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 October 12, 2026 to October 23, 2026

*** Next Report is due Friday,* ***November 6, 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?

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, our Admissions team has continued to focus on recruitment efforts while working with prospective and admitted students to help move them through the enrollment process. During this time, we completed 8 admissions appointments, conducted 4 campus tours, participated in 8 outreach and recruitment activities, and hosted 1 information session.*

- *Our recruitment activities include the Coshocton Career Fair, Crestview Cookies and Conversations Night, and EHOVE Café Talks. The team also visited Fredericktown, Tri-Rivers Career Center, Mansfield Senior, and Cardington-Lincoln. During these visits, we had opportunities to talk with students about NCSC programs, the Tuition Freedom Scholarship, and how their credits can transfer into our programs.*

- *We also hosted our Fall Counselor Event on October 16, which gave us another opportunity to connect with area counselors, share updates about NCSC, and continue building those relationships.*

General Application Activity

- *From October 12–23, we processed 63 applications. Of those, 34 were for Spring 2027, 5 for Summer 2027, and 24 for Fall 2027. We had 48 applications marked complete, with another 15 still in submitted status. Of the 63 applications, 19 were adult learners age 25 and older, representing approximately 30% of our applications during this period.*

- *I've been monitoring applications by the academic division to see where student interest is developing and where we may need to be more intentional with our recruitment efforts. This will also help us identify opportunities to target specific student populations, particularly adult learners.*

Recruitment and Enrollment Support

- *Our team has continued making welcome calls to students who have applied for Spring 2027, helping them understand what they still need to complete before scheduling an advising appointment. We have also been reviewing which students have submitted their transcripts and FAFSA so we can focus our outreach on students who are ready to take the next step.*

- *We are continuing to schedule high school visits and presentations for the remainder of the school year. Mansfield Senior has scheduled an Application Blitz Day for December 9, and we have arranged monthly visits for the remainder of the school year. We are also developing*

presentations that focus on academic programs, scholarship opportunities, and transfer pathways.

Adult Learner Recruitment and Marketing

- *I also met with Marketing to discuss how we can better promote some of our new academic programs, particularly those that may appeal to adult learners. We talked about ways to reach working adults, individuals looking to change careers, and those who may be interested in returning to college to complete a degree or earn an additional credential.*

- *As we continue reviewing our application trends, I would like to use that information to help guide some of our marketing and recruitment efforts. I think there are opportunities to be more intentional about how we promote programs to adult learners, especially when we can connect those programs to career advancement and flexible learning options.*

- *Over the next few weeks, our focus will remain on moving Spring 2027 applicants toward registration, continuing our recruitment activities, and working with Marketing to identify additional opportunities to reach prospective students.*

02_ Engineering Technology, Business, Criminal Justice and Workforce (EBC) Division
Goal: Increase enrollment (headcount/FTE) 3% across all division programs.

The following are the scheduled tours and planned student recruitment events currently planned.

Recruiting and enrollment activity

- ***Crawford WAGE Tours- Oct 15 -*** *Crawford Success Center hosted WAGE Tours for 419 students from Buckeye Central, Bucyrus, Colonel Crawford, Wynford, Galion, and Crestline high schools. Brooke lead presentations about our EBC programs alongside the representatives from the Health Careers division.*

- ***Heartland Tech- Oct 20 -*** *20 Students visited the Kehoe center to learn our Networking and Cybersecurity programs, Brooke and Andrew led campus tours, followed by lab tours and program presentations from Dr. Mohamed Ghonimy and Dan Foss. Advisors Melissa and Megan met with the students to discuss available degree and certificate options, articulation agreements, transfer pathways, and next steps. The Admissions team concluded the visit by providing information about the application process, tuition, financial aid, scholarships, and transfer options.*

- ***College Pathway Presentation- Oct 27 -*** *Brooke will visit with Pioneer Seniors to present college pathway presentation with job market opportunities.*

- ***College Pathway Presentation- Oct 27 -*** *Brooke to visit Buckeye Central Seniors to present college pathway presentation with job market opportunities*

- ***Crestview High School Tour- Nov 5 -*** *Upcoming plan for Crestview HS to visit Kehoe for a comprehensive tour, very similar to what we did with them last year, which was very productive.*

Co-op student site visits - *The meeting at Schaeffler Transmissions in Wooster Ohio has been post-poned until November 2nd to accommodate meetings with the Schaeffler University Relations repre-sentatives as well as the current coop student.*

Employer Relations - *Russell Lloyd met with representatives from Taylor Metals to discuss current and future apprenticeship students. He also visited with Durable Corporation in Norwalk and left some information about NCSC. Durable had worked with NCSC in the past and we are hopeful of revitalizing the relationship.*

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.

Health Science	*day 14 #'s*	*Goal*	*Current #'s*
Course	*8/31/2026*	*85% or greater*	*10/23/2026*
Chem 1030	*45*	*38*	*42*
BIOL-1230	*41*	*35*	*39*
BIOL-1550	*95*	*82*	*89*
BIOL-1730	*32*	*28*	*32*
BIOL-2751	*233*	*198*	*225*
PHTA-1070	*19*	*16*	*17*
PHTA-1040	*16*	*14*	*16*
PNUR-1012	*30*	*26*	*30*
RADS-1170	*20*	*17*	*18*
RADS-1175	*17*	*15*	*17*
RESP-1110	*12*	*10*	*12*
RNUR-1012	*87*	*74*	*86*
RNUR-1014	*83*	*71*	*83*
RNUR-2032	*43*	*37*	*43*
RNUR-2034	*43*	*37*	*43*
RNUR-2052	*40*	*34*	*39*

04_ Liberal Arts Division

Goal: Increase the Course Completion rates for Liberal Arts Online Zoom Courses by 2%, and com-pletion rate in Gateway English courses by 3%.

- *Attended multiple state meetings concerning transfer.*
- *Recorded podcasts to promote the Education and Human Services programs.*

- *Continue discussions on improving success in Math and English.*

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 teams have been meeting and working independently for a month. We will be having our next All-Teams meeting on 10/26/2026 to report out on what claims are being made and what evidence is being collected or needs to be found. The process of filling out the evidence spread-sheet and collection of evidence continues.*

- *The final TASK data is being sent out to Program Coordinators this week using the new Tem-plate.*

- *After attending the Indianapolis Assessment conference, there are quite a few approaches that may help to improve the next steps in our assessment improvement campaign.*

- *The final steps to provide a good visit for the HLC Multi-Location site visit is underway, and the visit is slated for November 4th and 5th.*

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 enroll and complete at the College?

- *Continued support for the development of the Bachelor of Applied Science in Business Manage-ment (BASBM) proposal.*

- *Advanced development of a data model to analyze student success and completion trends in Gen-eral Education courses based on course modality and course length. The model will be used to evaluate Year 4 data (Fall 2025 through Spring 2026) and inform future student success initia-tives.*

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

- *Collaborated with the Liberal Arts English Department to explore opportunities for ENGL 1010 improvements and potential Summer 2027 faculty projects.*

- *Two faculty members completed the second of four courses required for the ACUE Certification in Effective Online Teaching Practices and remain on track to earn certification by March 2027.*

- *Ten faculty members completed the second of three courses required for the ACUE Advanced Certification in Effective Teaching and remain on track to earn certification by December 2026*
  - *6 faculty from Liberal Art*
  - *3 faculty from Engineering, Business, and Information Technology*
  - *1 faculty from Health Sciences*

- *Recognition was shared with participating faculty members, Assistant Deans, and Deans to acknowledge progress toward certification.*

Technology Success Coach

Workshops Held:	*In-Person: 0*	*Zoom: 0*	*Video Hits: 3*
Student Support:	*Email: 2*	*Telephone: 3*	*In-Person: 0*
Faculty Support:	*Email: 0*	*Telephone: 3*	*In-Person: 1*
Staff Support:	*Email: 7*	*Telephone: 0*	*In-Person: 2*
Canvas Masters:	*New: 0*	*Modified: 6*	
CWO Canvas Setup	*New: 0*	*Modified: 0*	

- *Ad-hoc projects worked during the period:*
  - *Public access syllabi processing: Uploaded for Fall 2026 B: 92*
  - *Fillable PDF requests: 0*
  - *Course Evaluation Setup: Fall 26 A Completed*

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.

- ***Access:*** *Expanded the review of academic program requirements and degree-audit configurations, identifying additional grading-scale inconsistencies and evaluating requirement structures to improve the accuracy of degree evaluations and students' ability to track program completion.*
- ***Success:*** *Continued reviewing National Student Clearinghouse enrollment-reporting discrepancies, prioritizing required error resolution and identifying opportunities to improve data accuracy, reporting consistency, and the reliability of student enrollment records.*
- ***Resources:*** *Began distinguishing Student Records responsibilities from those of other departments throughout the student enrollment lifecycle. This work will support clearer process ownership, more effective cross-departmental coordination, and the identification of opportunities to reduce duplicated effort.*
- ***Access / Success:*** *Advanced the review of academic policies and administrative procedures, including identifying inconsistencies in policy documentation and evaluating how institutional requirements align with registration, grading, and student-records practices.*

- ***Resources / Success:*** *Continued aligning Student Records operational documentation with HLC accreditation expectations, emphasizing policy compliance, clearly defined responsibilities, and evidence-based assessment of departmental processes.*

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 25% through focused outreach and embedded services by May 2027. Improve student satisfaction for Spring 2027 over Fall 2026 by 10%.

TRiO SSS

- *Total active enrolled TRIO students (Fall 2026): 69*

  - *Fall 2026 TRIO Academic Evaluation/Spring 2026 Course planning (ongoing) – Meet with (30) students (43%).*
  - *Fall 2026 Green Bandana Workshop (3) students attended (4%).*

Tutoring:

- *For the time period of 10/11-24:*

  - *Visits = 19; Hours = 26.57; Unique students = 11; Referrals = 6; Top 3 Subject Areas = Nursing (10), Psychology/Statistics (2), Anatomy/Chemistry/English/Math/Radiology (1)*

Specialized Support Services:

- *The office of Disability Services responded to 4 Alerts(s)/Referral(s) to the office.*

- *The office registered 4 new student(s) for accommodations for courses for FA26.*

- *Current caseload (students followed) (94) Current active students FA26 (70)*

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)

- *Rural Pathways Grant (RPG) — Building What's Next: Welcomed RPG coach Melinda to campus to review progress and advance initiatives that strengthen orientation and expand pathways from CCP to degree completion at NCSC and to bachelor's degrees through transfer. Continued developing a pilot pathway connecting CCP → Pre-Health → LPN → RN → BSN, with ongoing collaboration among IT, IS, IR, Marketing, and Admissions. Thank you to Nicholas, Camryn, and Shelby for their contributions and support.*

- *CCP Outreach & Community Connections: Supported preparations for the HLC site visit at Ontario High School on November 4 and continued supporting the CCP business pathways cohort at OHS. Special thanks to Nicholas R. for his leadership of the cohort. The first business cohort will graduate with an AA in Business in May, while the second cohort, composed of current juniors, is completing its first fall schedule. Presented NCSC and CCP opportunities at Cypress High School's CCP Night, connecting with students and families and helping them navigate their next steps.*

- *Sharing the NCSC Story:*
  - *WQEL Podcast: Partnered with Marketing to produce a podcast highlighting opportunities in our community and the multiple pathways NCSC offers to help individuals build momentum toward their goals.*

  - *Celebrating Student Success Through Data & Storytelling: Partnered with Institutional Research to create data-informed infographics highlighting CCP/Early College enrollment trends, growth, and student achievements. These visuals will help school partners celebrate student success with families and their communities. Thank you to Marketing for its continued creativity and support in developing digital and print materials that share our students' stories and champion NCSC throughout our communities.*

- *Fall Session B Term Launch & Fall Session A Grades: Successfully launched the Fall Session B term and reported Fall Session A grades to our school partners. Thank you to the Student Records Office for its outstanding work and efficiency in completing these important processes.*

- *Growing Our Team: Thank you to Doug, Marcia, and the search committee members for their time, energy, and thoughtful input throughout the recent hiring process. We look forward to welcoming new team members during the first weeks of November.*

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.

- *CANVAS MASTER COURSES:*

  - *91 Complete*
  - *0 In progress*

  <u>Completed in the current reporting period:</u>
  - *RNUR-4010 Master Course*
  - *POLT--2010 Master Course*

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

For reporting period:	*26 Faculty (7 FT/19 Adjunct). EBC: 5 HS: 9 LA: 12*
Current Percentage:	*FT: 16% (of 43) | Adjunct: 13% (of 143) --*
Planned for upcoming period:	• *Faculty Book Club (ongoing)* • *Faculty Teaching Circle*

- *Retention and Access - Increase engagement with probationary students:*
  - *25% of P1 with personal direct outreach by mid-term of semester;*
  - *15% of P2 and P3 are actively engaged in academic support activities during semester*

- *Fall 2026 Statistics:*

Description	*Total*	*Returning FA2026*	*Req'd 25%*		*Description*	*Total*	*Returning FA2026*	*Req'd 15%*
P1 Students	*59*	*59*	*23*		*P2 Students*	*29*	*27*	*6*
					P3 Students	*13*	*10*	*2*
					Total	*42*		

Outreach Status:

Date	*Direct Outreach Count*	*Above / Below Goal*
10/22/2026	*P1: 11* *P2/P3: 09*	

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

- *Coordinator on Paternity Leave*

BUSINESS SERVICES

12_ Accounting Services
Goal: Advance student success by maintaining consistent review processes for student account olds, ensuring holds are justified, accurately maintained, and promptly released to minimize barriers to enrollment and persistence.

- *We currently have 42 business holds and 1,953 collections holds.*

- *In preparation for priority registration, business holds will be added to student's accounts on the evening of 11/1/26 for any outstanding Fall balances. This will allow students to have the weekend to make payments before their account gets locked for registration. In addition, current business holds will be reviewed to see if they are still needed.*

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

- *Compiling data for Department of Education Borrower Defense claims*

- *Auditors were on campus for a financial and financial aid audit. Time was spent collecting information that they requested for the audits*

- *The office has finalized our scanning project, and all financial aid file are now digitized. As new student files come in, paperwork, etc. We will continue to make the new student financial aid file as digital files.*
- *Continuously update aid due to Ws, WNPs and attendance drops*

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

- *Fallerius Renovation Project*

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 its arrival.
We are in the process of moving furniture and AV equipment to the classroom.

- *Pickle Ball Court*

Timeline: October 2026
Status Update: The court has been completed and is open for business!

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.

- *IT is now looking at options to provide after-hours support.*
- *Continued testing Security Keys as a valid MFA source.*
- *IS project to re-evaluate Colleague security is ongoing.*
- *Hired an AV technician. They start Monday!*

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

Date~ Week of 10.23.26				
Class (Room)	*Class (Room)*	*Class (Room)*	*Class (Room)*	*Class (Room)*
Adventure (39)	*Adventure (39)*	*Adventure (39)*	*Adventure (39)*	*Adventure (39)*
Imagination (21)	*Imagination (21)*	*Imagination (21)*	*Imagination (21)*	*Imagination (21)*
Puddles (24)	*Puddles (24)*	*Puddles (24)*	*Puddles (24)*	*Puddles (24)*

Fascination (27)	*Fascination (27)*	*Fascination (27)*	*Fascination (27)*	*Fascination (27)*
Explorers (29)	*Explorers (29)*	*Explorers (29)*	*Explorers (29)*	*Explorers (29)*
Sunshine (32)	*Sunshine (32)*	*Sunshine (32)*	*Sunshine (32)*	*Sunshine (32)*
Homebase	*Homebase*	*Homebase*	*Homebase*	*Homebase*

Rule Reviewed: Department of Children and Youth State Inspection completed with no findings.

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

- *33.5% to goal ($175,895) – An additional $24,000 pledged to come in but not included in the current percentage.*

- *$9,058 raised towards goal – An additional amount of $20,341 has been made via rental income in FY27.*

18_Institutional Research

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

- *Data Governance & Data Literacy*

  - *Presented at the OAIRP Conference, exchanging ideas and best practices that will help enhance data access, governance, and data literacy efforts at the college.*

  - *Advanced work on shared data definitions and key performance indicators, including DHSS-related initiatives, to promote consistent and informed decision-making.*

- *Reporting & Process Improvement*

  - *Maintained progress on required state and federal reporting activities.*

  - *Expanded automation efforts, reducing manual processes and enabling faster access to data and greater focus on actionable insights.*

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+.

- *DHSS Grant. Progressing on steps to data ingestion with the Unified Data and Technology System (UDTS), having IT and IR meeting with the vendor to go remaining tasks. Another team led by Dr. Johnson is reviewing the initial dashboards (fake data) and providing input for improvement. We are preparing for the 4th site visit on Nov. 30th for training on data governance and qualitative data collection.*

- *Choose Ohio First FY 27 grant submitted for $243,000 and 18 new or replacement slots per year. Also preparing COF continuation grant for approximately 20 students still enrolled from the FY 22 grant that is expiring. Researched and submitted updated data on regional foundation grants to Executive Director of Foundation.*

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

- *Mentoring Program – working on initial draft*
- *New hires/new positions: 10/11/26 – 10/24/26*
  - *Nothing to report*

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

- *Paid Advertisement Campaigns:*
  - ***Your Time, Your Money, Your Future** campaign is running on Gannett/ USAT Channels and is generating leads*
  - *Engagement report shows 200,000 impressions from our Ads on websites so far*
  - *Reporting shows strong keyword searches for terms relating to NCSC, resulting in over 2,000 clicks*

- *Met with Admissions about ongoing updates to marketing plan*
  - *Met with Caree Bash about printing materials for upcoming CCP/ Enrollment events*
  - *Worked with Laurie Jackson on email marketing through Ellucian platform to market Next Step Nights event*
  - *Assisted Laurie Jackson with Ohio Direct Admission website copy for both State of Ohio website and NCSC website*
  - *Supported Admissions office with materials for Guidance Counselor meeting*
  - *Bi-weekly meeting with Admissions office in place moving forward*

- *Produced podcast material for radio/online audiences:*
  - *North Central Media Group (WBCO/WQEL) podcast featured Caree Bash*

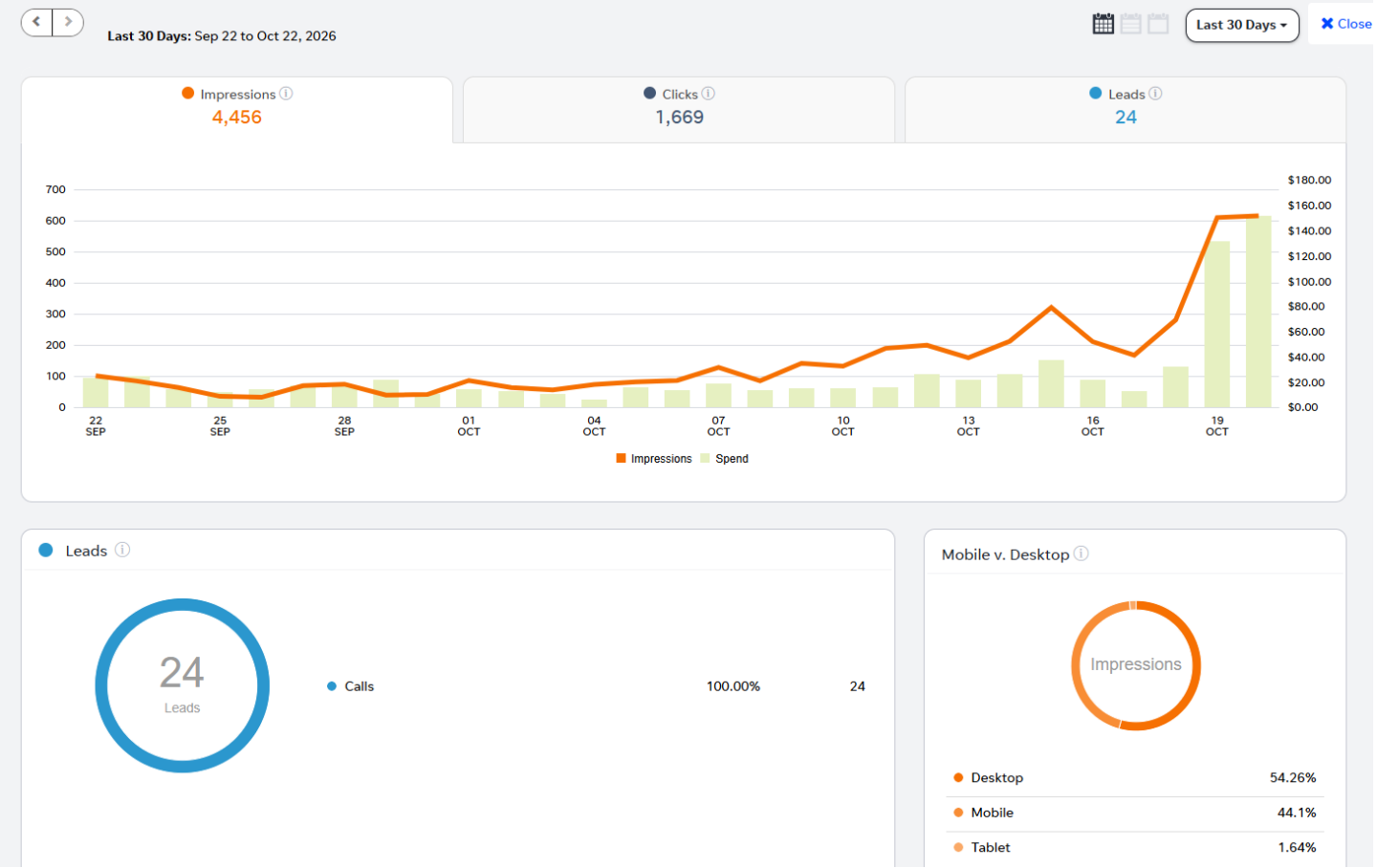
- *Spoke about Admissions and CCP Program*
- *Informed listeners about value of an NCSC education*

- *iheart media podcast recording 2: Featuring Teresa Alt and Steve Haynes*
  - *Informed listeners about the Human Services majors at NCSC and jobs students can get after graduation and their impact on our community*

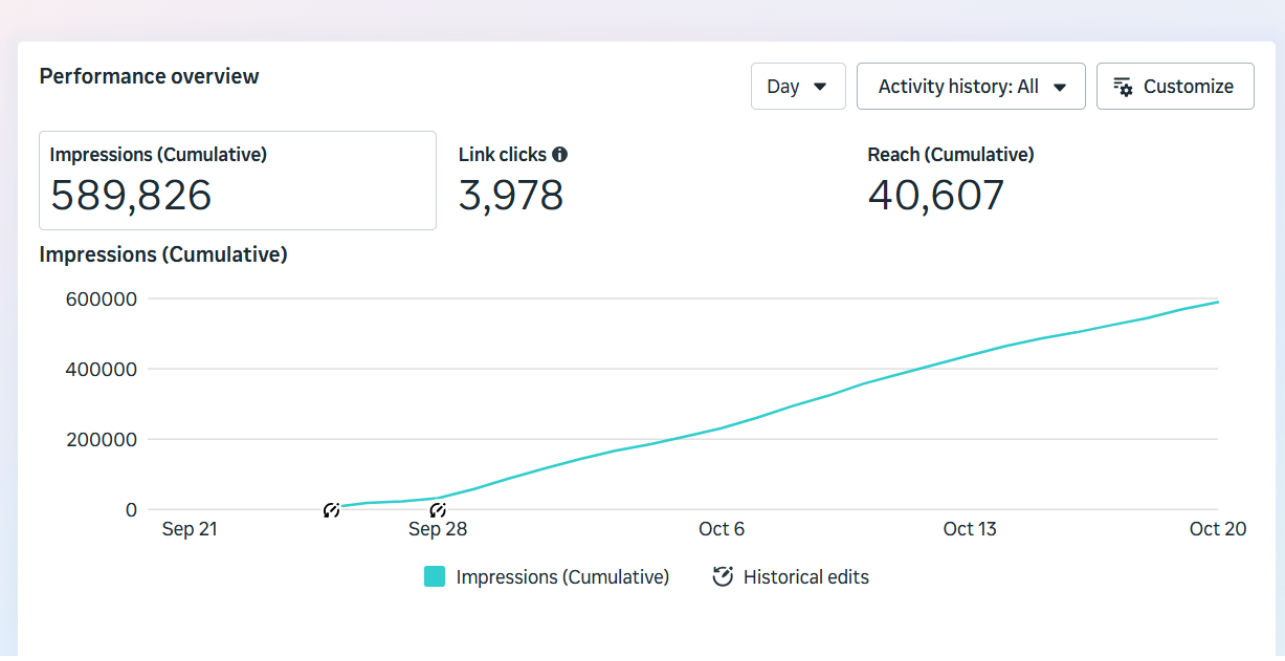
- *Forging the Future Workforce (after event stories)*
  - *Worked with Manfield News Journal reporter to get news story published*
  - *Created stories for our website about Alumnus of the Year and student Ryan Earles*
  - *Posted multiple stories on social media about the event, and Joia's and Ryan's stories*
  - *iheart media: Forging the Future Workforce podcast segment featured Dr. Diab*
    - *Dr. Diab talked about the event and building partnerships in the community*
    - *Informed listeners about the importance of getting hands on experience while in college and the importance of a well-rounded education at NCSC*

- *Social media updates:*
  - *Attended Health Science VR lab open house; created social media post after event*
  - *Attended high school student tour at Kehoe; created social media post after event*

- *Worked with Laura Irmer and Steve Haynes to develop marking materials for Human Services*
  - *Recorded video interviews with two students (Airese, and Jason) about their experiences in the program*
- *Coordinated the installation of a large, printed mural in Fallerius Center*



Example analytics from a campaign ad: Your Money, Your Time, Your Money



Paid social media campaign report; impressions, clicks and cumulative reach

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.

- *Continue encouraging Faculty to use AVISO*
- *Helped form a search committee for Engineering*
- *Asked that communication be sent to all faculty regarding the embedded tutor role in Canvas*

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.

- *Staff Caucus Facilitator met with Theresa Groth to workshop ideas for the promotional flyer we will be using for staff engagement and participation.*