

MONITORING REPORT

CORE THEME I: VALUING PEOPLE
PLANNING CONTINUOUS IMPROVEMENT
JANUARY 28, 2026



Compiled by the Office of Accreditation and Academic Effectiveness

Additional Data provided by Institutional Research, Human Resources, Facilities, IT Services

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COLLEGE END GOAL: Innovation and Continuous Quality Improvement

KPI: Percentage toward completion of strategic projects

2023 – 2026 Strategic Plan

Launched in July 2023

1. Strategic Project #1: Funding Innovation

Strategic Project #1 Funding Innovation (Dr. Chris Spradline, President and Chad Beanblossom, COO)	
#1) Invest in employees by providing competitive salary and benefits	
Fully Implemented:	A) Compa Ratio evaluated and implemented, making adjustments to base salaries where necessary.
	B) Faculty salary contract completed.
	C) Planned increase for adjunct faculty.
	D) Benefits modified and new provider selected.
	E) Implementation of Workable HR software.
Gaps:	A) None
#2) Fund the development of safe, clean, and modern spaces that promote learning and success	
Fully Implemented:	A) Space surveys and audits completed.
	B) Modern learning space designs.
	C) Pilot classroom rolled out.
	D) Helpdesk remodel completed.
	E) Wall of Memories completed
	F) West Hall Renovation completed.
Gaps:	A) Capital Biennium request to be completed. Includes 6-year capital improvements plan and two-year request. To be a part of the new facility master plan.
#3) Support the implementation of a digital transformation plan	
Fully Implemented:	A) IT Hardware inventory system created.
	B) Helpdesk software implemented.
	C) IT strategy completed and integrated into college strategic plan.
	D) AI policy approved.
	E) Multiple trainings completed.
	F) Data Centralization framework developed.
	G) ERP modernization timeline created.
Gaps:	A) SharePoint migration not yet completed.
	B) Regular device replacement processes are not fully implemented.
#4) Evaluate enrollment incentives to ensure a high-quality education at an excellent value	
	A) Strategic Enrollment Management Plan
	B) Strategic Hiring

Fully Implemented:	C) ESC Partnership – You Science
Gaps:	A) Need to develop and evaluate enrollment incentive options for potential implementation in FY27 and beyond
#5) Identify and address barriers to students staying on their guided pathways plan	
Fully Implemented:	A) The College has been accepted into the Rural Guided Pathways 2.0 project.
Gaps:	None
#6) Analyze program viability, textbook affordability, and business operations to ensure an efficient and affordable student learning experience.	
Fully Implemented:	A) Program Viability Model created
	B) Strategic Staffing Plan developed
	C) Monitoring of overload costs
Gaps:	None

2. Strategic Project #2: Supporting Instructional Excellence

Strategic Project #2 Supporting Instructional Excellence (Dr. Paul Heintz, Dean of Arts & Sciences and Erin Reese, Associate Professor of Biology)	
#1) Publish career readiness curricular modules in support of the Quality Initiative and design a badge credential system for faculty use college-wide	
Fully Implemented:	A) Development of modules with student input was completed resulting in three modules: Confident Communication, Techniques for Success, and the Ultimate Job Guide including 11 subtopics
	B) Piloted with 6 classes in Spring 2025. Originally planned for Fall 2025.
	C) Full implementation of modules with graduation completion requirement in place for Spring 2028 graduation.
Gaps:	None
#2) Facilitate Blackboard Training	
Fully Implemented:	A) Initial training for the new Blackboard Ultra was completed during 2023.
	B) Offer continued training opportunities as new features come up.
Gaps:	None
#3) Develop and implement IT academic workshops	
Fully Implemented:	A) Professional Development schedule was created and implemented starting Fall 2025. The schedule provides at least 5 professional development opportunities each semester during Fall and Spring semesters.
Gaps:	None

#4) Develop and implement a course review rubric referencing Guided Pathways interactive techniques and best practices	
Fully Implemented:	A) Review of BSN Nursing classes with updates incorporated
	B) Creation of schedule and discussion with reviewing team members
Gaps:	A) Spring 2026: Review of high enrolled yet manageable disciplines including psychology, nursing, business and computer information systems to start.
#5) Create a strategic classroom and computer lab update plan	
Fully Implemented:	A) Fall 2024: Implementation schedule developed, divided by area, campus, and priority/secondary actions.
Gaps:	A) Spring 2025: Developed plan will be provided to appropriate personnel and discussion of implementation will occur.

3. Strategic Project #3: Demonstrating Value Through Outreach

Strategic Project #3 Demonstrating Value Through Outreach (Brandi Olberding, Assistant Dean and Workforce Development & Work-Based Learning and Rebecca Schinaman, Professor of Computer Information Systems)	
#1) Promotional Materials	
Fully Implemented:	A) Program sheets have been completed for a number of our programs. We are able to use the content on other platforms to help promote programs of study (e.g., website, social media, on campus tv screens).
Gaps:	A) Program sheets must be reevaluated each year.
	B) Still have a few programs that have not yet been completed.
	C) Lack of faculty feedback on their program and/or student interest.
#2) Strengthen Advisory Committees	
Fully Implemented:	A) Development and introduction of A Model Handbook for Effective Program Advisory Committees which provides information on best practices for conducting and Advisory Board meeting.
	B) Academic Programs meet annually with their advisory committees.
Gaps:	A) A Model Handbook for Effective Program Advisory Committees was just introduced to all faculty at the Spring 2026 Duty Days. Departments have not yet had the chance to implement with their Advisory Boards in order to enhance the effectiveness of the meetings.
#3) Expand and Promote Work-Based Learning	
Fully Implemented:	A) Office of Workforce Development continues to market opportunities to students and create connections with local industry. 900 different workplace experiences for students have been recorded.
	B) Increased communication to all students, staff and faculty.

Gaps:	A) Work-based learning tracking in Colleague is an initiative that will now need to be divided between the Health Sciences and Professional and Technical Divisions to ensure data entry continues. B) The Center for Workforce Development and Work-Based Learning has included funding for a new system for tracking non-credit courses, enrollments, and finances in a grant request to the US Department of Education. We were informed that we did not receive the grant and are now exploring other funding options.
#4) Establish and Maintain Graduate Data	
Fully Implemented:	A) An IR Dashboard entitled Graduate and Stopout Transfers has been created to show where students are transferring and what degrees they are transferring into.
Gaps:	A) The sub-committee for managing graduate data will be reviewing the options available for software solutions and making recommendations on next steps.
	B) Working to revise graduate address change form from .pdf to digital format.
	C) ESCC's graduate application now includes a digital graduate data survey. However, students getting the auto award report are not getting the graduation survey
#5) Economic Impact Study	
Fully Implemented:	A) SOCHE Economic Impact study was marked complete in year 1 and deemed by the President's Cabinet as sufficient for use by the college.
	B) Data is current being used in institutional publications for advancement and marketing purposes.
Gaps:	None

KPI: Improvement in State Performance Funding Categories

- FY 2025 Trend Analysis of SSI Funding Distribution report shows that SSI increased by 8.0% (nearly \$1 million) since FY 2024 and by 27.1% (\$2,864,516) since FY 2022. Total Access funding increased in these time periods as well.
- All subcomponents in both periods experienced a dollar increase with the exception of Transfers Access which decreased compared to the prior year.

KPI: Status of HLC Accreditation

- 4-Year Assurance Review has been scheduled with our Assurance Argument to be locked on or before June 12, 2028.
- Approved to offer Practical Nursing Certificate program

KPI: Core Components for Program Accreditations are met without concern.

- **Edison Childhood Development Center**
 - Achieved a new five-year accreditation from the National Association for the Education of Young Children Accreditation of Early Learning Programs
 - Valid until May 1, 2029
- **Associate Degree in Nursing**

- Accreditation Commission for Education in Nursing (ACEN)
- Valid until Spring 2027
- Accreditation visit scheduled for October 13-15, 2026
- **Medical Assisting**
 - Commission on Accreditation of Allied Health Education Programs (CAAHEP)
 - Approved March 20, 2020
- **Medical Laboratory Technician**
 - National Accrediting Agency for Clinical Laboratory Science (NAACLS)
 - Valid until October 31, 2031
- **Paramedic**
 - CoAEMSP and The Commission on Accreditation of Allied Health Education Programs
 - Approved February 2024
 - Valid until Spring 2029
- **Phlebotomy**
 - National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)
- **Physical Therapist Assistant**
 - Commission on Accreditation in Physical Therapy Education (CAPTE)
 - Accreditation visit scheduled for April 19 – 22, 2026.
- **Practical Nursing**
 - Accreditation Commission for Education in Nursing (ACEN)
 - Approved by Ohio Board of Nursing October 2, 2025
 - ACEN application to be submitted once first graduates have completed the program
- **Respiratory Care**
 - Commission on Accreditation of Respiratory Care (CoARC)
 - Provisional Accreditation granted November 22, 2024
 - 2025 Annual Report of Current Status and Resource Assessment Matrix – Met or surpassed all established thresholds for each required outcome measure
- **Veterinary Technology**
 - American Veterinary Medical Association (AVM)
 - Approved February 9, 2022
 - Full accreditation site visit initially scheduled for 2027. However, program is being taught out at this time.

COLLEGE END GOAL:

Organizational Efficiency and Effectiveness

KPI: Percentile rating of ‘adequate’ library resources and services

In-Person Library Services received a 98% rating on the 2025 Student Satisfaction Survey administrated by Edison State. **Remote Library Services** received a 92% rating. Academic Support Services overall achieved a 97% rating, a 2% increase over the 2024 survey administration.

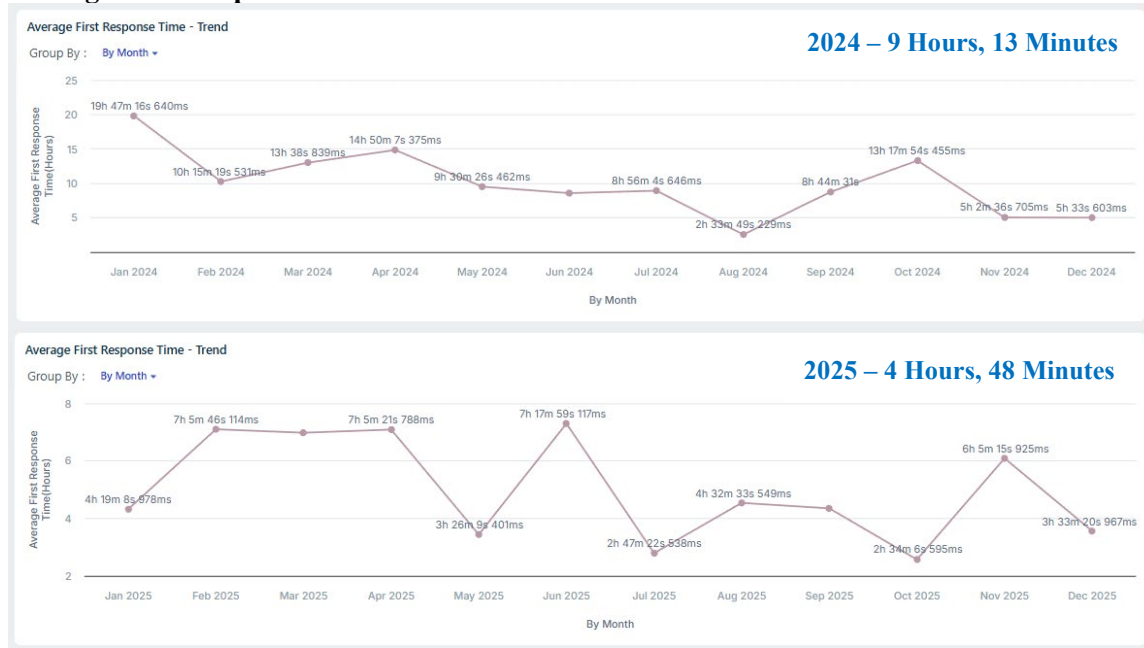
KPI: Number of IT work orders completed and average work order completion time.

IT Helpdesk – Summary (2024 – 2025 comparison)

- We use Emails/Portal, Phones and Walk-ins for IT support
- **Number of New Tickets Received**

- 2024 – 3682
- 2025 – 4282
- **Number of Tickets resolved**
 - 2024 - 3707
 - 2025 - 4292
- **Average Initial Response Time**
 - 2024 – 9 Hours, 13 Minutes
 - 2025 - 4 Hours, 48 Minutes
- **Average First Touch Resolution Rate**
 - 2024 – 65.36%
 - 2025 - 65.95%

Average First Response Time



Average First Touch Resolution Rate



KPI: Student Satisfaction with having a safe and secure environment.

99% of Students in 2025 are satisfied with Campus Safety and Security.

KPI: Completed repair and replacement projects.

Repairs over the last three fiscal years have been ongoing. We are continuing in the process of replacing all lights to LED, when local funds are available. 2nd floor West Hall, South Hall and East Hall are still targeted as funding becomes available. We have been replacing the older outdated HVAC controls as funds are available and this year we used remaining capital funds from the North & East Hall Boiler project to update all outdated controls. We are in the process of replacing the backup boilers in the east hall and north hall with new energy efficient boilers with the majority of work done this past summer & fall. North Hall windows were replaced which will also replace the window seals to add to more energy savings along with 26 entry doors. We are also continuing to monitor the HVAC system to try to add additional savings on energy costs in partnership with NRG for load shedding.

KPI: Progress in achieving competitive salaries.

As of 2025, Edison State continues to update Compease data annually to ensure salaries are measured against the most current market data, which has seen an increase of 10.3% between 2023 and 2025. For 2025, Edison State staff salaries averaged 78% of the 2025 data midpoint. The adopted faculty contract saw a 3% increase to base salaries for 2025. These increases follow an annual equity adjustment in the years 2022, 2023, and 2024 for a combined total of \$130,000. Faculty salaries have seen an average increase of approximately 21% between 2022 and 2025.

We began FY2025 with an employee count of 147, 13 more than in FY2020. Full-time Employee Counts by Work Categories by Fiscal Year									
Work Category	2016	2017	2018	2019	2020	2021	2022	2023	2025
Admin/Exec	21	22	23	20	16	18	17	18	15
Clerical	20	18	12	19	19	19	18	15	21
Faculty	51	48	48	48	48	47	49	48	48
Other Professional/Technical	25	25	31	37	42	47	60	51	54
Service Maintenance	11	10	10	9	9	8	10	9	9
Total Employee Count	128	123	124	133	134	139	154	141	147

KPI: Number of employees satisfied with work environment:

How satisfied are you with your position here at Edison State?

	Weighted Score (4 pt scale)			Variance (TY over LY)	% Strongly Satisfied and Satisfied
	2022- 2023	2023- 2024	2024- 2025		

Overall, how satisfied are you with your position here at Edison State?	3.33	3.15	3.20	+0.05	87%
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Would you recommend working at Edison State to a Friend?

	AY2022-2023	AY2023-2024	AY2024-2025	Variance (TY over LY)
Yes	88.24%	77.48%	82.98%	+5.50
No	11.76%	22.52%	17.02%	-5.50

ADDITIONAL INFORMATION

Enrollment Changes by Credit Hours*

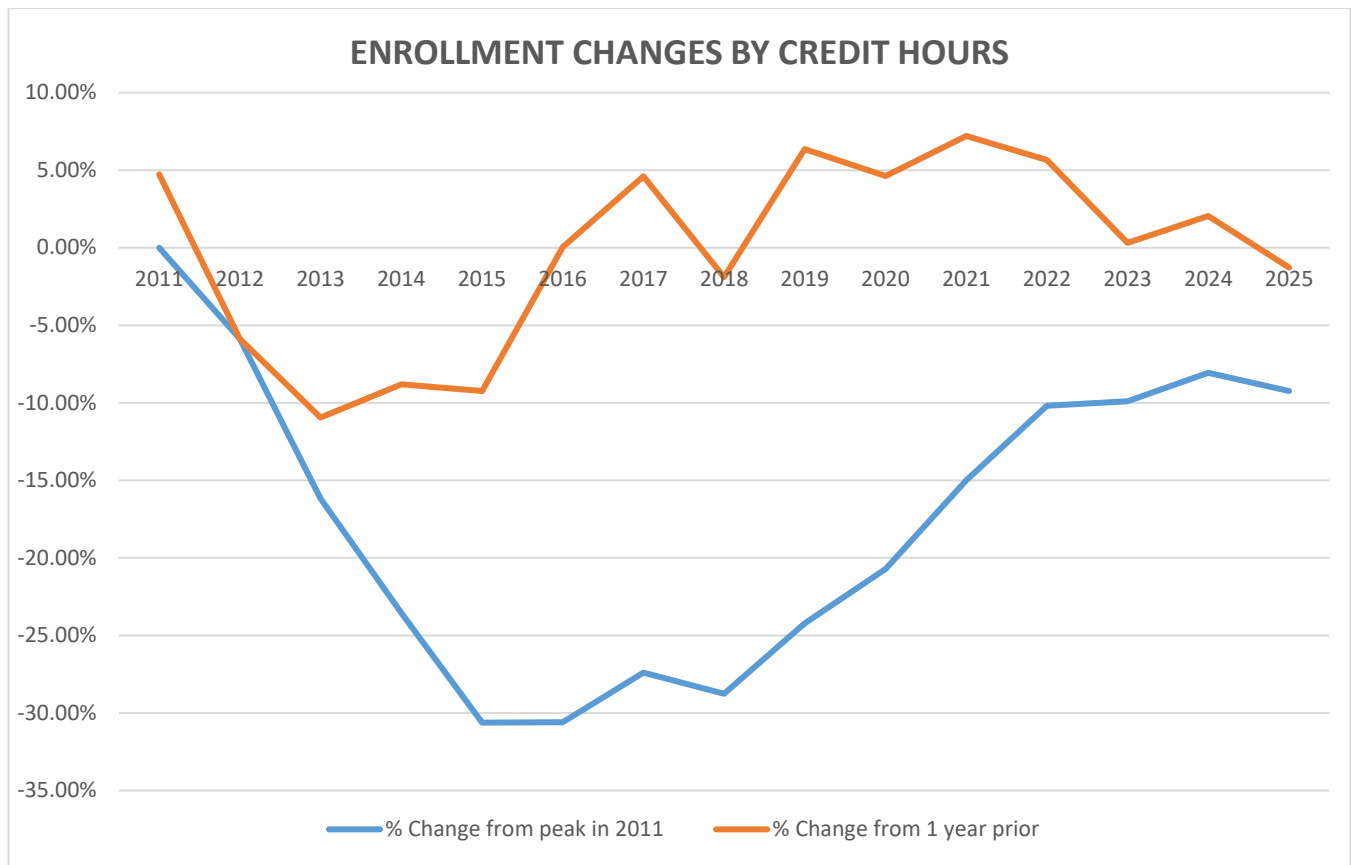
Enrollment by credit hour shows a slight decline of 1.27% in FY2025 as compared to FY2024.

Enrollment by credit hour has increased 30.77% over the past 10 years (FY2016 to FY2025)

Enrollment by credit hour has increased 6.78% over the past 5 years (FY2021 to FY2025)

FY	Credit Hours	% Change from peak in 2011	% Change from 1 year prior
2011	73,342		
2012	69,034	-5.87%	-5.87%
2013	61,476	-16.18%	-10.95%
2014	56,060	-23.56%	-8.81%
2015	50,882	-30.62%	-9.24%
2016	50,906	-30.59%	0.05%
2017	53,254	-27.39%	4.61%
2018	52,247	-28.76%	-1.89%
2019	55,576	-24.22%	6.37%
2020	58,150	-20.71%	4.63%
2021	62,343	-15.00%	7.21%
2022	65,872	-10.19%	5.66%
2023	66,076	-9.91%	0.31%
2024	67,424	-8.07%	2.04%
2025	66,568	-9.24%	-1.27%
2026 YTD	67,290	-8.25%	1.08%

* ESCC Monitoring Report: Core Theme I Enrollment, January 21, 2026, 10:15 am. Please note that 2026 YTD numbers are subject to change as the Spring semester start numbers are finalized.



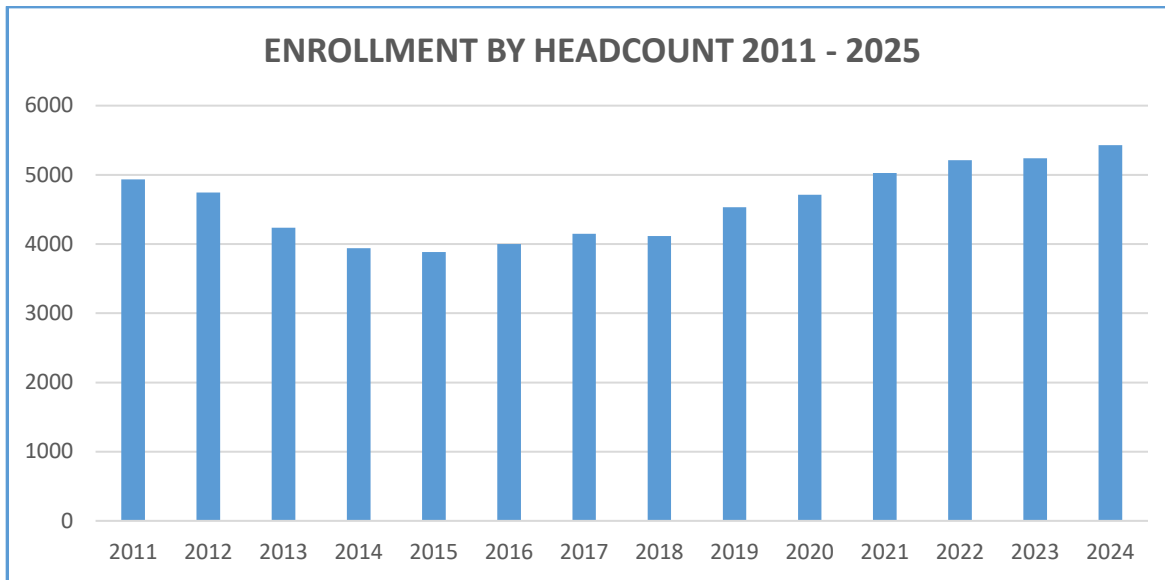
Enrollment Changes by Headcount*

Enrollment by headcount has increased 38.38% over the past 10 years from FY2016 to FY2025

Enrollment by headcount has increased 10.15% over the past 5 years from FY2021 to FY2025

FY	Headcount	% Change from
	(Final)	1 year prior
2016	4000	2.96%
2017	4147	3.68%
2018	4115	-0.77%
2019	4532	10.13%
2020	4711	3.95%
2021	5025	6.67%
2022	5211	3.70%
2023	5238	0.52%
2024	5429	3.65%
2025	5535	1.95%
2026 YTD	5481	-0.98%

* ESCC Monitoring Report: Core Theme I Enrollment, January 21, 2026, 10:15 am. Please note that 2026 YTD numbers are subject to change as the Spring semester start numbers are finalized.

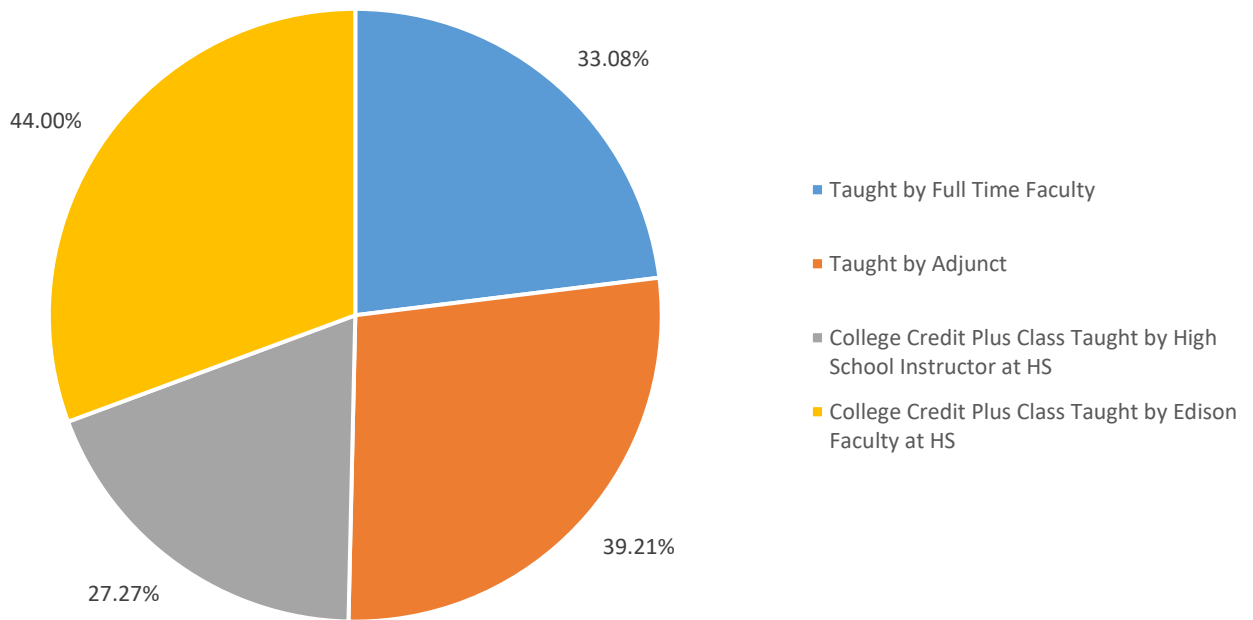


Faculty to Total Credit Hours

A review of full- and part-time teaching percentages indicates that credit hours taught by full-time faculty continues to decrease, showing a decline of 7.16% since 2020. The number of credit hours taught by adjunct remains constant when compared to FY2024 but remains 6.78% higher than in FY2020.

Credit Hours by Fiscal Year	2020	2021	2022	2023	2024	2025
Taught by Full Time Faculty	40.24%	39.26%	36.52%	36.53%	34.73%	33.08%
Taught by Adjunct	32.48%	31.35%	33.54%	33.79%	39.41%	39.21%
College Credit Plus Class Taught by High School Instructor at HS	26.94%	28.94%	29.34%	29.30%	25.44%	27.27%
College Credit Plus Class Taught by Edison Faculty at HS	0.33%	0.44%	0.59%	0.39%	0.41%	0.44%

Faculty to Total Credit Hours 2025



Fall 2025 Enrollment Dashboard

Headcount by Location

Fall Weekly Enrollment			Point-in-time comparison 11/3/2025 vs. 11/4/2024 Days AFTER semester start: 70	
	FALL 25	FALL 24	Difference from Previous Fall	
Eaton Campus		2	Eaton Campus	- 2 - 100.00%
Greenville Campus	147	187	Greenville Campus	- 40 - 21.39%
High School Campus	2,527	2,574	High School Campus	- 47 - 1.83%
Off Campus	89	88	Off Campus	+ 1 + 1.14%
On Line	2,442	2,263	On Line	+ 179 + 7.91%
Other	1		Other	+ 1
Piqua Campus	911	978	Piqua Campus	- 67 - 6.85%
Troy Campus	83	83	Troy Campus	+ 0 + 0.00%
<u>Total (Unduplicated)</u>			<u>Total (Unduplicated)</u>	
	FALL 25	FALL 24		
	4,668	4,707		- 39 - 0.83%

Credit Hours by Student Level

Fall Weekly Enrollment

Point-in-time comparison

11/3/2025 vs. 11/4/2024

Days AFTER semester start: 70



		FALL 25	FALL 24	Difference from Previous Fall	
High School	High School Campus	15,791	16,868	High School	High School Campus
	Off Campus	2			- 1,077
	On Campus	1,041	1,152		- 6.38%
	On Line	6,905	5,819		
	Total	23,739	23,839		Off Campus
Undergraduate	High School Campus		19		+ 2
	Off Campus	188	189		
	On Campus	6,102	6,600		On Campus
	On Line	6,010	6,238		- 111
	Other	6			- 9.64%
	Total	12,305	13,045		On Line
Grand Total		36,043	36,884		+ 1,087
					+ 18.67%
					Total
					- 100
					- 0.42%
Undergraduate	High School Campus			Undergraduate	High School Campus
	Off Campus				- 19
	On Campus				- 100.00%
	On Line				- 1
	Other				- 0.53%
	Total				Off Campus
					- 498
					- 7.55%
					On Campus
					- 229
					- 3.66%
					On Line
					+ 6
					Other
					Total
					- 741
					- 5.68%
					Grand Total
					- 841
					- 2.28%

Spring 2025 Enrollment Dashboard

Headcount by Location

Please note that the numbers below are subject to change as the College works to set the Spring semester start numbers.

Spring Weekly Enrollment			Point-in-time comparison 1/20/2026 vs. 1/21/2025 Days AFTER semester start: 1	
	SPRING 26	SPRING 25	<u>Difference from Previous Spring</u>	
Eaton Campus		4	Eaton Campus	- 4 - 100.00%
Greenville Campus	131	145	Greenville Campus	- 14 - 9.66%
High School Campus	1,265	1,255	High School Campus	+ 10 + 0.80%
Off Campus	78	101	Off Campus	- 23 - 22.77%
On Line	2,457	2,233	On Line	+ 224 + 10.03%
Other	1		Other	+ 1
Piqua Campus	757	833	Piqua Campus	- 76 - 9.12%
Troy Campus	91	103	Troy Campus	- 12 - 11.65%
<u>Total (Unduplicated)</u>			<u>Total (Unduplicated)</u>	
	SPRING 26	SPRING 25	+ 121 + 3.33%	
	3,752	3,631		