



BELMONT
COLLEGE

BOARD OF TRUSTEES
MEETING

September 27, 2018

6:00 p.m.

Belmont College
District Board of Trustees Meeting
September 27, 2018
6:00 p.m.

AGENDA

CALL TO ORDER	Mrs. Elizabeth Gates, Chair	
ROLL CALL	Kristy Kosky	
PLEDGE OF ALLEGIANCE		
INTRODUCTION OF VISITORS	Mrs. Elizabeth Gates, Chair	
APPROVAL OF AGENDA	Mrs. Elizabeth Gates, Chair	
APPROVAL OF MINUTES	Mrs. Elizabeth Gates, Chair	A
	July 2018 Minutes	A-1
	August 2018 Minutes	A-2

CONSENT AGENDA

<u>Administrative Items</u>	B
1. Then and Now Authorization	B-1
<u>Monitoring Activities</u>	C
1. July 2018 Financial Report	C-1
2. August 2018 Financial Report	C-2
3. Access to Higher Education – Enrollment Statistics	C-3

PRESIDENT’S REPORT	Dr. Paul Gasparro
COMMENTS FROM THE CHAIR	Mrs. Elizabeth Gates, Chair

**COMMENTS FROM
THE COLLEGE COMMUNITY**

NEXT REGULAR MEETING	October 25, 2018 Belmont College Board Room Workshop 5:00 p.m.
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ADJOURNMENT

TAB A

MINUTES

TAB A-1

MINUTES

July 2018

BELMONT COLLEGE
BOARD OF TRUSTEES MEETING
Minutes of July 26, 2018

The regular meeting of the Belmont College District Board of Trustees was held at 6:00 p.m., on July 26, 2018 at Belmont College in the Board Room.

Call to Order Mrs. Gates, Chair, called the meeting to order at 6:09 p.m.

Roll Call Jessica L. Bumgardner - Present
Cory M. DelGuzzo – Present
Edward D. Eberhart – Present
Elizabeth F. Gates – Present
William D. Hunkler – Present
Howard J. Landkrohn - Present
Mark A. Macri – Present
Pandora J. Neuhart – Present
Anita G. Rice – Present

There being a quorum, the meeting proceeded.

Attendance John Koucoumaris, Matt Kendall, Troy Caldwell, Becki Kurtz, Dave Mertz,
RJ Konkoleski, Jeremy Vittek, Dr. Paul Gasparro and Kristy Kosky

Introduction of
Visitors N/A

Approval of Agenda Mrs. Gates stated that the agenda would be amended to pull agenda items
C-2, Strategic Plan and E-1, Election of Board Officers. Mrs. Gates then asked for a
motion to approve the amended agenda.

Mr. Delguzzo motioned, seconded by Mr. Hunkler, to approve the amended agenda.
All ayes; motion carried.

Election of Officers Mrs. Gates turned the meeting over to Dr. Gasparro for the election of Chairperson of
the Board of Trustees for the 2018-2019 term.

Dr. Gasparro asked for nominations for the Chairperson of the Board of Trustees for
the 2018-2019 term.

Dr. Macri nominated Mrs. Gates, seconded by Ms. Neuhart, as Chairperson of the
Board of Trustees for the 2018-2019 term.
There being no other nominations, Dr. Gasparro asked for a motion to close the
nominations and accept the nomination of Mrs. Gates as Chairperson of the Board of
Trustees for the 2018-2019 term.

Mr. Eberhart motioned, seconded by Mr. Landkrohn, to close the nominations for Chairperson and to accept the nomination of Mrs. Gates as Chairperson of the Board of Trustees for the 2018-2019 term.

All ayes; motion carried.

Dr. Gasparro asked for a motion to elect Mrs. Gates as Chairperson of the Board of Trustees for the 2018-2019 term.

Ms. Neuhart motioned seconded by Mr. DelGuzzo to elect Mrs. Gates as Chairperson of the Board of Trustees for the 2018-2019 term.

All ayes; motion carried.

Dr. Gasparro turned the meeting back over to Mrs. Gates.

Mrs. Gates asked for nominations for the Vice Chairperson of the Board of Trustees for the 2018-2019 term.

Dr. Macri nominated Mr. Hunkler, seconded by Ms. Neuhart, to elect Mr. Hunkler as Vice Chairperson of the Board of Trustees for the 2018-2019 term.

There being no other nominations, Mrs. Gates asked for a motion to close the nominations and accept the nomination of Mr. Hunkler as Vice Chairperson of the Board of Trustees for the 2018-2019 term.

Mr. Landkrohn motioned, seconded by Ms. Neuhart, to close the nominations for Vice Chairperson and to accept the nomination of Mr. Hunkler as Vice Chairperson of the Board of Trustees for the 2018-2019 term.

All ayes; motion carried.

Mrs. Gates asked for a motion to elect Mr. Hunkler as Vice Chairperson of the Board of Trustees for the 2018-2019 term.

Mr. DelGuzzo motioned seconded by Dr. Macri to elect Mr. Hunkler as Vice Chairperson of the Board of Trustees for the 2018-2019 term.

All ayes; motion carried.

Mrs. Gates asked for nominations for the Treasurer of the Board of Trustees for the 2018-2019 term.

Ms. Neuhart nominated John Koucoumaris, seconded by Mr. Landkrohn, to elect John Koucoumaris as Treasurer of the Board of Trustees for the 2018-2019 term.

There being no other nominations, Mrs. Gates asked for a motion to close the nominations and accept the nomination of John Koucoumaris as Treasurer of the Board of Trustees for the 2018-2019 term.

Mr. Hunkler motioned, seconded by Mr. DelGuzzo, to close the nominations for Treasurer and to accept the nomination of John Koucoumaris as Treasurer of the Board of Trustees for the 2018-2019 term.
All ayes; motion carried.

Mrs. Gates asked for a motion to elect John Koucoumaris as Treasurer of the Board of Trustees for the 2018-2019 term.

Mr. DelGuzzo motioned seconded by Mr. Eberhart to elect John Koucoumaris as Treasurer of the Board of Trustees for the 2018-2019 term.
All ayes; motion carried.

Mrs. Gates asked for nominations for the Secretary of the Board of Trustees for the 2018-2019 term.

Ms. Neuhart nominated Dr. Gasparro, seconded by Mr. DelGuzzo, to elect Dr. Gasparro as Secretary of the Board of Trustees for the 2018-2019 term.

There being no other nominations, Mrs. Gates asked for a motion to close the nominations and accept the nomination of Dr. Gasparro as Secretary of the Board of Trustees for the 2018-2019 term.

Mr. Landkrohn motioned, seconded by Dr. Macri, to close the nominations for Secretary and to accept the nomination of Dr. Gasparro as Secretary of the Board of Trustees for the 2018-2019 term.
All ayes; motion carried.

Mrs. Gates asked for a motion to elect Dr. Gasparro as Treasurer of the Board of Trustees for the 2018-2019 term.

Ms. Neuhart motioned seconded by Mr. Eberhart to elect Dr. Gasparro as Secretary of the Board of Trustees for the 2018-2019 term.
All ayes; motion carried.

Approval of Minutes Mrs. Gates asked for a motion to approve the minutes of the June 2018 meeting.

Ms. Neuhart motioned, seconded by Dr. Macri, to approve the minutes of the June 2018 meeting.

Ayes; Mrs. Bumgardner, Mrs. Gates, Mr. Hunkler, Mr. Landkrohn, Dr. Macri, Ms. Neuhart, Mrs. Rice.

Nays; None

Abstain: Mr. DelGuzzo, Mr. Eberhart.

Motion carried.

Mrs. Gates asked for a motion to approve the consent agenda.

Dr. Macri asked if Agenda Item B-1, Authorization to Hire – Faculty Full Time, was for new positions or replacements. Matt Kendall informed him that these positions were replacements.

Mrs. Gates reviewed Agenda Item B-2, Establish Board of Trustees Meeting Schedule for 2018-2019 and asked for any concerns with the schedule. There were no concerns.

Approval of Consent
Agenda

Mrs. Gates asked for nominations for the 2018 Heritage Tree. Two individuals were mentioned. The Belmont College Marketing Department will review the individuals to determine if they meet the criteria.

Mrs. Gates then asked again for a motion to approve the consent agenda.

Mr. DelGuzzo motioned, seconded by Mr. Landkrohn to approve the consent agenda. All ayes; motion carried.

Dr. Gasparro provided an overview of the College Strategic Plan, noting the requirement of submitting it the Higher Learning Commission by September 1, 2018.

President's Report

Dr. Gasparro reported on current enrollment and guided pathways.

Comments from the
Chair

Mrs. Gates provided an overview of the 2018 OACC Trustees Conference, and informed the Board of the importance of their understanding of Belmont College guided pathways.

Comments from the
College Community

Dave Mertz reported that a BPR student has received a \$2,500 scholarship and will leave for a short while to study abroad, returning to full-time employment in the BPR field.

Next Regular
Meeting

Board Retreat/Evaluation of the President
Saturday, August 18, 2018
Oglebay Resort – Wilson Lodge
9:00 a.m.

Adjournment

Mrs. Gates adjourned the meeting at 7:20 p.m.

Elizabeth F. Gates, Chair

Paul F. Gasparro, President

Date Approved: _____ / _____ / _____

TAB A-2
MINUTES

August 2018

BELMONT COLLEGE
BOARD OF TRUSTEES MEETING
Minutes of August 18, 2018

The regular meeting of the Belmont College District Board of Trustees was held at 9:00 a.m., on August 18, 2018 at Wilson Lodge in Oglebay Resort.

Call to Order Mrs. Gates, Chair, called the meeting to order at 9:10 a.m.

Roll Call Jessica L. Bumgardner - Present
Cory M. DelGuzzo – Present
Edward D. Eberhart – Present
Elizabeth F. Gates – Present
William D. Hunkler – Present
Howard J. Landkrohn - Present
Mark A. Macri – Present
Pandora J. Neuhart – Present
Anita G. Rice – Present

There being a quorum, the meeting proceeded.

Approval of Agenda Mrs. Gates asked for a motion to approve the agenda.

Mr. Hunkler motioned, seconded by Dr. Macri, to approve the agenda.
All ayes; motion carried.

Executive Session Mrs. Gates asked for a motion to enter into Executive Session for the purpose of discussing personnel.

Ms. Neuhart motioned, seconded by Mr. Hunkler, to enter into executive session for the purpose of discussing personnel.
A roll call vote was taken.
All ayes; motion carried.

The Board went into Executive Session at 9:15 a.m.

Mrs. Gates asked for a motion to come out of Executive Session.

Mr. Eberhart motioned, seconded by Mr. Hunkler, to come out of Executive Session.
A roll call vote was taken.
All ayes; motion carried.

The Executive Session ended at 4:32 p.m.

Adjournment There being no further matters for the regular Board of Trustees meeting, Mrs. Gates asked for a motion to adjourn the meeting.

Mr. DelGuzzo motioned, seconded by Ms. Neuhart, to adjourn the meeting.

All ayes; motion carried.

The meeting adjourned at 4:32 p.m.

Elizabeth F. Gates, Chair

Paul F. Gasparro, President

Date Approved: _____ / _____ / _____

CONSENT AGENDA

TAB B

CONSENT AGENDA

Administrative Items

TAB B-1

CONSENT AGENDA

Administrative Items

Authorization for Payment for

Then and Now Purchase

AGENDA ITEM B-1: AUTHORIZATION FOR PAYMENT FOR THEN AND NOW PURCHASE
Board of Trustees Meeting Date: September 27, 2018

As required in ORC 5705.41(D) and noted in Rea & Associates Management Letter dated December 21, 2013, Board of Trustee authorization is required for payment of any invoice exceeding three thousand dollars that does not have prior approval through the purchase order process. Therefore, the Administration is seeking "Then and Now" payment authorization to the following vendor(s) as noted below:

Vendor	Description		Amount
Ohio Association of Community Colleges (OACC)	FY 2018/19 membership dues	Invoice Number 1058 Dated 8/3/2018 Belmont Purchase Requisition Dated 8/9/2018	\$25,232.00
The College Board	PowerFaids Maintenance & Support PowerFaids Net Partner	Invoice Number 2400 Dated 8/1/2018 Belmont Purchase Requisition Dated 9/14/2018	\$19,070.00

RECOMMENDATION: Recommend the Board authorize payment to the OACC in the amount of \$25,232.00 for Invoice Number 1058 and to The College Board in the amount of \$19,070.00 for Invoice Number 2400.

SUBMITTED BY: John S. Koucoumaris, Vice President Administrative Affairs

TAB C

CONSENT AGENDA

Monitoring Activities

TAB C-1

CONSENT AGENDA

Monitoring Activities

July 2018 Financials

AGENDA ITEM C-1: JULY 2018 FINANCIALS
Board of Trustees Meeting Date: September 27, 2017

FINANCIAL REPORTS:

The cash position of the College as of July 31, 2018 is as follows:

Checking Account	\$	452,813.11
Certificates of Deposit	\$	5,119,076.30
STAR Ohio/Plus	\$	1,377,330.57
Savings	\$	288,386.42
Total Temporary Investments	\$	6,784,793.29
Total Cash and Temporary Investments	\$	7,237,606.40

The Budget Report shows the following:

	<u>This Year % Recorded</u>	<u>% Year Completed</u>
Budgeted Revenues	6.7%	8.3%
Budgeted Expenditures	4.9%	8.3%

1. The Unexpended Plant Fund Report is in the amount of \$626,297.03.
2. The Repair and Replacement Fund Report (Plant Fund) is in the amount of \$514,676.20.
3. The Board Appropriated Fund Report is in the amount of \$1,981,481.44.
4. The Start up Fund is in the amount of \$97,600.18.

RECOMMENDATION: It is recommended that the Board accept the financial reports for July 2018 as presented.

SUBMITTED BY: John S. Koucoumaris, Vice President Administrative Affairs

TAB C-2

CONSENT AGENDA

Monitoring Activities

August 2018 Financials

AGENDA ITEM C-2: AUGUST 2018 FINANCIALS
Board of Trustees Meeting Date: September 27, 2017

FINANCIAL REPORTS:

The cash position of the College as of August 31, 2018 is as follows:

Checking Account	\$	602,665.24
Certificates of Deposit	\$	4,796,676.63
STAR Ohio/Plus	\$	1,379,786.43
Savings	\$	288,386.42
Total Temporary Investments	\$	6,464,849.48
Total Cash and Temporary Investments	\$	7,067,514.72

The Budget Report shows the following:

	<u>This Year</u> <u>% Recorded</u>	<u>% Year</u> <u>Completed</u>
Budgeted Revenues	10.8%	16.7%
Budgeted Expenditures	11.4%	16.7%

1. The Unexpended Plant Fund Report is in the amount of \$666,241.53.
2. The Repair and Replacement Fund Report (Plant Fund) is in the amount of \$427,386.04.
3. The Board Appropriated Fund Report is in the amount of \$1,975,931.93.
4. The Start up Fund is in the amount of \$97,600.18.

RECOMMENDATION: It is recommended that the Board accept the financial reports for July 2018 as presented.

SUBMITTED BY: John S. Koucoumaris, Vice President Administrative Affairs

TAB C-3

CONSENT AGENDA

Monitoring Activities

Access to Higher Education

Enrollment Statistics

AGENDA ITEM C-3: ACCESS TO HIGHER EDUCATION – ENROLLMENT STATISTICS

BOARD OF TRUSTEES MEETING: SEPTEMBER 27, 2018

This report displays data for the headcount, credit hours, and full-time equivalents (FTE) on the fifteenth day of fall term, 2018. The first two charts show enrollment trends by headcount. Chart I and Chart II display fall-to-fall headcount trends over a ten year period, from fall quarter 2009, through fall semester 2018.

The headcount enrollment trend charts are followed by Chart III, a credit hour trend chart, and Chart IV, an FTE trend chart. Chart V presents the demographic profile of the student population as of the fifteenth day of fall term, 2018.

Chart I, *Fall enrollment trend, headcount Fall quarter 2009 through Fall semester 2018*

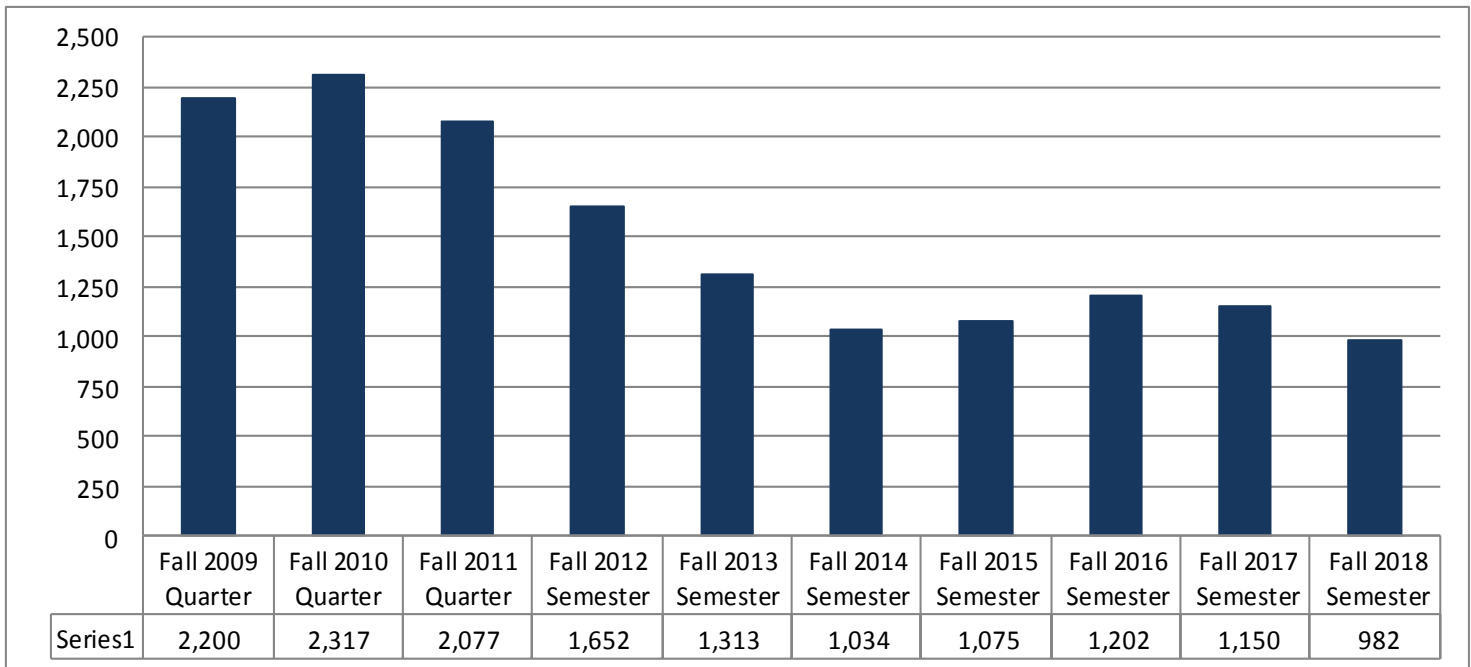


Chart II, *Headcount trend, compared Fall-to-Fall, 2009- 2018*

Fall Term	Headcount	Difference compared to previous fall	Percent change
2009 Quarter	2,200	402	22.36%
2010 Quarter	2,317	117	5.32%
2011 Quarter	2,077	-240	-10.36%
2012 Semester	1,652	-425	-20.46%
2013 Semester	1,313	-339	-20.52%
2014 Semester	1,034	-279	-21.25%
2015 Semester	1,075	41	3.97%
2016 Semester	1,202	127	11.81%
2017 Semester	1,150	-52	-4.33%
2018 Semester	982	-168	-14.61%

Chart III, Fall enrollment trend, credit hours Fall quarter 2009 through Fall semester 2018

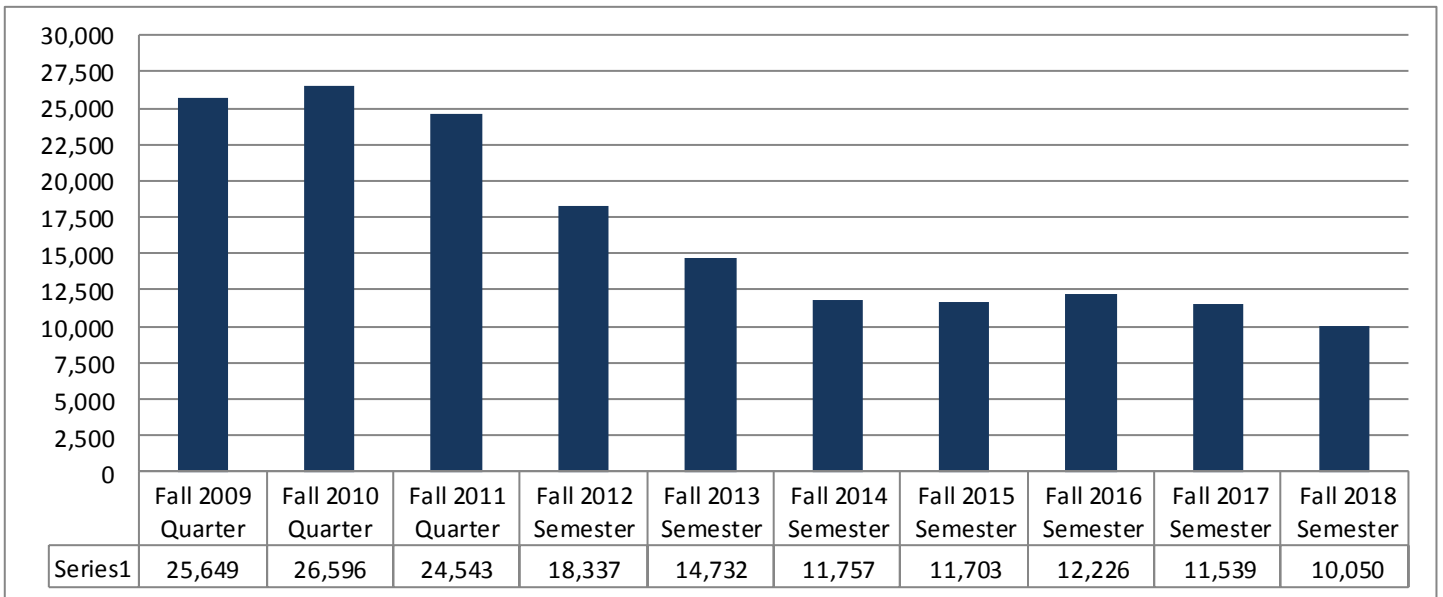
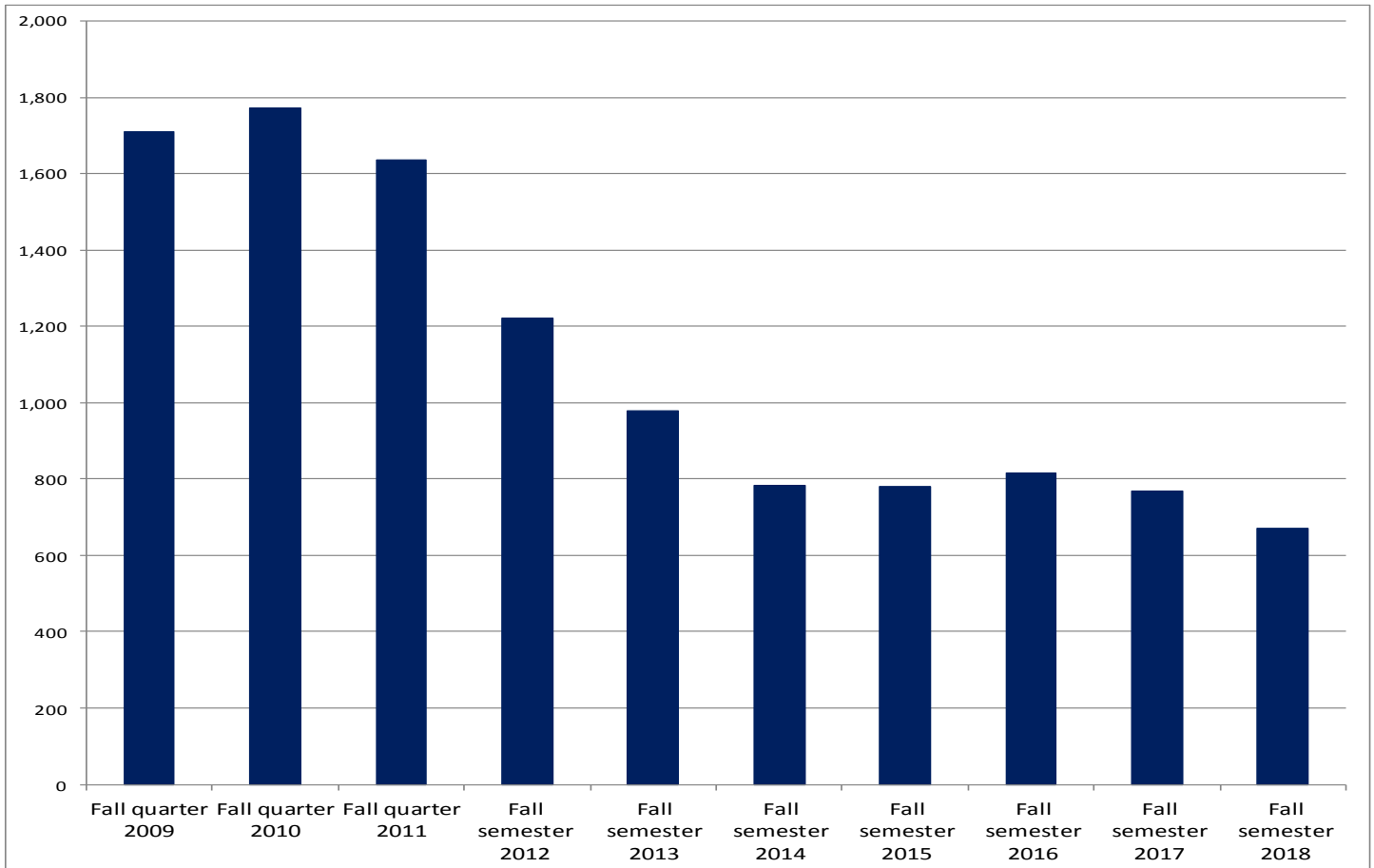


Chart IV, Fall full-time equivalent history: Fall quarter 2009 through Fall semester 2018



Enrollment Data Highlights

- The headcount in fall semester 2018 is 982. This is a 14.6% decrease (or 168 heads) from the headcount in fall semester 2017. Forty-five of the 168 heads are College Credit Plus (CCP) students.
- The change in credit hours of enrollment from fall 2017 to fall 2018 is 12.9% (or a decrease of 1489 credit hours) on the fifteenth day.
- One FTE is equal to 15 credit hours of enrollment. In the fall of 2017 there were 769 FTE's on the fifteenth day. In the fall of 2018 there are 670 FTE's on the fifteenth day. The decrease in FTE's from last year is 12.9% (or 99 FTE's).
- Thirty-four class sections are "flexibly scheduled" and begin and end in eight weeks or less. Nineteen of these flexibly scheduled classes begin after the fifteenth day of the term. Enrollment in the nineteen classes that begin after the fifteenth day of the term is not included in this report, as enrollment in these sections is not final yet. As a result, it is possible to gain credit hours from flexibly scheduled class enrollment from now until the end of fall term. A best-case scenario is an additional 130 heads and 500 credit hours from flexibly scheduled class enrollment. Achieving a best case scenario would result in an overall decrease in headcount of 3.3% and an overall decrease in credit hours of 8.6% from last year.

Chart V, Demographic Profile of Fall 2018 Enrollment, 15th day report

Belmont College 15th Day Census	FALL 17-18		FALL 18-19		Change	%Change
	Enrollment	% Total	Enrollment	% Total	FA 17-18 to FA 18-19	FA 17-18 to FA 18-19
Total Headcount	1,150		982		-168	-14.6%
F.T.E.	769		670		-99	-12.9%
Full-time Credit Hours	7,382	63.97%	6,583	65.50%	-799	-10.8%
Part-time Credit Hours	4,157	36.03%	3,467	34.50%	-690	-16.6%
Total Credit Hours	11,539		10,050		-1,489	-12.9%
Average Credit Hours per student	10.03		10.23		0.20030284	2.0%
		100.00%		100.00%		
GENDER						
Total Females	737	64.09%	627	63.85%	-110	-14.9%
Total Males	413	35.91%	355	36.15%	-58	-14.0%
<i>Total</i>	1,150	100.00%	982	100.00%		
FULL-TIME / PART-TIME STATUS						
Full time Students	524	45.57%	462	47.05%	-62	-11.8%
Part-time Students	626	54.43%	520	52.95%	-106	-16.9%
Females Full-time	298	25.91%	279	28.41%	-19	-6.4%
Females Part-time	439	38.17%	348	35.44%	-91	-20.7%
Males Full-time	226	19.65%	183	18.64%	-43	-19.0%
Males Part-time	187	16.26%	172	17.52%	-15	-8.0%
<i>Total</i>	1,150	100.00%	982	100.00%		
AGE						
Enrolled in high school and College & under 18	176	15.30%	131	13.34%	-45	-25.6%
Enrolled in high school and College & 18 or over	47	4.09%	51	5.19%	4	8.5%
First time enrolled in college and under 18 years	1	0.09%	1	0.10%	0	0.0%
18-24	583	50.70%	512	52.14%	-71	-12.2%
25-30	142	12.35%	148	15.07%	6	4.2%
31-40	114	9.91%	76	7.74%	-38	-33.3%
Over 40	87	7.57%	63	6.42%	-24	-27.6%
<i>Total</i>	1,150	100.00%	982	100.00%		
RACE / ETHNICITY						
American Indian/Alaskan Native	1	0.09%	0	0.00%	-1	-100.0%
Asian/Pacific Islander/Native Hawaiian	2	0.17%	4	0.41%	2	100.0%
Black/Non-Hispanic	18	1.57%	16	1.63%	-2	-11.1%
White Non-Hispanic	1,050	91.30%	895	91.14%	-155	-14.8%
Hispanic of any race	9	0.78%	3	0.31%	-6	-66.7%
Two or more races	35	3.04%	32	3.26%	-3	-8.6%
Unknown	35	3.04%	32	3.26%	-3	-8.6%
<i>Total</i>	1,150	100.00%	982	100.00%		
COUNTY of RESIDENCE						
Ohio Counties						
Belmont	677	58.87%	561	57.13%	-116	-17.1%
Guernsey	49	4.26%	37	3.77%	-12	-24.5%
Harrison	80	6.96%	74	7.54%	-6	-7.5%
Jefferson	63	5.48%	49	4.99%	-14	-22.2%
Monroe	137	11.91%	126	12.83%	-11	-8.0%
Other Ohio counties	35	3.04%	30	3.05%	-5	-14.3%
West Virginia counties						
Brooke	1	0.09%	5	0.51%	4	400.0%
Marshall	41	3.57%	38	3.87%	-3	-7.3%
Ohio	53	4.61%	50	5.09%	-3	-5.7%
Tyler and Wetzel	5	0.43%	4	0.41%	-1	-20.0%
Outside Ohio and West Virginia	9	0.78%	8	0.81%	-1	-11.1%
<i>Total</i>	1,150	100.00%	982	100.00%		

Demographic Data Highlights

- Demographic characteristics of students are displayed in Chart V. The chart compares variables on the 15th day of the term in fall 2017 and fall 2018.
- This year there are 19% less males and 17% less females enrolled full-time. The average number of credit hours per student has little variance between the years shown.
- In fall, 2017, 15.3% of students enrolled were in the “in high school and college and under 18” age category (College Credit Plus – CCP students). In 2018, 13.3% of students were in the same age group. There are 25.6% less CCP students in fall, 2018 compared to fall, 2017. This amounts to 45 less heads.
- The fall, 2018 student profile is somewhat less diverse in Race/Ethnicity, although Belmont’s diversity tends to mimic the county demographics.
- The number of students from all Ohio and the five contiguous West Virginia Counties, except for Brooke, has decreased fairly proportionately with the overall headcount decrease.

Conclusions, Recommendations and Targets for Improvement

There are less high school students and high school graduates available and eligible for College Credit Plus enrollment. This pattern may continue for the foreseeable future. In addition, citizens are working more and going to college less as better jobs become available and the economy recovers as evidenced by the lowering unemployment rate. Therefore, our strategy must be an increase in the existing market penetration with both high school graduates and also in the greater-than- 25 year old age category. This strategy will require different recruitment tactics in order to increase yield and conversion rates. It will also requires us to make sure the college offers relevant program pathways with multiple entry and exit points leading to sustainable jobs and wages at each point of exit, along with higher rates of retention of new students from term-to-term. These strategic priorities, among others, are found embedded in more detail in the college Strategic Plan, 2018-2022.

To accomplish these ends, the college Strategic Plan focuses on the implementation of Davis Jenkins’ Guided Pathways Model and the associated tactics to attain implementation of the Model to scale at Belmont College.

Important short-term strategies in place to meet the benchmarked enrollment goal of increasing the headcount and credit hour enrollment by 10% by 2020 include:

1. Revise and implement a new procedure for handing off new students from recruitment to admissions by
 - Revising the advising model to include “intrusive student advising,”
 - Implementing new technology to support academic advising and utilizing the Jenzabar Retention Management System to full capacity to track and manage the progress of at-risk students,
 - Initiating guidelines for all faculty and staff submitting student Academic Alerts for early intervention,
 - Redesigning the college retention strategy and utilizing the Retention Director as the central position for managing the movement of students across the curriculum,
 - Connecting new students with Career Services at the point of application and utilize intrusive advising for career exploration prior to registration,
 - Implementing a new student mentorship/coaching program,
 - Implementing the Community College Survey of Student Engagement in the spring of 2019 to determine student needs,
 - Revising the student transfer advising function.
2. Increase high school-to-Belmont student transfer rates by:
 - Expanding College Credit Plus pathways to include technical courses,
 - Augmenting relationships with K-12 schools and engaging with parents,
 - Hiring a Tech Prep Coordinator (grant funded) to work at the high schools and assist with creating high school-to-college academic pathways.
3. Map and communicate program and course pathways to show available course and program certifications and transfer pathways for Bachelor’s Degrees. Design and implement a communication plan for advertising and communicating these and for communicating with students as they move across the curriculum.
4. Follow and track the entering new student cohort to determine if they are on or off their pathway and provide early advising, coaching, and support services.

5. Promote students taking 15 credit hours per term to decrease student cost and time to completion. Promote associated scholarships to further defray the cost.
6. Provide end-of-pathways internship options in every program.
7. Continue membership in the Higher Learning Commission Assessment Academy to improve teaching and learning.
8. Augment off-campus enrollment by launching the following certificates:
 - Refrigerant 608 with certification,
 - Welding Fabricator,
 - Welding Training Refresher with certifications,
 - State Tested Nurse Aide.
9. By or Before Fall, 2019:
 - Implement the co-requisite developmental education model and the Ohio math pathways,
 - Revise the First Year Experience student orientations and student success course to meet the needs of the student groups at Belmont College,
 - Increase the number of students registering online by changing the online registration criteria and streamlining technology to enable seamless online registration,
 - Implement a new Learning Management System by June, 2019,
 - Use the new technology to track the metrics embedded in the college Strategic Plan,
 - Investigate a new integrated data base system,
 - Launch the following new programs: Water Management Technology; Heavy Equipment Technician; CDL, and,
 - Increase online learning options.