



BOARD OF TRUSTEES MEETING

Wednesday, November 12, 2025

8:00 A.M.

Stark State College

6200 Frank Avenue NW

Third Floor, Room S304

North Canton, OH 44720



**STARK STATE COLLEGE
BOARD OF TRUSTEES MEETING
Wednesday, November 12, 2025 - 8:00 a.m.
Board Room S304**

ITEM	ENC.	ACTION	PRESENTER
I. Call to Order			E. Reolfi
II. Roll Call			E. Reolfi
III. Recognition of Visitors			E. Reolfi
IV. Public Requests			E. Reolfi
V. Agenda Changes			E. Reolfi
VI. Election of 2 nd Vice Chair			E. Reolfi
VII. Consent Agenda*		X	E. Reolfi
A. Minutes of Board Meeting on 10/8/25	7.1		
B. Personnel Actions	7.2		
C. Treasurer's Report	7.3		
VIII. New Business			
A. 15-11-02 Officers – 3rd of 3 Readings	8.1	X	P. Jones
B. Resolution to approve the 2025 Efficiency Report	8.2	X	P. Jones/K. Gardner
C. Resolution to approve the American Civic Literacy course effective Fall 2025	8.3	X	P. Jones/L. Gibson-Shreve
D. Strategic Plan 2026-2028	8.4	X	P. Jones
IX. President's Report			P. Jones
X. Chair's Report			E. Reolfi
XI. Communications			E. Reolfi
A. Security Report	11.1		
B. Out-of-State Travel Log	11.2		
C. Calendar of Board Activity Dates	11.3		
XII. Adjournment			E. Reolfi

*Confirmation of Consent Agenda items submitted by the President. Any item may be removed from the Consent Agenda by a Board member asking the Chair to consider the item separately

Record of Proceedings

Board of Trustees
Stark State College

North Canton, Ohio
October 8, 2025

REGULAR MEETING

The Board of Trustees held its regular monthly meeting on October 8, 2025 at Stark State College Main Campus.

CALL TO ORDER

Chair Elaine Russell Reolfi called the meeting to order at 8:04 a.m.

ROLL CALL

The following board members were present: Elaine Russell Reolfi (in person), Tracy Carter (virtually), Harun Rashid (in person), Michael Wheeler (in person), Fonda Williams (virtually), Jennifer Stamp (in person) and Patricia Wackerly (in person).

The following board members were not in attendance: Jason Dodson and Jeffery Walters.

The following administrators were present: Para Jones, Kevin Gardner, Lada Gibson-Shreve, Melissa Glanz, and Rich Greene.

RECOGNITION OF VISITORS

The following visitors were present: Rebecca Danner, Curtis Clevenger, Collyn Floyd and Teri Ross.

PUBLIC REQUESTS

None.

AGENDA CHANGES

None.

CONSENT AGENDA

Trustee Rashid moved to consider and approve the Consent Agenda. Trustee Williams provided the second for the motion.

The vote was called. The Consent Agenda was approved unanimously and included the following: *Minutes of the August 13, 2025 board meeting; Personnel Actions; and Treasurer's Report.*

NEW BUSINESS

15-11-02 OFFICERS – 2nd of 3 Readings

President Jones shared that the Officers policy is being amended to match our current practice of officers serving two-year terms. This is the second of three readings before the policy will be approved by the Board of Trustees.

BUDGET REVISION #1

CFO Kevin Gardner explained that the original budget was approved back in May. The current budget is tracking very well with positive improvements. Enrollment is tracking well and expected to continue this spring. Expenses are also in line. Adjustments have been made for travel, and the overall surplus is expected to be \$104,000 in this budget revision.

2nd Vice Chair Carter moved to approve the Budget Revision #1. Trustee Williams provided the second for the motion. The motion was unanimously approved.

PRESIDENT'S REPORT

In addition to the written report, the following updates were shared by President Jones:

- President Jones thanked the trustees who attended the Ohio Department of Higher Education training in Columbus on September 18. We had nearly 100% attendance.
- President Jones thanked Trustee Wackerly for her participation in the recent meeting with Hilscher-Clarke. PNC President Joe Luckring reached out to the College and assisted in getting this meeting set up. The meeting went very well, and we are currently discussing a potential certificate for a data center engineer.
- President Jones shared that we were excited to have national speaker Dave Nelsen on main campus to talk about Artificial Intelligence. He did an excellent job, and we had many faculty, staff and community members in attendance.

CHAIR'S REPORT

- Chair Reolfi reminded the trustees that they will be receiving an email this month with information on their annual ethics training. The training should be completed by November 30 and is required by the Ohio Ethics Commission.
- Chair Reolfi informed the trustees that there will be a December 10 board meeting, which should be brief. The board typically does not meet in December; however, it will be necessary to meet.

COMMUNICATIONS

- Board members reviewed the upcoming calendar of events in Exhibit 10.3.

ADJOURNMENT

At 8:50 a.m., Trustee Wheeler moved to adjourn. Trustee Stamp provided the second for the motion. The motion carried.

Elaine Russell Reolfi
Chair, Board of Trustees
October 8, 2025

Para M. Jones, Ph.D.
President
October 8, 2025

PERSONNEL ACTIONS
Board Agenda
November 12, 2025

NEW HIRES AND EMPLOYEE STATUS CHANGES

Name	Title	Department	Rate	Effective Date	Comments
Beitzel, Timothy	Adjunct Instructor - RN Program	Nursing	\$56.34/Hour	8/25/2025	Additional role / Non-benefit eligible
Etzler, Jack	Tutor Writing Center (PT)	English	\$17.23/Hour	10/2/2025	Non-benefit eligible
Evans, Eric	CDL Training Manager	Automotive, Transportation and CDL	\$78,657/Annual	10/27/2025	Replacement
Fernandez, Lindsey	Instructor, PN Nursing	Nursing - PN	\$53,202/Annual	10/20/2025	Replacement
Fischbach, Stephanie	Instructor/Program Coordinator, RN Completion for the Paramedic	Nursing	\$69,451/Annual	10/20/2025	Replacement
Fras, Nathan	PT Administrative Assistant I (PT)	Automotive, Transportation and CDL	\$15.68/Hour	10/22/2025	Replacement / Non-benefit eligible
House, Naomi	NEOWIN Impact Advisor	Nursing	\$74,752/Annual	9/29/2025	Grant restricted position
Johnson, Lisa	Adjunct Instructor - Practical Nursing Program	Nursing	\$56.34/Hour	9/29/2025	Additional role / Non-benefit eligible / 2nd 8 weeks
Knight, Faith	Adjunct Instructor - Practical Nursing Program	Nursing	\$56.34/Hour	8/25/2025	Additional role / Non-benefit eligible
Loftus, Lindsey	Vice President of Advancement	Marketing, Advancement & Partnerships	\$159,000/Annual	11/3/2025	Replacement
McCracken, Brittany	Instructor, Nursing	Nursing	\$50,327/Annual	11/3/2025	Replacement
Ramsey, Ashley	NEOWIN Impact Advisor	Nursing	\$73,630/Annual		Grant restricted position
Revlock, Therese	Professor of Communication, Humanities & Reading	Communication, Humanities & Reading	\$75,129/Annual	10/1/2025	Returned to faculty position after Title III Grant non-renewal
Schloneger, Elliot	Automotive Lab Technician	Automotive, Transportation and CDL	\$21.68/Hour	10/27/2025	Replacement

RETIREMENTS/SEPARATIONS

Name	Title	Department	Effective Date
Arce, Nikkiann	Adjunct Instructor, Instructional Assistant	Physical Therapy Assistant	2/14/2025
Clos, John	Campus Security Officer	Security	10/6/2025
Doerrer, Mason	Tutor	Chemistry	11/6/2025
Evans, Lillian (Retired)	Administrative Assistant III	Business & Finance	12/1/2025
Miller, Amanda	Adjunct Instructor	Massage Therapy	10/23/2025
Miller, Mark	Maintenance Supervisor	Physical Plant	10/17/2025
Putman, Cynthia (Retired)	Satellite Coordinator	Outreach/Satellites	12/31/2025
Randle, Maia	NEOWIN Impact Grants Data Specialist	Nursing	10/9/2025
Sensel, Edward	Adjunct Instructor	Emergency Services	9/26/2025
Stefanick, Nadine (Retired)	Financial Aid & Registration Specialist	Registration	12/31/2025
Walker, Allen	Custodian	Physical Plant	10/19/2025

**Summary Notes for Treasurer's Report
Stark State College
For the Month Ended September 30, 2025
Fiscal Year 2026**

- Revenues were higher due to the strong summer enrollment and the fall tuition increase. Appropriations were higher due to increased State Share of Instruction.
- Labor costs were similar to last year due to controlled spending on summer classes and current year vacancies. Benefits were higher due to the annual health care premium increase.
- The cost of supplies, travel and communications increased, while maintenance, services and equipment costs were lower than last year.
- Revenues and expenses continue to be in line with the budget.

STARK STATE COLLEGE
Statement of Revenues and Expenditures
Unrestricted Educational & General
For the 3 Months Ended September 30, 2025 and 2024

Original Budget

	Current Year			Prior Year		
	Current Annual Budget	Activity To Date	% Of Annual Budget	Prior Annual Budget	Activity To Date	% Of Annual Budget
REVENUES:						
State Appropriation	\$31,617,450	\$8,265,960	26.1%	\$32,410,285	\$8,102,571	25.0%
Student Fees	38,294,449	19,529,689	51.0%	35,900,836	18,223,596	50.8%
Private Gifts, Grants & Contracts	385,000	107,366	27.9%	350,000	3,690	1.1%
Governmental Grants & Contracts	0	0	0.0%	0	0	0.0%
Sales & Services: Educational Activities	19,000	2,729	14.4%	19,000	2,967	15.6%
Indirect Costs	236,873	57,356	24.2%	236,000	34,365	14.6%
Other Sources	3,437,520	956,950	27.8%	3,223,358	1,546,238	48.0%
Total Revenues	\$73,990,292	\$28,920,050	39.1%	\$72,139,479	\$27,913,427	38.7%
OTHER ADDITIONS:						
Transfers in	50,000	24,193	48.4%	50,000	0	0.0%
Total Revenues & Other Additions	\$74,040,292	\$28,944,243	39.1%	\$72,189,479	\$27,913,427	38.7%
EXPENDITURES:						
Personnel Services	\$37,027,054	\$6,727,127	18.2%	\$36,162,103	\$6,704,135	18.5%
Employee Benefits	13,592,417	3,011,455	22.2%	12,667,256	2,962,381	23.4%
Supplies	1,321,010	191,120	14.5%	1,547,336	172,749	11.2%
Travel	471,908	81,952	17.4%	406,960	79,607	19.6%
Information & Communications	2,164,500	593,774	27.4%	2,005,043	401,790	20.0%
Maintenance & Repairs	3,554,080	630,224	17.7%	3,797,754	681,115	17.9%
Miscellaneous	11,288,472	1,344,366	11.9%	12,242,916	1,707,731	13.9%
Mahoning Campus Startup Costs	1,400,000	0	0.0%	0	0	0.0%
Capital Equipment	445,732	74,048	16.6%	690,000	137,964	20.0%
Total Expenditures	\$71,265,173	\$12,654,066	17.8%	\$69,519,368	\$12,847,473	18.5%
OTHER REDUCTIONS:						
Mandatory Transfers	\$0	\$0	0.0%	\$0	\$0	0.0%
Non-Mandatory Transfers:	2,775,119			2,670,111		
Technology Fee		591,927 ¹			603,596	
Facilities Fee		845,611 ²			862,280	
Other (Scholarships/Grants)		0 ³			0	
Non-Mandatory Transfers		\$1,437,538	51.8%		\$1,465,876	54.9%
Total Expenditures & Other Reductions	\$74,040,292	\$14,091,604	19.0%	\$72,189,479	\$14,313,349	19.8%
NET INCREASE (DECREASE) IN FUND BALANCE	\$0	\$14,852,639		\$0	\$13,600,078	
Reserves						
Reserve, 6/30/25 [PRELIMINARY]	\$54,035,509	Days in Reserve 277		Committed Reserves:		
Less committed Reserves	(7,443,304)			Akron	522,159	
Anticipated Operating Surplus	0			Hoover	0	
Anticipated Bookstore Net Income (from Pg. 5)	50,000			Barberton	0	
Unencumbered Reserve, 6/30/26	\$46,642,205	239		CDL	0	
				Alliance	0	
				White Pond	0	
				Access	6,921,145	
				Total	7,443,304	
Non-Mandatory Transfers						
	Beginning Balance	Transferred In	Expended	Remaining Balance		
¹ Technology Fee	\$556,700	\$591,927	\$0	\$1,148,627		
² Facilities Fee	\$3,812,446	\$845,611	\$160,347	\$4,497,710		
³ Other (Scholarships, TRIO, UBMS)	\$0	\$0	\$0	\$0		
	\$4,369,146	\$1,437,538	\$160,347	\$5,646,338		

STARK STATE COLLEGE.
Consolidated Balance Sheet
Current & Endowment Funds
As of September 30, 2025 and 2024

	Current Year						Prior Year					
	<u>Unrestricted</u> Educational and General	<u>Auxiliary</u> Enterprise	<u>Restricted</u>	<u>Endowment</u>	<u>Interfund</u> <u>Eliminations</u>	<u>Totals</u> <u>(Memorandum</u> <u>Only)</u>	<u>Unrestricted</u> Educational and General	<u>Auxiliary</u> Enterprise	<u>Restricted</u>	<u>Endowment</u>	<u>Interfund</u> <u>Eliminations</u>	<u>Totals</u> <u>(Memorandum</u> <u>Only)</u>
ASSETS:												
Cash & Short-term investments	20,508,288	\$14,564	0	119,533		20,642,384	15,859,036	\$19,304	0	119,533		15,997,873
Insurance Reserve (Health & Dental)	3,049,769					3,049,769	1,963,923					1,963,923
Accounts receivable	14,712,562	(2,397)	104,064			14,814,229	14,522,450	1,932	183,417			14,707,799
Inventory	0	907,723				907,723	0	902,835				902,835
Prepaid & Deferred expenses	754,920	153,212	50			908,182	505,161	111,191	0			616,352
Other receivables	5,783,197	86,191	1,294,794			7,164,182	6,070,554	78,833	803,750			6,953,136
Long-term investments	40,144,754					40,144,754	38,758,564					38,758,564
Interfund Advances:												
Due from Educational & General Fund		12,199,326	667,043	406,863	(13,273,232)	0		12,105,958	902,160	358,546	(13,366,664)	0
Total Assets	\$84,953,490	\$13,358,618	\$2,065,951	\$526,396	(\$13,273,232)	\$87,631,224	\$77,679,688	\$13,220,054	\$1,889,326	\$478,079	(\$13,366,664)	\$79,900,484
LIABILITIES:												
Accounts Payable	\$328,854	\$1,867	\$593			\$331,315	\$109,804	\$8,745	\$25,150			\$143,700
Payroll, accrued wages, wthholdings & deductions	701,683	0	0			701,683	608,747	0	0			608,747
Accumulated sick leave & vacation	1,065,750	21,257				1,087,007	939,259	18,258				957,517
Accrued health & dental benefits	747,009					747,009	724,009					724,009
Accrued retirement liability - current	530,335					530,335	144,923					144,923
Insurance claims	1,304,831					1,304,831	1,180,458					1,180,458
Other installment purchases	0	0				0	54,856	0				54,856
Deferred leases	5,339,073					5,339,073	5,229,175					5,229,175
Other payables & accrued expenses	212,261	36	5			212,302	185,730	36	0			185,766
Deferred revenues	40,000					40,000	54,196					54,196
Interfund advances:												
Due to Auxiliary Enterprise Fund	12,199,326				(12,199,326)	0	12,105,958				(12,105,958)	0
Due to Current Restricted Fund	667,043				(667,043)	0	902,160				(902,160)	0
Due to Loan Fund	4,279					4,279	6,844					6,844
Due to Endowment Fund	406,863				(406,863)	0	358,546				(358,546)	0
Due to Plant Fund	5,607,225					5,607,225	4,958,283				0	4,958,283
Total Liabilities	29,154,532	23,160	598	0	(13,273,232)	15,905,058	27,562,948	27,039	25,150	0	(13,366,664)	14,248,473
Fund Balances:												
Unappropriated	53,352,449	13,335,458	2,065,353	526,396		69,279,656	47,670,232	13,193,015	1,864,176	478,079		63,205,502
Appropriated	2,446,509					2,446,509	2,446,509					2,446,509
Total Fund Balances	55,798,958	13,335,458	2,065,353	526,396		71,726,165	50,116,741	13,193,015	1,864,176	478,079		65,652,011
Total Liabilities & Fund Balances	\$84,953,490	\$13,358,618	\$2,065,951	\$526,396	(\$13,273,232)	\$87,631,224	\$77,679,688	\$13,220,054	\$1,889,326	\$478,079	(\$13,366,664)	\$79,900,484

STARK STATE COLLEGE
Balance Sheet
Current Funds: Unrestricted Educational & General
As of September 30, 2025 and 2024

	Current Year	Prior Year
ASSETS:		
Cash & Short-term investments	20,508,288	15,859,036
Insurance Reserve (Health & Dental)	3,049,769	1,963,923
Accounts receivable	14,712,562	14,522,450
Prepaid & Deferred expenses	754,920	505,161
Other receivables	5,783,197	6,070,554
Long-term investments	40,144,754	38,758,564
Interfund Advances:		
Total Assets	<u>\$84,953,490</u>	<u>\$77,679,688</u>
LIABILITIES:		
Accounts Payable	\$328,854	\$109,804
Payroll, accrued wages, withholdings & deductions	701,683	608,747
Accumulated sick leave & vacation	1,065,750	939,259
Accrued health & dental benefits	747,009	724,009
Accrued retirement liability - current	530,335	144,923
Insurance claims	1,304,831	1,180,458
Other installment purchases	0	54,856
Deferred leases	5,339,073	5,229,175
Other payables & accrued expenses	212,261	185,730
Deferred revenues	40,000	54,196
Interfund advances:		
Due to Auxiliary Enterprise Fund	12,199,326	12,105,958
Due to Current Restricted Fund	667,043	902,160
Due to Loan Fund	4,279	6,844
Due to Endowment Fund	406,863	358,546
Due to Plant Fund	5,607,225	4,958,283
Total Liabilities	<u>\$29,154,532</u>	<u>\$27,562,948</u>
Fund Balances:		
Unallocated	53,352,449	47,670,232
Allocated	2,446,509	2,446,509
Total Fund Balance	<u>55,798,958</u>	<u>50,116,741</u>
Total Liabilities & Fund Balance	<u>\$84,953,490</u>	<u>\$77,679,688</u>
Changes in Fund Balance:		
Beginning Fund Balance:		
Unappropriated [included in RESERVE]	\$38,499,811	\$34,070,154
Appropriated [included in RESERVE]	2,446,509	2,446,509
Additions & Reductions:		
Current Year Revenues & Transfers in	28,944,243	27,913,427
Current Year Expenditures & Transfers out	(14,091,604)	(14,313,349)
Net increase (decrease)	14,852,639	13,600,078
Ending Fund Balance	<u>\$55,798,958</u>	<u>\$50,116,741</u>

STARK STATE COLLEGE

Balance Sheet

Current Funds: Auxiliary Enterprises - Bookstore & Culinary Sales

As of September 30, 2025 and 2024

	Current <u>Year</u>	Prior <u>Year</u>
ASSETS		
Cash	\$14,564	\$19,304
Book Inventory	622,248	634,679
Supply Inventory	285,475	268,156
Receivables/Deposit Ch Sales	(2,397)	1,932
Other Receivables	86,191	78,833
Prepaid Expenses	153,212	111,191
Due from Educational & General Fund	12,199,326	12,105,958
Total Assets	<u><u>\$13,358,618</u></u>	<u><u>\$13,220,054</u></u>
 LIABILITIES AND FUND BALANCE:		
Accounts payable	\$82	\$5,214
Sales Tax Payable	1,785	3,531
Accrued Expenses	36	36
Wages, Vacation & Sick Benefits Payable	21,257	18,258
Fund Balance	13,335,458	13,193,015
Total Liabilities & Fund Balance	<u><u>\$13,358,618</u></u>	<u><u>\$13,220,054</u></u>
 Changes in Fund Balance:		
Beginning Fund Balance:		
Unappropriated [Included in RESERVE]	<u>\$13,089,189</u>	\$13,150,067
 Current Year Income	1,603,519	1,576,863
Current Year Expenses	<u>(1,357,250)</u>	<u>(1,533,915)</u>
Net Income	246,269	42,948
 Ending Fund Balance	<u><u>\$13,335,458</u></u>	<u><u>\$13,193,015</u></u>
 Projected Net Income	<u><u>\$50,000</u></u>	

STARK STATE COLLEGE
Balance Sheet
Current Funds: Restricted
As of September 30, 2025 and 2024

	<u>Current Year</u>	<u>Prior Year</u>
ASSETS:		
Federal Department Receivables	\$104,064	\$183,417
Other Receivables	1,294,794	803,750
Prepaid Expenses	50	0
Due from Educational & General Fund	667,043	902,160
Total Assets	<u><u>\$2,065,951</u></u>	<u><u>\$1,889,326</u></u>
 LIABILITIES AND FUND BALANCE:		
Accounts Payable	\$593	\$25,150
Accrued Expenses	5	0
Fund Balance	2,065,353	1,864,176
Total Liabilities & Fund Balance	<u><u>\$2,065,951</u></u>	<u><u>\$1,889,326</u></u>
 Changes in Fund Balance:		
Beginning Fund Balance		
Unexpended	\$2,970,787	\$1,238,392
Additions & Reductions:		
Current Year Revenues & Transfers in	8,420,457	9,696,940
Current Year Expenditures & Transfers out	(9,325,892)	(9,071,156)
Unexpended	<u><u>\$2,065,353</u></u>	<u><u>\$1,864,176</u></u>

STARK STATE COLLEGE
Balance Sheet
Endowment Fund
As of September 30, 2025 and 2024

	<u>Current Year</u>	<u>Prior Year</u>
ASSETS:		
Investments (SSC Foundation -TKM)	\$119,533	\$119,533
Due from Educational & General Fund	406,863	358,546
Total Assets	<u><u>\$526,396</u></u>	<u><u>\$478,079</u></u>
FUND BALANCES:		
Fred Campbell (Accounting)	\$1,000	\$1,000
Wixcey (Accounting)	3,000	3,000
Lucas (Accounting)	1,804	1,804
Jack Speyer (Accounting)	3,424	3,424
Robert Ray Memorial	2,375	2,375
Belden Village Merchants	352	352
Edgar H. Sloane Scholarship	14,263	14,263
Margaret E. Raridan Scholarship	59,096	59,096
Virgil D. Steiner Scholarship	7,750	7,750
Timken Foundation Scholarship	406,863	358,546
Presidential Scholarship	26,470	26,470
Total Fund Balance	<u><u>\$526,396</u></u>	<u><u>\$478,079</u></u>
Changes in Fund Balance:		
Beginning Fund Balance		
Unappropriated	\$506,709	\$466,076
Additions & Reductions:		
Unappropriated Revenue & Transfers in	20,078	12,354
Current Year Expenditures & Transfers out	(392)	(352)
Ending Fund Balance	<u><u>\$526,396</u></u>	<u><u>\$478,079</u></u>

NEW/REVISED STARK STATE COLLEGE POLICY

Name of Policy: 15-11-02 Officers

Approved by President's Cabinet on: N/A

New/Revised: Revised

History of the issue: This policy was revised to change the officers' terms to two years, which matches our practice. The attorney general's office reviewed and approved the policy revision.

CURRENT/PROPOSED WORDING

POLICY:

The officers of the Board of Trustees shall consist of a Chair, a First Vice-Chair, Second Vice-Chair and a Secretary to the Board.

- (A) Election of officers. Election of officers shall be held at the August meeting of the Board of Trustees or first meeting thereafter if there is no August meeting. All officers shall take office at the adjournment of the meeting at which they were elected and shall hold office for a term of ~~one~~ **two** years and until their successors are elected and qualified. The Chair, First Vice-Chair and Second Vice-Chair are eligible for re-election to their respective offices for up to three consecutive terms. If a vacancy occurs for either the Chair, First Vice-Chair, Second Vice-Chair, or any officer is unable or unwilling to serve a full term and such vacancy occurs more than 60 days prior to the August meeting, then the Board shall hold a special election for such office, which may be held at the next regular or special meeting of the Board of Trustees. The Chair, First Vice-Chair and Second Vice-Chair must be members of the Board of Trustees. The Secretary may be a member of the Board of Trustees or the President or the President's designee. The Secretary may serve unlimited terms.
- (B) Duties of the Chair. The Chair shall preside at all meetings of the Board of Trustees, appoint or provide for the election of individuals to serve in advisory capacities for special objectives of an ad-hoc basis, and perform such other duties as may be prescribed by law or action of the Board of Trustees.
- (C) Duties of the First Vice-Chair. The First Vice-Chair shall preside at meetings of the Board of Trustees in the absence of the Chair and perform such other duties as may be assigned by the Board. The First Vice-Chair will be the immediate next Chair.
- (D) Duties of the Second Vice-Chair. The Second Vice-Chair shall preside at the meetings of the Board of Trustees in the absence of the Chair and/or First Vice-Chair and perform such other duties as may be assigned by the Board. The Second Vice-Chair will be the immediate next First Vice-Chair.

- (E) Duties of the Secretary. The Secretary shall keep a correct journal of all proceedings, cause the agenda and other pertinent materials to be distributed to Board members prior to regular meetings, and perform all other duties imposed by statute.
- (F) Presiding Officer, Chair, First Vice-Chair and Second Vice-Chair absent. In the absence of the Chair, First Vice-Chair and Second Vice-Chair the Board shall by majority vote, choose a chair pro tem.

Resolution
To Approve the 2025 Efficiency Report
November 12, 2025

WHEREAS, the State's biennial budget established in Am. Sub. H.B. 64 of the 131st General Assembly required a report in response to the Governor's Task Force on Affordability and Efficiency in Higher Education which was created pursuant to Executive Order 2015-01K; and

WHEREAS, the subsequent State Budget bill, Am. Sub. H. B. 49 of the 132nd General Assembly, requires that the board of trustees of each public institution of higher education approve the institution's efficiency report submitted to the Chancellor; and

WHEREAS, various other provisions related to textbook affordability require reporting, and the Chancellor has determined that it is most efficient to include these new requirements in the annual efficiency report; and

WHEREAS, The College has prepared the required report using the template format provided by the Chancellor, and has included additional narrative as it has determined will best explain the completeness of the report and how it meets all requirements of the law;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Stark State College does hereby accept and approve the 2025 Efficiency Report to the Chancellor of Higher Education.

This resolution is being enacted on this 12th day of November, 2025.

Elaine Russell Reolfi
Chair, Board of Trustees

Para M. Jones, Ph.D.
President

Treasurer's Notes

2025 Statewide Efficiency Report

11/12/2025

- The questions about FY25 were not given to the institutions until September 24, 2025 which was after the end of FY25. The questions were simplified from prior year reports. There were no new requirements to be reported this year due to changes in law.
- The Chancellor is using the annual efficiency report to ask about our use of benchmarking to inform our operations about efficiencies across the industry. The benchmarks we highlighted include our use of Cost per FTE comparisons and Strategic Staffing measures.
- The College has been actively pursuing collaboration with other regional institutions on a regular basis. These activities were reported under the Regional Compacts section. Our previous response was adequate, and the Chancellor did not require a more formal connection to the Regional Compact of which we are a member. As such, we are reporting in a similar manner.
- Three of the four categories in the Textbook Affordability section increased in cost to the students from last year (New Textbooks, Used Textbooks and Rental Textbooks). We continue to expand the use of OER materials and Inclusive Access.
- The Chancellor has asked for additional best practices not covered in the other questions. We highlighted six, ranging from how we review vacancies, links to our strategic initiatives, our 21st Century Classrooms, conversion of computer labs to dual use, our Independent Study cost structure and use of the Academic Affairs strategic staffing spreadsheet.



FY25 Efficiency Reporting Template

Introduction:

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an “Efficiency Advisory Committee” that includes an “efficiency officer” from each state institution of higher education (IHE). Each IHE must then provide an “**efficiency report**” updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

There are a number of topics that are required to be addressed per the Ohio Revised Code. Specifically, ORC Section 3333.951(C) requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution. ORC 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services and report their findings to the Efficiency Advisory Committee. ORC 3345.59(E) requires information on efficiencies gained as a result of the “regional compacts” created in 2018.

The reporting template also requests information regarding college debt and debt collection practices, among other things.

Your Efficiency Report Contact: **Alex Penrod**, Special Assistant to the Chancellor for External Affairs, 614-995-7754 or apenrod@highered.ohio.gov. Please provide your institution’s efficiency report by **Friday, November 21, 2025** via email.



As in previous years, the Efficiency Reporting Template is structured into the following sections:

- **Section I: Efficiency and Effectiveness** – This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, with an emphasis on actions taken to reduce the costs to students of textbooks, including the options of Inclusive Access and Open Educational Resources.
- **Section III: Additional Practices** – This section requests information about ways to create efficiencies that have not been captured in the previous sections.

For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)
- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.



Stark State College

Section I: Efficiency and Effectiveness

Benchmarking

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

1. Other than HEI, what other data, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses?

Stark State College (the College, SSC) benchmarks its cost per FTE against the cost per FTE by functional expense category for the other 2-year colleges in Ohio using the Resource Analysis reports and the HEI system reports as the data becomes publicly available. The proper balance between instructional and noninstructional expenses will vary from institution to institution due to structure, funding and purpose. Our assessments are geared toward delivering the best quality education at the lowest cost in order to meet our stewardship obligation. Our goal is to be in the top 5 lowest-cost per FTE 2-year institutions in Ohio. The College also closely monitors average class size and the number and modality of sections offered to both control instructional costs and to preserve access to coursework needed to complete credentials in a timely manner. Academic Affairs produces a strategic staffing spreadsheet each semester to ensure that staffing levels are being achieved in the respective academic departments.

2. How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

This data is used to validate the reasonableness of our decisions about allocating resources for facilities and labor, which are the vast majority of the costs of a community college. The summary of cost per FTE for FY2023, the most recent year available is attached. As previously noted, Academic Affairs produces a strategic staffing spreadsheet each semester to ensure that staffing levels are being achieved in the respective academic departments. It is used to ensure that staffing levels meet program accreditation and HLC accreditation standards. If a program isn't meeting staffing standards, the replacement position is brought to EC for review and approval. As faculty positions become available, they are reviewed using the data to determine if the



replacement is needed in that program or if the position is needed in a different program and funding can be moved to that program. All positions are brought to EC for review and approval.

Facilities Planning

1. Has your institution changed the use of campus space to reduce costs and increase efficient use of capital resources? If so, please describe. Approximately how many buildings have been affected and what is the projected average annual savings of the efforts?

The College continues to evaluate opportunities to lease unused or underutilized space to generate revenue to help offset operating costs. SSC is currently moving forward to relocate a portion of a program from a leased facility into the college-owned facility by the end of the current fiscal year. Additionally, the decision was made to keep an owned satellite location open instead of selling the property and relocating the activities to the main campus, to support the local schools which have joint activities with the College and to maintain lecture space for an existing academic program. In addition, we have leased unused space generating nearly \$60,000 annually for the College.

The College continued to expand the use of what it calls 21st Century classrooms, which allow it to schedule in-person teaching on one campus and have remote students at a satellite location. This increases the number of students in a single section, and reduces the cost of labor. Management believes the cost savings compared to running the same course in two locations with separate instructors is over \$200,000 annually.

2. What benchmarks or data sources does your institution use to assess demand for physical space?

The College monitors the enrollment in our programs and degree pathways to ensure sufficient space is available.

Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio's public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:



(E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced as a result of each compact to which the institution belongs.

Specific to the Regional Compact in which your institution is a member, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	The College assessed duplication of programs as part of ODHE's five-year reporting process. Cuyahoga Community College, Lorain County Community College, Lakeland Community College, and North Central State College are not close in proximity to Stark State. SSC's students wouldn't drive the distance required to attend one of our duplicated programs at their locations; therefore, we don't consider them to be duplicated programs. Kent State-Stark only has one associate degree program that is similar to Stark State. SSC offers a transfer degree in Criminal Justice whereas they offer an AAS degree in Criminal Justice. Students attend Stark State for the degree due to the lower tuition, ability to transfer to numerous colleges with the degree, and the quality of the program. SSC offers over 17 articulation agreements with Kent State-Stark in support of our partnership. The College reduced the following programs over the last year: Professional Digital Reporter Career Enhancement Certificate, Professional Digital Editor Career Enhancement Certificate, Industrial Technology – CAD/CAM Specialist (Computer-Aided Drafting/Computer-Aided Machining, Industrial Technology - Mechanical Drive Systems Career Enhancement Certificate, Industrial Technology - Automation and Robotics Specialist Career Enhancement Certificate, Automotive Detailing Career Enhancement Certificate, Civil Engineering Technology – Construction Technician Career Enhancement Certificate, and Electrical/Electronic Engineering Technology - Electrical/Electronic Troubleshooting Career Enhancement Certificate.
Implementing strategies to address workforce education needs of the region	The College assesses the needs of workforce through its program advisory committees, involvement in the community, and requests for positions through Academic Affairs and Workforce Development. The College adds and modifies curriculum to meet changing employment needs in its career fields, licensure requirements, and credential



	requirements. SSC inactivates curriculum if it isn't meeting the needs of our service-district or has resulted in low enrollment. Leadership meets with hospitals, businesses, and other industries to discuss their workforce needs and identify ways that SSC can address them. For example, the College partnered with Summa Health on their SMART Start program and Akron Children's Hospital on their Career Launch program, Amazon, Ariel Inc., and Plumbers and Pipefitters unions. Employees at workforce partners are enrolled in SSC degree programs as part of the programs offered to them. Stark State also supports prior learning assessment as a means to support workforce educational needs. Examples of prior learning assessment include earned licensure/certifications, ITAGs, MTAGs, etc. SSC also offers apprenticeships, non-credit courses, and CEUs as part of workforce education. The College recently received a grant in nursing to assist with increasing the percentage of underrepresented students in the field.
Sharing resources to align educational pathways and to increase access within the region	The College is increasing the number of CCP pathways, Career Tech pathways and university transfer articulation agreements. It has also submitting/resubmitting courses for approval for OT36, TAG, CTAG, MTAG, ITAG, and OGTP. SSC has partnerships in Canton for Early College High School and with Akron Public Schools by being a sister college. We have a 3+1 agreement with Kent State for business management. We also partner with NEOMED so students can start their first two years in pre-pharmacy at Stark State and apply directly to NEOMED's pharmacy program. We partner with Ohio Department of Youth Services to offer courses.
Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region	The College shares proprietary Cost/FTE data with colleges in the Compact to identify cost drivers that may be out of line with our peers. SSC partners with Clark State to offer a joint judicial affairs degree program as well as certificates. SSC shares a physical library with Kent State-Stark campus. It also supports Kent State-Stark students publishing in the Stark Voices newsletter due to Kent State-Stark no longer offering a Writing Center for their students. SSC also partners with Kent State-Stark on a joint Student Leadership Academy as well as campus supported student events. The College utilizes open education resources in classes where it is supported and also offers a textbook lending library for students. SSC partners with University of Akron on a Direct Connect program that permits students to enroll in both institutions in order to streamline admission. SSC also has a tuition reciprocity agreement with Kent State-Stark.



Enhancing career counseling and experiential learning opportunities for students	The College offers career fairs on campus that link students to employers within their respective fields. SSC participates in the Northeast Ohio regional job fair. SSC partners with Kent State-Stark on a student leadership academy. Students are offered the opportunity for mock interviews to support their employment skills. SSC also offers apprenticeship, service-learning, job shadowing, student teaching, practicum, directed practice, fieldwork, and clinical rotations for students. Students enroll into career communities at the College and receive career counseling from Career Services to assist with selection of major. They can also use Handshake and Career Coach software in Career Services to assist with career plans. Students receive hands-on experience in the massage clinic and dental clinic.
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	The College partners with many high schools for College Credit Plus. SSC provides tours to middle school and high school students and discusses possible career pathways with them. SSC also partners with Summit Education Initiative, Stark Education Partnership, Team NEO, Educational Services Center, Early College High School with Canton City Schools, Career Tech Centers, and Akron Public Schools as a sister college.
Other initiatives not included above	The College partners with SCORE and the Stark County Dental Society by providing dedicated space on campus. SSC also partners with the local Community Care Team in support of referrals for student mental health and community resources.

Co-located Campuses

ORC Section 3333.951(B) requires Ohio's co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

(B) Each state institution of higher education that is co-located with another state institution of higher education annually shall review best practices and shared services in order to improve academic and other services and reduce costs for students. Each state institution shall report its findings to the efficiency advisory committee established under section [3333.95](#) of the Revised Code. The committee shall include the information reported under this section in the committee's annual report.



Co-located campus: Stark State College

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service
Academic	The College shares academic library space, materials, and online library services.	No Change
Academic	Each semester, the institutions hold a meeting focused on academic advising topics, updates that are important for each campus to know, and discuss ways to advance the partnership as a means to help facilitate communication and information sharing between co-located partners. The institutions keep each other updated on programmatic changes resulting in changes to transfer pathways.	No Change
Academic	The institutions partner for student events, Student Leadership Academy, and publication of Stark Voices for students.	No Change
Academic	SSC and KSU-Stark share a common walking trail.	No Change
Best Practice	Employees and students can use KSU-Stark's recreational center	No Change
Security	The security teams at Stark State and KSU-Stark work together to keep each other informed of events and/or situations on and around our campuses. These teams hold regular, formalized meetings to review and discuss procedures, campus safety, needs, concerns, and potential solutions to best serve our students and campus populations.	No Change



Section II: Academic Practices

This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

Textbook Affordability

Textbook Cost Study and Reducing Textbook Costs for Students

ORC Section 3333.951(D) requires Ohio's public colleges and universities to do the following on an annual basis:

(D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution, and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

ORC Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students.

(C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Your institution's submission of information via the annual Efficiency Report is used to satisfy these statutory requirements. **Please attach one spreadsheet with two tabs.** The first tab should include the analysis of textbook costs developed by your institution as shown in Table 1 below. The second tab should include the analysis of the number of courses that utilized other sources of information as shown in Table 2 below.

Table 1	
Category	Amount



Average cost for textbooks that are new	
Average cost for textbooks that are used	
Average cost for rental textbooks	
Average cost for eBook	

Table 2	
Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	
Exclusively used OER materials	
Used OER materials together with purchased course materials	
Provided course materials through inclusive access	

Other Textbook Affordability Practices

What other practices, if any, does your institution utilize to improve college textbook affordability?

The College has a Textbook Affordability Committee that meets once a semester. It is composed of faculty, as well as representatives from financial, registration, and the College Store (Bookstore).

Please provide contact information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions. Kathy Feichter, Director of Auxiliary Services kfeichter@starkstate.edu



Section III: Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

1. Please share any additional best practices your institution is implementing or has implemented.

1. Executive Council reviews each replacement position to ensure the position is needed.
2. Executive Council agreed to a hiring freeze on new positions unless they are specific to advancing strategic initiatives.
3. The College designed classrooms that link main campus to our Akron location in order to maximum section enrollment, ensure courses are offered for students, and support students remaining on track to graduate.
4. The College purchased desks that permit us to use some of our computer labs for computer classes but also general classes via a desk that lowers the computer for general classroom use. This enables us to add more course sections in the same facility space.
5. Faculty members can teach classes that are below 10 at a reduced rate. Doing so supports institutional efficiency but also reduces courses that are being cancelled and supports students staying on track to graduate.
6. Academic Affairs produces a strategic staffing spreadsheet each semester to ensure that staffing levels are being achieved in the respective academic departments and adjustments are being made based on student enrollment.

Thank you for completing the FY25 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.

TABLE 1

Stark State College Textbook Analysis	<u>FY2025</u>	<u>FY2024</u>	<u>Change</u>	<u>% Chg</u>	<u>Notes</u>
Average cost for textbooks that are new	\$ 95.46	\$ 94.28	\$ 1.18	1.3%	Switched higher cost materials from physical to Inclusive Access
Average cost for textbooks that are used	\$ 81.87	\$ 78.18	\$ 3.69	4.7%	Pricing is derived from the costs which are driven by third-party book buyers
Average cost for rental textbooks	\$ 84.99	\$ 73.30	\$ 11.69	15.9%	Average cost changed due to change in mix of titles rented
Average cost for eBook	\$ 62.47	\$ 64.00	\$ (1.53)	-2.4%	Cost is determined by publisher's rates

TABLE 2	
Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	48
Exclusively used OER materials	26
Used OER materials together with purchased course materials	0
Provided course materials through inclusive access	118

Unrestricted I&G Cost per FTE FY2023 - most recent available data as of April 23, 2025

Institution		Student FTE	Cost/FTE	Instructor Cost		Funding Unit Costs		Student Service	
Washington	WSCC	1,207	\$ 9,330	NSCC	\$ 2,395	WSCC	\$ 174	CNST	\$ 670
Edison	EDSN	2,203	\$ 9,879	EDSN	\$ 2,751	COTC	\$ 319	NSCC	\$ 932
Clark	CLRK	2,683	\$ 10,652	NCTC	\$ 3,426	NCTC	\$ 382	WSCC	\$ 954
Cincinnati	CNST	5,097	\$ 10,696	SSCC	\$ 3,669	MATC	\$ 463	HOCK	\$ 1,023
Southern	SSCC	1,156	\$ 10,741	OSCC	\$ 3,766	EDSN	\$ 626	BLTC	\$ 1,029
North Central	NCTC	1,417	\$ 10,994	CNST	\$ 3,833	SSCC	\$ 659	LMTC	\$ 1,057
Stark State	SSCT	5,332	\$ 11,140	WSCC	\$ 3,862	CYCC	\$ 832	EDSN	\$ 1,119
Marion	MRTC	1,380	\$ 11,212	MRTC	\$ 3,919	LKCC	\$ 840	SSCT	\$ 1,148
Zane	MATC	968	\$ 11,366	LMTC	\$ 3,919	CLRK	\$ 974	MATC	\$ 1,275
Northwest	NSCC	2,627	\$ 11,471	CLRK	\$ 3,932	CSCC	\$ 1,154	SSCC	\$ 1,294
Sinclair	SNCL	10,969	\$ 11,978	HOCK	\$ 4,227	SSCT	\$ 1,162	MRTC	\$ 1,298
Columbus	CSCC	14,660	\$ 12,007	Average	\$ 4,286	BLTC	\$ 1,342	CSCC	\$ 1,299
Rhodes	LMTC	1,587	\$ 12,280	CSCC	\$ 4,295	SNCL	\$ 1,392	NCTC	\$ 1,327
Average			12,490	MATC	\$ 4,338	LCCC	\$ 1,429	Average	\$ 1,367
Central Ohio	COTC	1,546	\$ 12,711	BLTC	\$ 4,490	HOCK	\$ 1,434	OSCC	\$ 1,467
Owens	OSCC	4,411	\$ 13,080	SSCT	\$ 4,509	Average	\$ 1,443	CLRK	\$ 1,478
Hocking	HOCK	2,075	\$ 13,173	SNCL	\$ 4,608	OSCC	\$ 1,545	LCCC	\$ 1,558
Lorain	LCCC	4,990	\$ 13,187	LCCC	\$ 5,018	CNST	\$ 1,695	SNCL	\$ 1,716
Belmont	BLTC	494	\$ 15,372	COTC	\$ 5,341	MRTC	\$ 2,310	COTC	\$ 2,170
Lakeland	LKCC	2,957	\$ 17,141	LKCC	\$ 6,699	LMTC	\$ 4,921	LKCC	\$ 2,249
Cuyahoga	CYCC	9,884	\$ 21,384	CYCC	\$ 6,732	NSCC	\$ 5,197	CYCC	\$ 2,270

Institutional Support		Academic Support		Library		POM	
SNCL	\$ 1,837	NSCC	\$ 213	NCTC	\$ -	NSCC	\$ 509
MRTC	\$ 1,977	CNST	\$ 269	LMTC	\$ 8	EDSN	\$ 765
SSCT	\$ 2,041	EDSN	\$ 274	NSCC	\$ 81	SNCL	\$ 996
SSCC	\$ 2,134	CLRK	\$ 274	SSCT	\$ 83	SSCT	\$ 1,066
NSCC	\$ 2,144	NCTC	\$ 293	CLRK	\$ 83	CNST	\$ 1,153
WSCC	\$ 2,157	MRTC	\$ 386	MRTC	\$ 93	LCCC	\$ 1,168
MATC	\$ 2,389	OSCC	\$ 398	MATC	\$ 104	SSCC	\$ 1,186
HOCK	\$ 2,398	CSCC	\$ 431	HOCK	\$ 108	MRTC	\$ 1,229
LCCC	\$ 2,419	MATC	\$ 562	CSCC	\$ 113	COTC	\$ 1,233
CLRK	\$ 2,561	COTC	\$ 632	OSCC	\$ 134	WSCC	\$ 1,254
COTC	\$ 2,673	WSCC	\$ 650	SNCL	\$ 140	NCTC	\$ 1,256
CNST	\$ 2,681	SSCT	\$ 812	WSCC	\$ 142	LMTC	\$ 1,266
OSCC	\$ 2,872	Average	\$ 826	CNST	\$ 156	CSCC	\$ 1,287
Average	\$ 2,910	LMTC	\$ 832	COTC	\$ 160	CLRK	\$ 1,302
CSCC	\$ 3,278	LCCC	\$ 1,087	Average	\$ 166	Average	\$ 1,317
NCTC	\$ 3,419	SNCL	\$ 1,190	BLTC	\$ 197	BLTC	\$ 1,339
LKCC	\$ 3,451	BLTC	\$ 1,257	SSCC	\$ 206	MATC	\$ 1,408
LMTC	\$ 3,985	LKCC	\$ 1,318	LCCC	\$ 213	LKCC	\$ 1,536
EDSN	\$ 4,030	SSCC	\$ 1,470	EDSN	\$ 314	OSCC	\$ 1,579
CYCC	\$ 4,664	CYCC	\$ 2,063	LKCC	\$ 386	HOCK	\$ 1,867
BLTC	\$ 5,080	HOCK	\$ 2,117	CYCC	\$ 608	CYCC	\$ 2,945

**RESOLUTION
TO APPROVE THE AMERICAN CIVIC LITERACY COURSE
EFFECTIVE FALL 2025**

WHEREAS, the Board of Trustees of Stark State College shall approve the plan for Stark State College to offer a course in American civic literacy pursuant to ORC Section 3345.382; and

WHEREAS, Stark State College must develop a course in the subject area of American civic literacy that meets the requirements of the ORC Section 3345.382 and complies with the criteria, policies, and procedures established under ORC Section 3333.16; and

WHEREAS, the Board of Trustees must review and approve the conditions under which the Provost and Chief Academic Office may exempt a student under division (D)(3); and

WHEREAS, the Board of Trustees has reviewed these conditions for exemption;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Stark State College approves the American civic literacy course developed by the College, the College's plan, and the exemptions of completion. The exemptions of completion are transferring the course to Stark State College after completion at another college or university, transferring the course to Stark State College after completion of two or more courses that combined meet the requirements of ORC Section 3345.382, or completion of the course requirements through a prior learning assessment process.

This resolution is enacted on this 12th day of November, 2025.

Elaine M. Russell Reolfi
Chair, Board of Trustees

Para M. Jones, Ph.D.
President



Stark State
COLLEGE

DRAFT

STRATEGIC PLAN

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about studying creativity?

ceptions

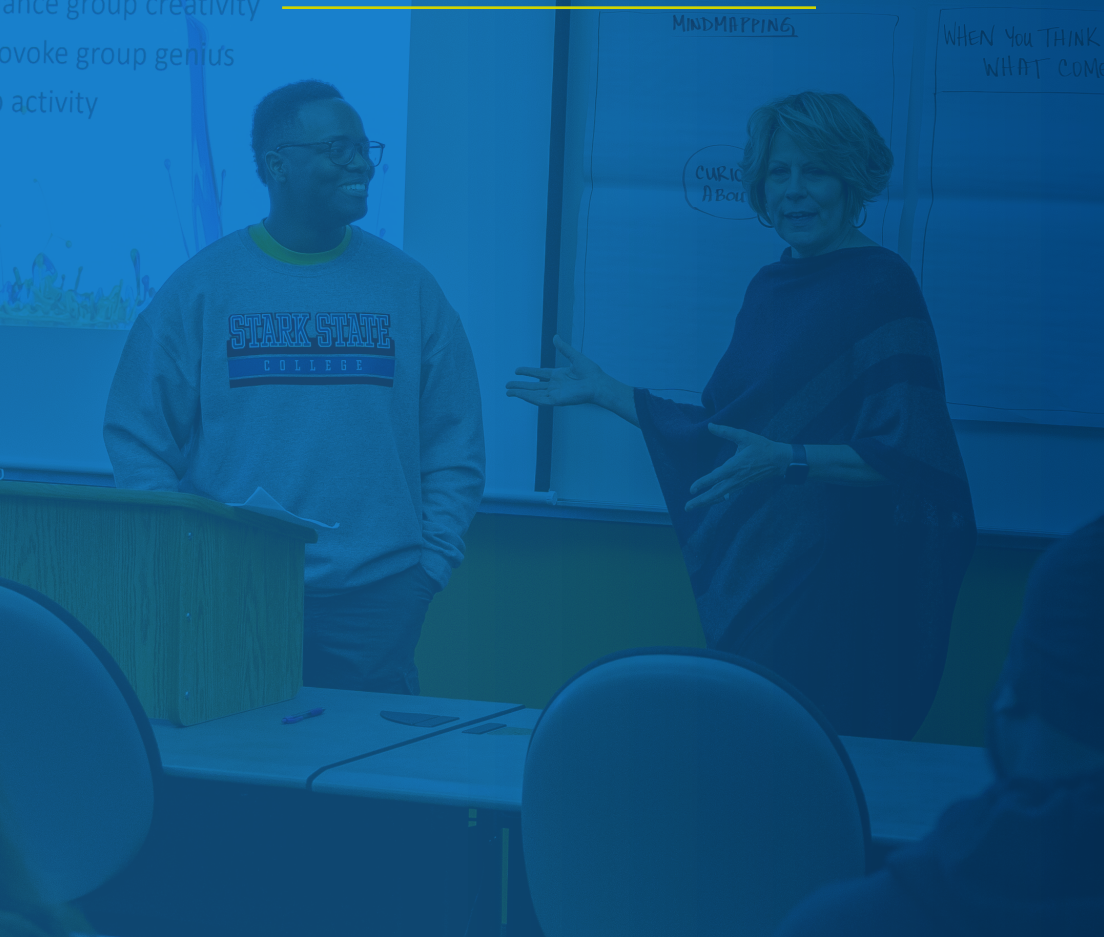
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STUDENT-CENTERED FUTURE-FOCUSED





MISSION AND VISION

MISSION

Stark State College positively influences the life of each student and our communities by providing access to high-quality, affordable, and in-demand education.

VISION

Stark State College aspires to be Ohio's leading community college in fostering student success and community prosperity through innovation, responsiveness, and partnerships.

Statement of Commitment

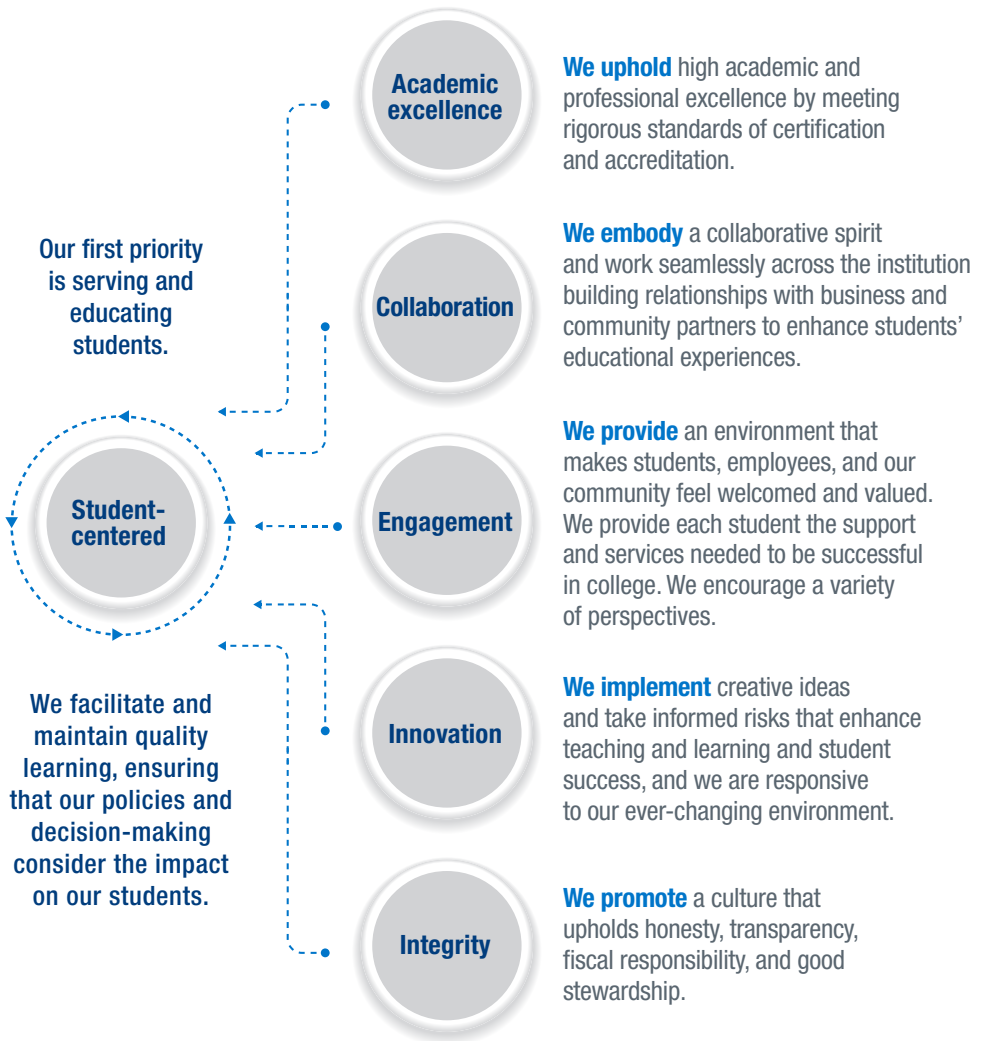
Stark State College affirms its dedication to fostering an environment that upholds the values of intellectual diversity, personal growth, and equality. This commitment is central to our mission and is reflected in the following principles.

Stark State College:

- will educate students to seek the truth through free, open, and rigorous intellectual inquiry.
- declares that its duty is to equip students with the opportunity to develop the intellectual skills they need to reach their own, informed conclusions.
- is committed to not requiring, favoring, disfavoring, or prohibiting speech or lawful assembly.
- is committed to creating a community dedicated to an ethic of civil and free inquiry, which respects the autonomy of each member, supports individual capacities for growth, and tolerates the differences in opinion that naturally occur in a public higher education community.
- will treat all faculty, staff, and students as individuals, hold them to equal standards, and provide them with equality of opportunity with regard to their race, ethnicity, religion, sex, sexual orientation, gender identity, or gender expression.



VALUES





Addison Loy
dental hygiene graduate

Sheri Herbert, MAEd, RDH
associate professor
patient care services coordinator
allied dental health professions

A photograph of several students in a classroom setting, wearing blue scrubs and sitting at long tables with laptops and water bottles. The image is partially obscured by a dark blue overlay at the bottom.

STRATEGIC PRIORITIES & GOALS

- **As Stark State College celebrates nearly 70 years** of providing high-quality, low-cost education and training to students and employers alike, we look forward to continued opportunities to serve our students and communities.
- **Our 2026-28 Strategic Plan** focuses on four strategic priorities that are the pillars of future success and ensure the College stays not only relevant, but also ahead of the curve in meeting the needs of our students, employers, and the communities we serve.
- **Each strategy and goal** in the Strategic Plan embodies the values that we believe are catalysts for the future success of our students, faculty, staff, employer partners and, community.
- **Thank you** to the 800-plus stakeholders who contributed to this plan.



STRATEGIC PRIORITY: STUDENT ACCESS

Stark State College provides open access to quality, affordable higher education.

Goal 1:

Increase the number of students seeking post-secondary education and training for careers and/or university transfer.

Goal 2:

Increase the number of K-12 districts and students participating in College Credit Plus and enrollment after high school.

Goal 3:

Help students choose and stay on the right path by providing career exploration and confirmation in onboarding and advising processes.

Goal 4:

Align course scheduling, programs, and services to student needs.

A photograph of three students in a laboratory setting. They are wearing white lab coats and are focused on using microscopes. The student in the foreground is a young woman with blonde hair tied back, looking through the eyepiece of a microscope. Behind her, a man with a beard and glasses is also looking through a microscope. To the left, another student is partially visible, also working with a microscope. The background shows a window with a view of a parking lot and some greenery outside. The text "STRATEGIC PRIORITY: STUDENT SUCCESS" is overlaid on the image in white, with "STUDENT SUCCESS" underlined.

STRATEGIC PRIORITY: STUDENT SUCCESS

Stark State College supports and engages students in academic success and provides a high-quality learning environment leading to completion, university transfer, and/or career.

Goal 1:

Increase graduation/completion of training, credential, certificate or degree, and university transfer, and career success for students.

Goal 2:

Increase course completion rates through effective teaching and learning, student engagement, and comprehensive student support services.

Goal 3:

Grow federal and state grants, private giving, and endowments to support students.

Goal 4:

Ensure high-quality education through Higher Learning Commission accreditation, division- and program-level accreditation, and academic program assessments.



Dustin Mills
instructor, welding

Dominic Wyne
welding certificate graduate



STRATEGIC PRIORITY: CAREER SUCCESS & WORKFORCE

Stark State College serves employers' workforce needs through innovative partnerships that provide students with viable pathways to in-demand careers, transfer, and career success.

Goal 1:

Increase the number of employer-led partnerships that fuel the talent pipeline, drive workforce development, and enhance student success.

Goal 2:

Help students accelerate degree/certificate completion through prior learning, military experience, and other innovative pathways.

Goal 3:

Increase apprenticeships, industrial training programs, co-ops, internships, clinicals, directed practice, practicums, service learning, and volunteer opportunities for students.

Goal 4:

Engage with employers to meet current and future workforce needs.



Cheyenne Posey
culinary arts student



STRATEGIC PRIORITY: OUR PEOPLE

Stark State College attracts and retains a qualified and engaged workforce by providing opportunities for professional development.

Goal 1:

Promote a transparent, consistent culture of shared governance, collaboration, collegiality, and respect through our leadership principles of direction, alignment, and commitment.

Goal 2:

Provide strategic professional development to employees that ensures a continued focus on academic excellence and student success and opportunities for employees to enhance knowledge and skills.

Goal 3:

Attract, hire, and retain highly qualified employees with relevant, real-world experience to ensure excellence, using market-based compensation strategies.

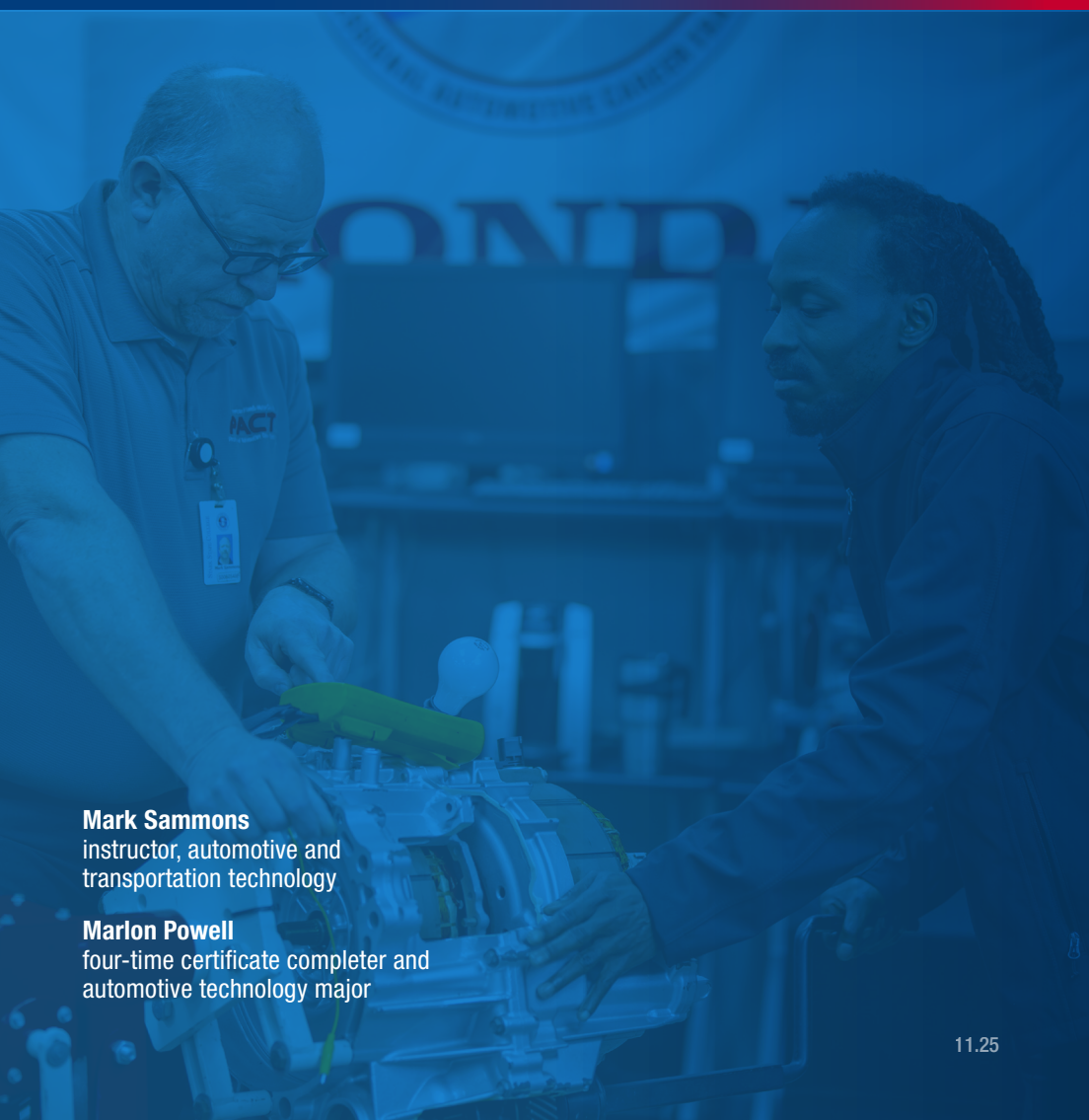
Goal 4:

Integrate new technologies into the classroom and in business processes.



Stark State COLLEGE

6200 Frank Ave NW // North Canton, Ohio 44720
330-494-6170 // starkstate.edu



Mark Sammons
instructor, automotive and
transportation technology

Marlon Powell
four-time certificate completer and
automotive technology major

STARK STATE COLLEGE - CRIME STATISTICS REPORT

11.1

January 1, 2024 -October 30, 2025

REPORTED CRIME STATS FOR CLERY ACT			
<i>Required to report these statistics to Department of Education once a year.</i>			
CATEGORY	VENUE	2024 Statistics	2025 Statistics
MURDER	On Campus	0	0
	Satellite Location	0	0
MANSLAUGHTER	On Campus	0	0
	Satellite Location	0	0
SEX OFFENSES: <i>Forcible</i>	On Campus	0	0
	Satellite Location	0	0
<i>Non-forcible</i>	On Campus	0	0
	Satellite Location	0	0
ROBBERY	On Campus	0	0
	Satellite Location	0	0
AGGRAVATED ASSAULT	On Campus	0	0
	Satellite Location	0	0
BURGLARY	On Campus	0	0
	Satellite Location	0	0
ARSON	On Campus	0	0
	Satellite Location	0	0
MOTOR VEHICLE THEFT	On Campus	1	0
	Satellite Location	0	0
DOMESTIC VIOLENCE*	On Campus	0	0
	Satellite Location	0	0
DATING VIOLENCE*	On Campus	0	0
	Satellite Location	0	0
STALKING*	On Campus	0	0
	Satellite Location	0	0
LIQUOR LAW VIOLATIONS	On Campus	0	0
	Satellite Location	0	0
DRUG-RELATED VIOLATIONS	On Campus	1	0
	Satellite Location	1	1
WEAPONS POSSESSION	On Campus	0	0
	Satellite Location	0	0
TOTALS		3	1
*The following statistics have been added to maintain compliance with the Campus SAVE Act.			
REPORTED CRIME STATS FOR STARK STATE COLLEGE			

STARK STATE COLLEGE - CRIME STATISTICS REPORT

January 1, 2024 -October 30, 2025

These statistics are reported to the College Community for their awareness.			
CATEGORY	VENUE	2024 Statistics	2025 Statistics
CRIMINAL DAMAGING	On Campus	0	1
	Satellite Location	1	0
THEFT	On Campus	2	3
	Satellite Location	0	0
IDENTITY THEFT	On Campus	0	0
	Satellite Location	0	0
ASSAULT	On Campus	1	3
	Satellite Location	0	0
INDUCING PANIC	On Campus	0	0
	Satellite Location	0	0
MENACING/VERBAL THREATS	On Campus	0	1
	Satellite Location	0	0
HARASSMENT	On Campus	0	0
	Satellite Location	0	0
DISRUPTIVE BEHAVIOR	On Campus	2	4
	Satellite Location	2	3
INDECENT EXPOSURE	On Campus	0	0
	Satellite Location	1	0
TOTALS		9	15

NOTE 2024

24-0035 – Indecent Exposure (Off-Campus)
 24-0044 – Disruptive Behavior (Akron)
 24-0050 – Crim Damage (Whipple Auto Shed)
 24-0056 – Motor Vehicle Theft (Main)
 24-0066 – Assault (Akron)
 24-0071 – Theft (Main)
 24-0083 – Disruptive Behavior (Main)
 24-0093 - Disruptive Behavior (Canton)
 24-0100 – Disorderly Conduct (Canton)
 24-0104 – Theft (Main)
 24-0108 – Drug-Related Violation (Main)
 24-0118 – Disorderly Conduct (Canton)
 24-0119 - Drug-Related Violation (Canton)

NOTE 2025

25-0002-Disruptive Behavior (Akron)
 25-0003- Disruptive Behavior (Main)
 25-0019- Disruptive Behavior (Akron)
 25-0028- Disruptive Behavior (Akron)
 25-0029- Disruptive Behavior (Main)
 25-0030- Drug-Related Violation (Akron)
 25-0031-Theft (Main)
 25-0032-Criminal Damaging (Main)
 25-0037-Menacing (Main)
 25-0048- Disruptive Behavior (Main)
 25-0050- Theft (Akron)
 25-0052- Theft (Akron)
 25-0060 - Theft (Main)
 25-0061 - Assault (Main)
 25-0062 - Disruptive Behavior (Main)
 25-0076 - Disruptive Behavior (Canton)
 25-0089 - Theft (Main)
 25-0097 -Disruptive Behavior (Canton)

Stark State College Out-of-State Travel Authorizations				
Employee	Attending	Where	When	Expense
Mike Conway Richard Cornell	2025 General Motors Automotive Service Education Program National Conference	Detroit, MI	Oct. 5-8	\$1,850** \$1,850**
Michelle Igleheart	Food and Nutrition Conference and Expo	Nashville, TN	Oct. 11-14	\$2,509
Kayla Klement Edmund Priddis	Connected25 Starfish Conference	Orlando, FL	Oct. 12-15	\$2,875 \$2,875
* Grant funded ** Program Requirement *** Strategic Excellence Award				

**2025-2026 Calendar of
Board Meetings and Events**

<u>DATES</u>	<u>MEETING/EVENT</u>	<u>TIME</u>	<u>LOCATION</u>
NOVEMBER, 2025			
12 Wednesday	BOARD MEETING	8 a.m.	S304
DECEMBER, 2025			
10 Wednesday	BOARD MEETING	8 a.m.	S304
16 Tuesday	One-Year Certificate Ceremony	6 p.m.	M100/101
(2026 Dates are Tentative until board approved)			
JANUARY, 2026			
4 Sunday	Commencement Ceremony	2 p.m.	Canton Civic Center
14 Wednesday	BOARD MEETING	8 a.m.	S304
FEBRUARY, 2026			
11 Wednesday	BOARD MEETING	8 a.m.	S304
MARCH, 2026			
11 Wednesday	BOARD MEETING	8 a.m.	S304
APRIL, 2026			
8 Wednesday	BOARD MEETING	8 a.m.	S304
24 Friday	Employee recognition dinner	5 p.m.	TBD
MAY, 2026			
1 Friday	Scholars & Benefactors Lunch	11 a.m.	TBD
13 Wednesday	BOARD MEETING	8 a.m.	S304
13 Wednesday	One-Year Certificate Ceremony	6 p.m.	M100/101
17 Sunday	Commencement Ceremony	2 p.m.	Canton Civic Center
JUNE, 2026			
10 Wednesday	BOARD MEETING	8 a.m.	S304
JULY, 2026			
8 Wednesday	BOARD MEETING	8 a.m.	S304

<i>DATES</i>	<i>MEETING/EVENT</i>	<i>TIME</i>	<i>LOCATION</i>
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AUGUST, 2026

12	Wednesday	BOARD MEETING	8 a.m.	S304
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SEPTEMBER, 2026

9	Wednesday	BOARD MEETING	8 a.m.	S304
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OCTOBER, 2026

14	Wednesday	BOARD MEETING	8 a.m.	TBD
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14	Wednesday	Board Retreat	TBD	TBD
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23	Thursday	Foundation Annual Dinner	5:30 p.m.	TBD
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NOVEMBER, 2026

11	Wednesday	BOARD MEETING	8 a.m.	S304
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DECEMBER, 2026

9	Wednesday	BOARD MEETING	8 a.m.	S304
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16	Wednesday	One-Year Certificate Ceremony	6 p.m.	M100/101
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