



# Central State University Phase III Report

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May 30, 2013



**Board of Regents**  
University System of Ohio

John R. Kasich, Governor  
John Carey, Chancellor



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May 30, 2013

Chancellor Carey and Members of the Central State Planning and Implementation Advisory Committee –

This document is the final report on Central State University's implementation of Section 371 of Ohio Amended Substitute House Bill 153. I have served as the Loaned Executive to Central State since January of 2012 and had the opportunity to work alongside professionals at Central State and the Ohio Board of Regents from start to finish. It is not an exaggeration to say that without input from both sides as to the best way to accomplish a shared goal – the success of Central State – little to no progress would have been made.

Implementation of Phase I action items required that deliverables and timelines be shifted to give Central State the best opportunity for early success. In Phase II, Central State responded aggressively to a decline in enrollment by prioritizing student-centered initiatives such as targeted enrollment and preferred pathway agreements with area community colleges. In both phases, Central State responded to a different challenge while still adhering to the original requests of the plan. The reader will see that Phase III advances the work completed in I & II by detailing early indications of progress, by communicating Central State's own strategic vision and priorities, and by creating synergy between Central State's new narrative and the educational and workforce development goals of the State.

I referred to this being the final report on Central State's implementation of Section 371 of Ohio Amended Substitute House 153 and indeed it is; however, this should not be the last interaction between state leadership and leadership at Central State where student success is concerned. All parties involved should work even more diligently at keeping the lines of communication open so that progress can continue.

I have enjoyed the time I spent as Loaned Executive to Central State and wish the University and its leadership much continued success.

Sincerely,

Charles Shahid  
Loaned Executive to Central State



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**I**n accordance with Ohio Amended Substitute House Bill 153 of the 129th General Assembly, the Chancellor submitted to the state Legislature and the Governor a plan, developed in consultation with Central State University, that assures the Central State's Supplement will be used to promote the goals of increasing enrollment, improving course completion, and increasing the number of degrees conferred at Central State University. The intent of the Plan is to assist Central State in the development of performance metrics and goals that are both realistic and aspirational while providing Central State with a clear direction toward continued success.

The Plan has three phases of implementation. Phase I action items were completed on May 30, 2012; Phase II action items were completed on September 30, 2012 and Phase III action items on May 30, 2013. Given that this is the final report, Phase I and II actions will be summarized, details on progress to date will be shared and Phase III action items will be responded to at the conclusion.

# Accomplishments from Phase I & II

Central State University faculty and staff along with its Board of Trustees responded aggressively to meeting the action items communicated in the Plan. Each made contributions that were integral to planning and implementation. As a result, significant progress made in response to the Plan has been documented and the progress is already yielding expected outcomes as it relates to university-driven initiatives. The following sections of the report detail accomplishments made in Phase I & II, and the corresponding improvement in some of Central State's performance indicators.

## Phase I

### 1. Develop three degree partnerships in STEM with other institutions

- Signed agreements with Clark State Community College and Cuyahoga Community College to recruit students into their Water Resource Management and Environmental Engineering programs;
- Department of Defense Grant/CSU STEM X-ED – designed to increase the number and quality of CSU STEM graduates capable of leading the scientific and engineering efforts necessary for the development of advanced technologies.

### 2. Explore with Wright State University opportunities to share administrative operations

- Signed a Memorandum of Understanding (MOU) on May 31, 2012 with Wright State that identifies areas of mutual cost and productivity efficiencies through the use of shared services.

- In partnership with Wright State and Clark State Community College, convened a meeting in March 2013 to begin collaboration on print management services. Potential savings could be in the range of \$200,000/year.

### 3. Hire or appoint a Director of Retention

- Mr. Anthony Ray was hired as Director of First-Year Experience on May 8, 2013 along with Dr. Dwedor Ford, Associate Dean of University College. Together, they will be responsible for proposing and implementing, in conjunction with Faculty Senate, campus-wide retention policies with emphasis on the academic performance of first and second year students.

### 4. Develop a funding plan for facility improvement at Central State University

- Energy Efficiency Proposal – secured \$20M in low-interest bonds to finance capital improvements and energy conservation projects
- HBCU Loan – refinanced debt through the federal HBCU loan program
- CSU University Center – will begin construction on a \$30 million state-of-the-art facility that will serve as the “hub” for all student-centered activities. Smoot Construction of Columbus, Ohio will handle construction, which is set to begin in fall of 2014 and completed in fall 2015.

## Phase II

### 1. Define long-term performance metrics for Central State

- Central State convened a campus Delivery Team in March 2013. Based on their initial meetings, the Delivery Team set the following performance metrics in the areas of retention, graduation, and course completion:

|                   | Baseline | 2013 | 2014 | 2015 |
|-------------------|----------|------|------|------|
| Retention         | 46%      | 55%  | 56%  | 60%  |
| Graduation        | 19%      | 29%  | 30%  | 33%  |
| Course Completion | 76%      | 78%  | 80%  | 82%  |

### 2. Affirming a student body size of 3,000

- As discussed in the Phase II report the most appropriate size for Central State is not 3,000 students. The most appropriate size is in the range of 2,200 – 2,700. This is based on fall 2012 headcount enrollment of 2,152. By employing more targeted and strategic enrollment practices i.e. Rising Achiever and Scaled Admissions, Central State can reach its ideal enrollment over time while maintaining academic quality and performance.
- It is expected that enrollment may decline or remain steady as admission criteria are raised. However, the quality of college-ready students will increase as the focus on targeted enrollment progresses.

### 3. Examine funding alternatives as part of an analysis of the current funding formula with the goal to replace the Central State Supplement

- Central State collaborated with the Inter-University Council (IUC) to revamp the state funding formula from one based largely on enrollment to one based primarily on student performance in the areas of retention, graduation, and course completion. The formula recommendations

are being deliberated as part of the FY 2014 & 2015 biennial budget process and will go into effect beginning in fall 2013. The new funding formula has a level of accountability that is endorsed by the IUC;

however, with higher admission criteria and possible decline in enrollment due to the financial needs of first-generation college students, the loss of the supplement will negatively impact the University's ability to be competitive in recruitment of select students, faculty and administrators; as well as in the offering of competitive academic programs and services.

# Compelling Priorities and Early Indications of Success

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**P**resident Cynthia Jackson-Hammond has identified six Compelling Priorities that serve as the guide for accomplishing tasks and moving the university forward. These six Compelling Priorities are:

- I. Quality Collegiate Academic Experiences
- II. Targeted Enrollment of College-Ready Students
- III. Reduce Time to Degree Completion
- IV. Increase Retention Rates
- V. Develop Graduates with the Knowledge, Skills, and Disposition for Professional Careers or Advanced Studies
- VI. Maintain Effective and Efficient Institutional Operations

As we draw closer to the one-year anniversary of President Jackson-Hammond's arrival at Central State, it is important to reflect on the past year and measure progress beyond the Plan.

## **Compelling Priority #1: Quality Collegiate Academic Experiences**

### **Higher Learning Commission (HLC) Self-Study**

Central State successfully completed a comprehensive evaluation visit to re-affirm its regional accreditation by the Higher Learning Commission of the North Central Association of Colleges and Schools on April 22-24, 2013. The entire campus community contributed toward successful completion of the accreditation visit as five peer evaluators representing the HLC met with various University constituencies including faculty,

students, alums, and community representatives. The recommendations of the HLC Team are available upon request.

### Course Completion Rates

Central State has implemented many policies and strategies designed to ensure that students are attending and completing class. One of these activities is the practice of intrusive advising. Students who have not been assigned an advisor or have not had any appointments with their assigned advisor are placed on academic hold. An academic hold prevents students from registering for classes until they have met with their advisor. **As a result of this particular strategy, Central State is reporting its highest ever course completion rate – 78.1%.** The intrusive advising and the personal contact with students appear to be the catalyst for increased class attendance. The probable correlation between class attendance and course completion is evident. It is expected that higher course completion rates will translate into higher retention and graduation rates.

### Compelling Priority #2: Targeted Student Enrollment

#### Scaled Admissions

Beginning with the freshman class of 2013, Central State began to aggressively recruit students who are better prepared academically for college. In addition, Central State implemented scaled admission criteria that will allow applicants with an average GPA who demonstrate standardized test proficiency to be admitted. Conversely, scaled criteria will also allow applicants who struggle with standardized tests, but demonstrate high school academic achievement to be admitted. The following chart demonstrates how closely Central State is adhering to the revised admission criteria:

### New, First-Time Freshmen Academic Profile (Fall 2013)

| Category     | ACT  | SAT | GPA |
|--------------|------|-----|-----|
| Applications | 16.8 | 806 | 2.6 |
| Offered      | 17.9 | 850 | 2.8 |
| Confirmed    | 17.2 | 850 | 2.8 |

As the table above demonstrates, of all applications received, the average ACT score was 16.8, SAT 806, and GPA 2.6. Out of the applications that were offered admission, the average scores were ACT – 17.9, SAT – 850, and GPA 2.8. Lastly, out of applications confirmed for admission, the averages were ACT – 17.2, SAT – 850, and GPA – 2.8. By comparison, the average scores for students enrolled in fall 2012 were, ACT – 16.2, SAT – 800, and GPA 2.4. Other highlights from this year’s recruiting activities:

- 12% overall increase in the number of scholarships offered;
- 53% of the students who have been offered admissions have been offered scholarships compared to 35% last year;
- 92% increase in the number of scholarships offered at the highest academic level – ACT – 21 or above, SAT – 980 or above, and GPA – 3.5 – 4.0.

### EPIC College Career Advising Springfield City Schools

Six administrators and advisors from Student Affairs and Enrollment Management partnered with Springfield High School and administered an in-depth college and career readiness assessment to Springfield High School students. A group of 400 sophomores and juniors received advisement. In previous years, the Springfield City School District is one that has been primarily closed to Central State, but this kind of community involvement activity demonstrates the viability of the University to the school district, presents another collegiate option to the students and creates a potential new pipeline of college-ready students for the university.

**Compelling Priority #5:** Develop Graduates with Knowledge, Skills, and Disposition for Professional Careers and Advanced Studies

**Changing the Central State Narrative**

President Cynthia Jackson-Hammond is establishing political and community-based relationships throughout the state that elevate the conversation about where Central State is and where the university is headed. Graduates of Central State contribute directly to the Ohio economy by either moving into the workforce or by remaining in the state to pursue graduate degrees. Through frequent meetings with groups such as the Dayton & Xenia Chamber of Commerce & Rotary Club, and visits with members of the Ohio House and Senate, Central State is demonstrating its commitment to producing graduates who are prepared to respond to the needs of Ohio’s business and civic communities. As the following table demonstrates, Central State has experienced a steady increase in the number of its graduates that enroll in graduate school programs.

**Table 1: Central State Graduates Enrolling in Graduate School – 2008 - 2012**

| Year of Undergraduate Graduation | Total Number of Graduates in Class | Students Admitted to and Attendance at Graduate or Professional School |
|----------------------------------|------------------------------------|--|
| Year 1 – 2008                    | 170                                | 22   |
| Year 2 – 2009                    | 186                                | 46   |
| Year 3 – 2010                    | 212                                | 54   |
| Year 4 – 2011                    | 228                                | 54   |
| Year 5 – 2012                    | 264                                | 55   |
| <b>TOTALS</b>                    | <b>1060</b>                        | <b>231</b>   |

**Compelling Priority #6:** Maintain Effective and Efficient Institutional Operations

**Cost – Saving Measures**

For FY 2013, Central State successfully bridged a \$2.9 million revenue shortfall that occurred as a result of lower than expected 2012 enrollment. The shortfall was addressed through prudent spending and aggressive oversight. The following actions were taken to balance the budget responsibly and with minimal impact on operations:

- Froze Non-Critical/Vacant Positions (\$1,027k)
- Imposed Travel Moratorium (\$225k)
- Stopped Non-Mission Essential Purchases (\$18k)
- Stopped cell phone stipends, internet for non-emergency staff (\$15k)
- Deferred merit pay (\$220k)
- Imposed campus closure for holiday and spring breaks (\$48k)
- Imposed mandatory and offered voluntary furloughs (\$246k)
- Reduced overtime expense (\$50k)
  - Renegotiation of service contracts (Healthcare, Security, Housekeeping) (\$175k)

Beyond addressing the budget shortfall, these measures will have financial impact for years to come as many of these measures offer permanent cost savings.

**Campus-Wide Energy Conservation and Management Program**

In partnership with the Brewer-Garrett Company, Central State initiated a competitive request for proposal (RFP) process to issue \$20 million in low interest bonds to finance capital improvements and energy conservation programs. The project will result in annual utility savings of more than \$1 million and the savings will be used to finance the cost of the improvements over the project’s 15-year term. Central State received a rate of 1.35% - the lowest rate of all participating institutions in Ohio. The energy conservation package will also enable the university to significantly improve

the water and power supply infrastructures by replacing antiquated mechanical and electrical systems, along with modernizing the campus vehicle/transportation fleet. These achievements will ensure the university is compliant with Ohio House Bill 251, which mandates that each institution of higher education develop and execute a plan to reduce energy consumption by at least 20% by FY 2014.

Included in Central State's Energy Conservation and Management Program is an IT Virtualization energy conservation measure with an economic useful life of five years that migrates 1,200 desktop PC's to Thin Client for Central State's user environment to:

- Provide centralized management for administration/security/disaster recovery/backup/support
- Deploy faster provisioning of servers/storage/desktop/application environments
- Reduce hardware acquisition cost and power/HVAC costs
- Reduce energy and operating costs
- Consolidate existing and expected future workloads
- Increase average system utilization
- Decrease the overall hardware footprint
- Improve the technology infrastructure

Other technology enhancements not attached to the Energy Conservation initiative include:

- Elimination of manual entry of ACT test scores in Banner
- Elimination of need to manually enter over 3,000 applications (EDU Common Black College Application Upload)
- Automated assignment of admissions decisions
- Admissions correspondence sent electronically via Banner

## HBCU Loan

Central State is finalizing low interest loan documents, of which \$12.2 million will be used to buy down two recently developed residential halls (Fox and Johns) from the developer (University Housing Solutions, LLC). The remaining \$1.6 million will be used to refinance an existing Department of Education debt through the HBCU Loan Program. This activity will yield approximately \$206,000 in interest savings over the remaining term of the loan and pave the way for the university to collect over \$500,000 annually in net revenues from student's residential fees.

## University Student Center

Central State is set to begin construction on a brand-new 85,000 square feet University Student Center, valued at over \$33 million. The state-of-the-art facility, slated to open in fall 2015, will house food service facilities, a 200-seat theater, business offices, campus bookstore, leisure rooms, and student recreational spaces. Construction of the facility will also assist Central State with recruiting college-ready students who persist through to degree completion.

***Note: Compelling priorities #3 & #4 will be addressed in greater detail as specific action plans for student retention and graduation are developed by Academic Affairs and University College.***

**Action Item #1:** Assess the viability of developing a “Success Roadmap” to degree completion

One of Central State’s Compelling Priorities is ‘Reduced Time to Degree Completion’ and in adherence to this priority, Central State has already implemented the following activities and initiatives:

1. Academic program reviews for course relevancy, redundancy, and currency with the goal of improving time to degree
2. Exploration of effective curriculum designs appropriate for the 21st century student
3. A complete review of the General Core curriculum with emphasis on providing competency-based credits
4. Diversify curriculum delivery (On-Line and Distance Learning)
5. Intrusive and effective student advisement through the University College with periodic course auditing at the completion of 60 credits and 90 credits

In addition to the activities mentioned above, Central State is participating in two state led initiatives on reducing time to degree completion:

**Complete College Ohio**

An administrative team from Central State participated in the Complete College Ohio Task Force Conference in November 2012. The Task Force identified and presented policies for improving students’ college readiness, reducing time to a certificate or degree, and incentivizing progress and completion. Central State is working collaboratively with P-12 partners and other stakeholders to ensure every Ohioan is college ready and able to pursue degrees and careers that support a thriving economy.

## Credit When It's Due – Reverse Transfer

Central State offices of Academic Affairs and Enrollment Management are participating in the Chancellor's Success Roadmap through committee representation on the Credit When It's Due Initiative. The Lumina Foundation, Helios Foundation, USA Funds and Bill & Melinda Gates Foundation are collaborating to support partnerships of community colleges and 4-year universities to scale-up approaches to awarding associate degrees to the many students who transfer from community colleges to universities before receiving associate degrees. The purpose of the initiative is to implement a fully automated reverse transfer system. The Ohio Board of Regents received a \$500,000 grant to develop a systematic approach for awarding associate degrees to reverse transfer students at all of Ohio's 23 community colleges, 13 public universities, and at 5 regional campuses.

President Jackson-Hammond signed a Memorandum of Understanding (MOU) on May 15, 2013 demonstrating Central State's commitment to this worthy initiative. The scope of services in the MOU is as follows:

1. Appoint a Campus Liaison who will coordinate grant activities with Ohio Board of Regents
2. Send grant communication to students enrolled at the institution who have been identified by the Chancellor as potential candidates for the grant opportunity
3. With the student's written permission and without financial charge to the student, share transcripts with the student's previous two-year institution or regional campus
4. Document reverse transfer degree awards from the student's previous institution in the student's current university record
5. Inform the university, at which the student currently attends, of the degree awarded to a student who qualifies under the grant
6. Submit three reports: September 1, 2013; July 30, 2014; September 1, 2014. The reports should detail the scope of services outcomes with the final report summarizing all grant activity.

To date, Central State's office of Students Affairs has already received the names of 70 students who may qualify for reverse transfer and they are in the process of documenting and confirming credits earned with each student's previous institution.

### **Action Item #2: Conduct a review of STEM curriculum as part of the university's Higher Learning Commission (HLC) Self-Study process**

Central State University successfully completed its regional accreditation visit by the Higher Learning Commission April 22-24, 2013. During the Self-Study process in preparation for the visit, a program review process began as the University responded to two of the five HLC Criteria for Accreditation, *Criterion Three: Teaching and Learning – Quality and Resources* and *Criterion Four: Teaching and Learning – Evaluation and Improvement*. Even though the initial program review process was conducted for all academic programs, a review of the STEM programs within the College of Science and Engineering was also initiated using CSU's 25 Essential Program Review Questions (provided as an attachment to this report). Items 11-17 in the program review process, specifically required chairs and faculty to review the curriculum by responding to the following questions:

- Item #11 - What evidence exists to indicate that students are learning (student learning outcomes or SLOs) in the programs?
- Item #12 - How coherent is the curriculum? What is the rationale for the selection and organization of courses?
- Item #13 - What program or curricular changes have been made in the last five years to ensure that SLOs are achieved?
- Item # 14 - What evidence exists to indicate trends in faculty workload, average class size, program enrollment by classification and graduates, course completion trends – subjects/ courses within the major last five years?
- Item #15 - What evidence exists to indicate that program goals are being met? (Curriculum rigor, quality, competitiveness of graduates for jobs within the discipline)

- Item #16 - If not already assessed, how is stakeholder satisfaction addressed? Discuss results.
- Item #17 - What program changes have been made in the last five years to ensure that goals are being achieved?

For STEM programs these initial program review processes constituted the first steps toward conducting a comprehensive STEM program and curriculum review. The second phase of the review will be completed fall 2013 through spring 2014. External evaluators will be invited to review and make recommendations for improvement of the STEM programs and curriculum. Implementation of these recommendations will facilitate reaffirmation of the accreditation for the manufacturing engineering program by the Accreditation Board for Engineering and Technology (ABET), initial accreditation of the environmental engineering program by ABET, and initial certification of the Chemistry program by the American Chemical Society (ACS). In summary, expected outcomes of the program and curriculum reviews include the following:

- Curricular improvement and program re-alignment;
- Strategic enrollment enhancement;
- Support and preparation for accreditation/re-accreditation
- Enhanced linkages with area and other Ohio institutions;
- Identification of priority needs for expansion and advancement;
- Identification of faculty development activities supporting teaching and student learning.

**Action Item #3: Pilot elements of “Preferred Pathways” into select community college relationships**

As demonstrated in the Phase II report, Central State signed Preferred Pathway agreement with Clark State Community College on February 1, 2013. The agreement formalizes the link between Central State and Clark State to facilitate attainment of baccalaureate degrees at Central State. The agreement has two pathways: 1) Baccalaureate

Completion and 2) Completion in Residence. The program goals are to:

- Improve academic program articulation between the two institutions;
- Promote student success and baccalaureate degree attainment;
- Eliminate barriers for students in attaining their educational goals;
- Expand student options for college services;
- Use resources at both institutions efficiently and effectively.

**Pathway One: Baccalaureate Completion**

The Baccalaureate Completion Pathway is designed for students entering Clark State with the intention of obtaining a bachelor’s degree at Central State. Students will be permitted to concurrently enroll in credit-bearing courses at Clark State and Central State

**Pathway Two: Completion in Residence**

The Completion in Resident Pathway is designed for students who are accepted to Central State, but are in need of additional college preparation assistance prior to full admission at CSU. Students in the residence program will be dually enrolled at Clark State Community College for developmental courses taught on the Central State University campus by Clark State faculty while taking credit-bearing courses at Central State University.

Once the pilot with Clark State is implemented successfully, the agreement will also be extended to Sinclair Community College, Stark State College, Cuyahoga Community College, Columbus State, and Cincinnati State Technical & Community College.

**Additional Degree Pathways**

Central State’s Office of Sponsored Programs received request for proposal from the National Institutes of Health to transform partnering institutions’ ability to recruit and retain students

from underrepresented backgrounds into biomedical research careers. The first phase of the RFP is the request for funds for a six-month planning grant and the second phase includes writing a proposal for a multi-year grant. Partner institutions include Cuyahoga Community College, Stark State, Columbus State, Clark State, Kent State University, Wright State University, and Ohio State University.

When approved, funding will enable Central State to build a consortium that improves the recruitment, enrollment, graduation, and graduate/medical school placement of minority students.

**Action Item #4:** Devise a comprehensive revenue plan that complements changes to the funding formula

As discussed previously, Central State put into place aggressive cost-saving measures that closed a \$2.9 million budget shortfall. The next step is to review policies and practices to ensure that the university is getting an appropriate return on its investments. Central State's office of Finance & Administration Office along with Institutional Advancement will lead these efforts to include:

- Comprehensive fundraising campaign (Internal, External, Planned Giving)
- Increased use of campus facilities for conferences, educational workshops, and social activities
- Increased focus on commercialization, land acquisition, and real estate holdings through partnership with Tawawa Springs Community Development Corporation (TCDC)





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