



Washington State College of Ohio
Board of Trustees Meeting
April 15, 2024, 4 p.m.
Health Room H108
Meeting Minutes

Trustee Barengo moved to approve the Completion Plan via Consent Agenda, and the motion was seconded by Chair Wilcox. The motion passed with a roll call vote.

Ms. Altier	Y	Mr. Vandenberg	absent
Mr. Anderson	Y	Ms. Vessels	Y
Mr. Barengo	Y	Dr. Zacharias	absent
Ms. Erickson	absent	Mr. Wilcox	Y

The **Completion Plan via Consent Agenda**, as presented, was approved as **Resolution 21-24**.





WASHINGTON STATE COLLEGE OF OHIO

STRATEGIC CAMPUS COMPLETION PLAN 2024-2026

Introduction

Washington State College of Ohio (WSCO) has been highly involved in the Guided Pathways projects led by the OACC's Success Center. As a result of the changes implemented through this initiative, the College has seen improvements in a variety of areas including the number of certificates and degrees awarded, increased course pass rates, and better fall to spring persistence.

The Community College Research Center (CCRC) recently published its article, "Funding Guided Pathways Reforms at Small Colleges: Three Ohio Community Colleges Show How to Do It." The article, written by authors Davis Jenkins, Serena Klempin, and Hana Lahr, describes how small colleges can fund and sustain Guided Pathways reforms. WSCO, along with Zane State and North Central State colleges were used as case studies. All three institutions saw student success improve significantly as a result of implementing Guided Pathways.

WSCO President Dr. Vicky Wood said the Guided Pathways work implemented at WSCO was inspired by the book *Redesigning America's Community Colleges*, which was co-written by Jenkins, one of the authors of the CCRC article: "That book encouraged a movement in community colleges that will forever be a part of the fiber of higher education." She goes on to credit the authors with "actively directing and impacting the landscape of higher education."

Wood said the case studies in the book featured large institutions, and many small colleges were inspired by the concept but were concerned how it could be applied with limited funding. Undaunted by the idea of scaling the program to fit the needs of WSCO, Wood described how the college divided the change concepts into three phases and implemented its plan over the past four years. "The work we accomplished was a comprehensive redesign of the student experience from a student's initial contact with the college to degree/certificate completion, and it impacted every facet of the college," said Wood.

Among the initial successes, Wood shared that overall certificate completion improved more than 11 percent, and degree completion increased by more than 9 percent. She added that the college saw a 17 percent increase in new students earning at least 24 college credits in their first year and fall to spring persistence jumped 9 percent.

"These improved numbers are a direct result of our Guided Pathways work. We provide our students with wrap-around support, which means we support them both in and out of the classroom," Wood explained.

Update on the WSCO 2020 Completion Plan Action Items

CONNECTION		
Action Item	Details	
Continue to build technical CCP pathways	Across the state, only about 17% of CCP students in Ohio are economically disadvantaged. There is opportunity to close this equity gap by expanding the number of underserved high school students who participate in CCP and gain access to early college credit, particularly in technical programs. WSCO seeks to expand technical course offerings at high schools.	Scaling in progress
Middle School Engagement	WSCO will work to engage with students in middle school so they can begin planning their high school pathways early by meeting with students/parents at the middle schools and bringing them to campus.	At scale

ENTRY		
Action Item	Details	
Prior Learning Assessment (PLA)	WSCO will revamp its existing PLA process to encourage more adult students to submit their experiences for consideration and help shorten the time to degree completion.	Scaling in progress
Career Advising	To assist students with their academic plans, WSCO will continue to enhance career advising efforts which include training for all advisors and integrated career conversations into the on-boarding process at both the CCP and degree-seeking levels.	Scaling in progress

PROGRESS

Action Item	Details	
Cohort Expansion	To support students in developing strong peer-to-peer support networks, WSCO will continue to create cohort-based program offerings.	Planning to scale
8-Week Schedule	With the launch of the new 8-week schedule in fall 2022, WSCO will continue to refine its offerings and modalities to optimize student success in the 8-week format.	Scaling in progress
CCP Free/Reduced Lunch	To support economically disadvantaged students, WSCO will seek grant funding to provide lunch on campus for students who would otherwise qualify for free/reduced lunches at their high school.	Not planning to scale
Embedded Tutoring	To increase participation in just-in-time developmental instruction, WSCO will create an embedded tutoring model in gateway math and English courses.	Not planning to scale

COMPLETION

Action Item	Details	
Holistic Support Services	WSCO recognizes that community college students face a myriad of outside factors which can negatively impact success, regardless of the course schedule design. To address these challenges, WSCO will expand holistic advising strategies and help students address barriers to success both inside and outside of the classroom. Barriers include food/housing basic needs, mental health, and financial challenges. WSCO also seeks to enhance its services and connections with community partners to overcome these barriers.	Scaling in progress
Nursing Success Coaches	WSCO will continue to support specialized Nursing Success Coaches to assist students with the completion of their nursing pathway. The current positions, have expanded from one to three in the last two years and are supported by grant funding.	Scaling in progress
Critical Need Fund	Working with the WSCO Foundation, the College will establish funding to support students' critical needs like transportation. These needs are different than emergency funding because students can anticipate them throughout the semester. This also includes building capacity to serve additional students through the WSCO Food Pantry.	At scale

TRANSITION/ WORKFORCE

Action Item	Details	
Expand Nursing Pathways with Bachelor's Degree	WSCO has a pending application for approval for an RN to BSN completion program filed with ODHE. Upon approval, WSCO will begin the full implementation of this new pathway which will help fill a critical workforce need in Southeastern Ohio.	At scale
Embedded Industry Credentials	WSCO will continue to expand the number of embedded industry credentials in its existing programs to help students gain employable skills as they work toward their degree or certificate. The College will work closely with workforce partners to identify the credentials that would be most beneficial and adjust curriculum as needed.	At scale
Job Placement and Tracking	WSCO will continue to be engaged with local employers to support job placement as the end-goal of the students' pathway at WSCO. In addition, WSCO will be conducting post-graduation surveys to better understand the outcomes of our graduates related to employment, salary, etc.	Scaling in progress

Vision 2025: Strategic Priorities

WSCO completed Vision 2025 by engaging a cross-section of stakeholders. As with Vision 2021, the College focused on the categories for planning: student access, student success, and community engagement. Within these categories, the College was able to narrow the priorities to three. A copy of the Vision 2025 is available in Appendix C.

As part of its planning, WSCO utilizes the Four Disciplines of Execution (4DX) to simplify the institution's goals and create alignment with the strategic plan. The 4DX model emphasizes that an organization benefits from focusing its efforts on one or two key goals that will make a large impact instead of giving mediocre effort to a long list of goals. The training emphasized four disciplines:

- 1. Focus on a Wildly Important Goal**
- 2. Act on the Lead Measures**
- 3. Keep a Compelling Scoreboard**
- 4. Create a Cadence of Accountability**

In line with the 4DX model, the College created two overarching WSCO Important Goals (WIGs) to which all staff and faculty could contribute to complement the strategic plan. The WIGs selected for 2024-26 were:

- Increase student headcount from 2501 to 2600
- Increase the annual student average credits from 14.90 in FY23 to 17.00

All departments of the College identified their own WIG along with lead measures to contribute to impacting WSCO's Important Goals. As outlined in the 4DX model, departments created scoreboards to track their results and held WIG sessions each week to report progress and emphasize accountability.

National and Statewide Engagement

WSCO is proud to maintain active engagement at both the national and state levels to develop and implement promising practices supporting student success initiatives. Below is a brief summary of these initiatives:

Title III

U.S. Department of Education; under the Strengthening Institutions Program (SIP), the Title III grant helps institutions of higher education expand their capacity to serve low-income students.

The U.S. Department of Education awarded over \$2 million in Title III grant funding to WSCO. The funds, to be disbursed over the next five years, will support the institution's efforts to create new in-demand academic programs, update curriculum to align with industry needs, and expand Workforce and Career Services to build upon the success of Guided Career Pathways work. The Title III grant helps institutions of higher education expand their capacity to serve low-income students by providing funding to enhance and bolster academic quality, institutional management, and fiscal stability.

Rural Guided Pathways Project

National Center for Inquiry & Improvement (NCII) with support of Ascendium Education Group and partners CCRC and The Aspen Institute

WSCO is pleased to be selected for the Rural Guided Pathways Project. As part of this three-year project, a national cohort of sixteen rural community colleges will work with each other — and with community partners in their regions — to implement evidence-based, institution-wide reforms grounded in the guided pathways framework. Participants design and implement a better student experience at their colleges, collaborate with key regional stakeholders to increase economic opportunity and partner in the cross-sector approach to guided pathways, and implement evidence-based reforms that will address inequity and lead to improved educational and workforce outcomes.

Student Success Leadership Institute (SSLI)

Ohio Association of Community Colleges (OACC)

Through the OACC Student Success Center and Student Success Leadership Institute (SSLI), the College has participated in professional development focused on the Completion by Design framework and Guided Pathways for more than ten years. This has enabled the college to engage with the Community College Research Center (CCRC) while implementing transformational reform using the Guided Pathways Scale of Adoption Assessment. In 2021 alone, WSCO participated in two SSLI workshops and 15 webinars focused on equity, data, holistic student supports, and teaching and learning. This included engagement with the HOPE Center, Trellis Financial Wellness Survey, and EASE (Encouraging Additional Summer Enrollment) mini-grant. Four WSCO administrators have also participated in the two OACC Leadership Institutes which focused on supporting rising leaders in their work with pathway implementation.

Action Items & Guided Pathways: Looking Ahead to 2024-2026

Guided pathways form the foundation of this completion plan. The action items for 2024-2026 support the guided pathways model and impact student success.

CONNECTION	
Action Item	Details
Increased High School Connection	<ul style="list-style-type: none"> • VIP Admissions Program • New Partnership Collaborations: BB2C, Stem Collaborative • InCERT Program for High School students • Engage YouScience to connect aptitude, interest, and pathways
Workforce Focus in Program Promotion	<ul style="list-style-type: none"> • New community outreach to adults • Tuition reimbursement and upskilling opportunities for workforce partners • Website revisions to showcase careers and salaries in technical programs
Increased Engagement from Interest to Enrollment	<ul style="list-style-type: none"> • New CRM integration • New Academic Program offerings (Occupational Therapy Assistant, Physical Therapist Assistant, and Process Technician)

ENTRY	
Action Item	Details
Increase High School Pathways	<ul style="list-style-type: none"> • Graduate Pathways to Success program with high schools • Innovative Program Waiver in 2024-2025 in key pathways • Additional Location at Warren High School
Student onboarding refinement	<ul style="list-style-type: none"> • Student Orientation Revision • 100% CCP Student Program Declaration • Academic Writing Bootcamps for BSN students

PROGRESS	
Action Item	Details
Increase Student Engagement	<ul style="list-style-type: none"> • Co-Curricular Program Redesign • Expand Sports Teams • Creation of Career Learning Communities
Additional Instructional Support & Development	<ul style="list-style-type: none"> • Online Learning Support, Development, & Assessment • Expansion of Clinical Sites • New Assessment Efforts for Online Instruction & General Learning Outcomes

COMPLETION & WORKFORCE CONNECTION

Action Item	Details
Workforce Preparation	<ul style="list-style-type: none"> • Implementation of VMock, a resume building platform, into Curriculum and Advising • Integration of Professionalism Rubric in Every Program
Connecting Students to Jobs	<ul style="list-style-type: none"> • Additional Internship and Practicum Site for Programs • Increased Job Site Visits • Advisory Board Expansion and Participation
New Programs	<ul style="list-style-type: none"> • Launch new programs aligned with local careers <ul style="list-style-type: none"> ➤ Occupational Therapy Assistant ➤ Physical Therapist Assistant ➤ Process Technician/Chemical Operator

APPENDIX A:

SUMMARY OF FOUNDATION ELEMENTS OF COMPLETION PLAN

PURPOSE

The purpose of this campus completion plan is to develop a systematic improvement plan for institution-wide policy and practice change reaching departmental and classroom levels for direct impact on student persistence and completion by:

- Engaging system-wide expertise in all aspects of the Plan's development, implementation, and assessment
- Identifying policies and practices that are advancing the institution toward improved student completion rates
- Discerning strategies and methods that are likely to demonstrate impact toward increased student persistence and completion
- Prioritizing improvement focus areas based on the probability for positive impact on current student persistence and completion
- Engaging employers in completion efforts that align with workforce needs

GUIDING PRINCIPLES

- WSCO faculty and staff will not compromise academic standards as a way to increase student success
- WSCO faculty and staff want each student to be successful and will create a supportive and engaging learning environment
- WSCO faculty and staff must strive to continuously improve processes and procedures related to student success



WASHINGTON STATE
COMMUNITY COLLEGE

Vision 2025
Strategic Priorities

Mission, Vision & Values



Mission:

WSCC serves the education and workforce needs of our community by providing dynamic and affordable associate degree and certificate programs in an atmosphere that promotes student success.

Vision:

We inspire and facilitate individual excellence and success.

Values:

In creating an environment of trust and respect for faculty, staff, and students, the WSCC community strives to live by a set of values to be practiced each day and in each encounter.

Respect – To acknowledge the humanity of all individuals through compassionate action.

Ethics – To demonstrate honesty, integrity, responsibility, and accountability.

Inspiration – To provide an atmosphere that encourages our campus community to develop, grow, and succeed as lifelong learners.

Inclusion – To provide an atmosphere that fosters respect and acknowledges, explores, and embraces the diversity and uniqueness of all regional and global cultures.

Success – To enable all students, faculty, and staff to be successful academically, personally, and professionally.

Excellence – To reach our maximum potential as a community college through continuous improvement, institutional growth, excellence in teaching, and community engagement.

Teamwork – To foster a culture of collaboration within the campus community that supports our mission, our students, our employees, and the surrounding area.

Stewardship – To be responsible stewards of college resources: human, fiscal, natural, physical, and virtual.



Vision 2025 Overview

Strategic Priorities

Strategic Priority #1



Student Access

Increase the Number of Adult Students

Implement innovative delivery models and recruitment strategies to attract adult learners.

Implement a Bachelor's of Science in Nursing Program

Engage healthcare leaders to build curricula for training new bachelor-prepared nurses and up-skilling associate degree nurses to meet the local nursing workforce needs. Complete the program approval process and launch the BSN program.

Expand Grades 9-12 Career Pathways to Increase Post-graduation Enrollment

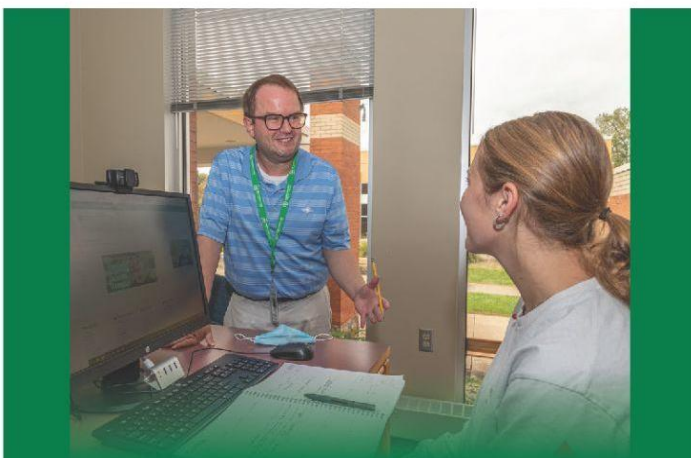
Develop high-impact, grades 9-12 career pathways to support the region's most vital industry sectors.



Strategic Priority #2



Student Success



Increase Graduates

Implement the 8-week course delivery model designed to provide a more manageable schedule and reduce time to degree completion for certificate- and degree-seeking students.

Ensure Equity in Student Success Outcomes

Implement innovative instructional and student support strategies, with an emphasis on diversity, equity, and inclusion (DEI), to achieve equitable student success outcomes.

Strengthen Guided Pathways Strategies to Increase Student Completion

Continue to strengthen Guided Pathways strategies including onboarding, advising, student support, transfer and career services, and co-curricular activities to help students build meaningful employee-student and student-student relationships to increase student persistence, retention, and completion.

Strategic Priority #3

Community Engagement

Engage Community Stakeholders in a Review of WSCC's Name, Vision, Mission, and Values

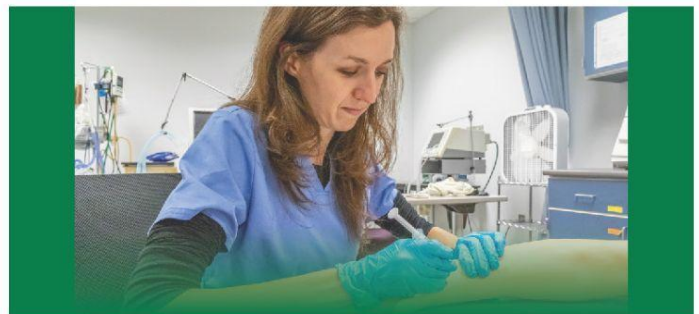
Engage college and community stakeholders in a review and update of WSCC's name, vision, mission, and values.

Expand Business Sector Partnerships

Engage business and industry partners to provide work-based learning opportunities for students to gain real-world experience and support graduates in securing employment.

Impact Quality of Life, Health, and Wellness

Impact students and employees quality of life, health, and wellness through education, activities, and community engagement.



A Note from the President to the Community

The Washington State Community College team has done outstanding work in implementing Guided Pathways and achieving our Vision 2021 goals. Guided Pathways has moved us from small initiatives to college-wide innovations and excellence. This is the foundation for our Vision 2025 where we will continue to strengthen our Guided Pathways with a focus on changing and improving the lives of our students and making a positive impact on our community.

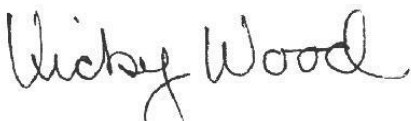
Guided Pathways has impacted nearly every aspect of the college experience and our efforts are fueled by the positive results we are already seeing. We have invested significant time and resources to transform the student experience; going forward we are focused on nurturing our efforts.

In addition to this work, we have several exciting opportunities on our horizon. We will be one of the first community colleges in Ohio to offer a bachelor of science in nursing degree. This state policy change marked an unprecedented expansion in access to education for Ohioans and provides us the opportunity to support our community and its workforce in a new way.

This fall our Health, Engineering, Arts, and Science students will be learning in newly renovated state-of-the-art labs. The new Advanced Manufacturing & Integration Center will serve as a training hub for manufacturing in the Mid-Ohio Valley and is equipped to provide in-demand training that currently isn't offered in this region.

We are achieving great things at Washington State Community College! With confidence I can say that our Guided Pathways work will be the reason we successfully meet our 2025 strategic goals of increasing student access and success to strengthen our community.

Sincerely,



Vicky Wood, Ph.D.
President



APPENDIX C: Report for ORC 3345.81

Transfer Student Completion

For Academic Year 2023-2024, WSCO faculty worked diligently to resubmit all transfer courses for the new OT36. Transfer students rely on compliance with OT36 and TAG courses for smooth transition to Ohio's public four-year institutions.

To ensure that WSCO students have many choices for higher education advancement, the College has worked diligently to develop articulations with our private partners.

To serve students who wish to pursue a four-year degree while continuing to live in our region, we have built strategic partnerships. WSCO-to-MC, our dual-admit partnership with Marietta College, gives students the opportunity to be both a Washington State student and a Marietta College student at the same time. For next academic year, we will be introducing clearly defined, 2+2 completion maps for key programs such as Education, Business, and Accounting. This is an important step in our partnership to serve students and workforce needs in our region.

Other four-year Ohio universities, such as Franklin, Miami, and Tiffin have developed 2+2 articulations with WSCO for online completion of Bachelor's degrees. This gives students even more options for degree pathways for in-demand jobs in fields like Criminal Justice or Healthcare Management.

Students who prefer a more traditional, on-campus college experience can take advantage of other articulations. WSCO's 2+2 articulation with Capital University's degrees in Business and Accounting would allow a student to take advantage of two years at the WSCO tuition rate and a tuition discount upon transfer.

Reverse Transfer

WSCO follows Ohio guidelines for reverse transfer. The WSCO Registrar is a member of the Ohio Credit When Its Due team. This team meets twice a year to review submitted transcripts for reverse transfer. Currently, we have very few students who take advantage of this system due to a large number who transfer to private institutions or institutions in West Virginia. WSCO plans to work with our partner institutions to create a more effective process of awarding reverse transfer for these students.