BELMONT
COLLEGE

BOARD OF TRUSTEES MEETING

November 20, 2025

6:00 p.m.

Belmont College

District Board of Trustees Meeting

November 20, 2025

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**
	Approval of the September 2025 Minutes	**A-1**
	Approval of the October 2025 Minutes	**A-2**
	CONSENT AGENDA	
	Monitoring Activities	**B**
	1. September 2025 Financials	**B-1**
	2. October 2025 Financials	**B-2**
	3. Graduation and Completion Rates	**B-3**
	Administrative Items	**C**
	1. Faculty Workload Policy	**C-1**
	2. Faculty Annual Performance Evaluations Policy	**C-2**
	3. Program Elimination Policy	**C-3**
	4. Efficiency Report	**C-4**
	Human Resources	**D**
	1. Health Insurance Renewal	**D-1**
PRESIDENT'S REPORT	Dr. Paul Gasparro	
COMMENTS FROM THE CHAIR	Mrs. Elizabeth Gates, Chair	
COMMENTS FROM THE COLLEGE COMMUNITY		
NEXT REGULAR MEETING	January 22, 2026 Belmont College – ATC – 6:00 p.m.	
ADJOURNMENT		

TAB A
MINUTES

TAB A-1
MINUTES

September 2025

BELMONT COLLEGE

BOARD OF TRUSTEES MEETING

Minutes of September 25, 2025

The regular meeting of the Belmont College District Board of Trustees was held at 5:00 p.m. on September 25, 2025, at Belmont College in the Board room.

Call to Order	Mrs. Gates, Chair, called the meeting to order at 5:04 p.m.
Roll Call	Allison Anderson – Absent Cory DelGuzzo – Present Elizabeth Gates – Present Mark Macri – Present Richard Myser - Present Anita Rice – Present Mark Romick - Present Melissa Smithberger - Present Matt Steele - Present There being a quorum, the meeting proceeded.
Attendance	Bridgette Dawson, Dr. Heather Davis, Dr. Carrie White, Dr. Patricia Youmans, Jerry Ball, Janet Sepmkowski, Julie Keck (remote), Dr. Paul Gasparro and Kristy Kosky.
Introduction of Visitors	Mrs. Gates welcomed Dr. Patricia Youmans and Jerry Ball.
Approval of Agenda	Mrs. Gates then asked for a motion to approve the agenda. Dr. Macri motioned, seconded by Mrs. Rice to approve the agenda. All ayes; motion carried.
Approval of Minutes	Mrs. Gates asked for a motion to approve the minutes of the May 2025 meeting. Mr. Myser motioned, seconded by Mr. Romick, to approve the minutes of the May 2025 meeting. Ayes; Mr. DelGuzzo, Mrs. Gates, Dr. Macri, Mr. Myser, Mrs. Smithberger, Mr. Steele. Nays; None. Abstain; Mrs. Rice, Mr. Romick. Ayes have the majority; motion carried.

Mrs. Gates asked for a motion to approve the minutes of the August 2025 meeting.

Mrs. Smithberger motioned, seconded by Dr. Macri, to approve the minutes of the August 2025 meeting.
Ayes; Mr. DelGuzzo, Mrs. Gates, Dr. Macri, Mr. Myser, Mrs. Rice, Mrs. Smithberger.
Nays; None.
Abstain: Mr. Romick, Mr. Steele.
Ayes have the majority; motion carried.

Executive Session

Mrs. Gates asked for a motion to enter into Executive Session to discuss the President's contract.

Dr. Macri motioned, seconded by Mr. Myser, to enter into Executive Session.
A roll call vote was taken.
All ayes; Executive Session began at 5:07 p.m.

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

Dr. Macri motioned, seconded by Mr. Romick, to come out of Executive Session.
A roll call vote was taken.
All ayes; Executive Session ended at 5:34 p.m.

Approval of Consent Agenda

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

Dr. Macri asked for discussion on the Agenda Item B-3, June 2025 Financials.
Dr. Gasparro provided a thorough review of the end of the fiscal year numbers.

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

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

Board Items	Mrs. Gates asked for a motion to approve Agenda Item C-1, Ratification of Employment – President. Dr. Macri motioned, seconded by Mrs. Smithberger, to approve the Ratification of Employment – President. A roll call vote was taken. All ayes; motion carried. Mrs. Gates asked for a motion to approve Agenda Item C-2, Approval of Renovation Expenditures. Mrs. Smithberger motioned, seconded by Mr. DelGuzzo to approve Renovation Expenditures. All ayes; motion carried.
President's Report	Kristy Kosky provided an update on the Industrial Trades Building and the renovations of the new Board Room and Executive Offices. Dr. Carrie White provided an update on Academics. Bridgette Dawson provided an update on Student Services and the Semester Enrollment Statistics. Dr. Heather Davis provided an update on Facilities, Workforce and Human Resource activities.
Comments from the Chair	Mrs. Gates reminded the Board of the required Ethics training that needs to be completed by December 31, 2025.

Next Regular Meeting	November 20, 2025 Meal at 5:00 p.m. Official Meeting at 6:00 p.m. Combined meeting with the Foundation Board.
Adjournment	Mrs. Gates adjourned the meeting at 6:06 p.m.

Elizabeth F. Gates, Chair

Paul F. Gasparro, President

Date Approved: __________ / __________ / ________

TAB A-2
MINUTES

October 2025

BELMONT COLLEGE

BOARD OF TRUSTEES MEETING

Minutes of October 9, 2025

A special meeting of the Belmont College District Board of Trustees was held at 12:00 p.m. on October 9, 2025, at Belmont College in the Board room.

Call to Order	Mrs. Gates, Chair, called the meeting to order at 12:02 p.m.
Roll Call	Allison Anderson – Absent Cory DelGuzzo – Present Elizabeth Gates – Present Mark Macri – Present Richard Myser - Present Anita Rice – Present Mark Romick - Present Melissa Smithberger - Present Matt Steele - Present There being a quorum, the meeting proceeded.
Attendance	Dr. Heather Davis, Dr. Paul Gasparro, Janet Sempkowski and Kristy Kosky.
Introduction of Visitors	N/A
Approval of Agenda	Mrs. Gates then asked for a motion to approve the agenda. Mr. DelGuzzo motioned, seconded by Mr. Romick, 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 real estate and legal matters. Dr. Macri motioned, seconded by Mr. Myser to enter into Executive Session. A roll call vote was taken. All ayes; Executive Session began at 12:02 p.m. Mrs. Gates asked for a motion to come out of Executive Session. Mr. DelGuzzo motioned, seconded by Mr. Steele to come out of Executive Session. A roll call vote was taken. All ayes; Executive Session ended at 1:26 p.m.

Mrs. Gates asked for a motion to discontinue the construction of the Industrial Trades Building.

Mr. Myser motioned, seconded by Mr. Romick, to discontinue the construction of the Industrial Trades Building.
A roll call vote was taken.
All ayes; motion carried.

Adjournment

Mrs. Gates adjourned the meeting at 1:30 p.m.

Elizabeth F. Gates, Chair

Paul F. Gasparro, President

Date Approved: __________ / __________ / ________

CONSENT AGENDA

TAB B

CONSENT AGENDA

Monitoring Activities

TAB B-1

CONSENT AGENDA

Monitoring Activities

September 2025 Financials

AGENDA ITEM B-1: SEPTEMBER 2025 FINANCIALS
Board of Trustees Meeting Date: November 20, 2025

The cash position of the College as of September 30, 2025 is as follows:

* Checking Account Balance	$	455,058.22
Certificates of Deposit	$	2,359,179.99
STAR Ohio	$	1,833,789.34
Savings	$	179,614.64
Total Temporary Investments	$	4,372,583.97
Total Cash and Temporary Investments	$	4,827,642.19

* Checking account balance includes:

General, Auxiliary, Restricted, Development, Endowment, and Plant Funds

The revenues and expenditures are as follows:

	This Year % Recorded	% Year Completed
Budgeted Revenues	37.5%	25%
Budgeted Expenditures	26.2%	25%

The Appropriated Fund Balances are as follows:

1. The General Fund Board Appropriated Fund Balances are $ 225,009.15.
2. The General Fund Board Appropriated Start Up Fund Balance is $ 76,334.03.

RECOMMENDATION: Recommended that the Board accept the financial information for September 2025 as presented.

SUBMITTED BY: Janet Sempkowski, Director of Finance & CFO

TAB B-2

CONSENT AGENDA

Monitoring Activities

October 2025 Financials

AGENDA ITEM B-2: OCTOBER 2025 FINANCIALS
Board of Trustees Meeting Date: November 20, 2025

The cash position of the College as of October 31, 2025 is as follows:

* Checking Account Balance	$	601,856.49
Certificates of Deposit	$	2,359,179.99
STAR Ohio	$	2,290,514.33
Savings	$	178,364.64
Total Temporary Investments	$	4,828,058.96
Total Cash and Temporary Investments	$	5,429,915.45

* Checking account balance includes:

General, Auxiliary, Restricted, Development, Endowment, and Plant Funds

The revenues and expenditures are as follows:

	This Year % Recorded	% Year Completed
Budgeted Revenues	41.2%	33.3%
Budgeted Expenditures	34.5%	33.3%

The Appropriated Fund Balances are as follows:

1. The General Fund Board Appropriated Fund Balances are $ 218,509.15.
2. The General Fund Board Appropriated Start Up Fund Balance is $ 76,334.03.

RECOMMENDATION: Recommended that the Board accept the financial information for October 2025 as presented.

SUBMITTED BY: Janet Sempkowski, Director of Finance & CFO

TAB B-3

CONSENT AGENDA

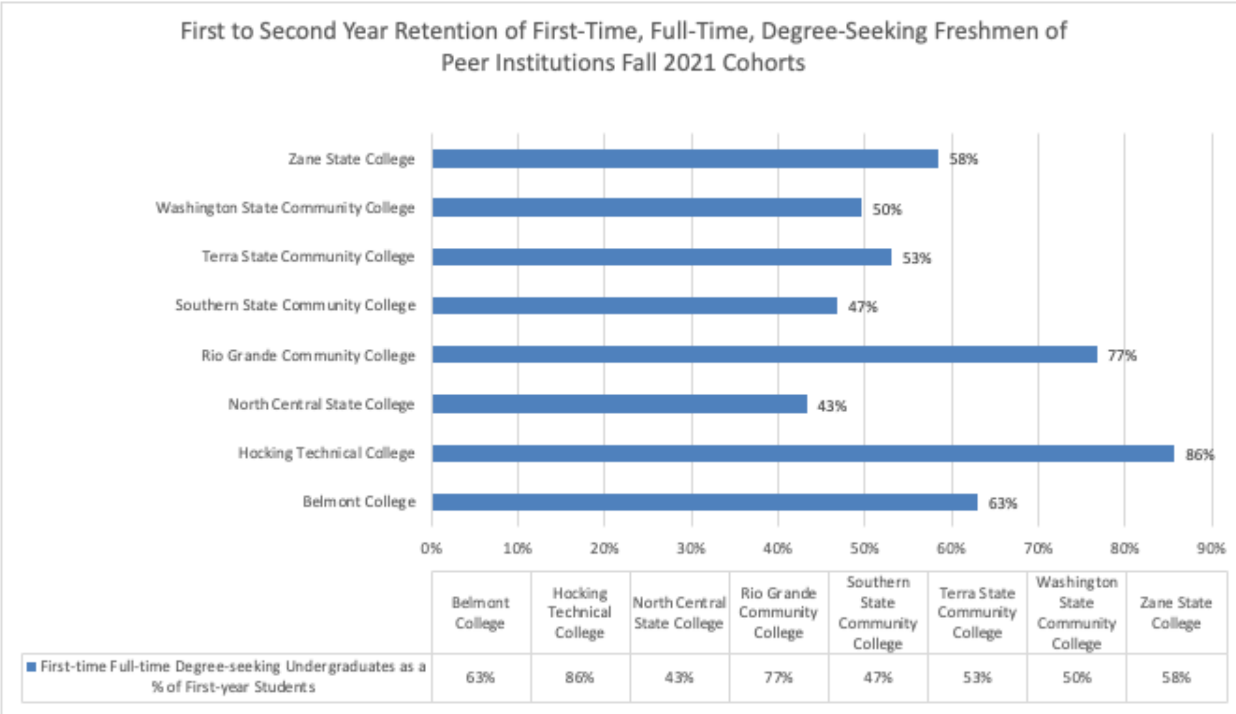
Monitoring Activities

Graduation and Completion Rates

AGENDA ITEM B-3: GRADUATION AND COMPLETION RATES

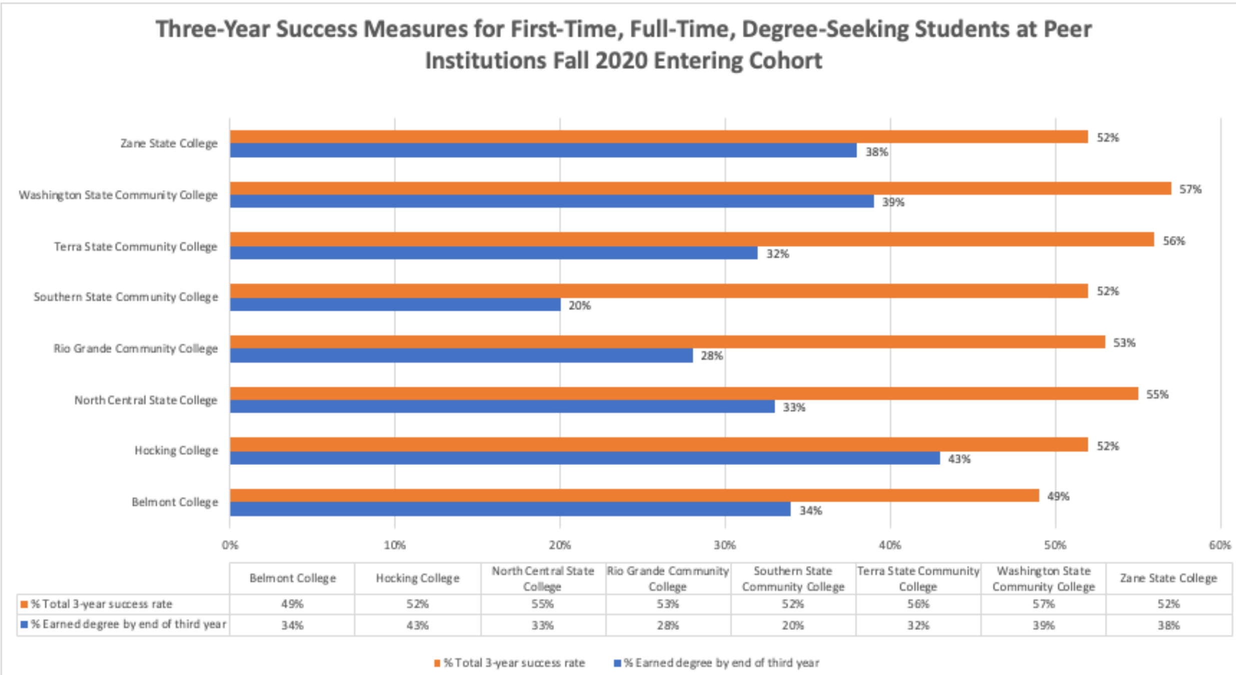
Board of Trustees Meeting Date: November 20, 2025

Retention Rates



Institution	First-time Full-time Degree-seeking Undergraduates as a % of First-year Students
Belmont College	63%
Hocking Technical College	86%
North Central State College	43%
Rio Grande Community College	77%
Southern State Community College	47%
Terra State Community College	53%
Washington State Community College	50%
Zane State College	58%

Graduation Rates



Institution	% Earned degree by end of third year	% Total 3-year success rate
Belmont College	34%	49%
Hocking College	43%	52%
North Central State College	33%	55%
Rio Grande Community College	28%	53%
Southern State Community College	20%	52%
Terra State Community College	32%	56%
Washington State Community College	39%	57%
Zane State College	38%	52%

TAB C

CONSENT AGENDA

Administrative Items

TAB C-1

CONSENT AGENDA

Administrative Items

Faculty Workload Policy

AGENDA ITEM C-1: FACULTY WORKLOAD POLICY
Board of Trustees Meeting Date: November 20, 2025

This policy is adopted under Ohio Revised Code, Senate Bill 1 (Advance Ohio Higher Education Act), enacted March 28, 2025, and effective June 27, 2025. The new policy must be board-approved and submitted to the Ohio Department of Higher Education before December 31, 2025.

The Advance Ohio Higher Education Act ensures institutional compliance with state mandates of the Ohio Revised Code and related matters.

RECOMMENDATION: It is recommended that the Board approve the new mandated policy, Faculty Workload Policy.

SUBMITTED BY: Dr. Heather Davis, Vice President of Operations/COO/ALO

BELMONT COLLEGE

FACULTY WORKLOAD POLICY

POLICY 575.0300.10

Section 5, Human Resources
Responsible College Officer:
Vice President of Academics
Initiated: October 2025

Initiated by: Vice President of Operations

Reviewed by: Policy Coordinator

Approved by: Dr. Paul F. Gasparro, President

PURPOSE

This policy is adopted under Ohio Revised Code, Senate Bill 1 (Advance Ohio Higher Education Act), enacted March 28, 2025, and effective June 27, 2025. The Advance Ohio Higher Education Act ensures institutional compliance with state mandates of the Ohio Revised Code and related matters.

POLICY STATEMENT

This board of trustees of each state institution of higher education must take formal action to adopt a faculty workload policy consistent with the standards developed in section 3345.45 of the Revised Code. The chancellor of higher education jointly with all state institutions of higher education, as defined in section 3345.011 of the Revised Code, must develop standards for instructional workloads for full-time and part-time faculty in keeping with the institution's mission and with special emphasis on the undergraduate learning experience. The stands must contain clear guidelines for institutions to determine a range of acceptable undergraduate teaching by faculty.

PERSONS AFFECTED

Full-time and Part-Time Faculty

WORKLOAD

- At least once every five years, each state institution of higher education must update its faculty workload policy and submit the policy to the chancellor. The updated policies will be approved by the state institution's board of trustees each time it is submitted to the chancellor.
- Faculty workload includes an objective and numerically defined teaching workload expectation based on credit hours.
- Faculty workload as defined in 34 CFR 600.2 with the minimum standard established by the board of trustees will be made publicly accessible on the state institution's web site.
- Credit hour equivalents for activities other than teaching, can include research, clinical care, administration, service, and other activities as approved prior by the state institution of higher education.

- Administrative action that a state institution of higher education can take, including censure, remedial training, for-cause termination, or other disciplinary action, regardless of status, if a faculty member fails to comply with the policy's requirements. Termination under these circumstances requires the recommendation of the Dean of Academic Affairs, Vice President of Academic Affairs, or an equivalent administrator, concurrence of the state institution of higher education's president, and approval of the state institution of higher education's board of trustees.

PROCEDURES

- Full-time faculty members must teach 15-credit or contact hours per semester.
- Full-time faculty members will have teaching as their major responsibility, but they will also conduct professional development and service, as needed to further the mission of the program and the college.
- Full-time faculty members are expected to devote 75-90% of their total workload to teaching related activities. The remaining 10-25% should be devoted to professional development and service.
- Full-time faculty members are required to hold 5-office hours per semester – no matter the number of credit or contact hours assigned.
- Full-time faculty members are expected to help promote their program and their college, through attendance and participation in enrollment and recruitment events, to help further the success of their program and the mission of the college.
- Part-time faculty members can teach < 14 credit or contact hours per semester. If needed, adjunct faculty members can be approved to teach more than 15 hours per semester at their hourly adjunct rate of pay.
- Part-time faculty members are expected to devote 100% of their total workload devoted to teaching related activities.
- Part-time faculty members are not required to hold office hours.

TAB C-2

CONSENT AGENDA

Administrative Items

Faculty Annual Performance Evaluations Policy

AGENDA ITEM C-2: FACULTY ANNUAL PERFORMANCE EVALUATIONS
Board of Trustees Meeting Date: November 20, 2025

This policy is adopted under Ohio Revised Code, Senate Bill 1 (Advance Ohio Higher Education Act), enacted March 28, 2025, and effective June 27, 2025. The new policy must be board-approved and submitted to the Ohio Department of Higher Education before December 31, 2025.

The Advance Ohio Higher Education Act ensures institutional compliance with state mandates of the Ohio Revised Code and related matters.

RECOMMENDATION: It is recommended that the Board approve the new mandated policy, Faculty Annual Performance Evaluations Policy.

SUBMITTED BY: Dr. Heather Davis, Vice President of Operations/COO/ALO

BELMONT COLLEGE

FACULTY ANNUAL PERFORMANCE EVALUATIONS POLICY

POLICY 575.0200.10

Section 5, Human Resources
Responsible College Officer:
Vice President of Academics
Initiated: October 2025

Initiated by:	Vice President of Operations
Reviewed by:	Policy Coordinator
Approved by:	Dr. Paul F. Gasparro, President

PURPOSE

This policy is adopted under Ohio Revised Code, Senate Bill 1 (Advance Ohio Higher Education Act), enacted March 28, 2025, and effective June 27, 2025. The Advance Ohio Higher Education Act ensures institutional compliance with state mandates of the Ohio Revised Code and related matters.

POLICY STATEMENT

This board of trustees of each state institution of higher education must adopt a faculty annual performance evaluation policy. Each state institution of higher education shall conduct an annual evaluation for each full-time faculty member who it directly compensates. The evaluation is comprehensive and includes standardized, objective, and measurable performance metrics.

PERSONS AFFECTED

Full-time Faculty

EVALUATIONS

- The evaluation includes an assessment of performance for each of the following areas that the faculty member has spent at least five percent of their annual work time on over the preceding year: teaching, research, service, clinical care, administration, other as determined by the state institution of higher education.
- The evaluation includes a summary of assessment of the performance areas (teaching, research, service, clinical care, administration, and other) and measured as "exceeds performance expectations", "meets performance expectations", or "does not meet performance expectations".
- Student evaluations account for at least twenty-five percent of the teaching area component of the evaluation.
- The evaluation establishes a projected work effort distribution for the faculty member for the next year which will be used during the next year's evaluation. The distribution will be compliant with

the state institution's established workload policies adopted under section 3345.45 of the Revised Code and will receive approval from the Dean of Academic Affairs.

- Evaluations shall be conducted by the Dean of Academic Affairs or an equivalent administrator, reviewed and approved or disapproved by the Vice President of Academic Affairs. If there is a disagreement with the evaluations, the Vice President of Academic Affairs will have the final decision authority.

PROCEDURES

- The Dean of Academic Affairs, or an equivalent administrator, will evaluate each full-time faculty member annually.
- Each evaluation shall include a self-evaluation, classroom observation, administrator evaluation, and student evaluation.
- The evaluation will be reviewed with the faculty member during a post conference.
- The evaluation will be signed by the administrator and the faculty member and will be maintained in their personnel file within the Human Resources office.
- The evaluation will be reviewed by the Board of Trustees at the next board meeting, as scheduled.

TAB C-3

CONSENT AGENDA

Administrative Items

Program Elimination Policy

AGENDA ITEM C-3: PROGRAM ELIMINATION POLICY
Board of Trustees Meeting Date: November 20, 2025

This policy is adopted under Ohio Revised Code, Senate Bill 1 (Advance Ohio Higher Education Act), enacted March 28, 2025, and effective June 27, 2025. The new policy must be board-approved and submitted to the Ohio Department of Higher Education before December 31, 2025.

The Advance Ohio Higher Education Act ensures institutional compliance with state mandates of the Ohio Revised Code and related matters.

RECOMMENDATION: It is recommended that the Board approve the new policy, Program Elimination Policy.

SUBMITTED BY: Dr. Heather Davis, Vice President of Operations/COO/ALO

BELMONT COLLEGE

PROGRAM ELIMINATION POLICY

POLICY 660.0200.10

Section 6, Education Services
Responsible College Officer:
Vice President of Academics
Initiated: October 2025

Initiated by: Vice President of Operations

Reviewed by: Policy Coordinator

Approved by: Dr. Paul F. Gasparro, President

PURPOSE

This policy is adopted under Ohio Revised Code, Senate Bill 1 (Advance Ohio Higher Education Act), enacted March 28, 2025, and effective June 27, 2025. The Advance Ohio Higher Education Act ensures institutional compliance with state mandates of the Ohio Revised Code and related matters.

POLICY STATEMENT

A state institution of higher education will eliminate any degree program that it offers if the institution confers an average of fewer than five degrees in that program annually over any three-year period for a total of 15-graduates over a rolling three-year period. The chancellor may grant a waiver to a state institution for a program to which this applies. State institutions can submit a waiver to request a program extension or modification. If the chancellor grants a waiver to a state institution, the chancellor will establish terms for the institution to follow, including whether the program is eligible to be supported by state share or instruction funds.

PERSONS AFFECTED

All faculty and administration within Academic Affairs.

PROCEDURES

- The Director of IR will update and provide a report to the Vice President of Academic Affairs, annually and before July 1.
- The Vice President of Academic Affairs will determine program closures and present the programs to the board of trustees during the next meeting, as scheduled.
- The Vice President of Academic Affairs will submit applicable waivers to the Ohio Department of Higher Education before annual deadline.
- The Vice President of Academic Affairs will perform all duties associated with the closure of a program, including but not limited to submission of state and accreditor paperwork, internal paperwork, informing departments, and informing current students, etc.

TAB C-4

CONSENT AGENDA

Administrative Items

Affordability and Efficiency Report

AGENDA ITEM C-4: Affordability and Efficiency Report
Board of Trustees Meeting Date: November 20, 2025

It is requested that the Board approve the 2025 Efficiency Report.

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education to maintain an "Efficiency Advisory Committee" that includes an "efficiency officer" from each state institution of higher education. Each institution of higher education must then provide an "efficiency report" updated annually to the Ohio Department of Education, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature.

What we are submitting is a collective work from the College to give our response. We are asking the Board of Trustees to review and approve. This completed report will be submitted to the Ohio Department of Education.

RECOMMENDATION: It is requested that the Board of Trustees approve the attached 2025 Efficiency Report.

SUBMITTED BY: Dr. Heather Davis, Vice President of Operations/COO/ALO

FY25 Efficiency Reporting Template

Introduction:

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an "Efficiency Advisory Committee" that includes an "efficiency officer" from each state institution of higher education (IHE). Each IHE must then provide an "**efficiency report**" updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

There are several topics that are required to be addressed per the Ohio Revised Code. Specifically, ORC Section 3333.951(C) requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution. ORC 3333.951(B) requires Ohio's co-located colleges and universities to annually review best practices and shared services and report their findings to the Efficiency Advisory Committee. ORC 3345.59(E) requires information on efficiencies gained because of the "regional compacts" created in 2018.

The reporting template also requests information regarding college debt and debt collection practices, among other things.

Your Efficiency Report Contact: ***Alex Penrod***, Special Assistant to the Chancellor for External Affairs, 614-995-7754 or apenrod@highered.ohio.gov. Please provide your institution's efficiency report by **Friday, November 21, 2025** via email.

As in previous years, the Efficiency Reporting Template is structured into the following sections:

- **Section I: Efficiency and Effectiveness –** This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.

- **Section II: Academic Practices –** This section covers areas more directly related to instruction, with an emphasis on actions taken to reduce the costs to students of textbooks, including the options of Inclusive Access and Open Educational Resources.

- **Section III: Additional Practices** – This section requests information about ways to create efficiencies that have not been captured in the previous sections.

For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)
- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.

Belmont College

Section I: Efficiency and Effectiveness

Benchmarking

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

1. Other than HEI, what other data, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses?

Belmont College pulls and measures data internally to evaluate the efficiency of operations. The internal data is routinely discussed and decisions on classroom space, instructional needs, and operational needs are made as a result.

2. How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

Belmont College allocates our resources in alignment with the mission and priorities utilizing the strategic plan for the distribution of resources. We recently developed a new strategic plan – because of a HLC visit and recommendations. This new strategic plan began with the college mission, vision and values and is operationalized through departmental plans, which drive the daily operations and decisions of the college. Key performance indicators are embedded in the overall college and departments and are routinely assessed to review effectiveness and to drive improvements on an ongoing basis.

Belmont College aligns budget priorities with a strong focus on educational programs and academic support. One of the core values is to provide students access to higher education and to provide the opportunity to succeed. Much of the operational budget is expended for instruction, academic support, student services, and internal scholarships.

Belmont College identifies and tracks performance by measuring the effectiveness of strategic and operational processes through a few means. Most importantly, ratios that reflect our overall financial health of the institution. According to Senate Bill 6 (SB6), Belmont College has consistently been above the Ohio community college average providing a positive indication of the financial health of the institution. The ratio measures the ability to meet debt obligations with current expendable net assets. The primary reserve ratio measures expendable reserves without relying on additional funds from operations. Our primary reserve ratio has remained strong and has consistently been above the Ohio community college average providing an indication the college is efficiently managing its resources.

Facilities Planning

1. Has your institution changed the use of campus space to reduce costs and increase efficient use of capital resources? If so, please describe. Approximately how many buildings have been affected and what is the projected average annual savings of the efforts?

Belmont College is always looking for ways to utilize space in the most efficient ways. This includes reexamining classroom spaces, lab areas, and other areas to be used for courses and/or rental spaces. Each term the course schedule is examined to see how best to utilize space on campus. This involves checking the type of class, time/day of class, shared spaces, etc.

Over this last 2-years, we have made several changes to our facilities to better accommodate students and academic program growth. Belmont College has moved from Ohio University Eastern campus – relocating the welding and building preservation and restoration (BPR) programs. Temporarily, these two programs were being housed in a leased space nearby until their new home was built. Approximately 5-years ago, we received grant funds to build a new construction for these two programs. Because the needs have changed since the grant award, we have decided not to pursue the new construction. Instead, we plan to make the best of our current building spaces. Over the next several months, we plan to remodel an area that will be dedicated to HVAC. The BPR program has been closed due to lowered enrollment and program costs. Making this difficult decision will save the college money. Estimated cost is unknown however, we will be saving on the matching funds for the grant as well as operational costs for new building if it had been constructed.

2. What benchmarks or data sources does your institution use to assess demand for physical space?

The data utilized is a mixture of the course schedule and room usage/reservations. Typically demand for physical space is examined when a request has been made for usage after the schedule for a term has been finalized.

Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio's public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:

> (E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced because of each compact to which the institution belongs.

Specific to the Regional Compact in which your institution is a member, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	Belmont College's academic programs are reviewed with consideration of similar programs in the area, possible enrollment, and future graduation rates. When considering new programs, the college takes into consideration similar offerings at other institutions in the region – within 30 miles from the college.
Implementing strategies to address workforce education needs of the region	Belmont College holds routine advisory board meetings, annually. Board membership includes professionals in the field/local area for the varying departments and/or programs. The advisory board members provide information and suggestions to the college for workforce needs and education needs. Belmont College has hired a full-time grant writer/Workforce Department and Community Education Coordinator. This position sits on several workforce boards, meets with local employers, and attends community job/career fairs as scheduled. The primary role is to learn of their needs for employment in the area.
Sharing resources to align educational pathways and to increase access within the region	Belmont College shares resources, such as a tech prep coordinator for the Southeast Region, Aspire and GED prep, disability services, etc.
Reducing operational and administrative costs to provide more learning	Belmont College has streamlined the administration to effectively reduce the overhead costs to the college. The college also reviews the organizational structure periodically to

opportunities and collaboration in the region	ensure that the college needs are being met as well as working efficiently and productively.
Enhancing career counseling and experiential learning opportunities for students	Belmont College provides experiential learning opportunities in many of the programs. Experiential learning requirements include the completion of direct hours/hands-on experience in the field under the supervision of an on-site supervisor and their full-time faculty member. Belmont College recently signed an agreement for Handshake to assist students with internship and job placement opportunities.
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	Belmont College partners with numerous 4-year institutions to offer articulation agreements for a variety of programs. The articulation agreements are continuously being updated and/or development as needs arise. Belmont College continues to work with ODHE and their Adult Diploma Program. This program has really become popular for the college. Belmont College has also partnered with several career centers to award credits as earned. For instance, welding. Last year, we partnered with the local career center to offer EMS to their high school students. This program is in prep to expand to offer to other local high schools.
Other initiatives not included above	N/A

Co-located Campuses

ORC Section 3333.951(B) requires Ohio's co-located colleges and universities to annually review best practices and shared services to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

(B) Each state institution of higher education that is co-located with another state institution of higher education annually shall review best practices and shared services to improve academic and other services and reduce costs for students. Each state institution shall report its findings to the efficiency advisory committee established under section 3333.95 of the Revised Code. The committee shall include the information reported under this section in the committee's annual report.

Co-located campus: N/A

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service
N/A	**N/A**	**N/A**

Section II: Academic Practices

This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

Textbook Affordability

Textbook Cost Study and Reducing Textbook Costs for Students

ORC Section 3333.951(D) requires Ohio's public colleges and universities to do the following on an annual basis:

> (D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

ORC Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students.

> (C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Your institution's submission of information via the annual Efficiency Report is used to satisfy these statutory requirements. **Please attach one spreadsheet with two tabs.** The first tab should include the analysis of textbook costs developed by your institution as shown in Table 1 below. The second tab should include the analysis of the number of courses that utilized other sources of information as shown in Table 2 below.

Table 1	
Category	Amount
Average cost for textbooks that are new	$271.99
Average cost for textbooks that are used	$75.40
Average cost for rental textbooks	$69.49
Average cost for eBook	$0

Table 2	
Category	Number of Courses

Did not require students to purchase course materials; includes OER and/or institutionally provided materials	91
Exclusively used OER materials	441
Used OER materials together with purchased course materials	0
Provided course materials through inclusive access	0

Other Textbook Affordability Practices

What other practices, if any, does your institution utilize to improve college textbook affordability?

Belmont College textbook affordability policies follow those of the ODHE in that we highly recommend to all faculty that open-source textbooks be provided when at all possible. In addition, faculty are encouraged to use online sources for supplemental readings and assignments that are at no cost to the students.

Please provide contact information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions.
Dr. Carrie J. White
CAO
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740.699.3808

Section III: Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

1. Please share any additional best practices your institution is implementing or has implemented.

N/A

Thank you for completing the FY25 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.

TAB D

CONSENT AGENDA

Human Resource Items

TAB D-1

CONSENT AGENDA

Human Resource Items

2026 Health Insurance Renewal

Agenda Item D-1: 2026 Health Insurance Renewal
Board of Trustees Meeting Date: November 20, 2025

It is recommended that the College continue to offer three options for health insurance coverage for full-time employees for the 2026 calendar year through Anthem Blue Cross/Blue Shield.

Option 1: A traditional PPO health insurance plan with an annual deductible of $3,000 single/$6,000 family for in-network benefits, and an out-of-pocket maximum of $7,500 single/$15,000 family for in-network benefits.

Option 2: A traditional PPO health insurance plan with an annual deductible of $5,000 single/$10,000 family for in-network benefits, and an out-of-pocket maximum of $9,500 single/$19,000 family for in-network benefits.

Option 3: A high-deductible health plan with an annual deductible of $5,000 single/$10,000 family for in-network along with a health savings account. The plan includes an out-of-pocket maximum of $6,900 single/$13,800 family for in-network benefits once the deductible of the plan is met.

Total overall premium rate renewal for 2026 will be -2.0%. For historical perspective, we have received the following increases for the last 9 years:

2026-2.0% *decrease (Originally 17% increase)*

2025-7% Increase

2024-11% increase

2023-3% increase

2022-3% increase

2021-5.5% increase

2010-5% increase

2017-6% increase

2016-5% increase

The resulting recommendations for 2026 are as follows:

1. Provide employees with three alternatives for health insurance coverage for 2026:
    a. A traditional PPO 1 plan.
    b. A traditional PPO plan but not as rich as PPO 1.
    c. A high deductible plan (HDHP) with a health savings account.

2. As per the collectively bargained agreement, the College has committed to an 80% college share and 20% employee share, on any premium increase/decrease for 2026.

3. For those employees opting for the high deductible plan, the College's contribution to the health savings account will be $400 annually for single, and $800 annually for family. It will be the employee's option to fund the remainder of the deductible for the year if they choose to do so. The College contribution to the Health Savings Account counts towards to the College's base contribution.

Approval of a contract with Anthem Blue Cross/Blue Shield for two PPO plans and a high-deductible plan at the following bi-weekly rates:

2026 Bi-Weekly Amounts				
PPO #1		**College Share**	**Employee Share**	**Total**
Single		$346.95	$105.22	$452.17
Family		$855.08	$275.35	$1,130.42
PPO #2				
Single		$338.39	$69.87	$408.26
Family		$833.65	$187.00	$1,020.65
HDHP				
Single		$307.94	$60.95	$368.88
	HSA Share	$15.39		
Family		$765.23	$156.98	$922.21
	HSA Share	$30.78		

1. The College will contribute $9,020.79 annually toward the premium for the PPO1 single coverage plan and $22,231.99 annually for the PPO1 family coverage. The College will contribute $8,798.16 annually toward the premium for the PPO2 single coverage plan and $21,674.82 annually for the PPO2 family coverage. The 2026 decrease amounts will be split on an 80% college share and a 20% employee share basis.

2. The College will contribute $8,406.53 annually toward the premium and health savings account for the HDHP single coverage, and $20,696.24 annually for family coverage. The 2026 decrease amounts will be split on an 80% college share and a 20% employee share basis.

3. For employees who choose the high-deductible plan, the portion that the College will fund is $400.00 annually for single, and $800.00 annually for family to a qualified health savings account. The contributions are made on a bi-weekly basis.

RECOMMENDATION: It is recommended that the Board approve full-time employee health insurance coverage for calendar year 2026 as detailed above:

SUBMITTED BY: Jason Huffman, Director of Human Resources