
Koffi C. Akakpo

HIGHLIGHTS OF QUALIFICATIONS

Vice President for Business, Administrative, & Student Services – North Central State College (NCSC)

Former Deputy Director/Secretary – Ohio Department of Natural Resources (DNR)
Former Director of Academic Financial Planning & Management (Chief Academic Business Officer) – Central State University (CSU)
Former Adjunct Faculty – Central State University (CSU)
Former Planning Analyst – Speedway SuperAmerica LLC
Former Associate Programs Director – Togo Jeunesse Action (TJA)

WORK EXPERIENCE

Vice President for Business, Administrative, & Student Services

2011 to Current

Chief Operating Officer & Chief Student Service Officer North Central State College (NCSC)

North Central State College operates three fully accredited state-of-the-art campuses in Mansfield, Shelby, and Bucyrus. With an annual budget over \$21 million, the College shares its main campus with Ohio State University-Mansfield and employs about 300 employees (part-time and full-time). As Vice President for Business, Administrative, and Student Services, I serve as both the Chief Operating Officer and Chief Student Service Officer of all three North Central State College campuses with a total annual headcount of over 4,700 students (credit and noncredit). I have direct leadership for admission; recruitment and enrollment; student services and student success; college credit plus (with over 56 high school partners across central and north central Ohio); testing and assessment; career development services; disability services; eLearning and instructional design; institutional research; registrar; financial aid; budget and financial planning; business and accounting; title III project; human resources, labor relations and organizational development; information technology; child development center; capital planning and facilities management; bookstore; and event planning and management. I serve as the second in command in the president's absence and represent the college on statewide committees for fiscal and student service initiatives. I also serve on the community colleges funding consultation workgroup that recommended the transition from a funding model based primarily on enrollment to completion of courses, degrees and certificates.

Selected Institutional Accomplishments

- ❖ NCSC successfully secured over \$18 million in grants including Title III and Trade Adjustment Assistance Community College and Career Training (TAACCCT) over the past six years.
- ❖ In 2016-2017 academic year, as an aggregate percentage across Ohio's colleges and universities, 20.6% of new degree-seeking students completed a credit-bearing Math and English course in their 1st year. At NCSC, overall, Gateway Math Completion in 1st year was 36.9% and Gateway English Completion in 1st year was 49.2%. Both Math and English Completion in 1st year was 24.9%, higher than state average for both colleges and universities.
- ❖ NCSC is one of only four community colleges in Ohio to receive approval to develop and confer a bachelor's degree.

Selected Leadership Accomplishments

- ❖ Initiated in 2017 a comprehensive enrollment pain-point audit that looked across the college's enrollment process, including application and admissions, placement testing, advising, career counseling, tuition payment and financial aid services. The review helped North Central state College identify several unnecessary steps. Needed adjustments were made and resources were directed to improve services to students.
- ❖ Guided the divisions of business, administrative, and student services in establishing first ever set of core values, integrity, excellence, professionalism, and student centeredness goals and statements.
- ❖ Restructured and enhanced the College's enrollment process in order to achieve the desired enrollment growth goals. Placed strong emphasis on outreach, and seamless processes.
- ❖ Personally handled critical student issues, talked to prospective students, attended preview nights, visited several high schools, attended and spoke to students during orientations and college visitation days.

- ❖ Engaged during my first year faculty, deans, staff, and students in developing a strategic enrollment management plan that enabled the college to respond to a steep enrollment decline. Today, the trend was reversed and NCSC has since 2014 begun an upward trend of enrollment growth. We achieved 1% Total FTE growth in FY 2017 and 2% Total FTE growth in FY 2018, placing NCSC at or near the top of Ohio's 23 community colleges with respect to enrollment growth.
- ❖ Successfully reduced the number of probation students by 50% within a year through strategic proactive and intrusive outreach and advising initiatives.
- ❖ Successfully helped TRIO program exceed its required participant threshold in one year by strategically realigning the program with the tutoring and transition services.
- ❖ Developed excellent relationships with various community groups to create a pipeline of prospective and non-traditional students and expanded the engagement to non-traditional students: GED outreach, Job and Family Services, North End Community Improvement Collaborative, Inc., Foster Care program, and outreach to Ohio prison court systems.
- ❖ Provided oversight and support for the development of a new academic advising model, leading to significant improvement in student engagement, increased student retention by monitoring student performance and analyzing issues and prescribing solutions.
- ❖ Led a highly successful effort to combine enrollment services, financial aid, registration, and cashier services into a One Stop model of service. The new model increased both student satisfaction by reducing runaround and wait time for face-to-face service and processing time for paperwork. The One Stop model significantly improved satisfaction with high quality services and with staff members empowered to make key student service decisions swiftly.
- ❖ Played a key role in the implementation of NCSC's innovative student success initiative titled "Tuition Freedom" (TFS) in FY 2016. The program provides free tuitions to dual enrollment students (with at least 2.5 GPA) who enroll at NCSC after taking at least six dual enrollment credit hours with NCSC. Retention and graduation rates for these students exceed that of the general student body. The first cohort has one hundred percent completion rate with over 3.5 average GPA. In its second year, the program has already allowed over 50 students to earn college credentials. Existing scholarships were repurposed and redirected as well as additional fund was raised from other sources in order to assure the program's permanency.
- ❖ Successfully established in FY 2016 a "Push to Finish Line" grant to cover modest tuition and fee shortfalls for students who have completed over 75% of their course work but were unable to finish because of unpaid balances. With an average of less than \$500 per student, the grant helped save over 37 near completers who would have been dropped from their programs. Hundred percent of students who have received the grant in FY 2016 and FY 2017 graduated in FY 2018.
- ❖ Played a key role in the management of the college's partnership with its 56 high school partners and the expansion of partnerships with new high schools.
- ❖ Worked closely with the Chancellor of Ohio Department of Higher Education to secure a waiver for the College Now programs as well as tuition waiver for home and Christian high school students not covered under Ohio's dual enrollment law. The College Now programs are the fastest growing NCSC's innovative pathway programs that allow students from Career Centers to complete their associate degrees on NCSC's campus while earning their high school diplomas. The program has successfully served over 537 unique students in business, engineering, and bioscience over the last three years with an average GPA of 3.3.
- ❖ Successfully spearheaded the expansion of the College Now programs to include Ashland University and Ashland city school as well as the implementation of a new Liberal Arts Associate Degree program at Galion high school in Crawford County. The new College Now in business is scheduled to start in fall 2018 at Ashland University and the Galion program in fall 2019.
- ❖ Worked closely with faculty and the LMS team in a collaborative fashion during the transition from Blackboard to Canvas and ensured the alignment of online learning programs with North Central State College's mission and strategic objectives.
- ❖ Spearheaded the implementation of online learning programs, emphasizing on growing demand of classes delivered by alternative means.

- ❖ Served as the College facilitator in 3+1 bachelor degree pathway between North Central State college and Franklin University.
- ❖ Played a key role in the administration of Chose Ohio First (COF) scholarship at North Central State College.
- ❖ In response to college-wide advising redesign initiatives, spearheaded together with the Chief Academic Officer the implementation of the College's integrated pathways of academic and student services. The initiatives consist of training success coaches and academic advisors to be both generalists and specialists in one division; implementing team advising model; automating the advising process; incorporating career advising early in the process using CSI/Focus 2/ Career Coach; implementing mandatory orientation and FYEX while emphasizing College-wide competencies and financial literacy; ensuring students are taking at least 9 credits in their major in the first year as well as college level Math and English in the first year if possible; and tracking students' progress.
- ❖ Successfully secured over \$2.5 million in new funding to the College during my first 12 months by working closely with state and federal officials as well as legislators and private partners.
- ❖ Developed benefits strategies that cut health benefits costs while saving the College over \$2.2 million in healthcare costs over four years by playing a key role in helping the institution join the Stark County Schools' Council of Governments (SCSCOG) while creating stability in annual healthcare premiums. The SCSCOG is a consortium of school districts and related agencies serving the greater Stark County area with main ventures areas in insurance, workers' compensation and cooperative purchasing.
- ❖ Successfully created the position (within my first 6 months) and helped recruit a respected Grant Administrator (when it almost seemed impossible because the institution was facing over \$3.5 million deficit) who has worked with key leaders across the institution to raise over \$18 million in grants within the last 6 years.
- ❖ In 2011, the institution faced a projected \$3.5 million operating deficit and over 20% drop in overall enrollment. I spearheaded a collaborative effort to identify key problem areas and developed a recovery plan, advised the President and the Board of Trustees, and successfully improved the financial condition of the College by increasing the institutional composite score from 2.29 to a composite score 4.5 and the reserve ratio from 5.6% to 43%.
- ❖ Successfully transformed the college's day care center from loss leader losing around \$400,000 yearly anticipating closure to a leading college five-star profit center netting over \$100,000 budget surplus annually.
- ❖ Worked closely with Air Quality Development Authority to secure \$1.8 million for energy performance contracts that delivered over \$140,000 in annual utility savings.
- ❖ Established a strong working relationship with OSU Mansfield and worked closely with the Dean and his team on all aspects of shared campus operations. Over the years, we set strategies that built mutually beneficial relationships, jointly executed projects to drive operational excellence, and drove the standardization of processes to gain efficiency in shared operations.
- ❖ Worked closely with the President and key stakeholders to organize the 2012 workforce summit that led to the successful creation of North Central Ohio Workforce Partnership that combined the regional career services and adult education centers into one entity. The partnership successfully created a seamless system of adult education and workforce development.
- ❖ Served during my first two years at the college as the chief negotiator in faculty contract negotiations, oversaw all contract interpretation and administration including negotiation with AAUP-NCSC Chapter; and assisted in the evaluation of grievances and other conflicts resulting from the labor agreements to determine if contractual violations have occurred and implemented appropriate remedies to grieving parties.
- ❖ Designed and implemented effective internal workforce planning strategies that strengthened the talent pipeline within the institution and maximized employee performance through superior training and development programs (established NCSC Academy) that created expanded leadership coaching practices.
- ❖ Reduced annual technology expenditures by more than 18% while working with OSU Columbus to reduce the cost of bandwidths and increasing capacity by renegotiating key IT provider contracts and rationalizing staff and software maintenance costs. Successfully deployed multi-campus VOIP phone system.

- ❖ Led server virtualization initiative that reduced physical server count by over 70% and resulting in net savings for the College.
- ❖ When I joined NCSC in 2011, the institution had a plethora of multifaceted applications integrating together creating complex systems that have not been upgraded for at least five years. By hosting the College's Datatel ERP in Ellucian AWS cloud, a scalable, highly secure, and innovative platform, the college saved over \$1.5 million over five years, and completely shifted day to day data and mission-critical systems management to a third party with increased efficiency and capability. I also spearheaded the building of the College's first state-of-the-art datacenter and network infrastructure with security and disaster recovery and emergency generator power with automatic transfer switch that extends to all network closets.
- ❖ Prior to 2011, Wi-Fi at NCSC was very spotty. As more students brought more devices to class, internet speeds became challenging. To meet student expectations and adapt to the changing pedagogy, I successfully improved the digital learning experience for students by leading the College through an ambitious Wi-Fi upgrade that significantly increased internet speed across NCSC campuses and added several hundred new wireless access points.
- ❖ Updated and enhanced technology in all classroom spaces and infrastructure to meet the needs of NCSC' students.
- ❖ Coordinated policy discussions for the development and delivery of distance education programs and courses to meet students' increasing demands.
- ❖ Provided opportunities to promote increased intercampus cooperation and significantly improved communications between all areas of the College through the successful creation of the "President Weekly Report" that helped break down silos of matrix environment.
- ❖ Contributed to preparing narratives for the college system's reaffirmation of accreditation.

**Deputy Director/Secretary
Ohio Department of Natural Resources (ODNR)**

2007 to 2011

The Ohio Department of Natural Resources is a department of incredible diversity with a total budget of \$1 billion per biennium and over 2,800 employees with operations in all 88 counties in Ohio. As an organization of such diverse interests, ODNR is structured into four key mission components: resource management and conservation; economic development through job creation, expansion and retention; recreation by providing leisure services and recreation opportunities; health and safety through fair and consistent law enforcement participating in regulatory matters and identifying and responding to environmental hazards. The Deputy Director brought together these key functions by playing a pivotal role in instituting a corporate culture focused on performance and superior customer service and ensuring that core program management and administrative processes of ODNR were efficient, responsive, systematic, businesslike, streamlined, service-oriented and cost-effective.

Selected Organizational Accomplishments

- ❖ Successfully secured over \$16 million for the acquisition of one of key research and demonstration forest sites east of the Mississippi River through the formation of a strategic private-public partnership.
- ❖ Reformatted fiscal strategies, added performance metrics and goals, and developed detailed cash management tools to identify and overcome liquidity problems resulting in over \$100 million in cash balance during the worst recession in five generations.

Selected Leadership Accomplishments

- ❖ Acted as the closest advisor to the top State natural resources and conservation official leading over 2,800 employees statewide charged with the management, the fostering of the science and art of natural resource conservation, economic development, restoration, regulation, and public safety.
- ❖ Coordinated and oversaw the implementation of a critical agency-wide Enterprise Resource Planning (ERP) system. The initiative was very crucial because the new system was replacing many old legacy systems.
- ❖ Secured and developed new revenues and user fees of over \$20 million to support ODNR' statutory and strategic functions during a period of deep statewide budget cuts.

- ❖ Worked closely with senior management, the legislative division, and the Governor's office to establish a good rapport with legislators and other executive agencies, and successfully helped pass significant legislations incorporating greater operational flexibility and created additional funding streams that helped offset the deep budget cuts to various programs.
- ❖ Pioneered department-wide strategic realignment process, efficiency and cost avoidance, resource development, and budget recalibration that saved over \$23 million in 12 months and over \$63 million in 24 months.
- ❖ Successfully saved the agency over \$3 million by centralizing the back office functions of various divisions and offices and by streamlining central support (overhead) budget. The central support realignment saved additional \$2 million in 24 months.
- ❖ Was instrumental in raising over \$16 million for the acquisition and protection of the most important forest research and demonstration sites east of the Mississippi River through the formation of a strategic private-public partnership involving ODNR (state agency), the Conservation Fund (a non-profit environmental organization), and Forestland Group (a private investment management organization based in North Carolina) during the worst recession in five generations.

Director of Academic Financial Planning & Management

2003 to 2007

Chief Academic Business Officer, Academic Business Manager & Senior Budget Manager

Central State University

With a rich history of service to regional communities, the state of Ohio and the nation, Central State University offers an array of top quality academic programs in an environment that nurtures student success. With an annual budget of over \$50 million, the institution serves about 2,000 student. The Chief Academic Business Officer served as the academic chief operating officer and was the closest advisor to the Provost responsible and accountable for all academic business operations within the context of the institution's strategic plan as well as academic policies and continuous improvement. I ensured academic quality across the academic division and the institution, worked collaboratively with the Academic Council and Provost to recommend academic priorities, oversaw appropriate resource allocation while ensuring key decisions were mission-driven and developing strong academic leadership across the institution.

Selected Institutional Accomplishments

- ❖ Successfully designed the institution's "Speed to Scale" plan to allow the institution to more successfully fulfill its higher education access and success mission for underserved Ohio students and increase the number of Ohioans with a baccalaureate degree.
- ❖ Developed with substantial faculty involvement the institutional Strategic Academic and Enrollment Management (SAEM) plan to spur enrollment growth, student success and strengthen the academic profile of Central State University.

Selected Leadership Accomplishments

- ❖ Advised the Provost on oversight and policies concerning the University's academic programs and represented him in meetings and in correspondence with leaders of academic departments and units.
- ❖ Served and represented the Provost on the steering committee that successfully prepared the accreditation reviews by National Council for Accreditation of Teacher Education (NCATE) and Accreditation Board for Engineering and Technology (ABET) while providing strategic oversight for and successfully navigating the accreditation efforts of the institution.
- ❖ Streamlined the annual budgeting process to include all stakeholders within the academic division including faculty and tied strategic planning to the budget.
- ❖ Worked closely with the provost, deans, chairs and faculty to assure greater representation in the formation of most academic committees convened by senior management to provide opportunity for direct communication and input. This move helped remove layers that had stood between senior staff and key academic departments, divisions, and units. Regularly presented at the faculty senate meetings.
- ❖ Worked closely with the Provost to resolve requests or problems referred to the Division of Academic Affairs.

- ❖ Led a major restructuring of academic programs and units through a robust and collaborative need assessment process. The results included the creation of 21 new faculty positions that successfully helped address accreditation and faculty workload issues without any additional cost to the academic and institutional budgets.
- ❖ Established a process for deans, chairs, faculty, and staff to identify, prioritize, and recommend budget needs for academic programs based on research, budget hearings, committee input, student enrollment trends, and fiscal resource planning.
- ❖ Implemented a new process for verifying adjunct faculty credentials and offering contracts that streamlined the hiring process.
- ❖ Under my leadership, the academic division successfully achieved the drive to bond, engendered a strong sense of camaraderie, and created a culture that promoted teamwork, collaboration, and openness. I broke through the University's silo mentality by bringing together administrators from academic departments, divisions, and units to work on well-defined cost-savings and revenue enhancement initiatives.
- ❖ Saved the institution millions of dollars by implementing pooled purchasing and strategic sourcing initiatives which combined the supply and service needs of multiple departments, divisions, and units. When I joined the institution, academic departments, divisions, and units were spending between \$7.0 million and \$7.5 million on goods & services. 12 months after the implementation of the new initiative, their combined spending had gone down to \$5.07 million, over 2.5 million saved. There were positive metrics on cost savings, but what I really did was to unify people across the institution by bringing efficiency, transparency, and enthusiasm.
- ❖ Successfully reduced adjunct faculty budget by 43% in 18 months, and faculty overload budget by over 47% in 24 months.
- ❖ Established and oversaw the implementation of processes to direct limited academic equipment funding to academic areas with greatest need and highest probable impact on strategic goals.
- ❖ Despite 3% to 4% across-the-board budget cuts three years in a row, planning and shared decision making allowed the institution to reallocate funds to generate funding support for critical academic programs.

Planning Analyst

2000 to 2003

Speedway SuperAmerica LLC (SSA)

Associate Programs Director

1993 to 1998

Togo Jeunesse Action (TJA)

TEACHING EXPERIENCE

International Business Management	Central State University	2004-10-11
Principle of Investment and Security Analysis	Central State University	2005-06
Financial Management	Central State University	2006-07
Principle of Statistics & Statistical Methods	Central State University	2007-10-11

EDUCATION

Doctor of Philosophy (Ph.D.) – 2017

Major: *Higher Education Administration with Emphasis on Community Colleges*, **University of Toledo**, 2801 W. Bancroft, Toledo, OH 43606

Master of Business Administration (MBA) – 2000

Major: *Executive Management & Strategic Planning*, **Ashland University**, 401 College Avenue, Ashland, Ohio 44805

Master Degree (MS) – 1994

Major: *Managerial Finance*, **Universite du Benin**, Lome – Togo.

COMMUNITY/STATE INVOLVEMENT

PROFESSIONAL DEVELOPMENT & TRAINING

- ❖ Stakeholders Engagement & Outcomes-Based Funding, Lumina Strategy Labs, Madison Wisconsin, 2014
- ❖ Executive Symposium: Strategic Enrollment Management, Noel-Levitz, San Diego, 2011
- ❖ Leading with Vision & Strategy, Ohio University, 2010
- ❖ Strategic Tools To Optimize Public Sector Performance, Ohio University, 2010
- ❖ Leadership Development & Institutional Viability, CACUBO, Miami University, 2004 & 2005

PROFESSIONAL AND COMMUNITY AFFILIATIONS

- ❖ Ohio Board of Regents Resources & System Efficiency Committee 2011-Present
- ❖ Strategic Enrollment Management Committee 2011-2012, Chair
- ❖ Ohio Association of Community Colleges – Funding Consultation Working Group 2012-Present
- ❖ United Way of Clark County 2001-2003
- ❖ Junior Achievement of Clark County 2000-2003
- ❖ Junior Achievement of Montgomery County 2003-2007
- ❖ Steering Committee of North Central Ohio Workforce Partnership
- ❖ Mansfield Area Chamber of Commerce
- ❖ Ashland Area Chamber of Commerce
- ❖ Leadership Ashland, 2012-2013 class
- ❖ Rotary International, Ashland Ohio Rotary Club – President Elect
- ❖ Share a Better Life, Miami County: Executive Committee - Founding Member
- ❖ Member of CSU Strategic Academic and Enrollment Management (SAEM)
- ❖ Bookstore advisory Committee, Chair
- ❖ Fiscal and Physical Resources Committee, Chair
- ❖ Governing Board NCSC Early Childhood

Awards and Recognition

- ❖ Best Achiever Award, 2005
- ❖ Community Volunteer awards, Springfield, Ohio, 2001 & 2002