



# ENSURING STUDENT SUCCESS

DONALD L. PLOTT  
PRESIDENT OF NORTH CENTRAL STATE COLLEGE

**Education is not  
the filling of a pail  
but the lighting of a fire.**

*— William Butler Yeats*

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# Managers Advisory Council

## - Facilitator, Beth Price

**Michele Barber**

**Cathy Craig**

**Kim German**

**Jim Hull**

**Gina Kamwithi**

**Nancy Kukay**

**Lori McKee**

**Jim Phinney**

**Troy Shutler**

**Keith Stoner**

**Janet Boeckman**

**John Falls**

**Doug Hanuscin**

**Deb Hysell**

**Barb Keener**

**Sandra Luckie**

**Mark Monnes**

**Tom Prendergast**

**Robert Slabodnick**

**Randy Storms**

**Mark Collins**

**Nikia Fletcher**

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**Jay Jacquet**

**Tom Kluding**

**Bob Matney**

**Janny Nauman**

**Dean Schaad**

**Bruce Sliney**

**Bev Walker**

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# Faculty Caucus

## - Facilitator, Michelle Slattery

Jim Beck

Heiden Eichorn

Doug Urban

Walt Poffenbaugh

Lynn Damberger

Pat Herb

Teresa Van Dorn

Stephanie Kreisher

Ann Davies

Sharon Perry

Michelle Slattery

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# Staff Caucus

## - Facilitator, Michael Cole

Eric Grove

Susan Householder

Nyshia Brooks

Sharon Gearheart

Roberta Moore

Pam Barret

Cindy Kuelling

Linda Nicol

Rita Moore

Terry Sexton

Carol Allen

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# Faculty Association

- President, Beth Franz

Beth Franz

Michelle Slattery

Brad Hays

Jeff Taylor

Chris Barker

Cindy Freeman

Pat Herb

Jean Jones

Lynn Damberger

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**North Central State College**  
exists for the citizens of its  
service region to have the  
knowledge and skills to succeed  
in their chosen path for learning,  
work, or enrichment, sufficient to  
justify available resources.

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**Equal Opportunity/Diversity -**  
The proportion of students from  
economically or educationally  
disadvantaged backgrounds is at  
least equivalent to the proportion  
in the local communities.

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# NC State Strategies



## Outreach Centers

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**Job Readiness - Students prepared for employment success will have the knowledge of occupational choices, skills, work habits, and job leads necessary for economic self-sufficiency.**

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# NC State Strategies



Workforce opportunities are changing

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**High Demand/Emerging Technologies** - Students are capable of successfully performing in a variety of roles in business and industry including high demand and emerging technology industries.

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# NC State Strategies



Green and Bio coursework is available

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**Career Development -** Students acquire, maintain, and enhance job skills that remain relevant in changing jobs markets.

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# NC State Strategies



Lifelong learning

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**Transferability** - Students prepared for advanced academic success will have the ability and the prerequisite academic experience sufficient for entry into a four-year college or university.

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# NC State Strategies



**Layer Your Education.**

Over 34 transfer options available. [www.ncstatecollege.edu](http://www.ncstatecollege.edu)

Ashland University      Bowling Green      University of Cincinnati      Miami University      Ohio State      Franklin University      Kent State

**Q2S**

University partners throughout Ohio

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One Campus. Great Value. Endless Possibilities.

access  
success

FIELD OF DREAMS  
MANSFIELD

**Enrichment - Enrichment opportunities exist to reflect community needs and values.**

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# NC State Strategies



Changing learning styles and use of technology will continue to require old dogs to learn new tricks to meet the needs/demands of our students

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# The ENDS Policy Taskforce

| 1.0<br>Diversity    | 1.20<br>Job Readiness | 1.30<br>High Demand/<br>Emerging<br>Technologies | 1.40<br>Career<br>Development | 1.50<br>Transferability | 1.60<br>Enrichment |
|---------------------|-----------------------|--------------------------------------------------|-------------------------------|-------------------------|--------------------|
| Teresa VanDorn      | Bill Miller           | Lynn Damberger                                   | Carmen Morrison               | Mark Monnes             | Kelly Gray         |
| Peg Moir            | Betty Wells           | Brad McCormack                                   | Karen Reed                    | Bruce Sliney            | Jim Hull           |
| Cheryl Carter       | Caroly Kaple          | Ken Ekegren                                      | Erica Boyd                    | Paul Sukys              | Janny Nauman       |
| Margaret Puckett    | Joe Simmerling        | Greg Timberlake                                  | Jean Jones                    | Phil Martin             | Nancy Kukay        |
| Gary Woods          | Tom Kluding           | Bob Matney                                       | Janet Boeckman                | Michelle Denny          | Beth Price         |
| Ron Pagano          | Troy Shutler          | Dave Cardwell                                    | Bob Brownson                  | Bob Lewis               | Teri Brannum       |
| Kathy Emmer         | Lou Huff              |                                                  | Sharon Perry                  | Rob Slabodnick          | Mike Welker        |
| Christine Truesdell | Randy Storms          |                                                  | Candy Bishop                  |                         | Mary Rodriguez     |
| Julie Korbas        |                       |                                                  | Deb Hysell                    |                         | Molly McCue        |
| Nikia Fletcher      |                       |                                                  |                               |                         |                    |
| Ann Seifert         |                       |                                                  |                               |                         |                    |
| Barb Keener         |                       |                                                  |                               |                         |                    |

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# The Strategic Focus Understanding the 5 Pillars

Ken Ekegren

Facilitator, Planning Advisory Council (P.A.C.)

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*Ends Policy*

*The Gap*

*Current Situation*

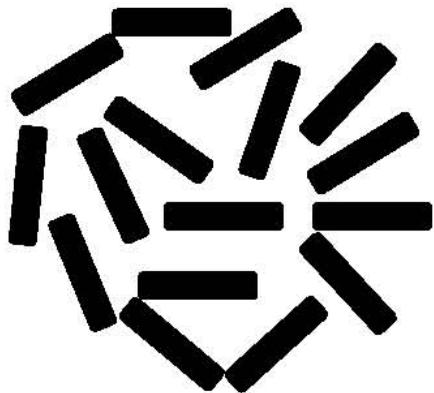
***Underlying Factors***

Barriers and challenges creating  
the Gap



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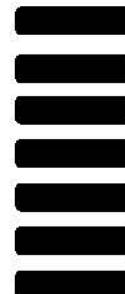


*Sorted into Strategic Focuses*

XXXXX



YYYYY



ZZZZZ



*Sorted into  
Strategic Initiatives*

A



C



B

Five Strategic Focuses emerged:

- Enhance Quality through Continuous Improvement
- Improve Preparation for Success at College
- Improve Student Success
- Improve Successful Transition, and
- Enhance Regional Development

## Strategic Initiatives (MEANS)

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## *Regional Success in Learning, Work and Enrichment*

### *Successful Achievement of Ends Policies*

Equal Opportunity/Diversity ♦ Job Readiness ♦ High Demand/Emerging Technologies  
Career Development ♦ Transferability ♦ Enrichment

#### **Enhance Quality**

- Use standard review process to assure continuous improvement
- Incorporate available national and state recognized certifications and licensures into programs

#### **Improve Preparation for College**

- Increase the number of students coming to NC State that are college ready
- Assure students understand career choices and set goals accordingly
- Assure finances are not a barrier to student success

#### **Improve Student Success**

- Increase successful completion of developmental sequences and gateway courses while closing success gaps among groups
- Assure that students master learning, work and life success skills
- Assure students master flexible and creative problem solving

#### **Improve Successful Transition**

- Increase the number of students successfully transferring to a 4 year degree
- Assure students develop and use job search skills

#### **Enhance Regional Development**

- Significantly increase training volume and revenue by meeting Workforce Development needs
- Significantly increase the number of students successfully completing academic entrepreneurship programs or training and starting businesses

# From ENDS Policies... To a Strategic Plan

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# The Strategic Focus Teams

## *Enhance Quality through Continuous Improvement*

David Cardwell  
Carmen Morrison  
Kate Peresie  
Sharon Perry  
Karen Reed

## *Improve Student Success*

Jim Hull  
Margaret Puckett  
Teresa VanDorn

## *Enhance Regional Development*

Lynn Damberger  
Nancy Kukay  
Tom Prendergast  
Beth Price  
Greg Timberlake

## *Improve Preparation for College*

Sheila Campbell  
Brad McCormack  
Peg Moir  
Betty Wells

## *Improve Successful Transition*

Ken Ekegren  
Kelly Gray  
Mark Monnes

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# The ACTION Plan Teams

| Strategic Focus                                | Strategic Initiative               | Team Leader                                             | Team Members                                                      |
|------------------------------------------------|------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------|
| Enhance Quality through Continuous Improvement | Program & Service Review           | D. Cardwell*                                            | A. Welsh, L. Damberger, B. Price                                  |
|                                                | Certifications & Licensure         | No leader – J. Boeckman is contact person for this team | J. Boeckman, B. Miller, C. Barker, J. Sturgill                    |
|                                                | Program & Service Development      | J. Hull                                                 | C. Morrison, P. Moir, Seaneen Sullinger                           |
| Improve Preparation for College                | Academic Preparation for College   | Carol Cariglio-Wolfe                                    | T. Kluding, S. Hall, J. Janssens, S. Rollo<br>B. Walker, C. Craig |
|                                                | Career Planning & Goal Development | N. Fletcher                                             | R. Hughes, S. Kreisher, M. Durham<br>G. Frietchen,                |
|                                                | Overcoming Financial Barriers      | J. Phinney                                              | A. Benson, W. Vogel, C. Butdorff, T. Hammond, Don Dicke           |

# The ACTION Plan Teams

| Strategic Focus               | Strategic Initiative                       | Team Leader     | Team Members                                                        |
|-------------------------------|--------------------------------------------|-----------------|---------------------------------------------------------------------|
| Improve Student Success       | Developmental & Gateway Course Success     | D. Hysell       | Birk (RDG), Shearer (dev MTH), Edgehouse(ENG), C. Bower , B. Keener |
|                               | Success Skills                             | J. Falls        | Puckett, E. Grove, B. Clapp , J. Korbas                             |
|                               | Critical Thinking                          | Lisa Music      | P. Martin, K. Peresie, M. Welker , K. Jaggers, G. Wood              |
| Improve Successful Transition | Transfer Awareness & Assistance            | B. Sliney       | Monnes, J. Mudra, C. Robinson                                       |
|                               | Job Search Skills Development & Assistance | T. Shutler      | B. Wells, K. Danielson                                              |
| Enhance Regional Development  | Workforce Development Strategic Plan       | N. Kukay        | K. Hamiton, K. Stoner, C. Kaple, M. Rodriguez                       |
|                               | Enhance Entrepreneurship                   | Greg Timberlake | L. Jones, C. Harris, N. Kukay                                       |

# Our Student Profile

|                         |       |
|-------------------------|-------|
| Average Age             | 27    |
| Median Age              | 23    |
| Minority Students       | 7%    |
| Full-time               | 1,421 |
| Part-time               | 2,214 |
| Female                  | 63%   |
| Low Income              | 34%   |
| Full-Time Equivalent    | 761.4 |
| 1st Generation Students | 65%   |

Fall 2010

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# Financial Aid

Federal Grants: 51% first-time, full-time students

Institutional Grants: 12% first-time, full-time students

Federal Loans: 35% first-time, full-time students

Over \$124,000 in Scholarships from Foundation

\$50,000 from Foundation's Necessities Fund

\$10,000 from Foundation's Emergency Grant/Loan Fund

\$300,000 in Institutional Grants & Scholarships

\$575 Endowment per full-time equivalent

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# Enrollment

Total Headcount 3,635

- Distance Learning 999
  - Online Exclusive 599
- Early Learning HS 397
- Veterans 134

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# Enrollment Breakdown

|                         |       |     |
|-------------------------|-------|-----|
| Business                | 441   | 12% |
| Communications          | 97    | 3%  |
| Education               | 120   | 3%  |
| Engineering Tech.       | 237   | 7%  |
| Health                  | 1,531 | 42% |
| Information Tech.       | 128   | 4%  |
| Public Service          | 390   | 11% |
| Total Transfer Programs | 73    | 2%  |

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# Faculty

Full-time 72

Adjunct 154

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# Tuition

Spring 2010 \$86.50/Hour

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# Budget

Fiscal 2010-11    \$21,100,790

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# National Budget Issues

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# National Budget Issues

- Cut Pell Grants
- Cut Head Start
- Re-Organize Workforce Investment Act (WIA)
- College Completion Agenda
- Need for High-Tech Workers
- Brain Gain

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# State Budget Issues

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# State Budget Issues

- The Jobs Budget – No Tax Increase
- Medicaid
- Education
- Local Government
- Criminal Justice
- JOBS Ohio
- Common Sense Reform

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# The JOBS Budget – No Tax Increase

## 7.7 Billion Dollar Hole

- -1.4 Medicaid
- -1.8 Spending Cuts
- +2.2 Local Government – CAT Tax
- +794M State Revenue Increase
- +1.5 Other Moves

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Medicaid

\$18M FY'2011

43% - 2012

- Integrate Behavioral & Physical/Medical
- Balance Long-Term Care/Home Care
- Modernize Reimbursements

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# Education

- Teach for America is Approved
- Salary Bonus – Based on Student Success
- Quality – Not Seniority
- Test Teaches in Failing Schools
- Increase School Choice Funding – No Caps
- Increase 3-yr Degrees (Dual Enrollment)
- Charter K-12 & College
- Faculty Teaching Load Increased

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# Local Government

- **25% Cut in Both Years**
- **Use Tangible Person Property Tax for Locals**
  - Take away the CAT Tax
- **Reduce Mandates**
- **Increase Shared Services**
- **Increase Consolidation**
- **Eliminate Prevailing Wage**
- **Construct Multiple to Single Prime**

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# Criminal Justice

- **51,000@\$25,000/**per person
- Fiscally Unjust
  - Unsafe
- High Quality Blend of Public & Private
- 5 Prisons will be Privatized
- Sentence Reform to Include:
  - Divert Low-Level, Non-Violent to Community Centers

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# JOBS OHIO

- Privatize Education
- Senate Bill 5:
  - Court Challenges
  - Petition – 231,147 Vote Signature pending law would be placed on Hold
  - Placement on Nov. 2011 or Nov. 2012 ballot
  - Pending referendum result bill's cancelled or implemented 30 days following election

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# The State of Ohio Education Budget Picture

Brad McCormack

Vice President for Business and Administrative Services

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# State Appropriations per FTE

| Fiscal Year | NCSC Total Budget | OBR State Share of Instruction | % of Total Budget | Annualized FTE | Appropriation Per FTE |
|-------------|-------------------|--------------------------------|-------------------|----------------|-----------------------|
| FY '11*     | 21,100,790        | 7,254,916                      | 34%               | 2,508          | 2,893                 |
| FY '11      | 21,679,405        | 7,899,785                      | 36%               | 2,559          | 3,087                 |
| FY '10      | 20,323,985        | 8,238,051                      | 40%               | 2,461          | 3,347                 |
| FY '09      | 20,583,422        | 8,227,088                      | 40%               | 2,144          | 3,837                 |
| FY '08      | 19,476,438        | 7,851,180                      | 40%               | 2,022          | 3,883                 |

\* Amended

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# Key Components

- ✓ Higher Education Allocation
- ✓ Sector Allocation
- ✓ Tuition Rate Directives

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# Key Components

- ✓ Higher Education Allocation
- ✓ Sector Allocation
- ✓ Tuition Rate Directives

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# Higher Education State Budget Appropriations

| Appropriations     | FY '10  | FY '11<br>(Est'd) | FY '12<br>(Proposed) | FY '13<br>(Proposed) |
|--------------------|---------|-------------------|----------------------|----------------------|
| Without SFSF Funds | 1,706.3 | 1,689.3           | 1,735.5              | 1,751.2              |
| Annual % change:   |         |                   | 2.73%                | .9%                  |
| With SFSF Funds    | 1,987.3 | 1,998.1           | 1,735.5              | 1,751.2              |
| Annual % change:   |         |                   | -13.14%              | .9%                  |

\* (in millions)

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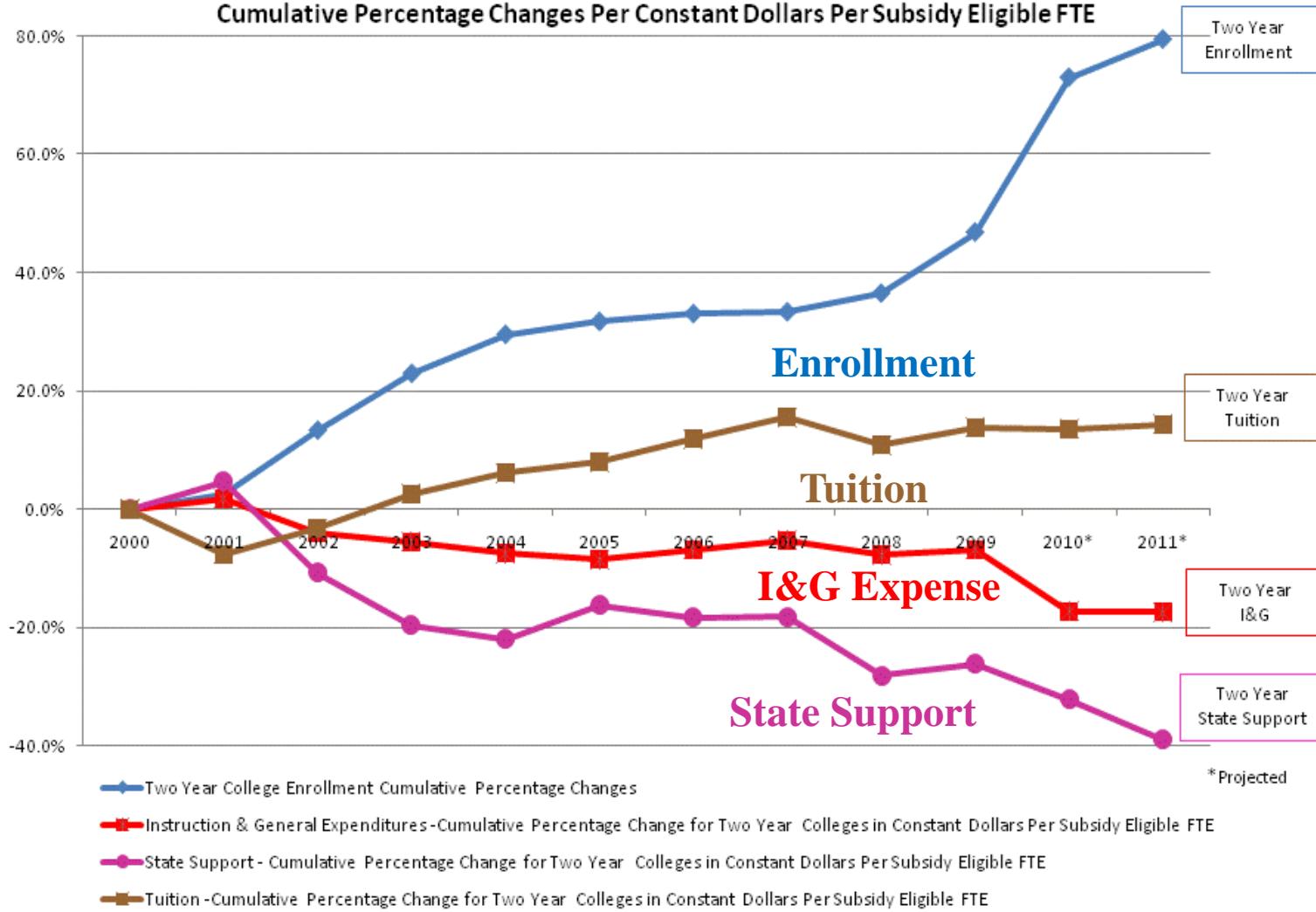
# Key Components

- ✓ Higher Education Allocation
- ✓ Sector Allocation
- ✓ Tuition Rate Directives

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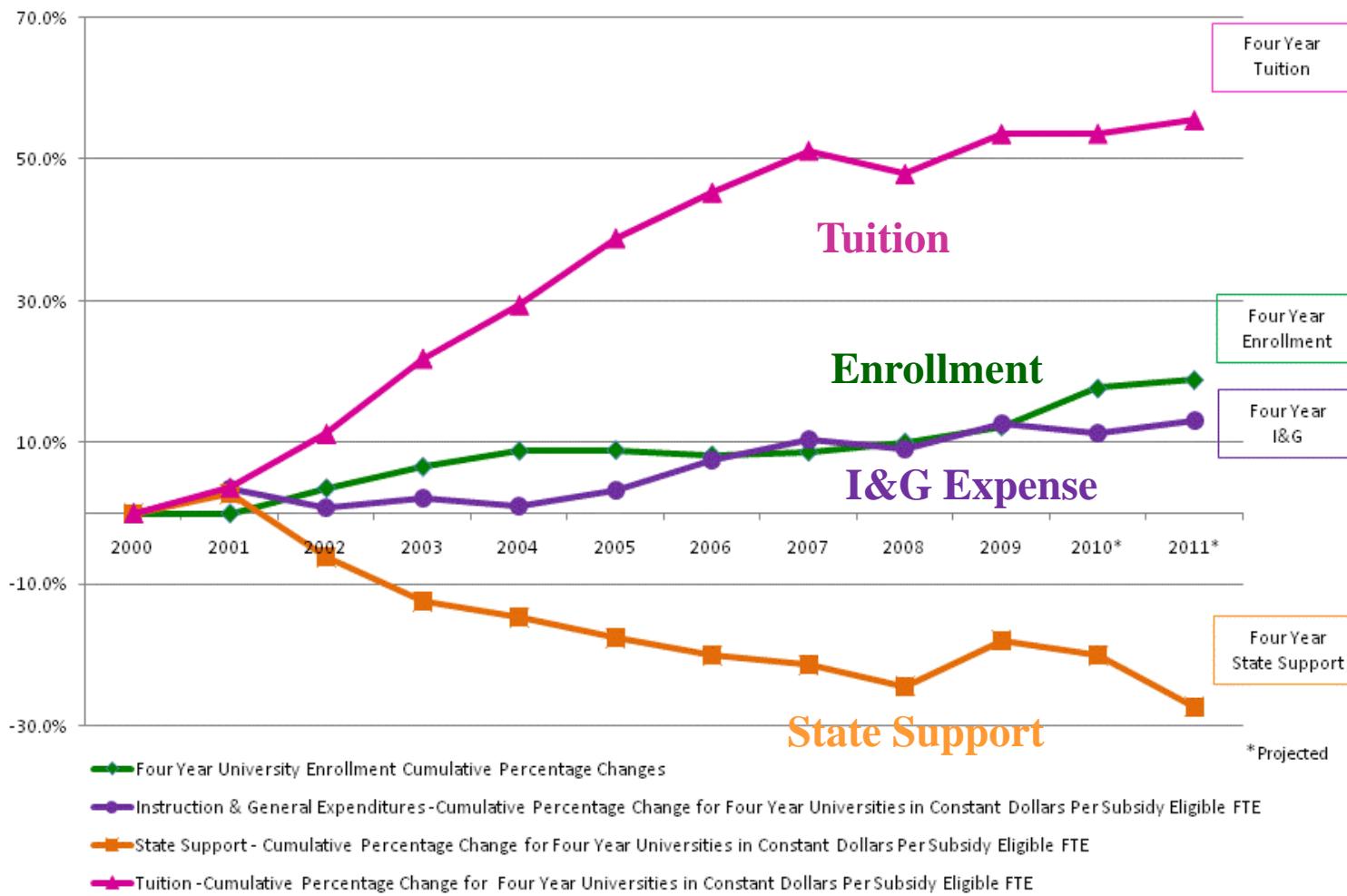
**State of Ohio - Public Higher Education**  
**Two Year College Cumulative Trends**  
**Cumulative Percentage Changes Per Constant Dollars Per Subsidy Eligible FTE**



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**State of Ohio - Public Higher Education**  
**Four Year College Cumulative Trends**  
**Cumulative Percentage Changes Per Constant Dollars Per Subsidy Eligible FTE**

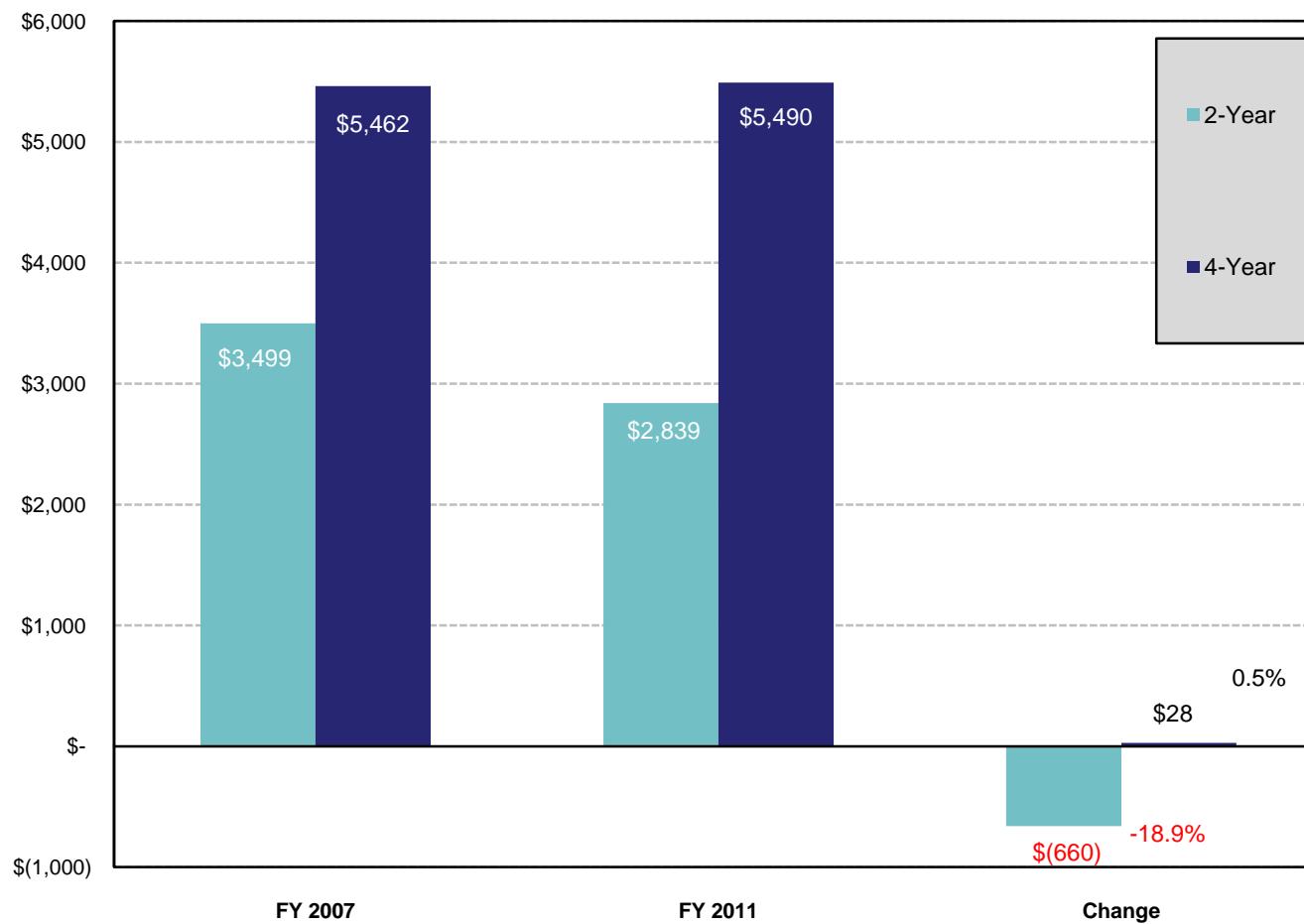


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## State Share of Instruction (SSI) Per Subsidy Eligible FTE

(net of \$127.5 million possible lapse in FY 2011)



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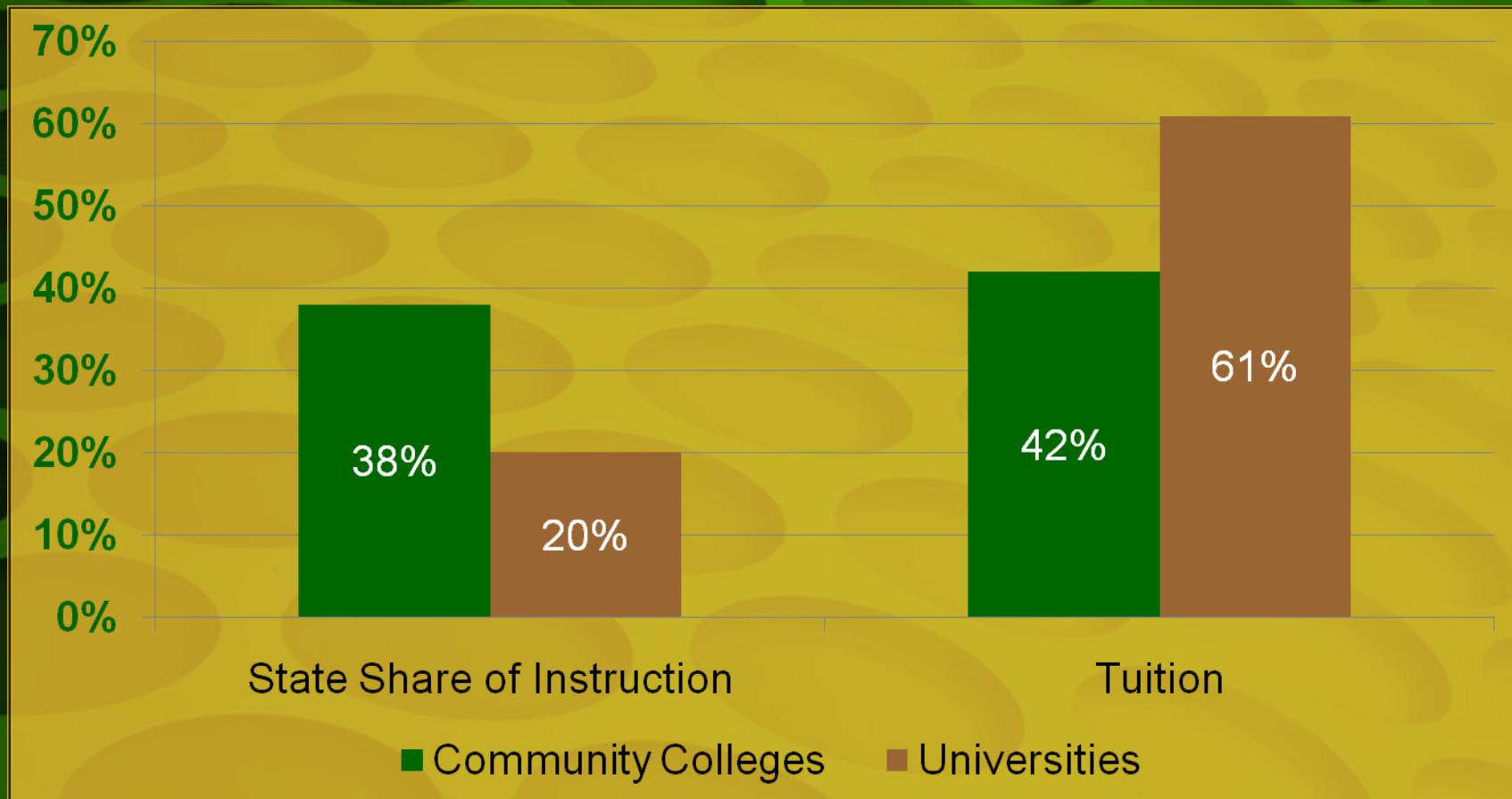
# Key Components

- ✓ Higher Education Allocation
- ✓ Sector Allocation
- ✓ Tuition Rate Directives

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# Tuition – SSI Comparison



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# Proposed FY12 State Budget Recap

- 13.14% Higher Education Allocation
- 77% - 23% Sector Allocation
- 3.5% Tuition Cap

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Why should society  
feel responsible only  
for the education of children,  
and not for the education  
of all adults of every age?

— *Erich Fromm*

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Some people drink from the fountain of knowledge, others just gargle.

— *Robert Anthony*

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