enrolling diverse student populations in certificate, degree, life-long learning, dual credit, workforce development and special interest programming to meet educational and regional development needs. Supporting veteran and current military personnel and their families' success as a veteran friendly institution. Engage all stakeholders in delivery of the Hocking College mission and strategic priorities. A key performance indicator will be our ability to deliver educational value retaining students to completion with exemplary student and employer or transfer institution satisfaction.

Priority 5: Sharing our Story. Demonstrating to the region and the world the advantages of a Hocking College education. Enhance our reputation as a world-class college of first choice, an affordable college experience with excellence in academic and career programs in a kind, caring and nurturing environment that places our student's success first. We will advocate for students, resources, and policies to improve our ability to deliver on the mission.

Priority 6: Diversity, Equity, and Inclusion. Sharing a commitment to a more diverse, equitable and inclusive world for everyone, we will actively advance a campus environment that celebrates our differences and invites contributions that reflect the diversity of our community. We will expect fairness and respect for each person, and we will teach and learn from each other how to live together in our multicultural world.

Institutional Initiatives

Initiative 1: To strengthen our organizational culture of caring for students and their success, we will expand institutional practices and the support infrastructure to predict and respond to instances that jeopardize student academic and behavioral success. We will clarify responsibilities and procedures for real-time intervention and continued support to promote student success.

Initiative 2: To prepare students for success beyond college, we will develop a comprehensive program of intentional offerings with opportunities to learn and practice professional skills for the workplace, with the goal of graduating on time, with multiple job offers and/or transfer plan, and a plan for financial independence.

Initiative 3: To continue to refine our institutional capacity for teaching, we will develop and implement a comprehensive faculty evaluation model for continuous improvement and continuing professional development for faculty.

Title III: Strengthening Institutional Programs

Goal 1: Increase Persistence/Retention/Completion

Goal 2: Provide Professional Development for Advising (faculty, support staff)

Goal 3: Implement Financial Management/Literacy into Pathways I & II

Goal 4: Expand Career Pathways in Dual Enrollment programs (CCP)

Goal 5: Increase Student Employment/Work-based Learning

Goal 6: Provide Analytic Data and Software Customization to enable Early Alert Interventions and Institutional Data measurements

Action Items for Current Strategic Completion Plan Cycle

Action Item	Leader	Measure of Success	Timeline
1. Evaluate the Registrar's Office for effectiveness. ¹	Executive VP, Chief of Staff	Completion of findings and recommendations based on the Registrar's Assessment Plan.	May 15, 2023
2. Expand the distribution of the Hocking College Press. ²	Executive VP, Chief of Staff	Increase the number of physical distribution locations throughout Ohio.	May 15, 2023
3. Develop a mechanism to track the number of students enrolled in all certificate programs. ³	CIO	Mechanism implemented to report the number of students enrolled in certificate programs and students >= age 25.	May 15, 2023

4. Train faculty and student-support staff, on the Advise program, to identify and implement early intervention actions based on criteria such as attendance, failed and/or missing assignments, etc.⁴

5. Identify and evaluate trends in graduation rates.⁵

VP, Academic Affairs

Completion of findings and recommendations each academic year to accomplish at least a 30% for first-time full-time 150% graduation rate by 2025.

VP, Academic Affairs

Completion of findings and recommendations each academic year to accomplish at least 48% retention by 2025 for first-time, full-time fall-to-fall students.

Action Item	Leader	Measure of Success	Timeline
7. Identify and evaluate trends in persistence for FTEC students. ⁶			
Strategic Plan Priority 3, Institutional Initiative 1, Title III Goal 6			
Strategic Plan Priority 5, Institutional Initiative 2, Title III Goal 5			
Strategic Plan Priority 4, Institutional Initiative 2, Title III Goal 4			
Strategic Plan Priority 1, Institutional Initiative 1, Title III Goal 6			
Strategic Plan Priority 1, Institutional Initiative 2, Title III Goal 1			
Strategic Plan Priority 1, Institutional Initiative 2, Title III Goal 1			

Action Item	Leader	Measure of Success	Timeline
<p>14. Emphasize DE as a component of our core values by reorganizing priorities and resources into a strategic plan. Strategic Plan Priority 1, Institutional Initiative 2, Title III Goal 1</p> <p>15. Strategic Plan Priority 1, Institutional Initiative 2, Title III Goal 1</p> <p>16. Strategic Plan Priority 1, Institutional Initiative 1, Title III Goal 1</p> <p>17. Strategic Plan Priority 3, Institutional Initiative 3, Title III Goal 2</p> <p>18. Strategic Plan Priority 3, Institutional Initiative 3, Title III Goal 2</p> <p>19. Strategic Plan Priority 3, Institutional Initiative 3, Title III Goal 2</p> <p>20. Strategic Plan Priority 3, Institutional Initiative 3, Title III Goal 2</p> <p>21. Strategic Plan Priority 3, Institutional Initiative 3, Title III Goal 2</p>	<p>VP, Academic Affairs</p>	<p>Completion of findings and recommendations each academic year that accomplish results above the OACC average annual score and at least 68% persistence by 2025 for first-time, full-time fall-to-spring students.</p>	<p>May 15, 2023</p>
<p>9. Identify and evaluate trends in gateway math and English classes for FTEIC student population.⁹</p>	<p>VP, Academic Affairs</p>	<p>Completion of findings and recommendations each academic year and score above the OACC average score.</p>	<p>May 15, 2023</p>

List of Departments for Institutional Assessment Plans

- A. Career and University Center
- B. Co-Curricular Education
- C. President's Office
- D. Student Engagement
- E. Hawks Center for Well-Being
- F. Academic Success Center
- G. Office of the Registrar
- H. Office of Community Standards and Accountability
- I. Student Housing
- J. Student Center
- K. Hocking College Foundation
- L. Student Employment
- M. TRIO
- N. Facilities
- O. Tech Prep
- P. Beverage Operations
- Q. Catering – Food Truck
- R. College Credit Plus
- S. Drivers Education
- T. Grants
- U. Home Makers Network
- V. Leisure Learning
- W. PACE
- X. Rhapsody
- Y. Athletics
- Z. Information Technology (IT)
- AA. Dining Services
- BB. Financial Aid
- CC. Warehouse
- DD. Human Resources
- EE. Campus Safety HCPD
- FF. Fiscal Services



Hocking College Board of Trustees Action

Date: June 16, 2022

Date: June 16, 2022
Submitted by: Jacqueline C. Hagerott

SUBJECT

New Bachelor's Degree Program Approvals

BACKGROUND

Hocking College is committed to providing new programs aligned with industry demands and job outlook trends. The Ohio Department of Higher Education (ODHE) and the Higher Learning Commission (HLC) grant final approval to offer a new degree/certificate after the Hocking College Board of Trustees authorizes the campus to submit a proposal to ODHE and HLC for consideration.

Ohio Revised Code (ORC) 3333.051 directs the Chancellor of higher education to establish a program under which community colleges, state community colleges, and technical colleges may apply to offer applied bachelor's and nursing bachelor's degree programs. The Chancellor has established the program and is now accepting applications that, in accordance with ORC 3333.051 (A), demonstrate all of the following:

- 1) *Evidence of an agreement between the college and a regional business or industry to train students in an in-demand field and to employ students upon their successful completion of the program;*
- 2) *That the workforce need of the regional business or industry is in an in-demand field with long-term sustainability based upon data provided by the governor's office of workforce transformation;*
- 3) *Supporting data that identifies the specific workforce need the program will address;*
- 4) *The absence of a bachelor's degree program that meets the workforce need addressed by the proposed program that is offered by a state university or private college or university;*
- 5) *Willingness of an industry partner to offer workplace-based learning and employment opportunities to students enrolled in the proposed program.*

RECOMMENDATION

The Hocking College Board of Trustees approve bachelor's degree programs in:

- Natural Resources Management
- Behavioral Health and Social Change

ORGANIZATION/ADMINISTRATIVE IMPACT

The College's current business model and existing infrastructure support this initiative including financial capacity, facilities, faculty, and staff. The College will implement these new degree programs over the next 18 months.

FISCAL IMPACT

The college anticipates increased enrollment and retention with this new model. The launch of new programs will occur over the next year as resources allow.

**Hocking College
New Academic Programs**

RESOLUTION 54.008

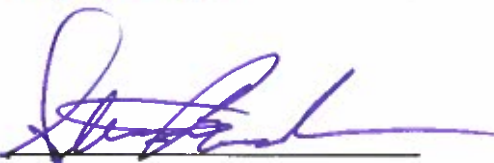
WHEREAS, in accordance with Chapter 3345, 3354, and 3357, of the Ohio Revised Code, the Hocking College Board of Trustees is the governing body for Hocking Technical College with authority to authorize the President to manage the day to day operations of the College,

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

NOW THEREFORE BE IT RESOLVED that the Hocking College Board of Trustees, hereby approves and accepts the proposed bachelor's degree programs in:

- Natural Resources Management
- Behavioral Health and Social Change
- Names may be modified by the President as the programs are fully developed to align with the market.

Adopted: 6/16/2022

Approved: 

Ben Mitchell, Board Chair



**Hocking College
Board of Trustees Action**

Date: June 16, 2022

Submitted by: Mark Fuller

SUBJECT:

Operating, auxiliary, and capital budgets for Fiscal Year 2023

BACKGROUND:

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

RECOMMENDATION:

Approve the Fiscal Year 2023 budget as recommended by the President and Chief Financial Officer of Hocking College.

ORGANIZATIONAL/ADMINISTRATIVE IMPACT

The budget provides a sound financial structure which will keep Hocking College accountable to its students and the community it serves.

FISCAL IMPACT

The College proposes a balanced budget with \$1.0 million in planned reserve contributions.

FY 2023 Operating Budget - \$27.6 million

FY 2023 Auxiliary Budget - \$5.3 million

FY 2023 Capital Improvement Budget - \$7.9 million

Total Budget - \$40.8 million



Hocking College

Motion to Approve

Motion to approve operating, auxiliary, and capital budgets for Fiscal Year 2023.

Adopted: 6/16/2022
June 16, 2022

Approved: 
Ben Mitchell, Chairman

Hocking College Budget – Fiscal Year 2023

June 16, 2022

Executive Summary

Hocking College proposes a balanced budget for FY 2023 totaling \$40.8 million.

The budget's three components are proposed as follows:

- Operating Budget: \$27.6 million-- includes the core operations of the College.
- Auxiliary Budget: \$5.3 million-- includes the College's dorms, dining services, and entrepreneurial ventures.
- Capital Budget: \$7.9 million-- includes infrastructure projects funded by College reserves and state appropriations.

Budget considerations include the following significant items:

- Capital budget includes \$2.5 in appropriations from HB 687/SB 343 expected to be passed in June.
- Hocking College's SSI payments are anticipated to decrease 1.8% from FY 2022 based on projections from the State of Ohio.
- Enrollment is anticipated to be stable in FY2023 compared to the prior year.
- Approximately \$340 thousand in improved efficiencies are recognized in the FY2022 budget. The College has successfully reduced its operating costs by reducing expenses associated with leased equipment (\$141 thousand), renegotiating and eliminating various contracts (\$183 thousand), and instituting technology upgrades that result in immediate savings (\$15 thousand).
- The operating budget includes over \$1.0 million in transfers to reserves. Reserve transfers include: \$0.5 million transfer to strategic reserves, \$400 thousand contribution to student program reserves, and \$150 thousand contribution to replacement reserves for the Dorms and Lodge.
- A total of \$2.0 million is budgeted toward students via scholarships, summer internships, and student employment. This total includes funds designated for work scholarships.

Budget Details

Long Term Planning Initiatives

The framework of the FY2023 Budget incorporates the following initiatives related to the long term success of the College:

- Funding strategic and operational reserves
- Increasing operating cash levels
- Reducing recurring contractual, fixed costs

The Budget includes over \$1.0 million in reserve contributions planned for FY2023. 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 FY2023 are as follows:

- Strategic Reserves - \$500,000
- Program Reserves - \$400,000
- 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.

FY2023 budget continues to use a 5-year lookback period for receivables. The College will be writing off the FY2019 uncollected receivables during FY2023. Bad Debt Expense totaling \$1.3 million is anticipated based on the current receivable balance from FY2019 of \$1.5 million, being partially offset by \$0.2 million in anticipated additional collections on aged accounts. Next fiscal year (FY2024), the College will be able to begin realizing savings from the Seat Ready strategy implemented in FY2020.

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. The President continues to be the sole source of final approval for all College contracts.

During FY2022, the College has decreased \$340 thousand in recurring annual costs, which are recognized in the FY2023 budget. By category, these savings include:

- Reducing its costs associated with leased equipment (\$141 thousand)
- Renegotiating and eliminating contracts (\$183 thousand)
- Instituting technology upgrades that result in immediate savings (\$15 thousand)

Capital Expenditures

The \$7.9 million proposed capital budget is funded by a combination of state appropriations and Hocking College Strategic Reserves. State Appropriations fund \$6.8 million and Hocking College Reserves fund \$1.1 million of the proposed budget.

Revenues

The College's operating budget includes a \$2.5 million (8%) decrease in revenues while the auxiliary budget includes a \$0.7 million (12%) increase in revenues.

The decrease in operating revenues is primarily the result in a \$3.0 million reduction in Federal HEERF funding and a \$0.2 million decrease in budgeted SSI revenue. These reductions are partially offset by a 1.5% increase in projected enrollment and improvements in other miscellaneous income sources.

The increase in auxiliary revenues is primarily the result of a \$0.7 million increase in Lodge revenues as it continues to improve operating results in its second year of operations. Budgeted auxiliary revenues also include incremental increases in revenue from Lake Snowden and Rhapsody.

Expenses

The budget calls for \$27.6 million in operating expenses and \$5.3 million in auxiliary expenses.

Most significant among operating expenses are summarized as follows:

- \$14.8 million in salary and benefits expense, equating to 53% of the operating budget.

- \$2.8 million in textbooks and course materials, which are essentially a pass through of course fees collected from the students. Inclusive in this figure is \$400 thousand in student reserve contributions for future capital purchases.
- \$2.0 million in student employment and scholarships. Included in this figure are work scholarships, district scholars, and student athlete scholarships.
- \$1.3 million in bad debt expense, retiring the remaining student receivables from FY2019.

Conclusion

The College proposes a balanced budget with \$1.0 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 2023 vs Fiscal Year 2022

	2023 Budget	2022 Budget	O/(U) \$	O/(U) %
Total Operating				
Revenue	27,648,293	30,125,161	(2,476,869)	-8%
Expense	27,648,293	30,125,161	(2,476,869)	-8%
Net	-	-	-	N/A
Selected Revenue Categories				
Tuition & Fees	15,467,062	18,354,808	(2,887,746)	-16%
State Share of Instruction	10,509,041	10,723,506	(214,465)	-2%
Other Income	332,960	233,980	98,980	42%
Auxiliary Net Income	1,339,230	812,867	526,362	65%
Total	27,648,293	30,125,161	(2,476,869)	-8%
Selected Expense Categories				
Bad Debt Expense	1,270,000	1,138,000	132,000	12%
Benefits	3,661,751	3,952,526	(290,775)	-7%
Capitalized Equip	-	62,000	(62,000)	-100%
Computer / Tech	-	340,000	(340,000)	-100%
Contingency & Union Contingency	-	350,000	(350,000)	-100%
Dues & Memberships	116,315	110,965	5,350	5%
Ind Contractor	318,200	656,620	(338,420)	-52%
Leases & Rentals	85,897	101,897	(16,000)	-16%
Legal, Accting, Insur	655,000	520,376	134,624	26%
Maintenance	104,000	104,000	-	0%
Meals & Refresh	107,400	68,100	39,300	58%
Misc Expense	877,924	847,184	30,740	4%
Outsourced Teaching	110,000	200,000	(90,000)	-45%
Salary & Wages	11,092,851	11,759,781	(666,930)	-6%
Scholarships	642,500	676,000	(33,500)	-5%
Service & Maint Con	2,051,801	2,185,486	(133,685)	-6%
Strategic Reserve Transfer	500,000	1,000,000	(500,000)	-50%
Student Emp / Work Scholar	1,318,214	1,155,375	162,839	14%
Supplies	314,600	397,100	(82,500)	-21%
Travel / Prof Dev	319,536	170,100	149,436	88%
Tuition Reimburse	168,000	194,000	(26,000)	-13%
Txtbk & Course Mats	2,759,023	3,177,348	(418,325)	-13%
Utilities	1,175,280	958,303	216,977	23%
Total	27,648,293	30,125,161	(2,476,869)	-8%

Auxiliary Budget
Fiscal Year 2023 vs Fiscal Year 2022

	2023 Budget	2022 Budget	O/(U) \$	O/(U) %
Total Auxiliary				
Revenue	6,615,375	5,914,478	700,897	12%
Expense	5,276,145	5,048,371	227,775	5%
Net	1,339,230	866,108	473,122	55%

Capital Budget Fiscal Year 2023

	Budget
Sources:	
State Capital Appropriations & Reappropriations	6,873,344
Hocking College Reserves	1,075,000
Total Sources	7,948,344
Uses:	
State Capital Funded	
PERRY CO COMM HLTH AT HOCKING	200,000
WDTC RENOVATION	36,201
TECH MEDIA WORKFORCE CTR	82,458
PUB SAFE & NAT RESORC LAB RENO	2,100,742
MCCLLENAGHAN CENTER RENO	1,479,171
FIRE TOWER UPGRADE	252,000
HOCKING AQUACULTURE PROJECT	117,944
CAMPUS SAFETY	104,000
BASIC RENOVATIONS*	950,828
FIRING RANGE AND CLASSROOM RENOVATIONS*	150,000
SECURITY LIGHTING*	400,000
PARKING LOT IMPROVEMENTS*	1,000,000
Subtotal - State Capital Funded	6,873,344
College Funded	
LS Building Renovation**	775,000
Campground**	300,000
Subtotal - College Funded	1,075,000
Total Uses	7,948,344

*Pending final approval of State Appropriations Bill

**FY2022 encumbrances that will need to be moved into FY2023



**Hocking College
Board of Trustees Action**

Date: June 16, 2022

Submitted by: Mark Fuller

SUBJECT:

FY2022 Strategic Reserves

BACKGROUND:

Hocking College maintains strategic reserves, in part, to fund capital projects for the improvement of campus infrastructure. During FY2022, the College has expended and encumbered over \$6.6 million in funds on capital projects. The College has identified strategic reserves as one of the funding sources for those projects.

RECOMMENDATION:

The Board of Trustees approve a motion authorizing the College to utilize strategic reserves to fund up to \$4.5 million in capital projects. The College will contribute \$1.0 million to strategic reserves from operations during FY2022, making the net draw on reserves up to \$3.5 million.

ORGANIZATIONAL/ADMINISTRATIVE IMPACT

Capital projects allow the college to provide the infrastructure needed to offer world-class programming to its students.

FISCAL IMPACT

Will allow the College to utilize its Strategic Reserves for the improvement of campus infrastructure.



Motion to authorize up to a \$4.5 million transfer from Strategic Reserves to fund capital projects.

Adopted: 6/16/2022

Approved: 