

Minutes
Sinclair Community College
Board of Trustees

September 11, 2007
3:30 p.m., Building 12, Room 172

The regular meeting of the Board of Trustees of Sinclair Community College was called to order on Tuesday, September 11, 2007, in Building 12, Room 172 of the college by Chairperson Katherine Hollingsworth.

I. Roll Call

Present: Ms. Mary Boosalis, Mr. Richard Chernesky, Mr. Robert Corbin, Ms. Marva Cosby, Ms. Ethel Washington-Harris, Mr. Gerald Hauer, Ms. Katherine Hollingsworth, Mr. Lawrence Porter, Mr. Bernard Wright

Absent: Mr. Gregory Edwards, Allen Hill

Also Present: Mr. Jeff Boudouris, Vice President for Business Operations; Mr. Dan Brazelton, Dean of the Learning Centers; Dr. Dave Collins, Dean of Life and Health Sciences; Dr. Mary Gaier, Vice President for Organizational Development; Ms. Marianne Gorczyca, Director of the Foundation Office; Dr. Helen Grove, Senior Vice President and Provost; Mr. Gary Honnert, Executive Director of Public Relations; Dr. Tom Huguley, Associate Provost; Ms. Denise Jepsen, Secretary to the Board; Dr. Robert Johnson, Senior Vice President, Dr. Steven Johnson, President; Dr. Laurel Mayer, Faculty Assembly Representative; Dr. Sue Merrell, Director of Curriculum and Assessment; Dr. Ken Moore, Senior Vice President; Mr. Tom Raga, Senior Director of Regional Strategy and Development; Dr. Nick Reeder, President of Faculty Senate; Ms. Saundra Schuster, Esq., Legal Counsel; Dr. George Sehi, Executive Dean of Courseview Campus Center and Dean of Science, Mathematics and Engineering; Dr. Sally Struthers, Liberal Arts, Communication and Social Sciences; Dr. Nancy Thibeault, Director of Distance Learning and Instructional Support; Ms. Charlotte Wharton, Interim Dean of Business and Public Services

II. WELCOME TO SPECIAL GUESTS – KATHERINE HOLLINGSWORTH

Chair Katherine Hollingsworth recognized Stephanie Irwin-Gottschlich, Education Reporter for the *Dayton Daily News*, and Tracy Kershaw-Staley, Reporter, *Dayton Business Journal*.

III. APPROVAL OF MINUTES

The minutes of June 27, 2007, were approved.

**IV. CHAIR'S RECOGNITION OF AWARDS AND NOTABLE ACCOMPLISHMENTS –
KATHERINE HOLLINGSWORTH**

A. RECOGNITION OF SARAH GROSS FOR WAL-MART TEACHING AWARD

Sarah Gross, Associate Professor of Marketing, received the Wal-Mart Teaching Excellence Award presented by the Association of Collegiate Business Schools and Programs (ACBSP). The award was presented in recognition for outstanding leadership and service in business education.

B. RECOGNITION FOR SPONSORSHIP OF WEEKEND PAINTER SCULPTURE

Gary Honnert presented a plaque awarded from the Downtown Dayton Partnership in recognition of Sinclair Community College's sponsorship of the *Weekend Painter* sculpture by J. Seward Johnson.

**V. PERSONNEL AND CURRICULUM COMMITTEE REPORT TO THE TRUSTEES
ETHEL WASHINGTON-HARRIS**

ITEMS FOR BOARD DISCUSSION AND/OR RESOLUTION

A. Key Performance Indicators (Resolution #2007-26)

Each year, in the fall, the Board is presented with the Key Performance Indicators (KPIs) that will be used to assess progress within each of the six strategic clusters: Student Learning and Support Services, Workforce Development Services, Community Service, External Accountability and Support, Organizational Development and Effectiveness, and Financial Management and Resource Development. Enclosure #02 was provided.

- The KPIs are fundamentally the same as those used last year to assess progress of the college within the strategic clusters.
- The KPIs are weighted as follows: Student Learning and Support Services – 5; Workforce Development Services – 3; Community Service – 1; External Accountability – 4; Organizational Development and Effectiveness – 3; Financial Management – 4.
- The results of measuring the weighted KPIs are used at the budget year end to determine the percentage of incentive pay for staff and administration. Faculty participate in the merit pay system and are, therefore, not eligible for incentive pay.
- The six-year trend for incentive pay based on KPIs follows.

FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07
5%	5%	5%	4%	3.9%	4.4%

The following resolution approves the recommended Key Performance Indicators for 2007-08.

**RESOLUTION TO APPROVE THE RECOMMENDED
KEY PERFORMANCE INDICATORS FOR 2007-08
(RESOLUTION #2007-26)**

WHEREAS, the Key Performance Indicators of the college reflect fundamental gauges of college achievement as developed from the strategic clusters of college service (Student Learning and Support Services, Workforce Development Services, Community Service, External Accountability, Organizational Development and Effectiveness, Financial Management and Resource Development); and

WHEREAS, the results of the Key Performance Indicators will be reported to the Board of Trustees at the June, 2008 meeting; and

WHEREAS, the Key Performance Indicators are employed to determine the incentive pay percentage component of the yearly compensation package for staff, professional staff, and administration; and

WHEREAS, the Board has reviewed the Key Performance Indicators for 2007-08;

NOW, THEREFORE, BE IT RESOLVED, that the Board accepts the Key Performance Indicators for 2007-08.

BOARD ACTION: A motion was made by Ethel Washington-Harris and seconded by Lawrence Porter. The motion carried.

B. Update on Campus Security

Sinclair continues to provide a very safe environment for its students and employees. The total number of accidents, illnesses, or injuries reported on campus continues to be low and relatively minor in severity. The college has reviewed its procedures for emergency response, and guidelines for safe practice, prevention and response have been shared widely. The college's police force and security staff continue to develop under the leadership of the new chief and senior vice president who lead these employee groups. Enclosure #03 was provided.

C. Summer and Fall Enrollment Report

The college has two measures of enrollment: full-time equivalent (FTE) and unduplicated headcount. Summer 2007 enrollment was down by 1.32% in FTE students and down by 2.92% in headcount. Final numbers for fall 2007 enrollment will be provided after the 14th day reporting date. Enclosure #04 was provided.

D. Enrollment Projection Report

Strategic planning for enrollment targets is imperative in order for Sinclair to achieve desired growth. The college's infrastructure for recruiting, admitting, enrolling and retaining students will need to be modified to meet demographic changes. This change will require reallocation of human and financial resources.

Five-year enrollment targets have been developed that are consistent with the Governor's and Chancellor's directive of an overall 30% increase for Ohio's higher education system. Enclosure #05 was provided.

E. Courseview, Englewood and Huber Heights Update

September marks the second fall term for the Englewood and Huber Heights Learning Centers and the inaugural term for the Courseview Campus Center. The dedication of the new Courseview Center was held September 7, 2007. Enrollments at the Centers are as follows: Huber Heights Learning Center, 333 FTE; Englewood Learning Center, 333 FTE; Courseview Campus Center, 141 FTE. Enclosure #06 was provided.

F. Alignment of Academic Programs

During 2006-07, 1,233 curriculum actions were reviewed, approved and reported to the Ohio Board of Regents. A large percentage of these curriculum revisions support statewide articulation and transfer, program alignment, and assessment/accountability initiatives warranted by accreditation. Sinclair has more approved courses in the statewide Transfer Assurance Guide than any other Ohio community college. A significant effort to reduce low productivity courses and programs from the college's curriculum was begun in 2006-07 and will continue in 2007-08. Enclosure #07 was provided.

Dr. Helen Grove reported the following outcomes as a result of program alignment:

- Sinclair Community College is offering the right courses in the right format to meet the needs of the community.
- Nancy Thibeault, Director of Distance Learning, and her team have been developing programs that may be completed on-line.
- Deb Norris, Vice President for Workforce Development and Corporate Services, is identifying new opportunities to meet workforce needs.
- The college has incurred a \$3.2 million in cost savings due to program alignment.

G. Record of Items Reviewed by the Committee

- Legal Update
- FY 2007-08 Budget Planning Book
- Strategic Plan for Enrollment, Marketing, and Other Services (Enclosure #08 was provided.)
- University System of Ohio
- FY 2007-08 Board Presentations/Visits (Enclosure #09 was provided.)

- Personnel and Curriculum Committee Planning Worksheet (Enclosure #10 was provided.)
- Advisory Committees Summary (Enclosure #11 was provided.)
- Faculty-Administration Issues Matrix (Enclosure #12 was provided.)
- Staff-Administration Issues Matrix (Enclosure #13 was provided.)
- Levy Planning Update
- Editorials Regarding The University System of Ohio (Enclosure #14 was provided.)

This concluded the report of the Personnel and Curriculum Committee.

VI. FINANCE COMMITTEE REPORT TO THE TRUSTEES – MARY BOOSALIS

ITEMS FOR BOARD DISCUSSION AND/OR RESOLUTION

A. Accepting County Levy Rates (Resolution #2007-27)

- This is an annual resolution filed with the Montgomery County Auditor.
- Each year, the County Auditor sends an estimate of the rate of tax necessary to be levied by the Sinclair Board for the upcoming calendar year. Sinclair must then approve a resolution accepting such rate and authorizing the tax levy.
- For calendar year 2008, the amount of estimated tax collections to be distributed by the County Auditor's office is \$19,599,979. In addition, it is estimated that the college will receive \$2,088,848 in separate payments from the state related to our levy. Therefore, total levy related payments for calendar year 2008 are estimated to be \$21,688,827. For budget context, the amount of levy revenue reflected in the college's 2007-08 budget is \$21,700,000.
- Ohio Revised Code section 3354.25 specifies that a resolution of this nature be voted upon only by members of the Sinclair Board of Trustees who are residents of Montgomery County.

**ACCEPTING COUNTY LEVY RATES
(RESOLUTION #2007-27)**

WHEREAS, the Budget Commission of Montgomery County, Ohio, has certified its action thereon to this Board together with an estimate by the County Auditor of the rate of tax necessary to be levied by this Board, and what part thereof is without, and what part within, the ten mill tax limitation; and

WHEREAS, in keeping with Section 3354.25 of the ORC, this resolution shall be voted upon only by members of the Sinclair Community College Board of Trustees who are residents of Montgomery County;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Trustees of the Warren County Montgomery County Community College District, Montgomery County, Ohio, that the amounts and rates, as determined by the Budget Commission in its certifications, be and the same are hereby accepted; and

BE IT FURTHER RESOLVED, that there be and is hereby levied on the tax duplicate of said School District the rate of tax necessary to be levied within and without the ten mill limitation as follows:

**SCHEDULE A
SUMMARY OF AMOUNT REQUIRED FROM GENERAL PROPERTY TAX APPROVED
BY
BUDGET COMMISSION, AND COUNTY AUDITOR'S ESTIMATED TAX RATES**

FUND	Amount to be Derived from Levies Outside 10 Mill Limitation Column II	County Auditor's Estimate of Tax Rate to be Levied Outside 10 Mill Limit IV
<u>2008</u>		
General Fund	\$19,599,979	2.5
Total	\$19,599,979	2.5

**SCHEDULE B
LEVIES OUTSIDE 10 MILL LIMITATION
EXCLUSIVE OF DEBT LEVIES**

FUND	Maximum Rate Authorized Levied	County Auditor's Estimate of Yield of Levy
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GENERAL FUND

Current expense levy) authorized by voters) on November 3, 1998 for) not to exceed 10 years)	<u>2008</u> 2.50	\$19,599,979	Expires 12/31/08
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BOARD ACTION: A motion was made by Mary Boosalis and seconded by Marva Cosby. Warren County Trustees Richard Chernesky and Bernard Wright abstained from the vote. The motion carried.

B. Levy Financial Planning

- The Finance Committee reviewed information related to financial planning for the next levy cycle. It was acknowledged that long-range planning is particularly challenging in light of the many changes occurring within the higher education landscape in Ohio.
- The levy represents 20% of current revenue and is therefore one of three key revenue sources along with state funding and student fees. In assessing millage requirement from an economic perspective, critical questions include:
 - What is the college's expected needs, as reasonably projected, during the next levy cycle? Are there significant planned changes in the business operating model that will influence those needs? What degree of expected cost pressures and efficiency improvements should be anticipated?
 - What are the desired long-term financial objectives with regard to key financial indicators such as operating margin and other general financial health measures?
 - How much funding can the state be counted on to provide in light of recent history and significant change occurring in the statewide higher education system?
 - What should be the planning goal for tuition and to what degree will this variable be controlled by the state?
 - How does Sinclair's levy compare to other Ohio levy community colleges?
- Initial financial projection models were shared with the committee and a discussion of assumptions ensued. Critical assumptions for modeling resource needs during the next levy cycle include enrollment growth, state funding and tuition. The committee requested that staff prepare additional scenarios under various assumptions.
- Multiple data metrics were presented as possible ways to evaluate the adequacy of different millage scenarios. These included:
 - Key financial indicators such as operating margin and the statewide financial health scorecard
 - Average projected levy yield per student as compared to past levies
 - Benchmarking of Sinclair's levy to other Ohio levy Community Colleges
- There are two required Board resolutions in the upcoming months related to filings with the County Auditor and Board of Elections: Resolution #1 – Certificate of Estimated Property Tax Revenue by the County Auditor (request to the Auditor to estimate revenue under various assumed millages); and Resolution #2 – Certification by the Board of Elections (Sinclair's Board authorizing the levy).

C. FY 2007-08 Budget Planning Book

The *Budget Book* is a summary of the FY 2007-08 operating budget as adopted by the Board of Trustees on June 27, 2007. The *Budget Book* includes recent financial trend data, charts and analysis. An update was also provided to the committee with regards to the final outcome of the two-year state operating budget, which became effective on July 1, 2007. The *Budget Book* was provided to all Board committees.

D. Record of Items Reviewed by the Committee

- Summer and Fall Enrollment Report
- Enrollment Projection Report
- Key Performance Indicators for FY 2007-08
- State Capital Plan Draft Summary (FY 2009 – FY 2014)
- University System of Ohio
- Annual Audit Status
- Finance Committee Planning Worksheet
- Internal Audit Function
- Capital Projects Status
- Editorials Regarding The University System of Ohio

President Steve Johnson showed an unscripted levy video where college employees were asked to speak about the importance of the tax levy to Sinclair Community College.

This concluded the report of the Finance Committee.

**VII. STRATEGIC LINKAGES COMMITTEE REPORT TO THE TRUSTEES -
BERNARD WRIGHT**

ITEMS FOR BOARD DISCUSSION AND/OR RESOLUTION

A. Montgomery County Human Services Levy (Resolution #2007-28)

- The Board of Trustees is being asked to endorse the Human Services levy.
- This issue will appear on the ballot during the November 2007 general election.
- In past years, the Board of Trustees has passed similar resolutions in support of the Human Services levy.

**SUPPORT FOR HUMAN SERVICES LEVY
(RESOLUTION #2007-28)**

WHEREAS on November 6, 2007 the Montgomery County Human Services replacement levy will be on the ballot; and

WHEREAS the levy is a replacement of 5.21 mills with an additional 2 mills which will assure the continuation of critically needed human services such as protection for sexually and physically abused children, children who are emotionally disturbed, kids who need adoption and foster care; seniors with healthcare and home delivered meals; children and adults with mental retardation and developmental disabilities; mental health and drug treatment; public health and disease prevention; and

WHEREAS the levy will only modestly increase the property taxes of Montgomery County residents, and protect approximately \$40 million in services; and,

WHEREAS the Human Services Levy will provide funding for services provided by over 50 local agencies such as Children Services, the Board of Mental Retardation and Developmental Disabilities, Alcohol, Drug, Addiction and Mental Health Services, the Combined Health District, and other agencies which help residents in every neighborhood; and

WHEREAS federal and state funding of these agencies has dropped by \$10 million and support of these publicly funded agencies is vitally important to the people of Montgomery County;

NOW, THEREFORE BE IT RESOLVED that the Sinclair Community College Board of Trustees endorses the passage of the Montgomery County Human Services Levy on November 6, 2007.

BOARD ACTION: A motion was made by Bernard Wright and seconded by Robert Corbin. The motion carried.

B. Sinclair Levy Update

The college will be asking Montgomery County voters to approve a property tax levy in March 2008.

- Over the summer, substantial progress was made on the organization of the levy campaign. Sinclair "family" fundraising has yielded close to \$400,000 toward a goal of almost \$700,000 for the campaign.
- The Campaign Finance Committee, chaired by Dan Sadlier, has kicked off a corporate fundraising effort.
- Media training was held in late August for about 30 Sinclair leaders who will be taking a Sinclair update presentation out to the community beginning this month. The college has already begun scheduling speaker presentations. Enclosure #15 was provided.
- President Steve Johnson, Madeline Iseli, and Karen Usrey visited the presidents of Lakeland Community College, Lorain Community College, and Cuyahoga Community College to learn how their colleges ran successful levy campaigns.

C. Record of Items Reviewed by the Committee

- Human Services Levy Update
- DPS Career Technology High School Update (Enclosure#16 was provided.)
- Key Linkages and Partnerships Update
- OACC Update
- State Higher Education Update (Enclosure#17 was provided.)
- Board Member Appointments (Enclosure#18 was provided.)
- State Capital Plan
- Editorials Regarding the University System of Ohio
- Budget Planning Book

This concluded the report of the Strategic Linkages Committee.

VIII. EXECUTIVE COMMITTEE OF THE BOARD REPORT TO THE TRUSTEES KATHERINE HOLLINGSWORTH

ITEMS FOR BOARD DISCUSSION AND/OR RESOLUTION

The Executive Committee of the Board met on September 6, 2007, and received a briefing on the following issues:

- Open Meetings Issue
- Personnel Consultants
- Board Self-Governance, Ethics, and Conduct
- Governor's Expectations for Board Member Ethics Training
- Upcoming Trustee Vacancies
- Board Self-Evaluation

- President's Goals (Enclosure #19 was provided.)

This concluded the report of the Executive Committee of the Board.

IX. PRESIDENT'S ADDITIONAL NOTICES – STEVEN JOHNSON

- A. On Tuesday, September 4, the faculty and staff were welcomed back at the opening session of the Fall Conference which celebrated the new academic year. Sinclair officially kicked off its United Way campaign at this collegewide meeting. This year's United Way goal is \$128,000.
- B. Representatives of Sinclair Community College and elected officials, civic dignitaries, school superintendents, contractors and others from the City of Mason and Warren County attended the grand opening of Sinclair's Courseview Campus Center on Friday, September 7, 2007.
- C. On September 12, the Workforce Policy Board and Sinclair Community College will host a workforce development event in the Sinclair Center, Building 12.
- D. Cincinnati USA Regional Chamber of Commerce hosted a meeting to discuss Agenda 360 at the Courseview Campus Center on September 11, 2007. Agenda 360 aims to transform Cincinnati by the year 2020 into a leading metropolitan region for talent, jobs, and economic opportunity.
- E. Sinclair Community College will host Constitution Day on September 17, 2007. U.S. District Judge Thomas Rose will be the guest speaker.
- F. President Johnson showed an unscripted *Secret Sauce* video. College employees were asked to respond to a question, *What is in the secret sauce that makes Sinclair Community College so special?*

X. ADJOURNMENT – KATHERINE HOLLINGSWORTH

The meeting adjourned at 5:05 p.m. Any materials referenced may be found with the permanent file copy of the Board agenda.

Chairman

ATTEST: _____
Secretary