2026-2027

What are we doing to help students come and complete at the College?

What are we doing to help employees come and stay at the College?

President's Bi-Weekly Report

For period August 17, 2026 to August 28, 2026

First Report for this Academic Year

*** Next Report is due Friday,* ***September 11, 2026*** *"Pay Day"*

Strategic Projects for 2026-2027 Academic Year

In identifying the strategic projects for their departments, supervisors need to address at least one of the two **SMART (**Specific, Measurable, Achievable, Relevant, and Time-based) strategies shown below in alignment with the strategic plan and its key performance indicators (KPI's) to fulfill the College mission of student access and success, and align the human, fiscal, and physical (facilities, IT) resources. The two strategies are:

1. What are we doing to help students come and complete at the College?
2. What are we doing to help employees come and stay at the College?

PRESIDENT'S REMARKS

1. Welcome everyone for another academic year, and thanks to all faculty and staff who were very engaged in helping students enroll and feeling welcome at the start of this fall semester.

2. With our focus on increasing enrollment at the College and establishing partnerships with partnering high schools, Dr. Gray, Caree Bash and I presented to the Ashland City School Board of Education, and I was invited to be the guest speaker at Mansfield City school. They are both very interested in continuing our CCP partnerships and perhaps pursuing a CollegeNow-like program.

ACADEMIC AND STUDENT SERVICES

01_ Admissions & Enrollment Management

Goal: Increase adult learner applications by 4% and improve adult learner application-to-enrollment yield to 40%, while maintaining current levels of all applicants.

- *Over the past two weeks, Admissions has continued building the infrastructure and recruitment strategies necessary to support enrollment growth for 2026–27. A new Admissions Assistant and dedicated Adult Learner Admissions Representative have joined the team, increasing our capacity to support students and expand targeted adult learner recruitment.*

- *The team has begun developing the 2026–27 high school recruitment plan, including mapping our backyard schools into recruitment tiers based on enrollment potential and ROI. We have also developed a draft adult learner recruitment plan and are collaborating with the Foundation and Workforce Development to identify opportunities for expanded community and workforce outreach.*

- *To strengthen our CCP-to-enrollment pipeline, Admissions created a matriculating senior dashboard to provide closer tracking of CCP students and identify opportunities for timely follow-up and intervention. We are also developing an Intent to Continue form that will streamline the transition for CCP students who plan to continue at NCSC after high school, reducing unnecessary enrollment barriers and eliminating the need for students to formally reapply when appropriate.*

- *Admissions representatives continue to meet with prospective Spring 2027 students and conduct on-campus tours. A series of adult learner information sessions is also being developed, and planning is underway for the November Fall Open House. Collectively, these efforts are designed to strengthen recruitment pipelines, reduce enrollment friction, increase adult learner applications, improve application-to-enrollment conversion, and maintain overall applicant volume*

02_ Engineering Technology, Business, Criminal Justice and Workforce (EBC) Division

Goal: Increase enrollment (headcount/FTE) 3% across all division programs.

Program	*Fall 2026*	*Fall 2025*	*Change*
BUSM programs	*217*	*233*	*-7%*
ENGR programs	*151*	*180*	*-16%*
ITEC programs	*58*	*71*	*-18%*
CRMJ programs	*40*	*57*	*-30%*

VCMT programs	*20*		*34*		*-41%*
EBC Total headcount	*486*	*	*575*	**	*-15%*

**Data Source: Report Manager - Currently Registered Report - No Exclusions -- SA 8/24/2026*
*** Data Source: IR DATA Report- 736 EBC Program HC and Co-op courses 09/09/2025*

03_ Health Sciences Division
Goal: Student course completion rates, in key program courses, will remain greater than or equal to 85% in the fall term and greater than or equal to 90% in the Spring term.

- *Day 14 enrollment data will not be available until August 31st. Baseline numbers and goals will be established at that time.*

04_ Liberal Arts Division
Goal: Increase the Course Completion rates for Liberal Arts Online Zoom Courses by 2%, and completion rate in Gateway English courses by 3%.

- *Began working with University of Cincinnati to create transfer agreement in Early Childhood Education and Education.*

- *English department meeting to discuss AI and improving success rates in English Comp. courses.*

- *Continue working with Marketing and Admissions to create recruiting plan for Liberal Arts programs.*

05_ Assessment, Curriculum and Compliance
Goal: Prepare for and initiate work on the Higher Learning Commission (HLC) reaffirmation of accreditation process, by establishing a steering committee, working teams assigned to each accreditation criterion, doing a comprehensive gap analysis to identify missing or insufficient evidence and documentation for each criterion and subcategory.

- *The HLC Criterion Teams have been formed and we've held the first All-Teams meeting.*

- *The Chairs will be meeting next week and I've been working on a process for each team to follow going forward (I'm waiting for their input).*

- *SharePoint files have been set up, excel spreadsheets for mapping evidence to criteria, and reference documents, including guidebooks/videos from HLC are all posted.*

- *Evidence naming conventions have been established and Evidence Stewards will be meeting following the Chair meeting.*

- *A timeline has been established for the next 9 months.*

06_ Title III
Goal: Provide faculty support for professional development, to enhance the student experience and promote student success through completion of ACUE Advanced Certification.

1. What are we doing to help students come and complete at the College?

- *In collaboration with the Technology Success Coach, identified the need for additional calculators to support students enrolled in courses requiring graphing calculators through the Calculator Loaner Program. Five TI-84 calculators were ordered.*

- *Transitioned oversight of the Laptop Loaner Program to the Technology Success Coach.*

2. What are we doing to help employees come and stay at the College?

- *Twenty-one faculty members completed ACUE's Effective Teaching Practices course.*

- *Fourteen faculty members completed the first of three courses required for ACUE Advanced Certification.*

- *Eleven faculty members completed Summer Faculty Projects related to their roles and responsibilities at NCSC.*

- *Supported keynote speaker Dr. Tricia Bertram Gallant during Fall Faculty Convocation and the Teaching Symposium.*

- *Supported faculty enrollment in ACUE courses, including Effective Online Teaching Practices, Fostering a Culture of Belonging, and Advanced Certification offerings.*

<u>Retention and Access</u>
<u>*Fall 2026 Statistics:*</u>

Description	***Total***	***Returning FA2026***	***Req'd 25%***		***Description***	***Total***	***Returning FA2026***	***Req'd 15%***
P1 Students	*59*	*59*	*15*		*P2 Students*	*29*	*27*	*4*
					P3 Students	*13*	*10*	*2*
					Total	*42*		

<u>*Outreach Status:*</u>

Date	***Direct Outreach Count***	***Above / Below Goal***
08/27/2026	*P1: 08*	

	P2/P3: 05	

07_ Registrar (Student Records)

Goal: Build measurable performance baselines, automate repeatable work, document processes, and reduce rework across SRO, Advising, FA, IR/IS/IT, and academic areas.

- *Continued organizing Student Records responsibilities, recurring work, and service functions into a more consistent operational structure to improve clarity, continuity, and accountability across the department.*
- *Expanded review of existing policies, procedures, forms, and current practices to identify gaps, inconsistencies, outdated requirements, and opportunities to reduce unnecessary exceptions and rework.*
- *Continued development of a year-round operational calendar connecting recurring Student Records activities with institutional deadlines and dependencies across Advising, Financial Aid, IR/IS/IT, and academic areas.*
- *Began identifying repeatable tasks, cross-office handoffs, duplication, and exception points that can be standardized, measured, streamlined, or automated as processes are reviewed.*
- *Continued building the operational foundation needed to establish meaningful performance baselines, increase departmental capacity, and support more proactive student-success initiatives such as near-completion identification and accelerated pathways to credential completion.*

08_ Student Support Services

Goal: Raise TRIO retention to 70%, Tutoring visits by 25%, Career Services visits by 25%, and Specialized Support Services (Disability Services) visits by 15% through focused outreach and embedded services. Improve student satisfaction for Spring 2027 over Fall 2026 by 10%.

09_Access & Enrollment (CCP)

Goal: Utilize CCP dual enrollment as a true student onboarding experience to the College. Expand & embed CCP student access to NCSC's programming by 2% & traditional/non-traditional student services; support post-secondary student matriculation by 5% to the College (CCP to NCSC)

10_ Academic Services Support Team

Goal: Increase Canvas Master Courses by 50% ; Increase sustained Faculty Communities of Practice by 25% ; Increase engagement with probationary students: 25% of P1 with personal direct outreach by mid-term of semester and 15% of P2 and P3 are actively engaged in academic support activities during semester. Champion technology on the non-credit to credit process.

- *Increase Canvas Master Courses by 50% (from 73 to 109)*

- *Increase Faculty engagement in CTL provided professional development to 25% full-time and 20% adjunct faculty. Baseline from SP2026: FT=7 out of 43 (16.3%); Adjunct=15 out of 143 (10.3%)*

CANVAS MASTER COURSES:
- *80 Complete*
- *0 In progress*

Completed in the current reporting period:
- *HMSV-1280 OER Master*
- *VCMT-1280 Master Course*
- *VCMT-1550 Master Course*
- *VCMT-2700 Master Course*
- *VCMT-2800 Master Course*
- *VCMT-2850 Master Course*
- *ARTS-1770 Master Course*

FACULTY ENGAGEMENT: TOTAL (unique) Faculty engaged with at least 1 CTL internal program

For reporting period:	*23 Faculty (5 FT/18 Adjunct). EBC: 4 HS: 12 LA: 7*
Current Percentage:	*FT: 11% Adjunct: 12.5%*

Planned for upcoming period:	• *1st Year Teaching Seminar* • *Faculty Book Club (open for registrants – starts 9/10)*

11_ Crawford Success Center
Goal: Increase Crawford Success Center headcount and credit hours by 3% each.

- *Delivered 41.3% conversion rate for Crawford County- Non-CCP (Registrants to Applicants)*

- *Secured business partnership renewal agreement with Baker's Pizza in collaboration with the NCSC Foundation - $10,000 donation, 4 full-time students, added 55 credit hours for FA26*

- *Secured business partnership agreement with Eagle Crusher in collaboration with NCSC Foundation - $3,500 donation to benefit the Crawford Scholarship Fund*

- *Hosted "Fall Kickoff" pop up events– assisted 4 full-time students, retained 58 credit hours for FA26*

- *Facilitated 9 Accuplacer placement assessment on demand for student needs (both CCP & Non-CCP)*

- *Establishing Crawford County school visits for September (6 total)*

BUSINESS SERVICES

12_ Accounting Services
Goal: Advance student success by maintaining consistent review processes for student account

holds, ensuring holds are justified, accurately maintained, and promptly released to minimize barriers to enrollment and persistence.

- *We currently have 90 business holds and 1,919 collections holds. These are being reviewed to make sure they are valid. In addition, 33 students were transferred from a business hold to a collections hold for the past Spring term. These included 13 students that had signed up for a payment plan and 13 students that owed fees due to a federal aid recalculation. The total amount turned over to the Attorney General's office was $40,471.*

13_Financial Aid Office
Goal: Enhance the student financial aid experience by providing convenient, secure, and self-service digital tools by implementing Ellucian Advisor, Leveraging Ellucian Colleague Secure File Upload, and Expanding Online Financial Aid Forms

- *All 2026/27 financial aid forms are in PDF format on the web as well as linked to the student's MyNC student portal if required*

- *Worked on the implementation and set up of Ellucian Advisor. This is a new chat bot that is AI enabled.*

- *Attended the inaugural Higher Education Fraud Intelligence Exchange zoom meeting.*

Some takeaways from the meeting that other schools are doing:

- *One school mails a letter to the current address on file via postal that mentions the recent application for admission and next steps. If that letter is returned for a bad address, they flag the application for review.*

- *Another college flags all students with returned mail for an ID verification and adds a reg. hold.*

- *Some schools are selecting all students for identity verification and requiring multiple forms of ID…normally a driver's license, bill with address on it and HS transcript. Schools are doing this now as driver's licenses and passports are getting forged. Some schools are using third party software, while others are having students come in person to complete the process.*

- *Beginning August 11, 2026, identity verification became a required step in the California Community Colleges enrollment process. I have multiple handouts from California on this process, they linked them here: [Required ID Verification Implementation Toolkit - Google Drive]*

- *A link that was shared: [Fake Students are Driving Real Losses in Higher Education- Insights | Equifax]*

14_ Facilities Management
Goal: Facilitate Fallerius Renovation Phase II and update the Camera and Badging Systems.

- ***Fallerius Renovation Project***

Timeline:
Status Update: *Completed phase one of the Fallerius Renovation*

- ***Police Academy Classroom***

Timeline: September 2026
Status Update: *Classroom is 90% completed, carpet installed, classroom walls and hallway painted and completed. Whiteboard material is ordered and will be installed once it arrives.*
We are in the process of moving furniture and AV equipment to the classroom.

15_Information Technology & Information Systems
Goal: Facilitate installation of kiosks for wayfinding; Assess third-party student support coverage for evenings and weekends; Focus on cybersecurity.

- *Wayfinding Kiosks deployed for Fallerius. Health Science and Kehoe Kiosks have been delivered and are being prepped for deployment.*
- *Began discussions with Ferrilli, a vendor that specializes in always-available customer support specifically for higher education. No quote or pricing defined yet.*
- *Began testing Security Keys as a valid MFA source.*
- *IS has begun earnestly the project to re-evaluate Colleague security.*

16_ Child Development Center
Goal: Maintain full enrollment while evaluating all policies, procedures and monitoring standards.

Date~ Week of 8.31.26				
Class (Room)	*Maximum Enrollment*	*Available Slots*	*Filled Spots*	*Notes*
Adventure (39)	*8*	*0*	*8*	
Imagination (21)	*8*	*0*	*8*	
Puddles (24)	*8*	*0*	*7*	*One student will start after Labor Day*
Fascination (27)	*8*	*0*	*8*	
Explorers (29)	*21*	*0*	*19*	*One student will start after Labor Day*
Sunshine (32)	*21*	*0*	*13*	*Two students will start after Labor Day*
Homebase	*28*	*0*	*28*	

Rule Reviewed
Ohio Administrative Code Rule 5108:2-12-12 Safe Equipment & Environment for a licensed Childre Care Center~ This rule was attached to our weekly 411 notes to have staff read. We will have discussion during our next PD Day about areas of strength and areas of need.

17_ Office of Development, College Foundation
Goals: 1) Grow philanthropic support by 5% (Goal of $525,000) and deepen strategic donor and employer partnerships. 2) Secure a 5% increase (Goal of $109,184) in Non-Credit Workforce Contract Training revenue by end of FY27

- *Philanthropic Support: 25.45% to goal ($133,632)*

- *Non-Credit Workforce Training: $6,102 raised towards goal*

18_Institutional Research
Goal: Work on data governance, definitions and key indicators for data-informed decision making.

- *Enhanced weekly enrollment reporting by providing additional summaries and insights within report communications and by developing a specialized enrollment report for a targeted student population to support another department's goal tracking and decision-making efforts.*

- *Developed a comprehensive Key Performance Indicator (KPI) document for 2025-26 that includes institutional measures, results, and standardized definitions. This resource will soon be made available to the College to support consistent interpretation and evaluation of strategic outcomes.*

- *Development of a college data dictionary/glossary to establish common definitions and promote consistency in reporting is underway. Initial efforts are focused on metrics and terminology currently used in strategic planning, program review, and other institutional reports.*

- *Contributed to ongoing data governance discussions around the development of an initial, preliminary, data governance framework. This work is focused on improving data quality, consistency, stewardship, accessibility, and the meaningful use of institutional data to support decision making and student success.*

19_Grants
Goals: 1) Coordinate the DHSS project to meet the implementation timelines resulting in a Unified Data and Technology System linking Colleague and Canvas data by early 2027. Improve substantially over baseline project metrics on data empowerment being gathered by ATD/MDRC as project progresses. 2) Continue seeking alternative paths for grants including consortiums for federal competitive, congressionally directed spending, state and foundation opportunities. Contribute to efforts obtaining another three announced awards at $100,000+.

- *We are nearing completion for a state (ODHE RAPIDS grant) to update lab equipment for industrial maintenance, nursing and physical therapist assistant – nearly $140,000. Many thanks to Andrew Shella and Leesa Cox for their help.*

- *We are entering Phase II of the DHSS project where a college test group will be reviewing sample dashboards with synthetic data. Further, the IR and IS teams are beginning the multiple planned steps toward actual ingestion of data into the system.*

20_ Human Resources

Goal: Strengthen employee retention through the development and implementation of a voluntary employee mentoring program including: structure and guidelines by Spring 2027, recruiting and training employee mentors, hiring quality staff who are focused on student success

21_ Marketing and Public Relations

Goals: 1) Develop a repository of assets for new director, and training in Fall for web users.
2) support Admissions throughout the recruitment cycle for CCP and traditional and adult students to increase enrollment

- *The repository of assets has been put in place and will continue to grow.*

- *Web training is scheduled for Tuesday, September 29 at 10:00 a.m. in Fallerius 164*

- *Fall campaign is ramping up targeting multiple audiences.*

22_ Faculty Caucus

Goals: 1) Continue communication between faculty and students by increasing faculty usage of Aviso alerts (for Kudos too) by 3% and Aviso notes by 10%. 2) Encourage faculty participation in recruiting opportunities and events for either their program or for the college.

- *Discussed AVISO and what we might want to know with AVISO so that faculty can have training with it*

- *Discussed the calendar so that we are aware of the number of weeks/days in the term to plan our curriculum accordingly*

- *Reviewed Transfer Policy and Procedure*

- *Discussed the mentoring process for the different divisions*

23_ Staff Caucus

Goal: Enhance staff engagement, connection, and retention by expanding participation in the Staff Caucus, partnering with Human Resources to develop a staff mentoring program, and using annual employee feedback to inform advocacy and continuous improvement efforts.