Date: June 1, 2026

The regular meeting (Hybrid) of the Hocking College Board of Trustees was held on Monday, June 1, 2026. Members either signed in on the provided link or attended in person at the Lodge at Hocking College.

Administrators attending: Dr. Betty Young, President; Dr. Jarrod Tudor, Executive Vice President; Mr. Stephen Powell, Chief-of-Staff, Secretary to the Board; Mr. Mark Fuller, Vice President, Chief Financial Officer / Treasurer; Ms. Hannah Guada, Vice President of Student Life; Mr. Joe Deer, CIO.

CALL TO ORDER

Ben Mitchell called the meeting to order at 6:01 pm

ROLL CALL

Stephen Powell, Board Secretary, called the roll:

Board members are present: Trustees Jeanie Addington, Mike Budzik, Stuart Brooks, Jessica Hoag, Leon Forte', Alan McMillan, and Ben Mitchell.

Board members absent: Trustee Shaun North.

Members present constitute quorum.

APPROVAL OF MINUTES

Chairman Ben Mitchell asked if there were any changes to the minutes from the April 27, 2026, regular meeting. A motion was made by Trustee Stuart Brooks and seconded by Trustee Jeanie Addington was unanimously approved.

PRESIDENT'S REPORT

Dr. Young gave the following report:

Hocking College receives Grants: Hocking College has been awarded the Choose Ohio First Grant for $120,000.00 to award directly to students for workforce and STEM programs.
Hocking College has also been awarded $112,000.00 for the Work Ready Grant for multiple Workforce and STEM Programs.

Hocking College Credit Plus:
Hocking College Students saved over $2.5 million through College Credit Plus courses for the 2025-26 Academic Year.

Fostering Talent 2026
Hocking College will host the Fostering Youth Talent week July 19-25, 2026. This event will allow foster youth between 15 and 17 years old to come to campus and understand that when they age out of the system at 18 years old, they have options and opportunities here at Hocking College.

Affordability Matters
Hocking College is leading the way with the All-Inclusive Pricing that is presented on the one-sheeters for each program. This also aligns with what the OACC has requested on information on our Return on Investment (ROI) Guide.

HOCKING
COLLEGE

How much will I earn, and how long will it take to recoup my tuition and fees?

AFFORDABILITY MATTERS:

RETURN ON INVESTMENT (ROI) GUIDE

This guide shows:

- Typical starting pay (based on OhioMeansJobs, JobsOhio, and Hocking graduate data)
- Hocking College graduates often advance quickly in the job market.
- Estimated time to recover the cost of your education (Hocking All-Inclusive Pricing)
- "Payback Time" is based on total starting salary and is used for comparison
- Any financial aid will offsets cost, which reduces payback time.

HIGH-WAGE HEALTHCARE

PROGRAM	STARTING PAY	PAYBACK
Dental Hygiene	$60K-$70K	8-9 Months
Nursing (RN)	$60K - $63K	6 Months

HEALTHCARE SUPPORT & SOCIAL SERVICES

PROGRAM	STARTING PAY	PAYBACK
Medical Assistant	$35k-$42k	7-8 months
Social Work	$30k-$40k	8-9 months
Early Childhood Education	$25k-$35k	8 Months

PUBLIC SAFETY & TRANSPORT

PROGRAM	STARTING PAY	PAYBACK
Police (OPOTA)	$36k-$45k	3 months
Firefighter	$50k-$60k	3-4 months
EMT / Paramedic	$38k-$50k	6-8 months
CDL Truck Driver	$50k-$65k	2-3 months

SKILLED TRADES & TECHNICAL CAREERS

PROGRAM	STARTING PAY	PAYBACK
Welding	$45k-$60k	3-4 months
HVAC	$40k-$60k	6-7 Months
Heavy Equipment (Degree)	$40k-$50k	7-8 months
Heavy Equipment Operator Certificate	$40k-$50k	3-5 months
Carpentry (Construction Mgmt)	$35k-$45k	6 months
Automotive Technology	$40k-$55k	6-7 months
Advanced Manufacturing	$45k-$60k	7-8 months
Farrier Science	$40k-$60k	7-8 months

RECOGNIZED OPPORTUNITY COLLEGE
ACE AMERICAN COUNCIL ON EDUCATION

An ACE Opportunity College classification means that we help students from all backgrounds get a college education and build a successful future. This recognition shows that students have viable opportunities to earn good jobs and competitive wages after graduation.

hocking.edu | 1.877.HOCKING

HOCKING
COLLEGE

NATURAL RESOURCES

PROGRAMS	STARTING PAY	PAYBACK
Environemental Science	$35k-$45k	7-8 months
Wildlife / Fish / Forest	$35k-$45k	7-8 months
Parks & Museum Education	$35k-$45k	7-8 months
Natural Resources Law Enforcement	$38k-$48k	6-7 months
Water / Wastewater	$45k-$65k	7-8 months

CREATIVE, HOSPITALITY & SERVICE FIELDS

PROGRAMS	STARTING PAY	PAYBACK
Culinary Arts	$30k-$45k	8-9 months
Baking	$30k-$45k	8-9 months
Hospitality & Events	$35k-$45k	7-8 months
Film & Video	$30k-$50k	7-8 months
Music Industry	$30k-$50k	7-8 months
Sports Manage-ment	$30k-$50k	7-8 months
Fashion Design	$30k-$45k	8-9 months

SPECIALIZED & EMERGING FIELDS

PROGRAMS	STARTING PAY	PAYBACK
Cannabis Lab Technician	$40k-$50k	7-8 months
Fermentation Science	$40k-$55k	7-8 months
Canine Programs	$30k-$50k	7-8 months

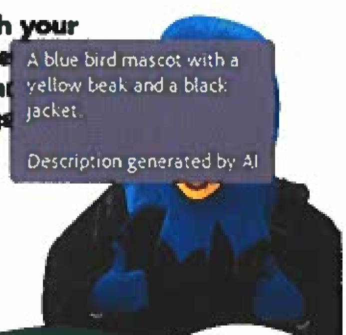
TECHNOLOGY & BUSINESS

PROGRAM	STARTING PAY	PAYBACK
Cybersecurity	$45k-$65k	7-8 months
Healthcare Infomatics	$40k-$50k	7-8 months
Accounting	$38k-$50k	7-8 months
Business Management	$35k-$50k	7-8 months

CERTIFICATE PROGRAMS
(FASTEST ROI)

PROGRAM	STARTING PAY	PAYBACK
EFDA	$45k-$55k	2-3 months
CDL	$50k-$65k	2-3 months
Welding	$45k-$60k	3-4 months
Firefighter	$50k-$60k	3-4 months
Heavy Equpment Operator	$40k-$50k	3-5 months
Water / Wastewater Operator	$45k-$65k	4-5 months

Watch your
future
flight, a
earnings



HOCKING COLLEGE

www.hocking.edu | 3301 Hocking Parkway, Nelsonville, OH 45764 | (740) 753-7050

Summer Graduation
The Summer 2026 Semester Graduation will be held Saturday August 1, 2026, at 9:00am.

HLC Steering Committee Updates:

- **Assurance Argument draft shared with campus community April 29th, opening a 30-day period for public comments**

- **Federal Compliance Task Force, led by Stephen Powell, overseeing completion of Federal Compliance Report which accompanies the Assurance Argument**

- **Peer Reviewers will visit main campus and Perry County branch campus on Monday, November 30 and Tuesday, December 1, 2026.**

- **Hospitality Team, including representatives from facilities, Lodge, catering, and trained Student Ambassadors, will serve as guides for the duration of the visit. Hospitality Team sees this as a chance for outstanding students to experience an important professional development opportunity.**

Executive Vice Presidents Academic Affairs report:

Academics:
1) Shared an athletics update.
2) Shared on NR fishing excursion with Trustee Mike Budzik and Dean Robert Weiler at Lake Hope.
3) Hocking College Completion Plan

Dr. Tudor requests a motion to approve the 2026-2028 Campus Completion Plan

A motion was made by Trustee Jessica Hoag and seconded by Trustee Stuart Brooks to approve 2026-2028 Campus Completion Plan. The motion was passed unanimously.

Hocking College
Board of Trustees Action

Date: June 1, 2026
Submitted by: Dr. Jarrod Tudor

SUBJECT:

2026-2028 Campus Completion Plan

BACKGROUND:

The Ohio Revised Code (ORC 3345.81) requires each public college and University to produce and submit a Strategic Completion Plan.

RECOMMENDATION:

It is the recommendation of the Hocking College Approve the 2026-2028 Campus Completion Plan.

ORGANIZATIONAL/ADMINISTRATIVE IMPACT:

Motion will allow Hocking College to keep aligned with current Ohio Revised Code (ORC 3345.81).

FISCAL IMPACT:

No direct financial cost.

COMMENTS:

N/A

HOCKING
COLLEGE

Motion to approve the 2026-2028 Campus Completion Plan

Adopted: June 1, 2026

Approved: ______________
Chairman

Community Relations and Student Experience Report

Hannah Guada shared the concept of how we can build students resilience and change the belief system in themselves.

Hannah shared about the Jamaica AI Conference and Recruiting event. The Conference was very successful, and they met with over 500 students in Jamaica. They met with students' families as well and had 2 take the application on the spot.

Finance and Personnel Report:

Financial Updates:

Mark Fuller shared the FY2026 through 04/30/2026 Financial Update:

Hocking College Financial Update
FY2026 Through 4/30/2026

BUDGET TO ACTUAL COMPARISON

	ANNUAL BUDGET (000'S)	YEAR TO DATE ACTUALS (000'S)	STATUS
REVENUE	$ 33,983	$ 31,551	On track to meet budget
EXPENSE	$ 33,983	$ 28,767	On track to meet budget
NET	$ 0	$ 2,784	

LIQUIDITY AND FUNDING FIGURES

	APR 2026 (000'S)	JUNE 2025 (000'S)	YTD NET CHANGE
OPERATING CASH	$ 8,586	$ 7,131	$ 1,455
RESERVES & ENDOWMENTS	$ 7,296	$ 6,685	$ 611
CAPITAL FUNDS AVAILABLE	$ 2,469	$ 5,205	$ (2,736)

Budget to Actuals Detail

College operating and auxiliary revenues are currently at $31.6 million and are on pace to end the year on budget. Revenues for the year have largely been made up of tuition & fees ($14.2 million), state subsidy ($9.2 million), and auxiliary services ($6.1 million).

Operating expenses are on pace to meet budget. Expenses, after adjusting for timing differences, have increased 3.5% year-over-year. Contributing most significantly to the increase have been utility costs (+17.3%), employee benefit costs (+5.7%), and course materials (+5.0%). The large increase in utility costs was budgeted for and is the result of the College's fixed rate supplier agreements from 2021 ending on 6/30/2025. The College has made all scheduled reserve contributions so far this year according to the budget.

Liquidity Detail

The College has a current operating cash balance of $8.6 million or approximately 92 days of cash on hand. This is an increase of $1.5 million from the beginning of the fiscal year. Compared to April 2025, the College's operating cash has increased by $0.2 million. Operating cash is expected to tighten through the summer before increasing again with the start of fall semester.

Strategic reserves, program reserves, and replacement reserves combine to total $4.4 million. College endowments equate to $2.9 million, making the amount of reserves and endowments total $7.3 million. The College continues to contribute monthly to reserves to help replenish reserve levels and has budgeted for over $1.1 million in reserve contributions for FY2026.

The College has encumbered $2.7 million in capital funds this year for state-funded projects across campus, most notably the culinary program renovation for $2.0 million. The College is currently anticipating no less than $2.3 million in additional capital appropriations for the upcoming biennium.

Fiscal Year 2027 Budget

Mark Fuller shared the Fiscal Year 2027 Budget

Fiscal Year 2027 Budget

July 1, 2026 – June 30, 2027

HOCKING COLLEGE

Executive Summary

Hocking College proposes a balanced budget for FY2027 totaling $38.2 million.

The budget's three components are proposed as follows:

- Operating Budget: $27.3 million for the core operations of the College.
- Auxiliary Budget: $6.0 million for the College's dorms, dining services, and entrepreneurial ventures.
- Capital Budget: $4.9 million for the College's infrastructure projects, largely funded by state appropriations.

Budget considerations include the following significant items:

- Tuition & course fees are anticipated to total $15.2 million in FY2027 based on stable enrollment compared to the prior year. A 2.5% increase in total tuition and fees is based on recent, board approved updates to the College's tuition rates.
- State Share of Instruction (SSI) is anticipated to decrease by $0.3 million (2.8%) in FY2027. The decrease in SSI is based on state-provided funding projections.
- Auxiliary areas are anticipated to contribute $1.0 million in net income to the College in FY2027, most significantly from dining services ($450,000), dorms ($349,000), the Lodge ($176,000), and Lake Snowden ($61,000).
- The operating budget includes over $1.2 million in transfers to reserves. Reserve transfers include: $500,000 transfer to strategic reserves, $530,000 contribution to student program reserves, and $200,000 contribution to replacement reserves for the dorms, vehicles, and the Lodge.
- A total of $1.5 million is budgeted toward students via scholarships, summer internships, and student employment. This total includes funds designated for work scholarships.
- The $4.9 million capital budget is anticipated to be largely funded by state appropriations. The only planned project for FY2027 not funded by capital appropriations is the Mechum Building demolition, estimated at $120,000.

Long Term Budget Objectives

The framework of the FY2027 budget incorporates the following initiatives related to the long-term success of the College:

- Funding strategic and operational reserves
- Increasing operating cash levels
- Prudent management of expenses to maximize funding available for priority initiatives
- Allow for funding to maintain and improve the capital facilities of the College

Strategic and Operational Reserves

The budget includes over $1.2 million in reserve contributions planned for FY2027. These planned contributions will continue to move the College toward a model where long-term capital expenditures can be funded through reserves as needs arise. Budgeted reserve contributions for FY2027 are as follows:

- Strategic Reserves - $500,000
- Program Reserves - $535,000
- Replacement Reserves – Dorms - $100,000
- Replacement Reserves – Vehicles - $50,000
- Replacement Reserves – Lodge - $50,000

The College's strategic and operational reserves have increased substantially in recent years due to budgeted contributions to reserves. So far in FY2026, total reserves and endowments have increased by $1.1 million and now total $7.8 million as of May 15th, 2026. In FY2025, total reserves and endowments increased by $1.6 million.

Operating Cash & Prudent Management of Expenses
A primary component to the College fulfilling its strategy to increase operating cash levels is through efficient collection of its receivables, particularly its student account receivables. To help achieve this, the College will continue to work from a "Seat Ready" model, where students' finances must be in place prior to the start of the semester. This requirement has a negative impact on enrollment but the College continues to believe that this methodology is better for the student and the long term health of the College.

FY2027 budget continues to use a 5-year lookback period for receivables. The College will be writing off the FY2023 uncollected receivables during FY2027. Bad Debt Expense totaling $0.6 million is anticipated. This is the fourth year in which the College will be realizing savings from the Seat Ready strategy implemented in FY2020. The annual reduction in bad debt expense from previously levels is $0.7 million, or approximately a 50% savings.

The College continues to actively manage recurring contractual, fixed costs. One of the key ways that the College finds efficiency is by maintaining a robust contract review process which reviews the necessity of contracts and eliminates those which may no longer apply or which the College is able to find a better or lower cost alternative. It also provides the College with an opportunity to negotiate terms and bid opportunities as appropriate. Budget managers are responsible for products/services specific to their area and the Fiscal Department reviews college-wide contracts and obligations. As an additional cost control, the President continues to be the sole source of final approval for all College contracts.

The College's receivables and expense management strategies have allowed the College to improve the College's overall cash position in recent years. The College's audited financials show cash levels improving from $7.7 million to $8.3 million during FY2024, and then from $8.3 million to $9.3 million in FY2025. The College's primary reserve ratio (as measured by the state according to SB6 and compares expendable net assets to total expenses), has improved from 34.5% to 44.4% during the last 2 years.

Capital Expenditures
Capital expenditures are a critical part of the long-term success of the College. The College recognizes that facilities must be maintained and upgraded to continue to offer students an exceptional experience. In a given year, capital expenditure may be funded by a combination of state capital appropriations, grant funding, operating funds, and reserves.

The FY2027 budget proposes a $4.9 million capital budget, which is anticipated to be largely funded by state appropriations. The only planned project for FY2027 not funded by capital appropriations is the

Mechum Building demolition, estimated at $120,000 and will be funded by use of reserves. The $4.9 million proposed capital budget includes various renovations and upgrades across campus.

The College has successfully added $21.0 million in capital assets over the last five fiscal years, as follows:

- FY2021 – $4.6 million
- FY2022 – $6.0 million
- FY2023 – $4.2 million
- FY2024 – $4.3 million
- FY2025 – $1.9 million

Revenue & Expense Detail

Revenues

The College's operating budget includes $27.3 million in revenues, being made up of Tuition and Fees ($15.2 million), SSI ($10.8 million), net income from auxiliary operations ($1.0 million), and other income ($0.3 million).

Overall, revenues are anticipated to remain level to FY2026 budgeted levels. Key considerations in revenue include:

- Overall enrollment is budgeted to be stable from FY2026
- Tuition revenue is budgeted at a 2.5% YoY increase based on implementation of board-approved tuition changes for students without an active tuition guarantee. The budget also takes into consideration the College's new standard for full time status, which has moved from 12 to 15 credit hours.
- Dorm and Meal plan revenues are budgeted at a modest 3% increase from FY2026.
- SSI revenues are anticipated to decrease $0.3 million or 2.8% from FY2026 based on current estimates from the state.
- No revenue considerations are made for the College's pending Employee Retention Credit (ERC), which is still awaiting IRS review. The anticipated net refund is approximately $2.4 million.

Expenses

The budget includes $27.3 million in operating expenses and $6.0 million in auxiliary expenses.

Most significant among operating expenses are summarized as follows:

- $14.1 million in salary/wage and benefits expense. The overall line item is proposed to remain basically stable YoY. Salary and wages make up 51% of the operating budget.
- $3.0 million in textbooks and course materials, which are essentially a pass-through of course fees collected from the students. Included in this figure is $530,000 in student reserve contributions for future capital purchases. The overall line item decreased $147,000 from FY2026. This figure is heavily influenced by the program enrollment mix, with some programs yielding significantly higher per student fees (and expenses) than others.
- $2.5 million in service & maintenance contracts. The largest expense in this line item, the College's Managed IT Services, is flat year-over-year as the College was successfully able in 2024 to negotiate a fixed contract amount for three years.
- $1.5 million in student employment and scholarships. Included in this figure are work scholarships, district scholars, and other college funded scholarships. The overall line item has decreased by $145,000 YoY as the College has tightened its student employment budget.

- $1.3 million in utility expense, a 2% increase from FY2026. The College currently has fixed rate agreements through June 2027 for its electricity and gas which has helped keep utility costs stable.
- $0.6 million in bad debt expense, retiring the remaining student receivables from FY 2023. This expense is stable from FY2026.
- $70,000 of additional expense associated with increasing insurance premiums.
- $13,000 in additional payroll expense associated with funding a pay increase to part time employees who have been with the College a minimum of 2 years and has not received any change in pay rate during that period. Proposed adjustments of the part time pay rates range from $0.50 to $1.00 per hour depending on their number of years with the College.
- $150,000 in expense associated with accommodations for a disabled student who plans to attend starting in Fall 2026. Accommodation plans are still being explored to determine if this figure can be reduced. The expense shows in the "Independent Contractor" line.

Grant Budgets

This budget does not provide consideration to grant funding which is planned and utilized on a grant-by-grant basis, in accordance with the terms of each individual grant agreement.

Conclusion

The College proposes a balanced budget with $1.2 million in planned reserve contributions. The budget aligns with the College's strategic goals and will help assist in its mission to serve as a pathway to prosperity.

Operating Budget
Fiscal Year 2027 vs Fiscal Year 2026

	2027 Budget	2026 Budget	O/(U) $	O/(U) %
Total Operating				
Revenue	27,290,033	27,328,091	*(38,058)*	*-0.1%*
Expense	27,290,033	27,328,091	*(38,058)*	*-0.1%*
Net	-	-	-	*N/A*
Selected Revenue Categories				
Tuition & Fees	15,167,089	14,803,697	*363,392*	*2.5%*
State Share of Instruction	10,811,729	11,121,270	*(309,541)*	*-2.8%*
Other Income	360,850	416,600	*(55,750)*	*-13.4%*
Auxiliary Net Income	950,365	986,524	*(36,159)*	*-3.7%*
Total	27,290,033	27,328,091	(38,058)	-0.1%
Selected Expense Categories				
Bad Debt Expense	569,000	576,000	*(7,000)*	*-1.2%*
Benefits	3,524,992	3,444,613	*80,380*	*2.3%*
Dues & Memberships	166,704	135,879	*30,825*	*22.7%*
Ind Contractor	899,255	733,255	*166,000*	*22.6%*
Leases & Rentals	20,000	36,000	*(16,000)*	*-44.4%*
Legal, Accting, Insur	834,659	766,135	*68,524*	*8.9%*
Maintenance	102,500	72,500	*30,000*	*41.4%*
Meals & Refresh	95,000	106,700	*(11,700)*	*-11.0%*
Misc Expense	714,962	770,726	*(55,764)*	*-7.2%*
Outsourced Teaching	113,900	130,800	*(16,900)*	*-12.9%*
Salary & Wages	10,564,028	10,709,093	*(145,065)*	*-1.4%*
Scholarships	547,000	641,500	*(94,500)*	*-14.7%*
Service & Maint Con	2,519,743	2,434,378	*85,365*	*3.5%*
Strategic Reserve Transfer	500,000	500,000	-	*0.0%*
Student Emp / Work Scholar	906,510	957,270	*(50,760)*	*-5.3%*
Supplies	483,050	417,150	*65,900*	*15.8%*
Travel / Prof Dev	256,880	290,180	*(33,300)*	*-11.5%*
Tuition Reimburse	102,000	115,000	*(13,000)*	*-11.3%*
Txtbk & Course Mats	3,028,850	3,175,926	*(147,076)*	*-4.6%*
Utilities	1,341,000	1,314,986	*26,014*	*2.0%*
Total	27,290,033	27,328,091	(38,058)	*-0.1%*

Auxiliary Budget
Fiscal Year 2027 vs Fiscal Year 2026

	2027 Budget	2026 Budget	*O/(U) $*	*O/(U) %*
Total Auxiliary				
Revenue	6,955,200	6,764,070	*191,130*	*2.8%*
Expense	6,004,835	5,777,546	*227,289*	*3.9%*
Net	950,365	986,524	*(36,159)*	*-3.7%*

Capital Budget
Fiscal Year 2027

	Budget
Sources:	
State Capital Appropriations	2,290,123
State Capital Reappropriations	2,457,103
Hocking College Reserves	120,000
Total Sources	4,867,226
Uses:	
Workforce Based Training & Equipment	8,846
Basic Renovations	2,513,353
Public Safety & Natural Resources Labs	778,835
Network Server Replacement	150,000
Parking Lot Resurfacing	490,123
Hocking Aquaculture Project	117,944
Firing Range & Classroom Renovation	150,000
Campus Safety	38,125
Fairfield County CDL*	300,000
Hocking College Advanced Manufacturing Lab*	200,000
Mechum Building Demolition	120,000
Total Uses	4,867,226

*Designated by State of Ohio as a community project

Mark Fuller requests a motion to approve the Fiscal Year 2027 Budget.

A motion was made by Trustee Jeanie Addington and seconded by Trustee Leon' Forte to approve Fiscal Year 2027 Budget. The motion was passed unanimously.

FACILITIES REPORT:

Dr. Young shared updates:

1) The renovation plan for the culinary arts building
2) Baseball Field
3) Softball Field
4) Football Bleachers and announcer's booth.
5) Soccer Field
6) New Horse Fields by Young Hall

EXECUTIVE SESSION

Chairman requested a motion to adjourn into Executive Session:

Chairman

I request a motion to convene into Executive Session:

In pursuant to Ohio Revised Code 121.22 (G) (1) to consider the employment, demotion, or compensation of a public employee, and consider the investigation of charges or complaints against a public employee.

The Executive Session invitation may include:

Dr. Betty Young

Dr. Jarrod Tudor

A motion was made by Trustee Jessica Hoag and seconded by Trustee Alan McMillian to go into Executive Session.

On a roll call vote:

Voting Yes: Trustees Mike Budzik, Stuart Brooks, Jessica Hoag, Alan McMillan, Jeanie Addington, Leon Forte', and Ben Mitchell.

The Board adjourned to Executive Session at 6:50 pm.
The executive session ended at 7:40 pm.

NEW BUSINESS:

No new business

NEXT MEETING – The next meeting of the Board of Trustees is scheduled for Monday August 17, 2026, at 6:00pm Board meeting, at the Hocking College Lodge.

ADJOURNMENT
There being no further business to conduct, Chairman Ben Mitchel adjourned the meeting. The Board adjourned at 7:41 pm.

Ben Mitchell, Chair

Stephen Powell, Board Secretary