

OWENS COMMUNITY COLLEGE
SPECIAL MEETING OF THE BOARD OF TRUSTEES
OCTOBER 3, 2023 ~ MINUTES

Call to Order – Chair Sherina Ohanian called the meeting to order at 8:31 a.m., and directed the record to show the meeting was held in accordance with the policies of the Board of Trustees, and the Ohio Revised Code, Section 121.22 and Chapter 3358.

Roll Call – Roll call was taken, and the following members were present: Mary Beth Hammond, Srini Hejeebu, Sherina Ohanian, and Diana Talmage. (4). Rita Russell (remote) was present at 9:38 a.m.

Report of the President and the Monitoring Report – President Dione Somerville presented her report, which was inclusive of information from the executive leadership team.

- Updates.
 - The Water Workforce Coalition of TMACOG, City of Toledo and Owens Community College had a September 18 public announcement of certificate training to prepare water treatment and water reclamation professionals.
 - Ohio Association of Community Colleges (OACC) held a training conference to support the statewide effort to build the pipeline and increase completions in advanced manufacturing by engaging cross-functional teams in long-term and sustainable improvement processes to increase student access and success in STEM fields. Owens was represented by Dan Kelley, Dean, School of STEM, Quinton Roberts, Dean, Workforce and Community Services, and Michele Johnson, Academic Advising.
 - OACC also held the annual Student Success Leadership Institute and a presentation was made by Blake Renner, Vice President, Academic Affairs and Krista Kiessling, Director, Campus and Community Connections, on student retention and wrap-around services. Owens was also represented by Jeff Ganues, Vice President, Business Affairs, Jason Crowley, Dean, Institutional Research and Effectiveness, Dan Kelley, Dean, School of STEM, Quinton Roberts, Dean, WCS, Michael Sander, Dean, School of Liberal Arts, Dave Shaffer, Executive Director, Student Services and Jen Hazel, Professor, English.
 - Technology Takes the Wheel was held on September 22 at the Center for Fine and Performing Arts, co-sponsored by American Automobile Association; the forum was on electric vehicles with regional speakers and a question/answer panel.
- Significant Events.
 - Strategic Plan Kick Off with Champions and Teams – October 6, 2023.
 - 40th Anniversary of the Findlay-Area Campus – September 21, 2023, and she acknowledged the Trustees who were in attendance.
 - In planning, is a ground-breaking celebration for the School of Nursing and Health Professions project, scheduled for November 16 at 10 a.m., at the site. The College Tour watch party is scheduled for employees and guests on the Toledo-area Campus, October 23 at the CFPA Theatre, and at the Findlay-area Campus, November 2 in the Education Center.

Owens Community College will be featured on the College Tour website, October 31 and it will be on 28 streaming services as part of season 10 in February.

- Athletics – Owens Express Women’s soccer team, 1-7 overall record. Women’s volleyball, 11-9 overall record; currently ranked 2nd in the nation for NJCAA DIII.
- Spring Enrollment Progress. Registration began in the last week of September.
- Monitoring Report. President Somerville recapped the monitoring report on institutional leadership and communication within the framework of shared governance. She also commented on the importance of increasing external awareness and relationships of the institution, including those that Marketing engages in that help drive enrollment at the top of the enrollment funnel. Tasha Hussain Black, Vice President, Strategic Initiatives, Marketing and Communication, commented on an integrated and strategic approach; the purpose to make sure the College reaches all stakeholders in a varied and comprehensive way with an eye toward visibility and transparency as a whole, as well as to be a driver toward student success and economic growth for the region.

Monitoring Report: Institutional Leadership And Communication

RESOLUTION 2023-10-03-01

WHEREAS, the President’s role is to assure that the Board has sound, comprehensive, actionable assessment of how the institution is performing; and

WHEREAS, the Board’s role is to review the monitoring report to find that the President has made a reasonable interpretation of the ends statement, and the data in the report provides evidence of that interpretation; and

WHEREAS, the monitoring report ends statement is:

- INSTITUTIONAL LEADERSHIP AND COMMUNICATION: The President will demonstrate effective leadership for the College, in alignment with the mission, vision, and strategic plan. The President will lead with transparency and in honor of shared governance principles;

WHEREAS, the monitoring report interpretation is:

- INSTITUTIONAL LEADERSHIP AND COMMUNICATION: Compliance with the ends statement is demonstrated through the evidence of alignment of the mission with the organizational structure, strategic plan, capital plan and other college-wide initiatives toward the vision; and, the demonstration of accessibility, communication and inclusion of stakeholders;

NOW, THEREFORE, BE IT HEREBY RESOLVED that the Board of Trustees accepts the Institutional Leadership and Communication monitoring report (Appendix I) and confirms the report demonstrates compliance with a reasonable interpretation of the ends statement.

Ms. Hammond made a motion to approve the monitoring report, which was seconded by Ms. Talmage. Chair Ohanian called for a roll call vote. Roll Call: Mary Beth Hammond, aye; Srini Hejeebu, aye; Sherina Ohanian, aye; and, Diana Talmage, aye. The motion was carried.

Report on the Board's Self-Assessment – Chair Ohanian commented that as of September 29, there were 5 trustees who participated in the self-assessment survey and that the survey would remain open for everyone to fully participate. She noted that the survey was similar to those taken in the past, as developed by the Association of Community College Trustees. She noted that the majority of the results were in the agree and strongly agree categories. Each of the seven areas were reviewed by the Board of Trustees for strengths and opportunities.

A. Governance Style – Role and responsibilities of the Board.

- a. Strength. Ms. Hammond commented on governance and following the Board's bylaws.
- b. Opportunity. Chair Ohanian commented that there was a “strongly disagree” noted, and it was difficult to see if that was intentional or an error. Chair Ohanian also noted if there are any concerns for any of the trustees to reach out directly to her.

B. Code of Conduct – Relationships of the Board/Trustees/Chair and President

- a. Strength. Chair Ohanian commented on the relationships that the Board has built among its members and with administration. Ms. Talmage commented on the support provided by the Board Secretary with respect to gathering information and rarely have to request more information; this is important.
- b. Opportunity. Dr. Hejeebu commented on question 6, that the Board is continuously in the mode no judgment until the formal performance evaluation of the President. Chair Ohanian also noted if there are any concerns for any of the trustees to reach out directly to her.

C. Effectiveness – Being productive and efficient

- a. Strength. Ms. Hammond commented on the preparedness of the Board having information in advance, making the meetings more productive and not as much discussion; this is to our strength.

D. Preparedness – Having sufficient knowledge, training and information

- a. Chair Ohanian noted that there was a “disagree” noted under the trustee orientation item, which the Board Secretary commented on the format when a new trustee begins a term. Ms. Hammond asked if a refresher was needed? President Somerville commented that with the new board education on every agenda, it provides an opportunity for continuous orientation on items that are important to the institutional health and overall strategy. Chair Ohanian commented that orientation works both ways and for trustees to request if more information is needed.

E. Mission, Strategy, Values and Sustainability

- a. All areas were in agreement; there was no further discussion or comments.

F. Self-Assessment as a member of the Board

- a. Ms. Hammond commented on the strongly agree response on members joining the Board because of the mission, which sends a very power message of 100 percent.

G. “About You” – questions to help with future planning for the Board

- a. Chair Ohanian commented on the overall positive responses for questions 1 through 6, and, Dr. Hejeebu asked about expectations with three terms ending in 2024.

President Somerville commented on the brand-new administrator in Ohio's Boards and Commissions office, which Ms. Hammond commented on her and Chair Ohanian meeting the prior administrator recently in Columbus. Chair Ohanian commented on the length of the appointment process, which President Somerville noted that there is also the step of senate confirmation, which makes it an engaged process.

- b. Question 7 - Significant accomplishments since 2021. Ms. Hammond commented on the hiring of the new President and the roll out of the new monitoring reports to help with fiduciary responsibilities. Ms. Talmage commented on the great executive leadership team that has been put together with the new President; everything is very positive.
- c. Question 8 - Look forward to for academic year 2023-2024. Chair Ohanian commented on the ground breaking for the School for Nursing and Health Professions construction project. Ms. Talmage commented on the progress with everything, especially with the Strategic Plan. Chair Ohanian commented on seeing Owens, including the athletic teams, in a positive light in the news and the media. We, the College, are out there and people are students' participate in activities other than academics. Ms. Talmage commented from the monitoring report the interesting selection process with media placement, such as the billboards, etc.

EXECUTIVE SESSION

Chair Ohanian announced an executive session for discussion for the purchase or sale of property; and for collective bargaining matters. Dr. Hejeebu made a motion to adjourn to executive session as specified. Ms. Hammond seconded the motion, and the Chair called for a roll call vote. Roll Call: Mary Beth Hammond, aye; Srini Hejeebu, aye; Sherina Ohanian, aye; and, Diana Talmage, aye. (4).

Adjournment – As there was no further business to come before the Board of Trustees, the Chair declared the meeting adjourned at 11:45 a.m.

APPENDIX I



MONITORING REPORT – October 3, 2023 – Exhibit No. 1 – Appendix I INSTITUTIONAL LEADERSHIP AND COMMUNICATION

Dione D. Somerville, Ed.D., President

Tasha Hussain Black, Vice President, Strategic Initiatives, Marketing and Communications

INSTITUTIONAL LEADERSHIP AND COMMUNICATION

ENDS STATEMENT

The President will demonstrate effective leadership for the College, in alignment with the mission, vision, and strategic plan. The President will lead with transparency and in honor of shared governance principles.

INTERPRETATION

Compliance with the ends statement is demonstrated through the evidence of alignment of the mission with the organizational structure, strategic plan, capital plan and other college-wide initiatives toward the vision; and, the demonstration of accessibility, communication and inclusion of stakeholders.

EVIDENCE

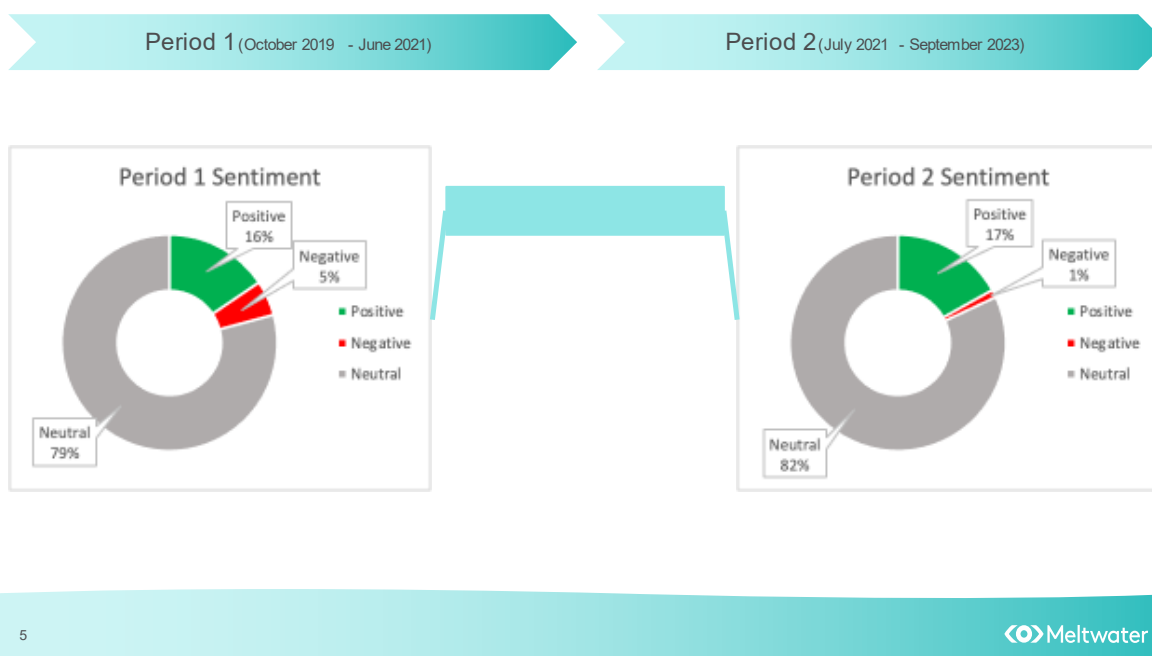
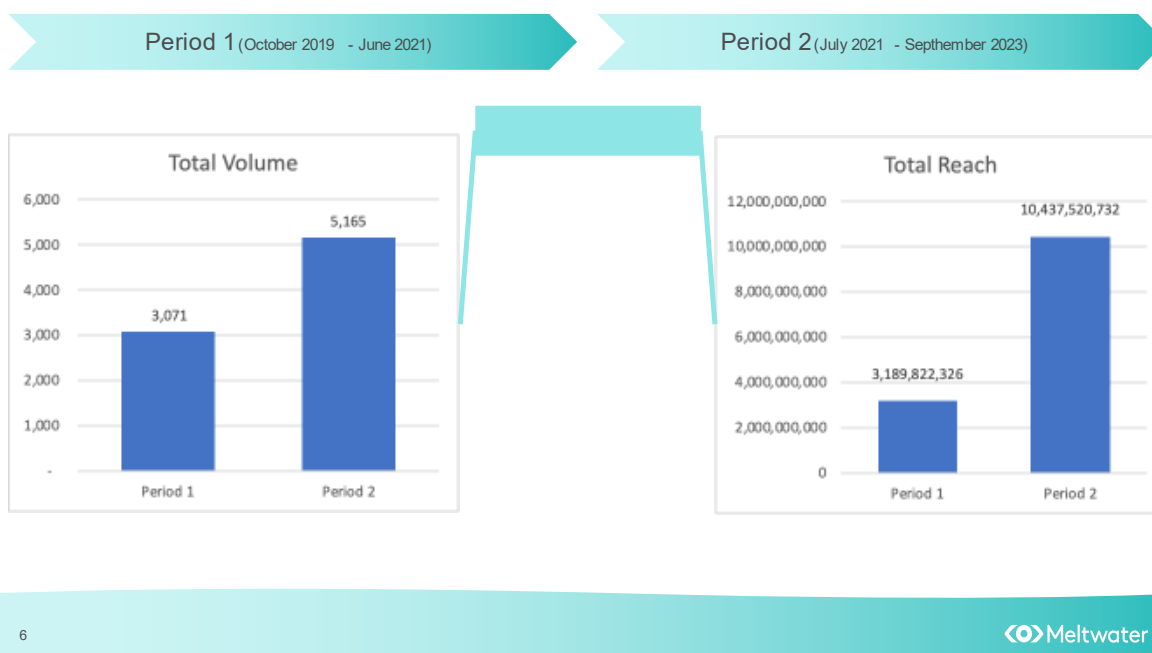
This report provides highlights of the overall leadership and communication initiatives of the College to ensure the understanding, adoption, and progress of the Strategic Plan with internal and external stakeholders.

With the appointment of Dr. Dione Somerville in June 2021, an integrated marketing and communication strategy was developed to focus on three primary priorities: Tell the Story of Owens Community College, share Dr. Somerville's forward-thinking leadership regarding student success, and establish the position of the College as an economic driver in the region, with the ultimate goal of increasing enrollment. The integrated marketing and communication plan includes both external and internal initiatives.

External Marketing and Communication

Overall Media Presence Performance

Media presence performance has shown a strong positive trend in total volume, reach, and sentiment, Period 2 (July 2021- September 2023) over Period 1 (October 2019- June 2021). Period 1 represents media present analytics prior to the President's appointment. Period 2 represents media presence analytics during the President's tenure. According to Meltwater, the College's Media Listening Service, Total Volume has increased 68.6%, Total Reach has increased 227.5%, Positive Sentiment has increase 1%, and Negative Sentiment has decreased 1% Period 2 over Period 1. These favorable trends are driven in part by the strategy to increase news releases and news stories, increase in Presidential public appearances, interviews, and Conversations podcast releases, continue building strong relationships with the media to ensure accuracy of information, and continue strong alignment of social media content to target audiences.



News Releases

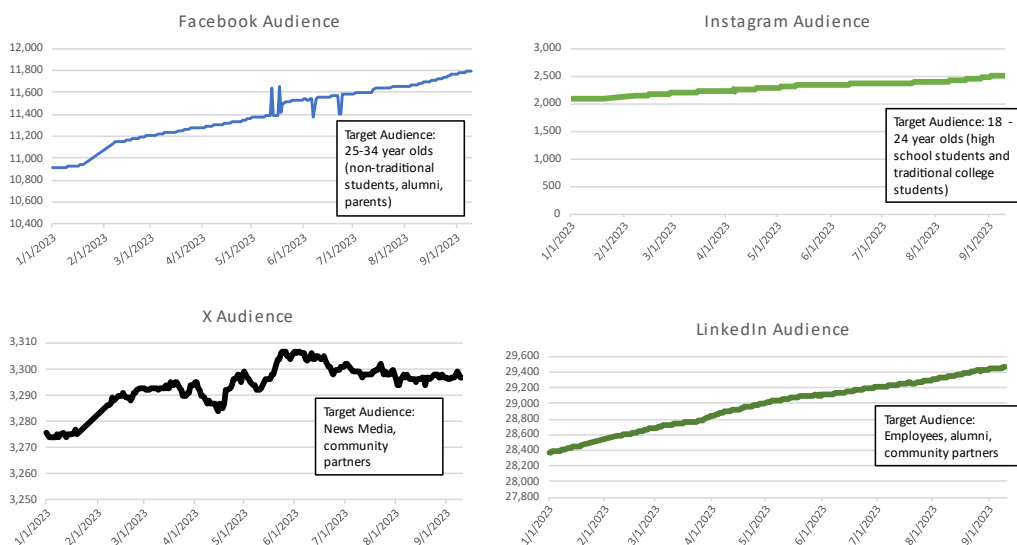
Helping drive this favorable media presence performance is the alignment of rich and compelling content that garners external engagement. In 2022, the College released 46 news releases to media. Year-to-date (as of August 30, 2023) the College has released 40 news releases to media, which represents an 11% increase over same time prior year (January-August).

From 86 total media releases, the media picked up 83 media releases from January 1, 2022 through August 30, 2023, which has helped drive engagement in media mentions.

Social Media

The College's social media engagement across Facebook, Instagram, LinkedIn, and X (formerly Twitter) continues to increase as the data for each platform is analyzed daily for content adjustments for each unique target audience. From January 1, 2023 through September 11, 2023, Facebook followers have increased 8.1%, Instagram followers have increased 20.6%, LinkedIn followers have increased 3.8%, and X (formerly Twitter) have increased .6%.

Owens Community College Social Media Analytics 1/1/23 -9//11/23



Stakeholder Outreach (External)- Evolution (Phase 1 and Phase 2)

In her role as President, Dr. Somerville serves as the College's primary external spokesperson and representative. Since Dr. Somerville was recruited outside of the region, it was important to develop a strategy to introduce the President to external stakeholders and build critical relationships in the community. As these relationships become established, the strategy is evolving to position the President as a thought leader in student success, and position the College as an economic driver in the region.

Speaking Engagements

Since June 16, 2021, the President has represented the College in 49 external speaking engagements to various organizations, including regional economic development organizations, rotary clubs, workforce development roundtables, higher education consortiums, and community organizations. These presentations included audiences in Toledo, Perrysburg, Findlay, Columbus, New York City, Washington DC, and Colorado. Beginning in May, 2023, the presentation topics intentionally evolved to include the newly launched Strategic Plan for the College, as well as the vision for the future. In addition, there is a focus to highlight community partnerships across both the Toledo-area and Findlay-area campuses, award-winning faculty, student success stories, athletics, and academic programs.

Going forward, a “seat at the table” strategy is being developed to engage members of the Executive Leadership Team and other senior-level staff members with key community organizations through memberships or board appointments to broaden the College’s reach and influence.

Blog

The President’s Blog was developed for the purpose of educating the college community, as well as the public, about major events taking place at Owens. After a series of monthly publications that had limited readership, the strategy was redefined to publish the blog three times during the academic year on Twitter (formerly X), LinkedIn, on the President’s page on the website, and internally on Onews.

The first blog of the 2023-24 academic year published Thursday, September 21, 2023. The blog also has a companion email that is distributed to key stakeholders and others in the community or at the college who subscribe. The list contains 351 records. The latest companion email had an open rate of 49% that far exceeded the national email education average of 37%.

Conversations Podcast

The Conversations Podcast was developed to support the strategy of building relationships in the community during the beginning of the President’s tenure, and serves as a platform for key stakeholders to share their “Owens Story”. As of September 15, 2023, Conversations Podcast series has reached over 1,000 downloads, with a regular listenership both inside and outside the United States. In addition, two other higher education institutions have requested meetings with the Owen’s team to learn how to develop a similar podcast series for their institutions.

The Phase 1 strategy covers episodes 1 through 15, where the focus was having the President meet and interview key stakeholders and partners from various regional and state organizations discussing their ties to Owens, and the role of Community Colleges. Moving forward to Phase 2, the strategy for the podcast continues to evolve to highlight the President’s thought leadership on student success and positioning the College as an economic driver in the region. Beginning with Episode 16, the Conversations’ topics include how community organizations come together to create a healthy ecosystem for student success and the role of the College as an economic driver in the region. Future guests and topics will include representatives from industry and academics, speaking on topics that tie directly back to the Strategic Plan the areas of Building a Community of Belonging, Expanding our Partnerships, Developing an Agile Framework, Deepening Employee Engagement, Ensuring a Sustainable Organization, and Telling Our Story.

Season and Episode

Conversations Podcast Episode Name

Release Date

S01 E01	Ohio Department of Higher Education Chancellor Randy Gardner	Apr 26 2022
S01 E02	Toledo Fire & Rescue Chief Allison Armstrong	May 12 2022
S01 E03	Toledo Public Schools Superintendent Dr. Romules Durant	Jun 09 2022
S01 E04	Regional Growth Partnership (RGP) President/CEO Dean Monske	Jul 14 2022
S01 E05	Findlay Hancock County Economic Director Tim R. Mayle	Aug 11 2022
S01 E06	Toledo Museum of Art President, Director and CEO Adam Levine	Sep 08 2022
S01 E07	Wood County (Ohio) Sheriff Mark Wasylyshyn	Oct 13 2022
S01 E08	Ohio Director of the Department of Development Lydia Mihalik	Nov 10 2022
S01 E09	HOPE Toledo President and CEO Rev. John Jones	Dec 08 2022

S01 E10	Rossford Schools Superintendent Dan Creps	Jan 12 2023
S01 E11	OACC President and CEO Jack Hershey	Feb 09 2023
S01 E12	Cherry Street Mission Ministries CEO and President Ann Ebbert	Mar 09 2023
S01 E13	One-Year Anniversary Podcast Special	Apr 13 2023
S01 E14	13abc Action News Anchor Kristian Brown	May 11 2023
S01 E15	City of Findlay Mayor Christina Muryn	Jun 08 2023
S01 E16	Connecting Kids to Meals President Wendi Huntley	Jul 13 2023
S01 E17	United Way of Greater Toledo President/CEO Wendy Pestrue, J.D.	Aug 10 2023
S01 E18	Owens Community College PTA Chair Dr. Sara Burke	Sep 14 2023

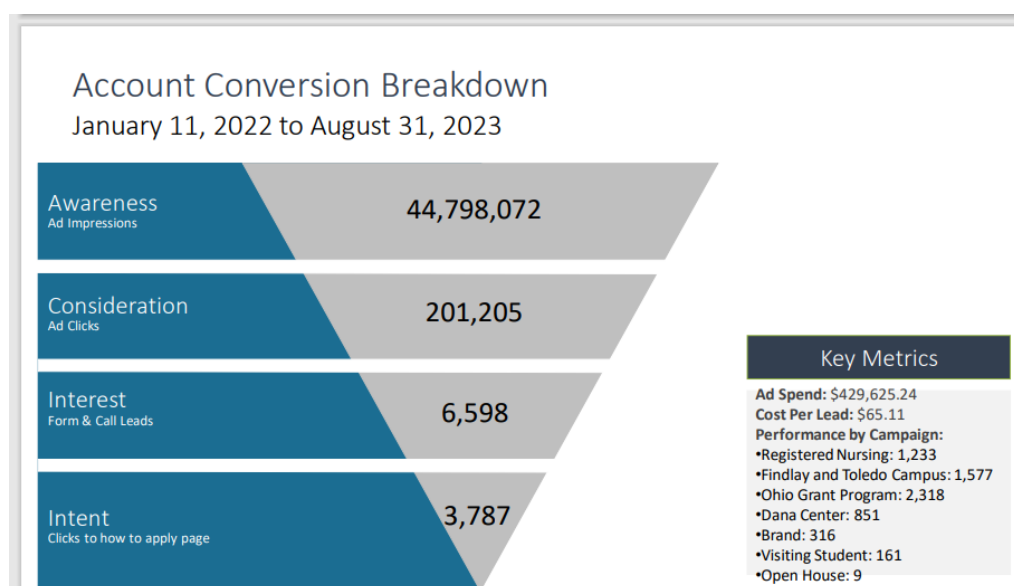
Owens Impact and Strategic Plan Mailing

In August, 2023, the Owens Impact and the Strategic Plan was mailed in red envelopes to over 4,000 stakeholders across the state. These stakeholders included state and local elected officials, alumni, donors, regional high school guidance counselors, industry partners, community partners, community organizations, vendors, and academic advisory boards. The goal of this mailing was two-fold. First, it enabled the College to introduce the Strategic Plan to the community. Second, the Owens Impact was positioned to drive awareness of the offerings and economic impact of the College in the region.

While the Owens Impact was developed as external collateral, it is also being used internally within the College as part of onboarding new employees, and deepening the understanding of the College's unique offerings within departments.

Digital Marketing

Digital marketing represents 52.2% of the College's marketing mix. The ultimate role of digital marketing is to fill the top of the enrollment funnel by garnering leads through targeted campaigns, search engine optimization, and rich content. Since January 11, 2022, digital campaigns have yielded 44,798,072 ad impressions (how many times an ad is displayed in front of the target audience), which yielded 210,205 ad clicks (when a person clicks on the digital ad), which led to 6,598 form and call leads (when a person completes an online form or the click-to-call button). This resulted in 3,787 clicks on the "apply now" area on the website. These leads are tracked by Admissions for follow up.



As Marketing continues to work with our Digital Marketing partner, Stamats, a plan is being developed to update the navigation and landing pages on the website to improve the user experience and continue to increase leads.

Billboards

The outdoor strategy is anchored by the I-75/I-475 static board that was purchased in 2021 after the location became available for the first time in 15 years. The location generates more than 500,000 impressions annually. With this board, the supplier adds a complementary oversized billboard at a location that rotates around the city of Toledo throughout the year. The I-75/I-475 board and its companion feature the nursing message to reinforce the College's position as the leader in healthcare education in northwest Ohio. This message rotates with other academic programs, transfer messages and general brand messages at other locations. We also have a digital billboard presence at locations that change weekly throughout the city of Toledo. These ads will generate more than 1.5 million ad impressions during the fiscal year.

In Hancock County and Putnam County, there's a mix of static and digital boards targeting high traffic locations. The anchor digital location is at Trenton and Fox across from Findlay High School. Other digital boards rotate locations throughout downtown Findlay. Static boards are placed along State Route 12 between Findlay and Fostoria as well as in Putnam County. All told, these boards generate about 400,000 impressions annually in that region

TV

We continue to advertise on TV with a focus on live TV strategy targeting mostly college football/NFL and local news to create more top-of-the-funnel awareness. The latest buys started Labor Day weekend and will continue throughout the fall and into the holiday season across multiple channels totaling 368 commercials.

The College Tour

As a support to the Strategic Objective of "Telling Our Story" Owens Community College will be the first Community College in the state of Ohio to be featured on the award-winning TV Show "The College Tour". The episode will be available to the College on October 16, 2023, and posted on The College Tour website on October 31, 2023, with the episode airing on 28 streaming services in February 2024. Each segment is told by the perspective of one of our students or alumni, and highlights our unique programs, support services, dedicated faculty, hands-on learning, and career opportunities, in his or her own words. This episode will raise the visibility of the College on a regional and national stage to focus on student success and highlight our role as an economic driver in the region.

Additionally, two stand-alone segments were created outside of The College Tour Episode by the production team. In the segment "Coffee with the President", the President shares her views on being "student ready" and the importance of the College to be ready for the students. In the segment "Ask Admissions", the Director of Admissions answers the question "Why come to Owens" and discusses resources available to students. These two strong vignettes will be posted publicly on the website this fall.

Internal Communication

The President serves as the leader for the Mission, Vision, and Values of the College. As such, it is important that the President is visible, transparent, and accessible to faculty and staff across both the Toledo-area and Findlay-area campuses.

State of the College

The State of the College address was delivered during Opening Week on August 21, 2023. The address was delivered in-person on the Findlay-area campus in the morning, and then delivered to the Toledo-area campus in the afternoon, with both in-person and virtual attendance options. The presentations served as the official launch of the new Strategic Plan both internally and externally. Progress on the Strategic Plan will be reported out regularly at the College Forum.

College Forum

President Somerville initiated the College Forum, as a result of her first semester (Fall 2021) listening sessions with employees. College Forum was created as an advisory body with the purpose of being a standing opportunity for communication and employee engagement; for discussion of college-wide matters and informational items to help assure transparency and involvement; it is not a decision-making body, yet the discussions help provide weight in some decisions. It is a large employee group of about 35 members. College Forum began in Spring 2022 and was just formalized in September 2023. As a pilot program, feedback was provided from members for continuous improvement, including format and content of agendas, and encouragement of all employees to join in such as submission of submit agenda items for discussion

College Forum ~ By the Numbers for 2022 and 2023

- 12 meetings
- College-wide Impact Items, such as: strategic enrollment plan rollout, Findlay taskforce report, overviews of budget and enrollment, a recap of the 2022 changes to compensation/benefits and the rollout of a pilot program for volunteer time-off.
- Improved or Explained Process Items, such as: remote work/unscheduled college closings; opt-in for inclement weather notices for non-campus students; grade submission process, textbook ordering, Blackboard course publications; classroom management; and commencement format.

President's Open Office Hours

President Somerville initiated open office hours with any interested employee who may want to schedule time with her during her first semester, Fall 2021. She has now completed two academic years with this employee engagement initiative. In the first academic year, there were 21 persons who attended the 15 hours designated (averaging 2 hours per one day per month) – most of the time was spent as a “meet and greet” and invitations to tour offices. In the second academic year, there were 8 persons who attended the 11 hours designated (averaging 2 or 1 hour per one day per month) and time was spent on employee-requested items. Total to-date: 29 persons who attended the 26 hours designated for office hours. This initiative continues into the Fall 2023 semester, with office hours announcements made via Onews, daily employee email.