



# **Welcome to Convocation 2023**

**Succop Theater, August 17, 2023**

## AGENDA

8:30 am – 8:45 am	<b>Welcome</b> Dr. Belinda Richardson, Provost & Vice President for Academic Affairs
8:45 am – 9:45 am	<b>“State of the College Address”</b> Dr. Nicholas Neupauer, President
9:45 am –10:30 am	<b>Strategic Plan Updates</b> Pathway One “Students” Dr. Belinda Richardson & Dr. Case Willoughby Pathway Two “Communities” Megan Coval & Jess Matonak Pathway Three “Resources” James Hrabosky Pathway Four “Excellence” Tina Fleeger
10:30 am – 10:45 am	<b>Ruffalo Noel Levitz Review Update</b> Dr. Case Willoughby, Vice President for Student Affairs and Enrollment Management
10:45 am – 11:00 am	<b>Academic Affairs - General Education Update</b> Dr. Belinda Richardson
11:00 am –11:30 am	<b>Tenure/Promotion Announcements, New Hires/Retirees and Above &amp; Beyond Award</b> Tina Fleeger, Executive Director of Human Resources/Equal Opportunity Compliance Officer
11:30 am – 11:45 am	<b>Middle States Update</b> Dr. Ryan Kociela and Ms. Laura Wiest, MSCHE Co-Chairs
11:45 am – 11:50 am	<b>Closing Announcements</b> Dr. Belinda Richardson
12:00 pm – 1:30 pm	<b>WELCOME BACK CELEBRATION!</b> Lunch—Student Success Courtyard or Pioneer Café
<b>12:30 pm – 2:00 pm</b>	<b>Middle States Steering Committee Meeting</b> Founders Hall <i>Attendees: MSCHE Steering Committee Members, Working Groups and Co-Chairs</i>
2:15 pm – 3:30 pm	<b>Faculty Safety Training/Emergency Procedures</b> Succop Theater Trainer: Mr. Greg Agosti Attendees: All Faculty



# **Annual State of the College Address Convocation 2023**

# State of the College Agenda

- I. Welcome
- II. President's Goals
- III. Prez Goal One: Achieve a balanced operating budget
- IV. Prez Goal Two: MSCHE Self-Study
- V. Prez Goal Three: Pursuing our 2022-27 Strategic Plan
- VI. Prez Goal Four: Private/public funding and private/public partnerships
- VII. Other items of importance
- VIII. Closing



# 2023-24 President's Goals

1. Work with the entire college community on achieving a balanced operating budget.
2. Position the College to achieve success in the Middle States Commission on Higher Education Self-Study in 2025.
3. Lead the College in Pursuing the 2022-2027 Strategic Plan: Continuing on the Path.
4. Continue to work with the BC3 Education Foundation staff to secure private funding and private/public partnerships.



## **President's Goal One:**

**Work with the entire college community on achieving a balanced operating budget.**

July 12, 2023

## Fighting for Scraps in Pennsylvania

Enrollment in the state has plummeted, but it has one of the highest ratios of institutions to students in the country. The result is fierce competition over a dwindling pool of applicants.

By [Liam Knox](#), *Inside Higher Ed*

DAILY DIVE

Aug. 9, 2023 | Today's news and insights for higher ed leaders

## **How many college closures are on the horizon?**

More institutions may shut down as operating expenses increase and demographics shift, higher ed experts say.



# The State With Too Many Campuses

By *Audrey Williams June and Brian O'Leary* | NOVEMBER 11, 2022

For years, many Pennsylvania colleges have been sounding the alarm about their future.

Pennsylvania's State System of Higher Education, commonly known as Passhe, recently consolidated six of its campuses into two after more than a decade of flagging enrollment and financial pressures. Pennsylvania State University ran a deficit of more than \$150 million last academic year. And Muhlenberg College saw its credit downgraded last year amid analysts' concerns about "highly competitive student market conditions and weak regional demographics" squeezing the institution's revenue.

DATA



# Big Drops in Enrollment Hit Colleges in the First Fall of the Pandemic. Who Was Able to Bounce Back?

By *Brian O'Leary and Audrey Williams June* | FEBRUARY 14, 2023

After the pandemic began in early 2020, colleges grappled with a frightening prospect: What if first-time students skipped going to college in the fall?

Many colleges' fears about attendance, of course, [came true](#). And the [drop in first-time students](#) — whose numbers drive enrollment each year — proved to be especially steep at [community colleges](#).

# A track record of financial success ...

- Middle States accolades on our finances.
- Unique state/county grants and private funding for operational and capital projects.
- A fund balance that was built overtime.
- Appropriate use of federal stimulus funding.

# The challenge ...

- Worst-case budget projection.
- Enrollments.
- Declining high school graduation numbers.
- Increased competition in the higher education space.
- Federal stimulus funding is done.
- Increased costs such as health care, labor costs, supplies, equipment, etc.



# The opportunities ...

- Enrollment plays like BC3 @ Armstrong and Phillips Building. (A total of \$22 million in public and private support made these possible.)
- Further embracing of our role as “the community’s college.”
- Private and public funding.
- Reset as positions become open.
- Partnerships and collaborations.
- Speaking of collaborations ...

# ***FEASIBILITY STUDY ANNOUNCEMENT***

**August 17, 2023**



# WHO

- **BC3 @ LindenPointe in Hermitage and Penn State Shenango in Sharon, both in Mercer County.**
- **Penn State Shenango has served the greater Sharon region since 1963 and BC3 since 1997.**



# WHAT

- **Launching a feasibility study that could result in the colocation of Mercer County sites.**
- **If implemented, BC3 @ LindenPointe would be the first PA community college site to be located on a Penn State University Commonwealth Campus.**



# ***WHEN***

**Feasibility study to be conducted Mid-August through December 31.**

# WHY

- To sustain affordable and accessible higher education near Sharon.
- Follows governor's call to reevaluate higher education.

***Colleges (are) competing with one another for a limited dollar, duplicating degree programs, driving up costs and actually reducing access.***

**- Gov. Josh Shapiro, 2023 Budget Address**

# POPULATION

**Kindergarten through 12-grade enrollment in public schools in Crawford, Lawrence and Mercer counties:**

- 2004-2005 - Nearly **45,000**
- 2032-2033 - Projected at **28,500**
- Percentage decline: **37%**

*Source: Pennsylvania Department of Education.*



# ***ENROLLMENT***

**BC3 @ LindenPointe and Penn State Shenango are located within **5** miles of each other.**

**Enrollment projections for fall 2023:**

- **325** - Penn State Shenango
- **55** - BC3 @ LindenPointe

**Compared to 10 years ago this fall:**

- **570** - Penn State Shenango
- **270** - BC3 @ LindenPointe



# ***I. STUDY TOPICS***

**Eliminate duplicative academic programs.**

- **BC3 @ LindenPointe offers associate degrees in 15 programs and Penn State Shenango in 5.**
- **Penn State Shenango offers bachelor's degrees in 7 programs.**



# ***II. STUDY TOPICS***

**Share student support resources, instructional resources and space.**

# ***III. STUDY TOPICS***

**Strengthen curricular and co-curricular opportunities for students.**

# ***IV. STUDY TOPICS***

**Build pathways for seamless transfer of BC3 credits toward bachelor's degrees at select Penn State campuses.**



# ***V. STUDY TOPICS***

**Developing academic programs to benefit local workforce needs.**

# ***VI. STUDY TOPICS***

**Continuing and building upon community engagement opportunities.**

# ***ACCREDITATION***

**Penn State and BC3 will continue to be accredited separately by the Middle State Commission on Higher Education.**





# ***OF NOTE***

- **Each institutions' students will be educated separately.**
- **No other BC3 additional location or Penn State University Commonwealth Campus is considering a colocation.**
- **BC3 will consider the sale of the BC3 @ LindenPointe building owned by the BC3 Education Foundation.**



# ***RESEARCH TEAMS***

- Academic
- Financial
- Student Services
- Student Engagement
- Operational
- Community & Public Relations
- Government Relations

# ***CALL TO ACTION***

**Next Steps**





## **President's Goal Two:**

**Position the College to achieve success in the Middle States Commission on Higher Education Self-Study in 2025.**



## **President's Goal Three:**

**Lead the college in pursuing the 2022-27 Strategic Plan:  
Continuing on the Path.**



# 2022-2027 STRATEGIC PLAN

*Continuing on the Path*

OVERVIEW

STUDENTS

COMMUNITIES

RESOURCES

EXCELLENCE

# Butler County Community College

## *Mission*

**Butler County Community College delivers quality education that is affordable, accessible and enriches the community. BC3's supportive, student-centered environment values integrity, diversity and success.**

## *Vision*

***As The Community's College, BC3 will create opportunities and change lives for a better future.***

## *College Goals*

**Learner-Centered** – Broaden experiences for learners to explore possibilities, define goals and achieve success.

**Learning** – Foster active and lifelong education through innovative, flexible and effective teaching strategies.

**Employee Development** – Promote opportunities and trainings that support wellness, performance and a healthy organizational culture.

**College Environment** – Maintain a welcoming, safe and accessible environment.

**Fiscal Stewardship** – Continue solid financial planning, seek innovative solutions and pursue alternative resources.

**Communication and Transparency** – Provide pertinent information to all stakeholders.

**Evaluation and Improvement** – Sustain continuous evaluation, assessment and improvement of programs, services, technology and facilities.

**Community Engagement** – Strengthen connections, collaborations and partnerships.



## Pathway 1

# STUDENTS

*Pathway Focus: Improving learning, success and completion.*



## College Goals



### Learner-Centered

Broaden experiences for learners to explore possibilities, define goals and achieve success.



### Learning

Foster active and lifelong education through innovative, flexible and effective teaching strategies.

## Strategic Objectives

- 1.1 Support continuous improvement of teaching and learning.
- 1.2 Support continuous improvement of strategic enrollment management (market, recruit, enroll, retain and graduate).
- 1.3 Develop new and/or adapt current academic and workforce development programming to meet student and community needs.
- 1.4 Identify and implement fully online programs (degree, certificate, workforce development) that support local industry and workforce needs.
- 1.5 Reimagine and develop the co-curricular experience.
- 1.6 Continue to identify and address issues of diversity, equity and inclusion (DEI).
- 1.7 Maintain continuous improvement and regular assessment of student support services.
- 1.8 Maintain continuous improvement and regular assessment of general education and academic programs.

STUDENTS

COMMUNITIES

RESOURCES

EXCELLENCE



## Pathway 2

# COMMUNITIES

*Pathway Focus: Building relationships to advance our role as The Community's College.*



## College Goals

### ✓ Communication and Transparency

Provide prompt and pertinent information to all stakeholders.

### ✓ Community Engagement

Strengthen connections, collaborations and partnerships.

## Strategic Objectives

- 2.1** Examine the needs of the communities the College serves more effectively and efficiently to align with the College's goal of being *The Community's College*.
- 2.2** Cultivate new and existing partnerships with various community stakeholders in support of College initiatives.
- 2.3** Utilize the BC3 Education Foundation to elevate awareness and develop and optimize relationships with community stakeholders to achieve mutual goals and interests.
- 2.4** Serve as a resource for the needs of students and the community.
- 2.5** Maintain continuous improvement and regular assessment of community engagement and communication.



## Pathway 3 RESOURCES

*Pathway Focus: Optimizing the use of financial resources and improving infrastructure and operations.*



### College Goals

#### ✓ College Environment

Maintain a welcoming, safe and accessible environment.

#### ✓ Fiscal Stewardship

Continue solid fiscal planning, seek innovative solutions and pursue alternative resources.

### Strategic Objectives

- 3.1** Ensure the College's continued financial stability through regular review of current fiscal practices and the development of new financial strategies.
- 3.2** Establish and implement a plan for systematically upgrading the facilities and infrastructure.
- 3.3** Strengthen technology to ensure the College continues to meet the needs of students, faculty and staff.
- 3.4** Ensure the continued safety and security of the College. This will address all BC3 physical locations, protection of technology and data, and emergency preparedness.
- 3.5** Ensure the College's cost of attendance remains competitive.
- 3.6** Maintain continuous improvement and regular assessment of financial resources, infrastructure and operations.



## Pathway 4

# EXCELLENCE

*Pathway Focus: Providing enhancement opportunities to better the College and the individual.*



## Strategic Objectives

- 4.1 Explore, analyze and implement contemporary workplace models to retain and attract a talented workforce.
- 4.2 Implement a new employee orientation program.
- 4.3 Provide wellness opportunities focusing on the whole individual.
- 4.4 Explore new ideas for expanding training and development opportunities provided to employees.
- 4.5 Maintain continuous improvement and regular assessment to provide enhancement opportunities for the College and employees.

## College Goals

### ✓ Employee Development

Promote opportunities and trainings that support wellness, performance and a healthy organizational culture.

### ✓ Evaluation and Improvement

Sustain continuous evaluation, assessment and improvement of programs, services, technology and facilities.



## **President's Goal Four:**

**Continue to work with the BC3 Education Foundation staff to secure private funding and private/public partnerships.**

# BC3 Education Foundation

## *Finances*

Assets	
2010	2022
\$10.8 M	\$20.8 M *

Golf Outing	
2010	2022
\$64 K	\$107 K

Scholarships	
2010	2022
\$150 K	Over \$281 K

Private Support	
2010	2022
\$517 K	Over \$1.3 M

\* Senator Shaffer bequest \$3M, August 4, 2023



# Foundation Highlights

- **Students**

- Scholarships: Over \$281K in scholarships were awarded to 136 students in academic year 2022-23.
- Early College Pioneers: Foundation provided \$250/ semester for ECP in 2022-23, and will do so again in 23-24.
- Pioneer Pantry: Week of Charitable Giving raised over \$5K for Pantry; Thanksgiving and Holiday Meals provided; hygiene products offered; new partnerships.

- **Faculty**

- Open Educational Resources (OER): Foundation has supported adoption of five OER textbooks, and will provide support this year as well.

# Foundation Highlights

- In 22-23, the Foundation made eight grants to support faculty research, travel and resources.
- **Nurses Pinning**
  - Each new nursing graduate received a “BC3 Nursing Alumni” mug.
  - A reception was hosted prior to the Pinning to connect donors of Nursing scholarships and their graduate.
- **Oak Hills Luncheon**
  - Every October, the Foundation hosts the Oak Hills Luncheon, honoring Distinguished Alumni, and connecting scholarship donors with their recipients.

# Highlights

- **Capital**

- Victor K. Phillips Nursing & Allied Health Building: \$6.7M private donations, in the absence of a campaign.
- BC3@ Armstrong Ford City Location: \$2.2M in public/private contributions

- **Community**

- Support: The Foundation supports dozens of community partners each year through sponsorships.
- Partnerships: Maintaining and cultivating relationships is the cornerstone of the Foundation's work. In the spring of 23 alone, BC3 partnered with 10



# Highlights

- **Community**

- Community groups by hosting them on-campus for various events.  
Collectively, these events brought 14,962 visitors to the College in 22-23.

- **Other: The Foundation supports a variety of programs across the College:**

- Adult Literacy
- Firefighter Training
- Pioneer Pantry
- Hope is Dope
- Riv-El



**Other items of importance.**

# Other items of importance ...

- **A Presidential Call to Action 2.0.**

# ***Diversity Equity and Inclusion Council Members***

Many thanks to the BC3 Campus Community members that volunteered time and energy to support the work of the Council over its three-year engagement:

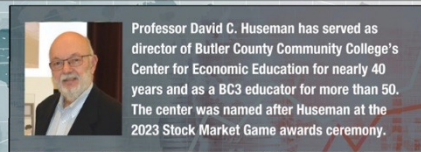
Council Member	Area	Tenure
Dr. Belinda Richardson, Advisor	Academic Affairs	2020- 2023
Dr. Case Willoughby, Advisor	Student Affairs and Enrollment Management	2020- 2023
Dr. Nichol Zaginaylo, Co-Chair	Academic Affairs	2020- 2023
Dr. Joshua Novak, Co-Chair	Student Affairs and Enrollment Management	2020- 2023
Kate Buza	Human Resources	2020- 2023
Lauren Buchanan	Off Campus Location	2020- 2023
Patty Colosimo	Student Affairs	2022- 2023
Ivory Dunlap	Advising/ Retention Faculty	2020- 2021
Jennifer Loue	Access and Disability Resources	2020- 2023
Stephen Mayfield	STEM Faculty	2020- 2023
Kelly McKissick	Workforce Development	2020- 2023
Torey O'Donnell	Student Life	2022- 2023
Morgan Rizzardi	Admissions	2020- 2023
Aaron Schlott	SSNAH Faculty	2020- 2023
Dr. Steven Shaffer	Liberal Arts Faculty	2020- 2021
Jean Shumway	Heaton Family Learning Commons Faculty	2021-2022
Dr. Karen Stubenbort	Ed and Behavioral Sciences Faculty	2020- 2022
Julie Tulba	Heaton Family Learning Commons Faculty	2022- 2023
Laura Wiest	Business Faculty	2020- 2022

# Other items of importance ...

- **Collective bargaining updates.**
- **BC3 @ Lawrence Crossing.**
- **Athletics.**
- **Amy Wise Children's Creative Learning Center.**
- **Victor K. Phillips Nursing and Allied Health Community Event.**
- **Emergency Preparedness – Mr. Agosti.**
- **The Professor David C. Huseman Center for Economic Education.**



## PROFESSOR DAVID C. HUSEMAN CENTER FOR ECONOMIC EDUCATION



# Strategic Plan Updates

- Presented by the Pathway Chairs.
- Have a great academic year!