



# North Central State College



B O A R D   P A C K E T  
February 28, 2024

**NORTH CENTRAL STATE COLLEGE  
BOARD OF TRUSTEE'S MEETING  
Wednesday, February 28, 2024  
5:30 pm – Lorain County Community College or Zoom  
1005 N. Abbe Road, Elyria, OH  
Richard Desich Business and Entrepreneurship Center (DEC Rooms 220 and 310)**

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- I. CALL TO ORDER** – *Dr. Dwight McElfresh*  
• Pledge of Allegiance, Global Ends Policy Statement
- II. ROLL CALL** – *Mr. Stephen Williams*
- III. INTRODUCTION OF GUESTS** – *Dr. Dorey Diab*
- IV. FOCUS OF THE MEETING** – *Dr. Dwight McElfresh*
- V. BOARD-OWNERSHIP ACTIVITY** – *Dr. Dwight McElfresh*  
- Visit to: Lorain County Community College – Presentation  
- Highlights of Facilities Tour
- VI. OSU-MANSFIELD ADVISORY BOARD REPORT** – *Dr. Dwight McElfresh*  
- No Report this month - Next OSU-M Advisory Board Meeting March 21, 2024 (NCSC Rep.)

**VII. PRESIDENT'S REPORT**

- A. Student Government/Phi Theta Kappa Update
- B. North Central State College Foundation/Development Update
- C. Monitoring Report(s): Executive Limitations; Treatment of Employees (4.30) Page 8
- D. Updates/Other Page 49

**VIII. REQUIRED APPROVALS AGENDA (IAW 02.73) – Dr. Dwight McElfresh**

**Consent Agenda** (Action Required)

Minutes:

- A. Approval of Minutes for January 19, 2024 “Regular Meeting” Pages 10-25

Personnel Actions:

- B. Consideration of Approval of Status Change – *R-2024-04* Page 26
- C. Consideration of Approval of Employment of College Personnel – *R-2024-05* Page 27

**Regular Agenda**

- A. Consideration of Approval of Amendment to Board Operating Policy 11-11 Pages 28-29  
Amendment of Board Operating Policies – *R-2024-06* – *Dr. Dwight McElfresh* (Action Required)

## **IX. POLICY GOVERNANCE**

A. Discussion of Agenda Planning – Annual Agenda (IAW 02.70)  
– *Dr. Dwight McElfresh*

Pages 37-39

1. Review of Actionable Items

Page 40

2. Community Connections

B. Board Training (IAW 02.70(b))

Page 41

1. Discussion of Rehearsal Scenario 3.14 (Case Study)  
– *Mr. David Bush*

Pages 42-43

2. Governance Policy Review (2.0, 2.1, and 2.2) – *Ms. Kimberly Winkle*

Pages 44-47

3. Board Operating Policy (11-12 District Funds)  
– *Dr. Dwight McElfresh*

Page 48

## **X. BOARD CHAIRPERSON'S REPORT – *Dr. Dwight McElfresh***

A. Leader Richland Commitments (May 16, 17, and 20 – 7<sup>th</sup> & 8<sup>th</sup> Grade Boys this year)

B. Upcoming Events:

- Arts for Success (Scholarships for Success) (March 7, 2024 – Crawford Success Center)
- Joint Program Advisory Committee (March 21<sup>st</sup>, 5:30pm @ Ralph Phillips Conference Center)
- NCO Hall of Excellence (April 11, 2024 – Ralph Phillips Conference Center)

## **XI. MEETING EVALUATION (IAW 02.13 & 02.16) – *Dr. Dwight McElfresh***

## **XII. TIME AND PLACE OF NEXT MEETING – *Dr. Dwight McElfresh***

- Wednesday, March 27, 2024 – (ES Consulting, 3849 Park Ave W, Ontario, OH 44903)

## **XIII. ADJOURNMENT – *Dr. Dwight McElfresh***



## North Central State College

### **BOARD OF TRUSTEE MEETING DATES 2024**

**All meetings will be held either at NC State Main Campus  
Fallerius Technical Building Board Room (Room 165) or via Zoom or in a  
Hybrid Environment offering both options beginning at 5:30 pm  
(unless otherwise announced)**

<u>NCState Rep.</u>	<u>OSU-M Meeting Date</u>	<u>NCState Meeting Date</u>	<u>OSU-M Rep.</u>
		January 17, 2024	
		February 28, 2024	
TBD	March 21, 2024	March 27, 2024	TBD
		April 24, 2024	
TBD	May 16, 2024	May 22, 2024	TBD
		July 24, 2024	
		August 28, 2024	
TBD	September 19, 2024	Sept. 25, 2024	TBD
TBD	November 21, 2024	October 16, 2024	
		December 4, 2024	TBD

#### **OSU-M 2024 Meeting Information:**

Meetings are 4:30p.m. – 6:00 p.m. via Zoom or Eisenhower 113 (Board Room)

# North Central State College

## ENDS Policy Statements

**1.0 Global Ends Policy** - North Central State College exists for the citizens of its service region to attain the knowledge and skills to succeed in their chosen path for learning, work, or enrichment, sufficient for the college to justify available resources.

**1.1 Diversity** - The College maintains an environment that encourages tolerance of differences while recognizing similarities and providing equalizing opportunities for participation by all.

**1.2 Equal Opportunity** - The proportion of students from economically or educationally disadvantaged backgrounds is at least equivalent to the proportion in the local communities.

**1.3 Career Readiness and Development** - Students acquire and enhance relevant business and industry credentials, job skills, work habits, job leads and pathways to economic self-sufficiency especially in high demand technologies.

**1.4 Transferability** - Students prepared for advanced academic success will have the ability and the prerequisite academic experience sufficient for entry into a four-year college or university.

**1.5 Enrichment** - Enrichment opportunities exist to reflect community needs and values.



# North Central State College

## Vision

North Central State College changes lives and transforms communities through exceptional and affordable education within a caring environment for continuous learning. *(Revised June 28, 2023)*

## Mission

Providing individuals with the knowledge, skills and inspiration to succeed in their chosen path. *(Revised June 28, 2017)*

## Values

In all we do, we value a culture of integrity, inclusion, and excellence.

**We value our students** and are committed to creating an accessible environment that is affordable, caring, supportive, inclusive and learner-centered.

**We value our employees** and are committed to creating an appreciative environment that is culturally diverse, collaborative, and respectful.

**We value our communities** and are committed to creating an environment that is innovative, responsive, and accountable.

## Differentiating Value

North Central State College (NCSC) is exceptional among higher education institutions in providing high quality, cost-effective opportunities to students of all ages who seek to learn, grow and thrive. Whether a single course, a certificate program, an associate or bachelor's degree, NCSC aligns technical proficiency, interpersonal skills, and experiential learning to employers' needs. As education after high school is vital to improve social and economic prosperity in a changing world, NCSC remains the College of value for all.

## **North Central State College Board or Trustees (2024-2025 COLLEGE ACTIVITIES/PLANNING CALENDAR)**

<b>February 2024</b>	<b>4-7 ACCT National Legislative Summit (Washington, D.C.) 8 – Honors College Colloquium “<i>The Great War and the Birth of Fake News</i>” 28 – Regular Board of Trustees Meeting (Link-n-Learn @ LCCC)</b>
<b>March 2024</b>	<b>7 – Arts for Success (Scholarships for Success) (Crawford Success Ctr.) 21 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower) 21 – Joint Academic Program Advisory Committee (Kehoe Center) 27 – Regular Board of Trustees Meeting (Link-n-Learn @ ES Consulting)</b>
<b>April 2024</b>	<b>11 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center) 24 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>May 2024</b>	<b>9 – Graduate Picnic 10 – Commencement (Graduation) 16 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower) 22 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>June 2024</b>	<b>No Regular Board meeting scheduled for June 2024 6 – OACC Governing Board Meeting (Location TBD)</b>
<b>July 2024</b>	<b>24 – Regular Board of Trustees Meeting/Planning Retreat (Kehoe Center)</b>
<b>August 2024</b>	<b>28 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>September 2024</b>	<b>19 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower) 25 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>October 2024</b>	<b>16 – Regular Board or Trustees Meeting (Fallerius) 23-26 ACCT Leadership Congress (Seattle, WA)</b>
<b>November 2024</b>	<b>No Regular Board meeting scheduled for November 2024 21 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower)</b>
<b>December 2024</b>	<b>4 – Regular Board of Trustees Meeting (Fallerius or Zoom) 4 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall) 5 – NCSC Employee Appreciation Event (Ralph Phillips Conf. Ctr.)</b>
<b>January 2025</b>	<b>15 – Regular Board of Trustees Meeting (Fallerius)</b>

3357:13-04-30 Treatment of Employees (Executive Limitations)

With respect to the treatment of paid employees and volunteer staff, the CEO will not cause or allow conditions that are unfair, undignified, disorganized, unclear, or characterized by the non-uniform application of rules.

The CEO will not

- 4.31 Leave employees without an effective and unbiased method to deal with grievances.
- 4.32 Subject employees to preferential treatment based on personal reasons.
- 4.33 Retaliate against any staff member for non-disruptive expression of dissent.
- 4.34 Allow employees to be unprepared to deal with emergency situations.

Effective: August 25, 2010

Expires: October 1, 2027

Review Dates: 8/25/10, 7/30/11, 10/24/12, 10/23/13, 12/3/14, 10/28/15, 10/19/16, 10/25/17,  
10/31/18, 10/23/19, 10/28/20, 10/27/21, 10/19/22, 10/25/23



# **Required Approvals Agenda**

## **Consent Agenda**

### Minutes:

- A. Approval of Minutes for January 17, 2024 “Regular Meeting”

### Personnel Actions:

- B. Consideration of Approval of Status Change – *R-2024-04*
- C. Consideration of Approval of Employment of College Personnel – *R-2024-05*

## **Regular Agenda**

- A. Consideration of Approval of Amendment to Board Operating Policy 11-11  
Amendment of Board Operating Policies – *R-2024-06 – Dr. Dwight McElfresh*
- B. Treasurer’s Report for January 31, 2024 – *Ms. Lori McKee*

**North Central State College  
Board of Trustees' Meeting  
January 17, 2024**

**I. CALL TO ORDER**

This meeting was held in a hybrid format with some participants attending in-person in the Board Room (165-Fallerius) and others online via Zoom. Trustee participation was seven in person and one online.

Chair, Dr. Dwight McElfresh called the meeting to order at 5:31 p.m. At that time, he shared an interesting quote and asked all to rise and join him in reciting the pledge of allegiance followed by his reading of the Global ENDS Policy for North Central State College.

**II. ROLL CALL**

The Secretary, Mr. Stephen Williams called the roll.

**Present:**

Ms. Kristin Aspin  
Mr. David Bush  
Mr. Mark Masters  
Dr. Dwight McElfresh  
Ms. Elisabeth Morando  
Ms. Linda Nelson  
Mr. Steven Stone  
Mr. Patrick Williams

**Absent:**

Ms. Kimberly Winkle

**III. INTRODUCTION OF GUESTS**

President Dorey Diab introduced Dr. Kelly Gray, Vice President of Academic Services; Mr. Tom Prendergast, Vice President of Student Services; Ms. Lori McKee, Vice President of Business Services (online).

**IV. FOCUS OF THE MEETING – *Dr. Dwight McElfresh***

Dr. Dwight McElfresh explained that the primary focus of tonight's meeting will include: the confirmation of officers, the oath of office for Ms. Elisabeth Morando and Ms. Linda Nelson, hearing College updates from our president, we also have some board rules and regulations being updated. We will conduct routine business of the College and conduct policy governance training. There will be no executive session.

## **V. OATH OF OFFICE**

The Board Secretary, Mr. Stephen Williams, administered the oath of public office to Ms. Elisabeth Morando and Ms. Linda Nelson who were being re-appointed to their locally appointed term for another three years.

## **VI. OSU-MANSFIELD ADVISORY BOARD REPORT**

Board Chair, Dr. Dwight McElfresh explained that since the OSU-M Advisory Board did not meet, there would not be a report for tonight's meeting. He further announced that the next OSU-M Advisory Board meeting, would be held on March 21, 2024 and called for Trustees to review their schedules. At the February meeting we will be looking for a volunteer to represent the North Central State College Board of Trustees at that meeting.

## **VII. PRESIDENT'S REPORT – Dr. Dorey Diab**

### **A. Phi Theta Kappa (PTK) Update**

Dr. Diab reported that due to the holiday break, and with the departure of PTK Advisor, Ms. Barb Keener, this area is working through a restructure as chapter officers work to get reorganized. As a result, there is no report from the students at this time.

### **B. North Central State College Foundation Development and Update - Ms. Chris Copper**

Ms. Christine Copper thanked President Diab for the introduction and presented the Foundation/Development Report as follows.

#### **Emerald Club 2023/2024**

The annual foundation scholarship application begins February one.

**January 7, 2024 Report** - Goal: \$440,000, Total: \$242,277.42

- NCSC Foundations Annual Scholarship online application opens on Thursday February 1, 2024 and runs until March 1. All current and future students are encouraged to apply.
- \$100,000 in Emerald Club gifts have come in and were pledged to the LPN to RN program beginning in 2024.
- There were 12 students who completed an agreement to take a free certificate. This is in partnership with the Ashland Chamber and was announced at their annual meeting. This is our first certificate program for Ashland area businesses.
- New ask - \$45,000 for a clinical staff member for the LPN to RN program from the Community Foundation in Crawford County.
- New ask - \$185,000 robotics for additional expansion of the AI and Virtual Lab – RCF
- New ask - \$20,000 for the LPN to RN in Crawford County

- \$37k came in for a 3D printer from a local family foundation.

### **Grants**

- Approved for the \$500,000 for Super Rapids and we are getting a first portion for the vacuum of \$113,500.

### **Events**

- Rentals has generated \$29,048 in revenue in YTD on a \$35,000 target
  - FY25 - \$13,230.00 and FY26 - \$9,290.00
- Arts for Success-March 7, 2024, taking nominations for Leadership Award until Jan. 1
- Hall of Excellence
  - Videos are being filmed.

### **Workforce**

- \$110,000 in YTD, with the next billing cycle in process
- Continuing our leadership training series with RMC.

## **C. Monitoring Report: Executive Limitations Policies – Treatment of Consumers (4-20)**

Dr. Dorey Diab explained that the monitoring report discussion is continuing with going over the six Ends policies and the 10 Executive Limitations.

This report focuses on Treatment of Consumers (Executive Limitations 04-20).

### **TREATMENT OF CONSUMERS (EXECUTIVE LIMITATIONS)**

#### **Policy No. 3357:13-04-20**

With respect to interactions with consumers or those applying to be consumers, the CEO will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unfair or unnecessarily intrusive.

#### ***Student as consumers***

*In serving the students as consumers, and beyond the College positive core differentiating factors of accessibility and affordability, surveys found that many students have difficulty balancing family, household and school responsibilities, followed by time management and adjusting to online instruction when they were first exposed to it during the pandemic. Early in the pandemic, unexpectedly having to pivot to online learning and finding quiet space to complete work also proved especially difficult. However more recent surveys and reports are showing students' desire to have more online courses due to convenience in balancing the challenges they are facing (health, work, family, cost...). Knowing the different types of students, we serve, we will continue on having hybrid course sections (online, in-person).*

*Last spring, and as we usually do every few years, we implemented the Center for Community College Student Engagement's (CCSSE) survey. It provides information about effective educational practice in community colleges, and captures student engagement as a measure of institutional quality. CCSSE data analyses are based on a three-year cohort of student data from participating colleges (501 institutions from 47 states in 2023). The results were received late last summer.*

	NCSC	ATD Colleges		2023 CCSSE cohort colleges mean score	
<b>Benchmark</b>	<b>Score</b>	<b>Score</b>	<b>Difference</b>	<b>Score</b>	<b>Difference</b>
<b>Active and Collaborative Learning</b>	50.8	49.5	1.3	50.0	0.8
<b>Student Effort</b>	49.6	50.5	-0.9	50.0	-0.4
<b>Academic Challenge</b>	53.6	50.5	3.1	50.0	3.6
<b>Student-Faculty Interaction</b>	47.1	50.6	-3.4	50.0	-2.9
<b>Support for Learners</b>	48.2	50.9	-2.7	50.0	-1.8

*As shown in the table above, the higher benchmarks are in active collaborative learning and academic challenge which are good in terms of strengthening the learning environment. In digging deeper into the related survey questions, academic advising was statistically significantly higher than that of the AtD college cohort or the overall CCSSE cohort. Yet, most students don't take as much advantage of career counseling.*

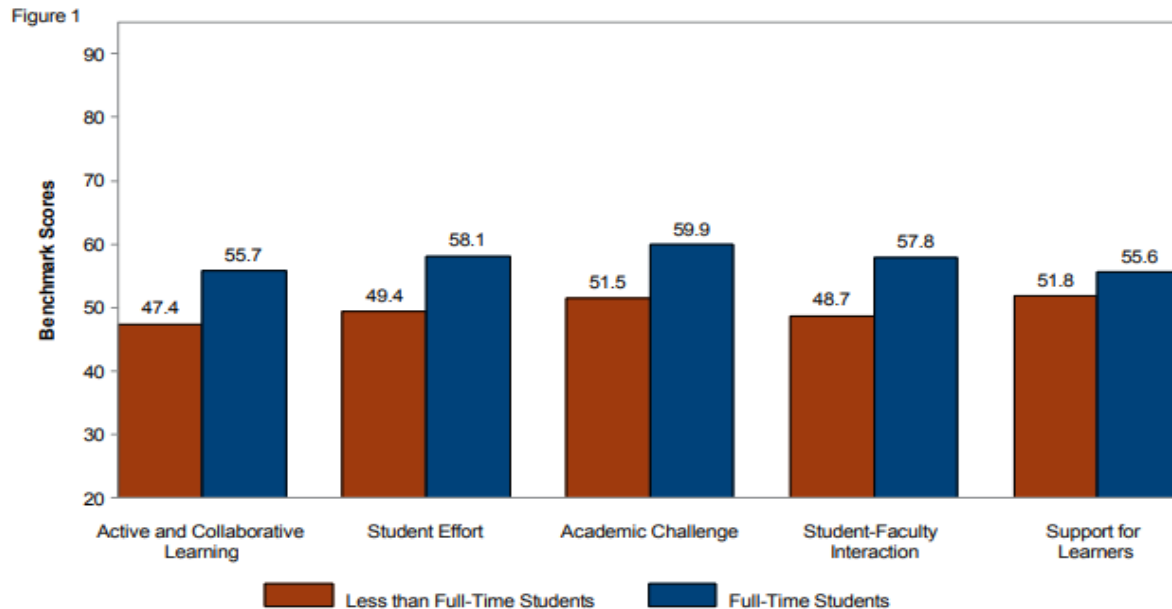
*In digging into the survey questions of the lower benchmark of student-faculty interaction, albeit not statistically significant, it was in reference to students communicating with instructors outside of class (emails, discussion of class topics or projects outside of class). The lesson here is on encouraging faculty to engage students outside of class to help students feel a sense of belonging*

*With regard to support for learners to help them succeed, these questions focused more on social, financial, and non-academic areas. The lesson here is to enhance addressing students basic needs, let them know what is available, and making sure there is no stigma attached to taking advantage of these services (like food).*

As expected, the graph below shows better numbers for full-time than part-time students in all five key support categories.

### Benchmark Overview by Enrollment Status

Figure 1 below represents your institution's CCSSE benchmark scores by student enrollment status.



### Student Financial Support

The College continues to award financial support to students in millions of dollars (over 6 million dollars last year) in federal, state, institutional, and foundation awards including Stimulus Student Federal Aid, Stimulus Federal College Aid, Foundation scholarships, College Tuition Freedom scholarships, Pell, Federal Supplemental Educational Opportunity Grant (SEOG), State scholarships, and Federal Trio grant.

The College continues to fulfill its mission of student accessibility and affordability considering the above financial support, and as importantly considering that ~75% of our students don't take loans.

Last year documentation shows a 413% return on investment (ROI) for an average NC State graduate when considering the average cost of a degree in comparison to the average annual wage after graduation (a 43% increase over the previous year of 289% ROI). Some have been using ROE for this calculation (return on education) instead of ROI, to emphasize the value of higher education.

We have done well in maintaining affordable tuition that is lower than our competitors in the region, providing Tuition Freedom and scholarships, and using state and foundation dollars and federal stimulus dollars to support students' holistic and basic needs beyond education (food, housing, utilities, day care, transportation...).

## ***Employees as consumers***

*In continuing the conversation with our employees as consumers, the preferences remain on compensation first, benefits second, and remote work/flexible schedule third. The \$1,000 stipend in December 2023 helped, and the 4% salary increase to the base coming up in July, 2024 will even help more, while we continue with our excellent benefits and the availability of remote work.*

*Although we are still seeing more employee's turnover than we would like, mainly due to availability of competitive salaries in the private sector in addition to challenging workloads internally, the number of students per full-time staff (not faculty) has dropped to around 15 due to drop in enrollment.*

*In order to assess workload fairness, and as indicated below, the College calculated the student to staff ratio over the past six years. The data indicates that the ratio is getting less (i.e. less students per staff, obviously due to drop in enrollment):*

- Used to be 39 HC and 17 FTE students per FT staff in the 2016-17 academic year; and now, it is 33 and 15 respectively in the 2021-22 academic year.*
- This indicates that generally speaking, the student to staff workload is getting lighter.*

*That does not indicate however, a drop in workload or stress level, due to exponential increase in administrative workload and reporting requirements from federal and state governments.*

*Faculty to student ratio varies from one department to another, and from one class to another, depending on whether the course is a feeder or a terminal one. However, the overall ratio remains also around 15.*

## ***Other activities/projects***

*We continue to act upon many initiatives and projects that provide safe, dignified, and fair services for our students and employees, while addressing others that may not be, should they come up:*

- 1. More investing in information technology and updating older equipment including broadband capacity, fiber optics, Wi-Fi, mobile applications, and cyber security. Computers were also available for students to borrow. The artificial intelligence chatbot (robot/server from the Ocelot Company) has proven to be very helpful to respond 24/7 (especially on evening and weekends) to frequently asked questions by students.*
- 2. With the continuous and exponential increase in cyber threat actors, especially on higher education institutions, we hired an external cyber security consultant (GreyCastle) to review our procedures and equipment. This is a black hole that we need to continue to invest in to strengthen our capabilities and minimize our risk. We will be moving more systems into the cloud through a new Ellucian SaaS platform (Software as a Service).*
- 3. We continue to increase the availability of 8-week terms to increase flexibility to students and employers, while expediting graduation in short-term programs. This is combined with increased Open Education Resource courses with free online textbook to reduce cost on students.*
- 4. The One-stop at Byron Kee Center for Student Success with the services including admissions, orientation, testing, advising, financial aid, registration, payment, and the food pantry has been more helpful in addressing the needs of the students outside the classroom.*

## **Summary**

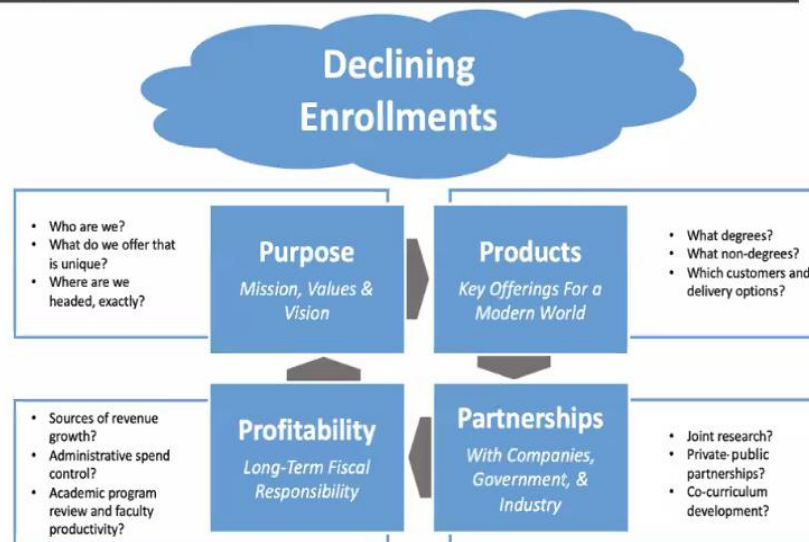
*Having around 3,000 students and 300 employees annually, between full-time and part-time, it is impossible to have everyone satisfied and feel being treated fairly. Concerns and complaints from the consumers do happen. These situations get addressed by the managers and the Human Resources department, up to and including the President. That said, none of these rose to the level of formal legal actions.*

## **D. College Update Since Last Board Meeting**

1. Start-up of the semester:
  - a. We would like to see around 20,000 credits. We are over 16,500 now, and expecting another 2,500 from College Credit Plus pending data from the high schools.
  - b. Student Services focused on student registration. Academic Services focused on course scheduling and faculty assignments.
2. Concerning our enrollment challenges, and over the past month, leadership, management, and staff dug deeper into our enrollment management plan to make the needed changes in student services including the responsibilities of personnel. We agreed on what must change and what must endure to increase student access and success.
3. Our partnership with Richland Source is moving forward with other partners to market the importance of continuing higher education to reskill and upskill the workforce and meet the talent needs of our employers and community through reporting and story telling.
4. House Committee on Education and the Workforce approved the Bipartisan Workforce Pell Act (BWPA) on Dec. 12. The provisions include 150-599 clock hours; over at least 8 weeks; online programs and for-profit institutions are eligible; requires sequential approval by state workforce development board (for alignment with high-skill, high-wage, in-demand occupations), institutional accreditors (stackable leading to credentials), and department of education (verify completion rate and placement rate of 70%, leads to median earnings of program completers greater than that of high school completers); starts in 2025-26 academic year.
5. Thanks to all the board members who joined more than 100 employees in the employee appreciation event on December 7, where we celebrated decades of years of service: 1 employee with 30 years; 3 employees with 25 years, 4 employees with 20 years, 1 employee with 15 years, 5 employees with 10 years, and 6 employees with 5 years.
6. As part of the initiative on “Community Vibrancy” and Collective Impact, a college team will be attending and presenting at Achieving the Dream conference in Florida on February 19-22.
7. The College and the Foundation purchased two police vehicles for the Criminal Justice / OPOTA program to replace aging vehicles.
8. LPN Graduation day is January 10 with up to 19 students graduating
9. I attended a webinar by the Association of Governing Boards and the Chronicle of Higher Education. Wanted to share the slides below on the current financial conditions of institutions of higher education, and on strategic priorities for the next decade.



## Another Framework – Strategic Priorities Of Higher Education Over The Next Decade (Also Four P's)

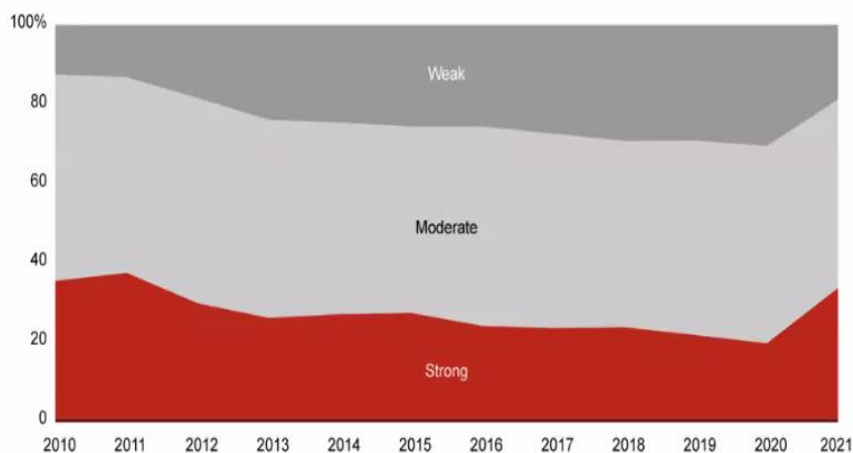


Source: Dr. Paul Friga, "Time for a 'Strategy Refresh' for Your University" 2021

AGB | THE CHRONICLE OF HIGHER EDUCATION 15

## The Majority Of Universities And Colleges Are In A Weak To Moderate Financial Position

The annual composite score measures a university's resiliency based on three equally weighted metrics: **primary reserve ratio**, **net margin**, and **three-year enrollment growth**



Temporary uptick due to significant federal support and strong endowment returns (not likely to be sustainable).

Source: Integrated Postsecondary Education Data System; Bain & Company analysis, The Financially Resilient University

AGB | THE CHRONICLE OF HIGHER EDUCATION 9

## **VIII. REQUIRED APPROVALS AGENDA**

### **CONSENT AGENDA**

The Chair, Dr. Dwight McElfresh, presented the Consent Agenda and called for any items that should be removed from the consent agenda for further discussion. On a motion by Ms. Linda Nelson that was seconded by Mr. Steven Stone and passing unanimously, the following items were approved:

#### **A. Approval of Minutes for December 6, 2023 “Regular Meeting”**

#### **B. Consideration of Approval of Employment of College Personnel – R-2024-01**

### ***CONSIDERATION OF APPROVAL OF EMPLOYMENT OF COLLEGE PERSONNEL***

#### ***R-2024-01***

#### **NEW HIRES**

***BE IT RESOLVED:*** *by the Board of Trustees that the following faculty and staff members are hereby employed at the dates stipulated below:*

#### ***BEGINNING January 2, 2024***

*Yvonne Hawes, Part Time Office Assistant, Liberal Arts*

#### ***BEGINNING January 2, 2024***

*Chloe Mealey, Financial Aid Specialist*

*North Central State College, Associate of Applied Science, Criminal Justice*

#### ***BEGINNING January 8, 2024***

*Moses Rumano, Assistant Dean of Liberal Arts*

*Miami University of Ohio, Ph.D., Educational Administration*

*Otterbein University, Master of Arts, Education, Curriculum and Instruction*

*Africa University, Bachelor of Arts, History and Religious Studies*

#### ***BEGINNING January 8, 2024***

*Shella Seckel, Instructional Designer*

*Capella University, Master of Business Administration, Educational Technology and Instructional Design*

*DeVry University, Bachelor of Science, Computer Information Systems*

#### ***BEGINNING January 16, 2024***

*Hemanta Dulal, BASMET Faculty  
New Mexico State University, Master of Science, Mechanical Engineering  
Tribhuvan University, Nepal, Master of Science, Mechanical Systems Design & Engineering  
Thapathali Campus, Institute of Engineering, Tribhuvan University, Nepal, Bachelor of Science,  
Engineering*

***EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-01***

Yvonne Hawes is hired as the Part Time Office Assistant, Liberal Arts Division to replace Jenna Haupricht.

Chloe Mealey is hired as the Financial Aid Specialist to replace Caroline Henry.

Moses Rumano is hired as the Assistant Dean of Liberal Arts to replace Steven Haynes.

Shella Seckel is hired as the Instructional Designer replacing Pam Ratvasky.

Hemanta Dulal is hired as Mechanical Engineering Faculty to replace Alan Ai.

**C. Consideration of Approval of College Personnel Professional Growth  
Recognition – R-2024-02**

***CONSIDERATION OF APPROVAL OF  
COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION***

***R-2024-02***

*Jordynn Liggett has completed a Master of Science, Nursing at Capella University.*

***THEREFORE, BE IT RESOLVED:*** *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective December 22 in accordance with the policy adopted under resolution 1991-30 for “Professional Growth Recognition.”*

**D. Consideration of Approval of Contracts for Non-Probationary Faculty  
– R-2024-03**

***CONSIDERATION OF APPROVAL OF CONTRACTS FOR  
NON-PROBATIONARY FACULTY***

***R-2024-03***

***BE IT RESOLVED:*** *by the Board of Trustees of North Central State College that approval is hereby given to the Administration of the College for the “memos of intent” issued to the following faculty, recommended without reservation, for renewal of contracts for the period stated below:*

***THREE-YEAR NON-PROBATIONARY 9-MONTH CONTRACT  
(Fall Semester 2024 through Spring Semester 2027)***

*Adams, Wesley*

## **REGULAR AGENDA**

### **A. Treasurer's Report for November 30, 2023 – Ms. Lori McKee**

Ms. Lori McKee presented the Treasurer's Report for the period ending November 30, 2023. She stated that revenues for the month totaled \$4,270,929. Expenditures were \$1,058,807 leaving an excess of \$3,212,122. Year-to-date revenues totaled \$13,474,850. Year-to-date expenditures totaled \$6,335,781 leaving an excess of \$7,139,069. The Month End Investment Balance for November 2023 was \$6,096,928 (\$1,115,874 in Star Ohio and \$4,981,054 in Richland Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

**ACTION TAKEN:** Ms. Elisabeth Morando moved for approval of the Treasurer's Report for the period ending November 30, 2023. Mr. Mark Masters seconded the motion and following no further discussion, the item was approved with a unanimous vote.

### **B. Treasurer's Report for December 31, 2023 – Ms. Lori McKee**

Ms. Lori McKee presented the Treasurer's Report for the period ending December 31, 2023. She stated that revenues for the month totaled \$1,413,105. Expenditures were \$1,412,244 leaving an excess of \$861. Year-to-date revenues totaled \$14,887,955. Year-to-date expenditures totaled \$7,748,025 leaving an excess of \$7,139,930. The Month End Investment Balance for December 2023 was \$6,162,748 (\$1,124,188 in Star Ohio and \$5,038,560 in Richland Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators. Mr. Mark Masters pointed out a disparity between the numbers in the November 2023 Dashboard Analysis compared to those in the December Dashboard Analysis that suggested a significant difference. Following some research into the issue, Ms. Lori McKee explained that the disparity was actually in the Dashboard Analysis for November 2023 but the Dashboard Analysis for December 2023 was correct. There were no errors in the Treasurer's Reports spreadsheet data for either November 2023 or December 2023.

**ACTION TAKEN:** Mr. Mark Masters moved for approval of the Treasurer's Report for the period ending December 31, 2023. Mr. David Bush seconded the motion and the item was approved with a unanimous vote.

## **IX. POLICY GOVERNANCE**

### **A. Discussion of Agenda Planning – Dr. Dwight McElfresh**

### 1. Review of Annual Calendar.

Board Chair, Dr. Dwight McElfresh reviewed the Annual Agenda for the upcoming months.

### 2. Review of Actionable Items.

Board Chair, Dr. Dwight McElfresh reviewed the listing of Actionable Items which Included:

- a. Coordinate Link-n-Learn activity with LCCC for February 28<sup>th</sup> Meeting – President Diab provided an update on the coordination activities for the February visit with LCCC to include the transportation arrangements for those interested in taking the college provided transportation that would leave the College around 2:00 pm that day. Mr. Masters indicated that he would drive himself to the event. Ms. Nelson indicated that she would be unable to attend in person but would join the meeting via Zoom. Ms. Morando indicated she may drive by herself. Ms. Aspin indicated she is not sure she will be able to make it, and she will let us know later. Mr. Williams indicated that he is unsure if he would be able to attend in person and would have to let us know at a later date. Otherwise, Ms. Aspin and Mr. Williams will join the meeting via Zoom.
- b. Confirm Link-n-Learn visit with ES Consulting for March 27<sup>th</sup> Meeting – There will be more information on this activity as the meeting date gets a little closer.
- c. Send recommendation for re-appointment of governor-appointed position to Office of Boards and Commissions – This item was addressed prior to the meeting.
- d. Trustees asked that there be a Trustee table reserved for the Hall of Excellence – Trustees are to confirm their plans to attend as soon as possible so arrangements can be made.

### 3. Community Connections.

**Mr. Steven Stone** – shared coverage on Route 30 Broadband. Was glad to see that our community economic development leaders were reflecting back on some of the best things from 2023. In that, the Certificate Program for Broadband came up and we got some very good coverage of our connection; and we received a lot of recognition from our community through the Ashland Chamber on the goodwill coming from the College by offering the certificate for free training to our local businesses.

**Dr. Dwight McElfresh** – shared that while visiting Tiffin, he met a young lady who was a waitress in a diner that was a student at another school. He asked her what her plans for the future were and she replied that she had failed a class in her program and now must wait a year to retake the class to graduate. He further shared that he had an Adjunct from

the Ashland area ask him why holiday bonus didn't go to 2<sup>nd</sup> semester faculty as he teaches each spring.

**Mr. Patrick Williams** – shared that he had the opportunity to introduce a neighbor (friend of his) to Chris Copper. He is a retired law enforcement person interested in supporting the College Foundation in the Criminal Justice program.

**Ms. Elisabeth Morando** – shared the story of a couple of friends in their 40s-50s who have decided to go back to school at NCSC. They reported that it was a pretty easy process for them to get registered.

**Mr. David Bush** – shared that Ms. Hanna White of the CSC, was recently married and he was invited to the ceremony. He enjoyed being able to support her and the folks from the CSC. He also shared that he does a number of podcasts (called community spotlights) and did one recently with Randy Blankenship of the College Foundation. They get many positive comments about the College and its presence in Crawford County. Statements about people being very proud of their college in Bucyrus provides confirmation that the message(s) from his podcasts are having a positive impact on reaching the people of Crawford County and the surrounding area.

**Mr. Mark Masters** – shared that they started their latest class at the bank. It is an Economic class. Normally they have been getting 18-24 students attending the NCSC classes that they host at the bank. This time they had five enroll so, obviously, Economics was not high on their list. Still, they had new students in the class even though the number is small.

**Ms. Kristin Aspin** – shared that their Ashland Rotary Club sponsors a program at the career center called “Strive” which is a targeted program to seniors who attend the career center. This program is student led then they select topics each month that they want to learn more about such as internet safety, how to rent an apartment, how to open a checking account, all of these life skills that they will need and are interested in. One of them was scholarships, financial aid, admissions, and other general college stuff. It was her turn to speak about scholarships but she didn't know much about financial aid or admissions so she called Mr. Tom Prendergast to help her fill in the gaps and give NCSC another opportunity to speak to potential students at the career center. Through this they met two great people in Ms. Laurie Jackson and Ms. Joi Davis. Although the school was cancelled due to the weather, they hope to reschedule the visit soon to keep the conversation and interest moving forward.

## **B. Board Policy Governance Training (IAW 02.70) – Mr. Dwight McElfresh**

1. Ms. Elisabeth Morando led the discussion of the case study (Rehearsal Scenario 3.6) “*Should the Board Give Its Approval When Asked?*”

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Dr. Dwight McElfresh led the discussion and review of policy governance policy 4.9 on Emergency Executive Succession. The Board concurred that the policy is still relevant and still accurate.

3. Annual Emergency Executive Succession Statement. President Dorey Diab announced that in the case of emergency executive succession, his executive staff are all capable in their own areas and capable of taking on that role. He stated that his order of succession among them would be Dr. Kelly Gray, Vice President for Academic Services, Mr. Tom Prendergast, Vice President for Student Services, and Ms. Lori McKee, Vice President for Business Services.

4. Board Operating Policy 11-11 Amendment to Rules and Regulations (Board Operating Policies).

Board Chair, Dr. Dwight McElfresh presented Board Operating Policy 11-11 Amendment to Rules and Regulations and called for discussion. While the Board agreed that the policy was still relevant and accurate, it was deemed appropriate to add that notice of alterations, amendments or repeal could be given to each Trustee in writing, “including an electronic form,” as much of the Board’s work today and well into the future may rely more and more upon an electronic/digital format. President Dorey Diab added that since the addition of board operating policies into the institutions Policies and Procedures Manual, the reference to this group of policy as Rules and Regulations added a degree of confusion and therefore, no longer referring to this area of policy as “Rules and Regulations” rather merely as Board Operating Policies was determined to be more appropriate. Following discussion, the Board asked that this policy be brought back to the next meeting for consideration of approval as amended.

### **C. Board Performance/Self-Evaluation Survey Trend Analysis for 4<sup>th</sup> Quarter**

Dr. Dwight McElfresh asked if all Trustees had the opportunity to review the Board Performance/Self-Evaluation Survey Trend Analysis for the 4<sup>th</sup> Quarter of 2023. The Board reviewed each survey topic, discussed trend analysis results, and considered areas for improvement.

## **X. BOARD CHAIRPERSON REPORT- *Dr. Dwight McElfresh***

### **A. 2023 Financial Disclosure Statement Filing Deadline: Monday, May 15, 2023**

Dr. Dwight McElfresh reminded Trustees of the required financial disclosure statement filing deadline of May 15, 2024. Trustees have time but should complete as soon as is practical for them before the prescribed deadline.

### **B. Report from the OACC Governing Board Meeting held on December 7, 2023**

Dr. Dwight McElfresh provided recap of the December 7, 2023 OACC Governing Board Meeting. Highlights included:

- Chancellor Randy Gardner's farewell address to the OACC group upon his retirement.
- There were comments from his successor, Mr. Mike Duffey.
- Drs. McElfresh and Diab presented Chancellor Randy Gardner with the resolution of Value-Added Acknowledgement and congratulations on behalf of the Board and entire North Central State College family on his retirement.
- Other than that, there was just routine business conducted by the OACC Governing Board.

President Dorey Diab added the highlights of:

- There was discussion of the enrollment incentives from the State that focus on Engineering in order to support the companies that support the economic development of the State. They are looking to invest \$200 million in these initiatives that will end up providing free tuition for students to acquire credential in these desired fields of study.

#### **C. Leader Richland Dates (May 16, 17 & 20)**

Dr. Dwight McElfresh announced that the dates for this year's Leader Richland activities were May 16, 17, & 20 and would include 7<sup>th</sup> and 8<sup>th</sup> grade Boys this year. The Board has participated in this activity in the past few years and Trustees may start thinking about their ability and desire to participate in this year's event on any of those designated dates.

#### **D. Employee In-service Day (February 23<sup>rd</sup>) – Ralph Phillips Conference Center**

Dr. Dwight McElfresh reminded Trustees that the College would have Ms. Susan Willeke of the Ohio Ethics Commission coming to the College In-service day on February 23 between 9:45am – 10:45am to deliver the required annual ethics training to College employees. Trustees are invited to join the training to help satisfy their annual ethics training requirement if they choose to do so. The in-service day will be held at the Ralph Phillips Conference Center and Trustees need only attend the Ethics Training session if they wish.

#### **E. Upcoming Events**

Dr. Dwight McElfresh reminded Trustees of the Crawford Success Center's Scholarships for Success event taking place on March 7, 2024 (which is at the same date and time as the Ashland Chamber event), and the North Central Ohio Hall of Excellence taking place on April 11, 2024 at the Ralph Phillips Conference Center.

### **XI. MEETING EVALUATION (IAW 02.16) – Dr. Dwight McElfresh**



Board Chair, Dr. Dwight McElfresh called for a discussion on tonight's meeting evaluation. Trustees commented that they were thankful that we had a Trustee who could point out the error in the financial dashboard but still concerned that they were not able to notice the error as well. Another Trustee added that on the other hand it was comforting to know that everybody on the Board brings their own strengths and views from a different vantage point to the benefit of the Board collective and it is reassuring to know that these things got recognized by a member of their team with the ability to point it out for the benefit of their collective responsibility. This confirms why it is so valuable to the Board to have members from diverse areas of expertise and representation. Trustees pointed out that they particularly like the shift in approach to Policy Governance Training and that Ms. Morando did an excellent job of setting the stage for this type of training to continue in the coming months.

## **XII. TIME AND PLACE OF NEXT MEETING**

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, February 28, 2024 at 5:30pm. Lorain County Community College, Elyria, OH.

## **XIII. ADJOURNMENT**

The Chair called for any additional business requiring Board action.

**ACTION TAKEN:** As there was no further business requiring the Board's consideration, the Board Chair, Dr. Dwight McElfresh declared the meeting adjourned at 7:25 p.m.

Respectfully submitted:

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Mr. Stephen R. Williams, Board Secretary

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Dr. Dwight McElfresh, Board Chair

**CONSIDERATION OF APPROVAL OF  
STATUS CHANGES**

**R-2024-04**

**STATUS CHANGE**

***BE IT RESOLVED:*** *by the Board of Trustees that the following staff members are hereby awarded the following status change:*

***BEGINNING February 5, 2024***

*Timothy Hawes*

- *Timothy Hawes is moving from Interim Director, Information Technology to Director, Information Technology.*

***BEGINNING February 5, 2024***

*Susan Grass*

- *Susan Grass is moving from Administrative Assistant, Foundation to Development, Alumni & Foundation Relations Specialist.*

**CONSIDERATION OF APPROVAL OF  
EMPLOYMENT OF  
COLLEGE PERSONNEL**

**R-2024-05**

**NEW HIRES**

***BE IT RESOLVED:*** *by the Board of Trustees that the following faculty and staff members are hereby employed at the dates stipulated below:*

***BEGINNING January 22, 2024***

*Jeffrey (Gage) Everly, IT Systems and Security Specialist*

*North Central State College, Associate of Applied Science, Cyber Security*

***EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-05***

Jeffrey (Gage) Everly is hired as the IT Systems and Security Specialist to replace Carter Hayes.

**CONSIDERATION OF APPROVAL  
OF AMENDMENT TO BOARD OPERATING POLICY 11-11  
AMENDMENT OF BOARD OPERATING POLICIES**

**R-2024-06**

**WHEREAS:** *Ohio Revised Code (ORC) section 3357.09 (K) calls for the Board to prescribe rules for the effective operation of a technical college, and exercise such other powers as are necessary for the efficient management of such college, and*

**WHEREAS:** *the Board of Trustees has devised a set of operating policies to guide the Board in its work of effective operation of the College in accordance with provisions set forth in ORC 3357, and*

**WHEREAS:** *the Board of Trustees continues the process of reviewing the Board operating policies to ensure their reflection of current practice and compliance with relevant changes in the Ohio Revised Code.*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves this amendment to Board of Trustees Operating Policy 11.11 – Amendment of Board Operating Policies.*

*(see attached)*

3357:13-11-11 Amendment of Board Operating Policies

Alterations, amendments, or repeals of the board operating policies may be made by the Board of Trustees by a majority vote of the whole Board of Trustees at any regular or special meeting properly and legally called, provided notice of such alterations, amendments or repeal has been given to each Trustee in writing, including in electronic form, at least three (3) days prior to said meeting.

Effective: February 28, 2024

Expires: February 1, 2029

Review Dates: 9/26/01, 9/23/16, 9/22/21, 2/28/24

# **The Treasurer's Report**

## **with Dashboard Analysis**

**for the Period Ending**

**January 31, 2024**

North Central State College  
Analysis of Current Revenue and Expenditures  
Period Ending January 31, 2024

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Prior YTD	Current vs. Prior
<b>Revenues:</b>													
State Share of Instruction	\$777,910	\$777,910	\$777,910	\$791,693	\$777,910	\$777,907	\$775,431	\$5,456,671	5,445,367	\$11,304	9,334,915	\$5,447,299	\$9,372
Student Tuition and Fees	4,248,105	\$1,183,472	\$210,437	(\$50,438)	\$3,287,960	\$508,247	\$989,075	10,376,857	10,699,017	(322,160)	10,699,017	10,243,146	133,711
Other Revenues	32,056	\$87,753	\$70,598	\$54,333	\$109,097	\$80,642	\$91,112	525,591	188,533	337,058	323,200	143,074	382,517
University Center	0	\$0	\$0	\$0	\$0	\$0	\$0	0	0	0	0	0	0
Capital Debt Service	0	\$0	\$0	\$0	\$0	\$0	\$0	0	0	0	40,000	34,407	(34,407)
Child Development Center	44,399	57,818	51,331	51,435	57,403	43,663	55,114	361,163	388,145	(26,982)	669,215	291,618	69,545
Workforce & Community Development	873	22,751	633	3,748	33,556	46	6,679	68,286	143,033	(74,747)	245,200	108,767	(40,481)
Facilities	4,090	1,230	\$2,685	\$1,190	\$5,003	\$2,600	\$2,512	19,310	28,567	(9,257)	48,972	14,214	5,096
Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	\$5,107,433	\$2,130,934	\$1,113,594	\$851,960	\$4,270,929	\$1,413,105	\$1,919,923	\$16,807,878	\$16,892,662	(\$84,784)	\$21,360,519	\$16,282,525	\$525,353
<b>Expenditures:</b>													
Payroll	\$269,987	\$413,316	\$897,996	\$619,106	\$631,189	\$790,085	\$529,516	4,151,195.00	4,388,588	\$237,393	\$8,121,345	\$4,150,975	(\$220)
Fringes	93,615	\$257,013	\$344,361	\$236,597	\$103,592	\$264,589	\$235,472	1,535,238.67	2,038,673	\$503,434	3,786,107	1,551,925	16,686
Printing	1,155	\$185	\$70	\$1,472	\$2,587	\$1,282	\$1,628	8,379.05	20,417	\$12,038	35,000	11,984	3,605
Advertising	796	\$8,625	\$8,491	\$9,533	\$14,405	\$3,524	\$5,378	50,751.89	95,375	\$44,623	163,500	57,995	7,243
Postage	10,000	\$310	\$0	\$10,000	\$266	\$0	\$0	20,575.59	29,167	\$8,591	50,000	20,521	(55)
Shared Campus Expense	0	\$478	\$410	\$525	\$15,325	\$0	\$510	17,248.12	220,000	\$202,752	1,100,000	37,576	20,328
Professional Development	9,436	\$5,712	\$2,081	\$17,203	\$5,396	\$6,033	\$3,040	48,901.09	159,044	\$110,142	272,646	113,249	64,348
Grants and Scholarships	31,004	\$187	\$153,573	\$88,058	(\$9,613)	\$0	(\$1,347)	261,862.35	1,248,333	\$986,471	2,140,000	367,315	105,453
Equipment Lease and Rental	8,919	\$4,959	\$6,361	\$4,709	\$4,709	\$6,099	\$4,709	40,465.15	64,867	\$24,402	111,200	40,703	238
New Equipment	0	\$387	\$0	\$0	\$0	\$12,500	\$26,158	39,045.00	155,666	\$116,621	266,856	40,400	1,355
Professional Fees	10,157	\$14,972	\$38,589	\$39,026	\$18,109	\$9,300	\$23,177	153,330.07	254,315	\$100,985	435,968	126,778	(26,552)
All Other Expenses	82,099	730,183	153,563	137,580	149,985	122,411	139,619	1,515,439.32	1,578,686	\$63,247	2,715,335	1,674,347	158,908
Child Development Center	12,383	44,549	61,128	40,576	33,588	52,241	39,810	284,275.00	355,322	\$71,047	653,654	233,914	(50,361)
Corporate	1,869	22,278	15,421	13,947	11,253	10,012	9,790	84,570.00	97,717	\$13,147	177,305	99,518	14,948
Facilities	62,129	91,162	111,157	77,577	78,016	134,168	108,440	662,649.00	740,607	\$77,958	1,331,603	613,958	(48,691)
Total Expenditures	\$593,549	\$1,594,316	\$1,793,201	\$1,295,909	\$1,058,807	\$1,412,244	\$1,125,900	\$8,873,925	\$11,446,776	\$2,572,851	\$21,360,519	\$9,141,158	\$267,233
Excess (Deficit)	\$4,513,884	\$536,618	(\$679,607)	(\$443,948)	\$3,212,122	\$861	\$794,023	\$7,933,953	\$5,445,886	\$2,488,067	\$0	\$7,141,367	\$792,586

Total Investment Balance - \$6,192,180 (\$1,132,947 - Star Ohio and \$5,059,233 - Park National)

North Central State College  
All Other Expenses  
Period Ending January 31, 2024

	<u>Jul-23</u>	<u>Aug-23</u>	<u>Sep-23</u>	<u>Oct-23</u>	<u>Nov-23</u>	<u>Dec-23</u>	<u>Jan-24</u>	<u>Current YTD</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Beginning Budget</u>
Office Supplies	0.00	0.00	2,521.29	448.02	8.00	159.40	696.95	3,833.66	7,058.33	3,224.67	12,100.00
Instructional Supplies - Lecture	0.00	0.00	957.60	0.00	0.00	170.43	1,110.98	2,239.01	16,703.75	14,464.74	28,635.00
Paper Supplies	0.00	0.00	0.00	0.00	1,778.88	0.00	0.00	1,778.88	7,000.00	5,221.12	12,000.00
Other Supplies	0.00	0.00	12,423.33	3,502.27	336.01	30.00	4,874.90	21,166.51	14,956.67	(6,209.84)	25,640.00
Instructional Supplies - Lab	11,337.84	27,167.71	44,914.43	37,044.80	26,038.03	2,649.53	77,565.10	226,717.44	243,182.33	16,464.89	416,884.00
Travel	0.00	195.04	219.10	703.66	957.85	262.37	858.03	3,196.05	13,317.50	10,121.45	22,830.00
Non-Inventory Software (501)	0.00	8,625.14	0.00	0.00	0.00	0.00	0.00	8,625.14	15,517.25	6,892.11	26,601.00
Non-Inventory Books	0.00	0.00	0.00	0.00	125.41	0.00	0.00	125.41	875.00	749.59	1,500.00
Equipment Maintenance	0.00	0.00	670.62	0.00	0.00	904.00	0.00	1,574.62	11,789.75	10,215.13	20,211.00
Software Upgrade/Maintenance	35,688.00	553,142.35	46,078.20	35,697.00	67,630.32	20,325.00	23,025.00	781,585.87	627,163.25	(154,422.62)	1,075,137.00
Building Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,750.00	8,750.00	15,000.00
Vehicle Maintenance	0.00	148.68	38.92	0.00	70.57	220.39	206.37	684.93	7,291.67	6,606.74	12,500.00
Telephone	14,812.08	7,884.29	7,622.37	6,935.52	8,710.40	7,092.33	8,060.83	61,117.82	74,083.33	12,965.51	127,000.00
Cell Phones	981.30	969.39	970.92	730.05	890.53	873.59	875.83	6,291.61	7,583.33	1,291.72	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Security	0.00	589.30	439.45	0.00	149.85	0.00	0.00	1,178.60	1,750.00	571.40	3,000.00
Internet Connection	1,580.44	7,283.87	2,080.44	2,080.44	2,480.44	1,580.44	2,580.44	19,666.51	46,666.67	27,000.16	80,000.00
License Fees	0.00	0.00	325.00	0.00	65.00	73.50	0.00	463.50	2,406.25	1,942.75	4,125.00
Bank Fees - General	453.77	829.10	829.85	847.91	830.15	457.54	853.19	5,101.51	4,200.00	(901.51)	7,200.00
Bank Fees - Credit	0.00	2,031.73	9,010.21	7,679.79	1,769.51	0.00	2,791.75	23,282.99	29,166.67	5,883.68	50,000.00
Insurance	0.00	90,225.23	0.00	0.00	27,800.00	61,728.77	0.00	179,754.00	94,628.33	(85,125.67)	162,220.00
Shipping/Freight	0.00	44.07	0.00	55.32	0.00	0.00	319.93	419.32	2,333.33	1,914.01	4,000.00
Sponsored/Donated	0.00	2,475.00	800.00	650.00	200.00	400.00	6,250.00	10,775.00	5,950.00	(4,825.00)	10,200.00
Commencement	0.00	103.54	250.61	0.00	0.00	2,947.40	0.00	3,301.55	14,058.33	10,756.78	24,100.00
Catering	0.00	42.24	894.71	260.03	516.99	756.21	2,388.35	4,858.53	6,594.58	1,736.05	11,305.00
Subscriptions	0.00	100.00	69.00	10.00	7,570.22	10.00	10.50	7,769.72	6,282.50	(1,487.22)	10,770.00
Dues	17,468.00	30,126.60	19,684.50	34,972.00	565.00	320.00	2,080.00	105,216.10	86,411.50	(18,804.60)	148,134.00
Program Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	233.33	233.33	400.00
Recruitment	0.00	453.00	0.00	0.00	626.97	0.00	0.00	1,079.97	1,750.00	670.03	3,000.00
Other Expense	0.00	214.85	2,847.38	6,553.85	1,302.77	2,194.81	5,404.95	18,518.61	159,732.42	141,213.81	273,827.00
Bad Debt Expense	(3.87)	(34.94)	(0.91)	0.39	30.29	19,984.19	0.00	19,975.15	61,250.00	41,274.85	105,000.00
Collection Costs	(218.48)	(2,433.61)	(83.98)	(591.44)	(468.10)	(729.32)	(333.76)	(4,858.69)	0.00	4,858.69	0.00
	82,099.08	730,182.58	153,563.04	137,579.61	149,985.09	122,410.58	139,619.34	1,515,439.32	1,578,686.08	63,246.76	2,706,319.00



North Central State College  
Period Ending January 31, 2024

	<u>Jul-23</u>	<u>Aug-23</u>	<u>Sep-23</u>	<u>Oct-23</u>	<u>Nov-23</u>	<u>Dec-23</u>	<u>Jan-24</u>	<u>Current YTD</u>	<u>Beginning Budget</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Prior YTD</u>	<u>Current vs. Prior</u>
<b>Child Development Center</b>													
Revenues	\$ 44,399	\$ 57,818	\$ 51,331	\$ 51,435	\$ 57,403	\$ 43,663	\$ 55,114	361,163	\$ 669,215	\$ 388,145	\$ (26,982)	\$ 291,618	\$ 69,545
Payroll	6,861	21,045	38,819	24,594	24,497	36,035	24,756	176,607	375,203	\$ 202,032	25,425	130,839	(45,768)
Fringes	3,325	21,876	18,587	12,275	3,988	12,317	12,625	84,993	203,690	\$ 109,679	24,686	74,893	(10,100)
Non-Payroll	2,197	1,628	3,722	3,707	5,103	3,889	2,429	22,675	74,761	\$ 43,611	20,936	28,181	5,506
Total Expenses	12,383	44,549	61,128	40,576	33,588	52,241	39,810	284,275	653,654	355,322	71,047	233,913	(50,362)
Excess (Deficit)	<u>\$ 32,016</u>	<u>\$ 13,269</u>	<u>\$ (9,797)</u>	<u>\$ 10,859</u>	<u>\$ 23,815</u>	<u>\$ (8,578)</u>	<u>\$ 15,304</u>	<u>\$ 76,888</u>	<u>\$ 15,561</u>	<u>\$ 32,823</u>	<u>\$ 44,065</u>	<u>\$ 57,705</u>	<u>\$ 19,183</u>
<b>Corporate</b>													
<b>Workforce &amp; Community Development</b>													
Revenues	\$ 873	\$ 22,751	\$ 633	\$ 3,748	\$ 33,556	\$ 46	\$ 6,679	68,286	\$ 245,200	\$ 143,033	\$ (74,747)	\$ 108,767	\$ (40,481)
Payroll	1,422	5,999	8,710	6,233	7,184	6,167	4,359	40,074	100,758	\$ 54,254	14,180	52,306	12,232
Fringes	447	3,811	2,608	1,816	1,135	1,647	1,546	13,010	26,517	\$ 14,278	1,268	14,235	1,225
Non-Payroll	0	12,468	4,103	5,898	2,934	2,198	3,885	31,486	50,030	\$ 29,184	(2,302)	32,977	1,491
	1,869	22,278	15,421	13,947	11,253	10,012	9,790	84,570	177,305	97,717	13,147	99,518	14,948
Excess (Deficit)	<u>(996)</u>	<u>473</u>	<u>(14,788)</u>	<u>(10,199)</u>	<u>22,303</u>	<u>(9,966)</u>	<u>(3,111)</u>	<u>(16,284)</u>	<u>67,895</u>	<u>45,316</u>	<u>(61,600)</u>	<u>9,249</u>	<u>(25,533)</u>



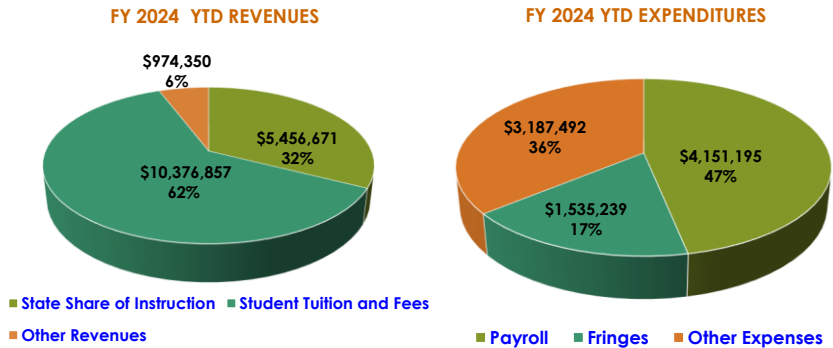
# North Central State College

## Fiscal Year 2024

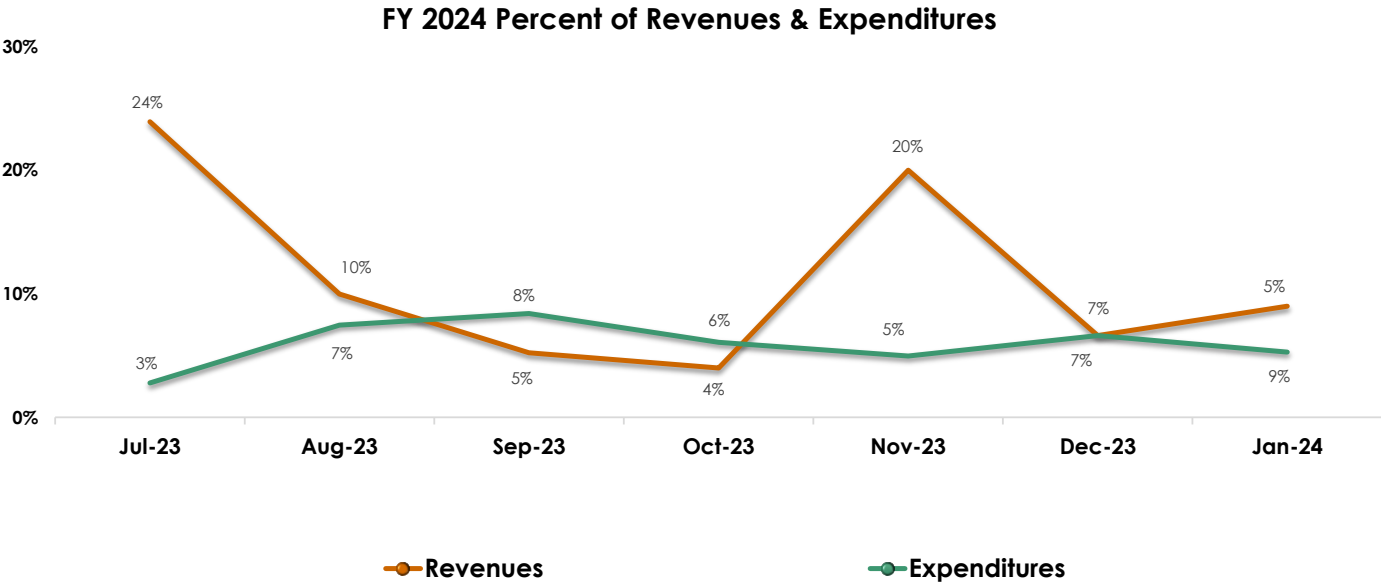
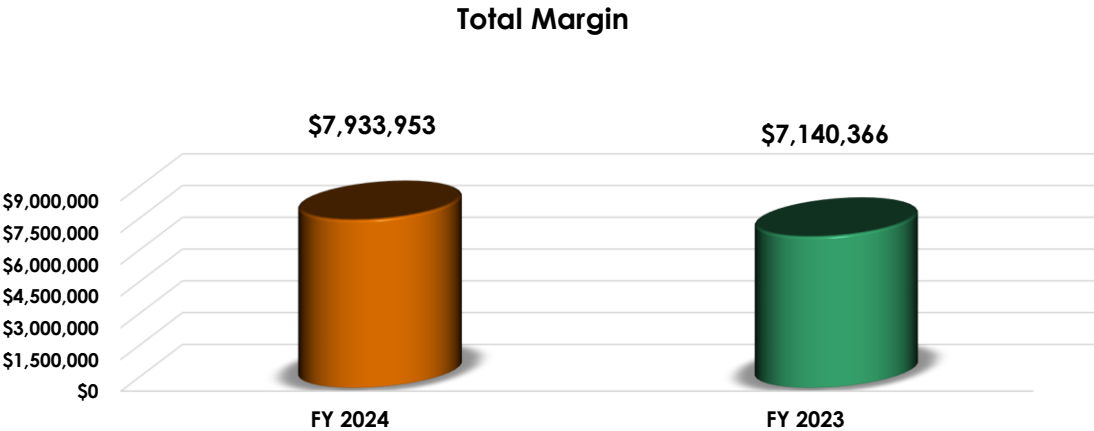
### Financial Update

#### Revenues - Expenditures Summary

	Approved Budget	January	YTD	% of Total
REVENUES	\$21,360,519	\$1,919,923	\$16,807,878	78.7%
EXPENDITURES	\$21,360,519	\$1,125,900	\$8,873,925	41.5%
TOTAL MARGIN		\$794,023	\$7,933,953	



#### Year-To-Date Revenues & Expenditures Update





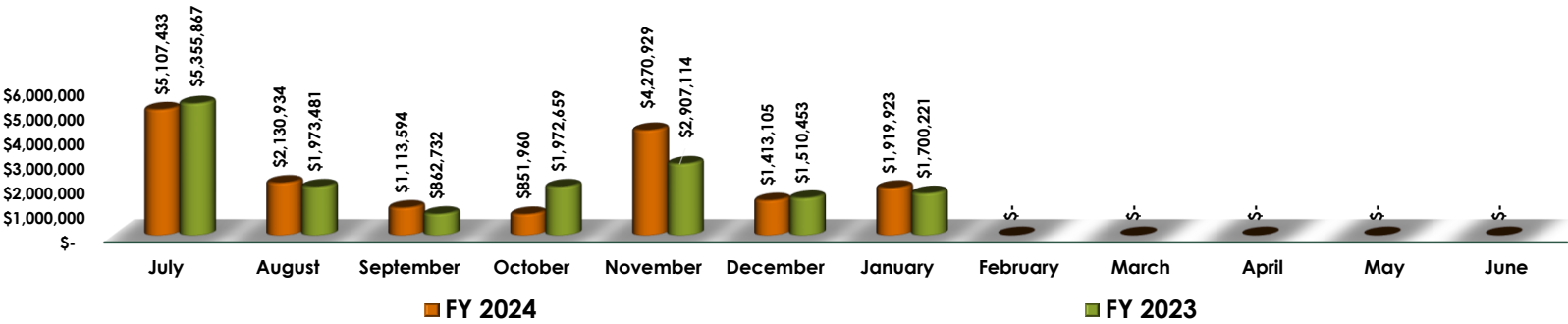
# North Central State College

## Fiscal Year 2024

### YTD Thru January 2024 Financial Update

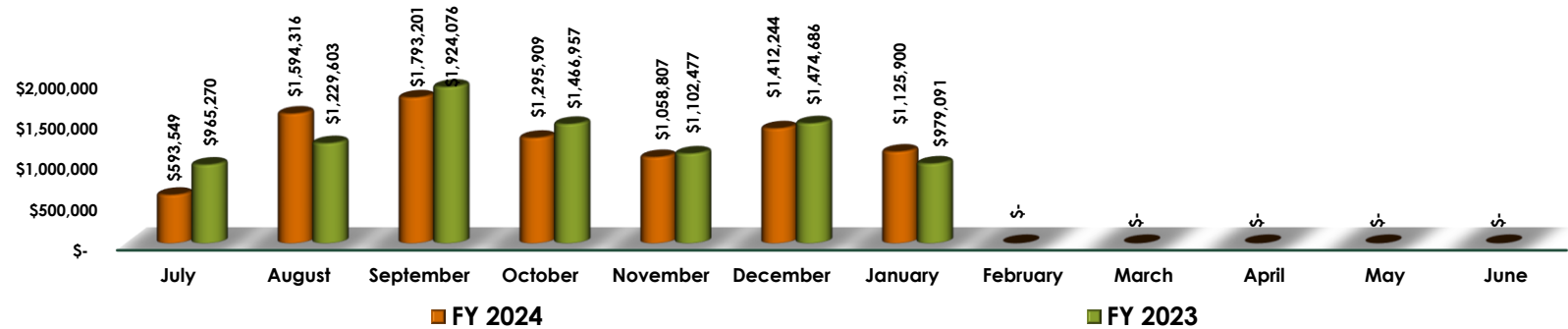
#### Revenues

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2024	\$ 5,107,433	\$ 2,130,934	\$ 1,113,594	\$ 851,960	\$ 4,270,929	\$ 1,413,105	\$ 1,919,923	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2023	\$ 5,355,867	\$ 1,973,481	\$ 862,732	\$ 1,972,659	\$ 2,907,114	\$ 1,510,453	\$ 1,700,221					
% Variation	-5%	8%	29%	-57%	47%	-6%	13%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

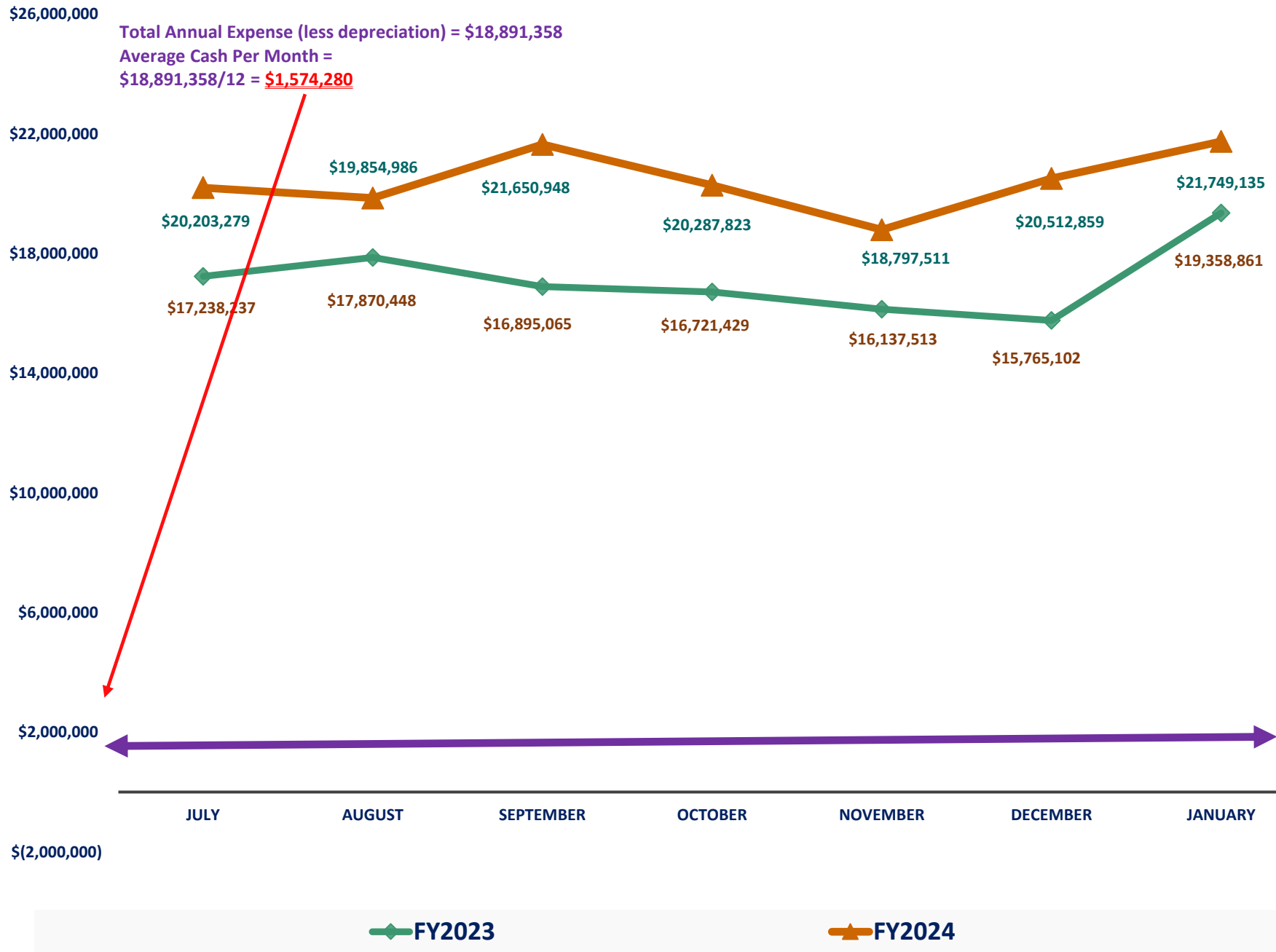


#### Expenditures

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2024	\$ 593,549	\$ 1,594,316	\$ 1,793,201	\$ 1,295,909	\$ 1,058,807	\$ 1,412,244	\$ 1,125,900	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2023	\$ 965,270	\$ 1,229,603	\$ 1,924,076	\$ 1,466,957	\$ 1,102,477	\$ 1,474,686	\$ 979,091					
% Variation	-39%	30%	-7%	-12%	-4%	-4%	15%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!



# Monthly Cash-On-Hand Update



**NORTH CENTRAL STATE COLLEGE**  
**GOVERNANCE PROCESS POLICY 2.7**  
**(BOARD OF TRUSTEES ANNUAL AGENDA/CALENDAR)**

*NOTE: Highlighted areas are months/activities that have already passed*

June 2023:	Budget Approval/Investment Policy Campus Completion Plan Update (due in even numbered years) Board of Trustees Annual Planning Retreat President/CEO's Monitoring Report/Sustainability Presentation PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5) Acceptance of Annual Monitoring Report Review Board Annual Self-Evaluation Survey Development/Approval of Board Annual Agenda/Calendar for 2023-2024
July 2023:	BOT does not meet in July for summer break
August 2023:	President's Performance Evaluation Nominating Committee Appointed and Charge Issued PolGov Principle #7 (Policy Sizes) PolGov Policy Review (3.3 & 3.4) BOT Operating Policy (11-09 Board Meetings) BOT Self-Assessment Survey Trends Report (2 <sup>nd</sup> Quarter)
September 2023:	President's Contract/Compensation PolGov Principle #8 (Delegation to Management) PolGov Policy Review (4.0, 4.1 & 4.2) BOT Operating Policy (11-07 Bonding of Officers and/or Employees) Review Remaining Annual Ethics Training Requirements Board-Ownership Linkage Activity Discussion
October 2023:	Nominating Committee reports <i>expiring terms</i> to the Board Nominating Committee reports <i>Confirmation of Officers</i> for 2023 PolGov Principle #9 (Any Reasonable Interpretation) PolGov Policy Review (4.3, 4.4 & 4.5) BOT Operating Policy (11-10 Board Agenda) BOT Self-Assessment Survey Trends Report (3 <sup>rd</sup> Quarter) Board-Ownership Linkage Activity Discussion
November 2023:	No regular board meeting in November for Thanksgiving break
December 2023:	Audit Report presented to Board (privately) and (publicly) Annual Report of Efficiency Review (routinely in October) Conclude Confirmation of BOT Officers & Approvals for Reappointment PolGov Principle #10 (Monitoring) PolGov Policy Review (4.6, 4.7 & 4.8) BOT Operating Policy (11-09 Board Meetings) Board-Ownership Linkage Activity: Employee Appreciation Banquet Board-Ownership Linkage Activity: NCSC/OSU-M Joint Board Meeting

## Deadline for BOT Annual Ethics Training

January 2024:	All Board appointments are official and begin on the 17th Re-affirmation of BOT Officers (election biannually-odd year) Reorganization of Board Committees (Nominating & Executive) PolGov Rehearsal Scenario (3.6) PolGov Policy Review (4.9) Emergency Executive Succession Plan Emergency Executive Succession Plan Statement (President/CEO) BOT Operating Policy (11-11 Amendment of Rules and Regulations) BOT Self-Assessment Survey Trends Report (4 <sup>th</sup> Quarter) Board-Ownership Linkage Activity Discussion
February 2024:	PolGov Rehearsal Scenario (3.14) PolGov Policy Review (2.0, 2.1 & 2.2) BOT Operating Policy (11-12 Funds) Owners Linkage Activity: Link and Learn @ LCCC (Elyria) Owners Linkage Activity: Chancellor's Annual Trustee Conference
March 2024:	PolGov Rehearsal Scenario (5.6) PolGov Policy Review (2.3, 2.4 2.5 & 2.6) Board Operating Policy Review (11-14 Statutory Conflicts) Owners Linkage Activity: Link and Learn @ ES Consulting (Mansfield)
April 2024:	PolGov Rehearsal Scenario (3.2) PolGov Policy Review (2.7, 2.8 & 2.9) Board Operating Policy Review (11-15 Emeritus Status for Former Members of the Board of Trustees) Community Connections Activity: NCO Hall of Excellence BOT Self-Assessment Survey Trends Report (1 <sup>st</sup> Quarter) Board-Ownership Linkage Activity Discussion Student Interaction: Honors College/PTK or NSLS Presentation
May 2024:	Operating Budget/Employee Contracts/Investment Policy Presentations and Approvals will be conducted this Month PolGov Rehearsal Scenario (4.7) PolGov Policy Review (3.0, 3.1 & 3.2) Board Operating Policy Review (11-04 Duties of Board Officers) Distribute Board Self-Evaluation Survey/Reflection Questionnaire Review/Draft Board Annual Calendar (Official adoption at July Retreat) Deadline for filing Annual Financial Disclosure Statements (May 16 <sup>th</sup> ) OACC Annual Event for Board Members Board-Ownership Linkage Activity Discussion
June 2024:	BOT will not meet in June for summer break
July 2024:	Approval/Submission: College Completion Plan Board of Trustees Annual Planning Retreat President/CEO's Monitoring Report Presentation PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5)

Review Board Self-Evaluation Survey/Reflection Questionnaire  
Development/Approval of Board Annual Calendar for coming year

August 2024: President's Performance Evaluation/Contract/Compensation  
PolGov Rehearsal Scenario (4.5)  
PolGov Policy Review (3.3 & 3.4)  
Board Operating Policy Review (11-08 Committees of the Board)  
BOT Self-Assessment Survey Trends Report (2<sup>nd</sup> Quarter)  
Board-Ownership Linkage Activity Discussion

**Board-Ownership Linkage Activities for Future Consideration:**

1. ES Consulting - Mansfield (Link-n-Learn) – March 2024
2. Timken Company – Bucyrus (Owners Connections) – Pending Scheduling



**North Central State**  
COLLEGE

# Review of Actionable Items

	<b>Topic</b>	<b>Action Date</b>	<b>POC/Resp.</b>
1.	Confirm Link-n-Learn visit with ES Consulting for March 27 <sup>th</sup> Meeting	January 2024	Diab/McElfresh
2.	Information to be sent to Trustees regarding attending upcoming community events (Ashland Chamber, Scholarships for Success, Hall of Excellence)	January 2024	S. Williams
3.	Information to be sent to Trustees on LCCC trip schedule, route, directions and pickup sites.	February 2024	Diab/Williams
4.			
5.			
6.			
?			





## North Central State College

### **BOARD OF TRUSTEES 2024 Policy Governance Training Schedule**

<b><u>NCState Meeting Date</u></b>	<b><u>Principle Discussion</u></b>	<b><u>Discussion Leader</u></b>	<b><u>PolGov Policy Review</u></b>	<b><u>Discussion Leader</u></b>
January 17, 2024	Rehearsal Scenario 3.6	E. Morando	4.9 Executive Limitations	D. McElfresh
February 28, 2024	Rehearsal Scenario 3.14	D. Bush	2.0, 2.1, 2.2 Governance Process	K. Winkle
March 27, 2024	Rehearsal Scenario 5.6	M. Masters	2.3, 2.4, 2.5 Governance Process	S. Stone
April 24, 2024	Rehearsal Scenario 3.2	L. Nelson	2.6, 2.7, 2.8, 2.9 Governance Process	E. Morando
May 22, 2024	Rehearsal Scenario 4.7	P. Williams	3.0, 3.1, 3.2 Board-CEO Relationship	D. Bush
<i>June 26, 2024</i>	<i>None Scheduled</i>	<i>Planning Retreat</i>	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	<i>Planning Retreat</i>
August 28, 2024	Rehearsal Scenario 4.5	K. Aspin	3.3, 3.4 Board-CEO Relationship	M. Masters
September 25, 2024	Rehearsal Scenario 3.4	D. McElfresh	4.0, 4.1, 4.2 Board-CEO Relationship	L. Nelson
October 23, 2024	Rehearsal Scenario 3.16	K. Winkle	4.3, 4.4, 4.5 Executive Limitations	P. Williams
December 4, 2024	Rehearsal Scenario 3.5	S. Stone	4.6, 4.7, 4.8 Executive Limitations	K. Aspin
NOTE: ENDS Policies 1.0, 1.1, 1.2, 1.3, & 1.4 will be reviewed throughout the year and discussed at the June BOT Planning Retreat.				

## REHEARSAL WORKSHEET

### Rehearsal 3.14

**TITLE:** If Consumers Are Upset, Does This Mean the CEO Is Wrong?

**SCENARIO:** The CEO has made a major change to the organization's programming, to the consternation of some consumers. Consumers question how the board could have allowed the CEO to make that decision. What should the board do?

*Resolve this scenario by answering the following questions:*

1. What has the board already said in its relevant policies?

**Ends:**

**Executive Limitations:**

**Board-Management Delegation:**

**Governance Process:**

2. According to the board's policies, does this scenario refer to anything that has been delegated to the CEO?

(underline)    Yes    No

**IF YES:**

**2a. Does this scenario suggest that the CEO is in compliance with a reasonable interpretation of the board's Ends and Executive Limitations policies?**

**(*underline*)      Yes      No      Unsure**

**(*Explain your answer.*)**

**IF NO:**

**2b. Does this scenario reflect behavior consistent with the board's Governance Process and Board-Management Delegation policies?**

**(*underline*)      Yes      No      Unsure**

**(*Explain your answer.*)**

**3. What action, if any, should the board or board member now take? (*Specify the board or board member actions that you believe would be consistent with governance process and board-management delegation policies.*)**

**4. If the action you propose involves a possible board policy change:**

**4a. What amendments or additions do you suggest?**

**4b. What further information, if any, does the board need before deciding on this change?**

**You are now ready for full board discussion and decision.**

3357:13-02-00 Global Governance Commitment Policy (Governance Process)

The purpose of the board, on behalf of the citizens of the North Central State College District, is to see to it that North Central State College (a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in board Ends policies), and (b) avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).

Effective: August 25, 2010

Expires: February 1, 2028

Review Dates: 8/25/10, 7/30/11, 1/18/12, 3/27/13, 3/26/14, 3/25/15, 2/17/16, 2/22/17, 2/28/18,  
2/27/19, 2/26/20, 2/24/21, 2/23/22, 2/22/23

### 3357:13-02-10 Governing Style Policy (Governance Process)

The board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) pro-activity rather than reactivity.

Accordingly:

2.11 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.

2.12 The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.

2.13 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability as similarly set forth in state mandated guidelines. Although the board can change its governance process policies at any time, it will observe those currently in force scrupulously.

2.14 Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.

2.15 The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling group obligations.

2.16 The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-CEO Linkage categories.

Effective: August 25, 2010

Expires: February 1, 2028

Review Dates: 8/25/10, 7/30/11, 1/18/12, 3/27/13, 3/26/14, 3/25/15, 2/17/16, 2/22/17, 2/28/18,  
2/27/19, 2/26/20, 2/24/21, 2/23/22, 2/22/23

## 3357:13-02-20 Board Job Description Policy (Governance Process)

Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the board has direct responsibility to create:

### 2.21 The link between the ownership and the operational organization.

The board-ownership relationship is the essential, defining relationship of an organization. As such, the board provides the legitimate link between the owners of North Central State College (wherever they may be located), the residents of Ashland, Crawford, and Richland Counties and the operating organization.

2.211 In order to ascertain the desires of the Ownership of the institution (owner's voice), the Board will establish methods for gaining ownership input that may include but are not limited to:

- (a) Community Connections: An opportunity for Trustees to report on those community activities they have taken part in or participated in to gain a better perspective on the "owner's voice" and can share those experiences with the rest of the Board.
- (b) Owners Linkage: An opportunity to invite any owner or owner representative individual or group to attend a regular or special board meeting for the purpose of providing some discussion to enrich the Board's understanding of the "owner's voice" or other service consideration for the College (Board) to consider when planning for the future direction of the institution.
- (c) Link and Learn: An opportunity for the board to visit an Owner organization or community partner to help enrich the Board's understanding of its relationship to the organization and how the service of the College can impact those sectors of the Ownership.

2.212 To assist the Board in its re-exploration of Ends policies, the Board will include board-ownership activities into the development of its annual policy governance agenda.

### 2.22 Written governing policies that address the broadest levels of all organizational decisions and situations.

- a. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
- b. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
- c. Governance Process: Specification of how the board conceives, carries out, and monitors its

own task.

- d. Board-CEO Linkage: How power is delegated and its proper use monitored; the CEO role, authority and accountability.

## 2.23 Assurance of successful organizational performance on Ends and Executive Limitations.

Effective: January 18, 2023

Expires: February 1, 2028

Review Dates: 8/25/10, 7/30/11, 1/18/12, 3/27/13, 3/26/14, 3/25/15, 2/17/16, 2/22/17, 2/28/18,  
2/27/19, 2/26/20, 2/24/21, 2/23/22, 2/22/23, 3/22/23

3357:13-11-12 District Funds

The funds of the District shall be deposited in the name of the District in a depository selected by the Board of Trustees by resolution.

Effective: September 26, 2001

Expires: September 1, 2026

Review Dates: 9/26/01, 9/23/16, 9/22/21



## **SEPARATION REPORT**

### ***Report for February 2024***

*Effective January 24, 2024*

***Jocelyn Shira, Part Time Teacher Assistant Substitute, Child Development Center***

*Reason: Terminated*

*Effective February 1, 2024*

***Stephany Elgin, Success Coach, College Credit Plus***

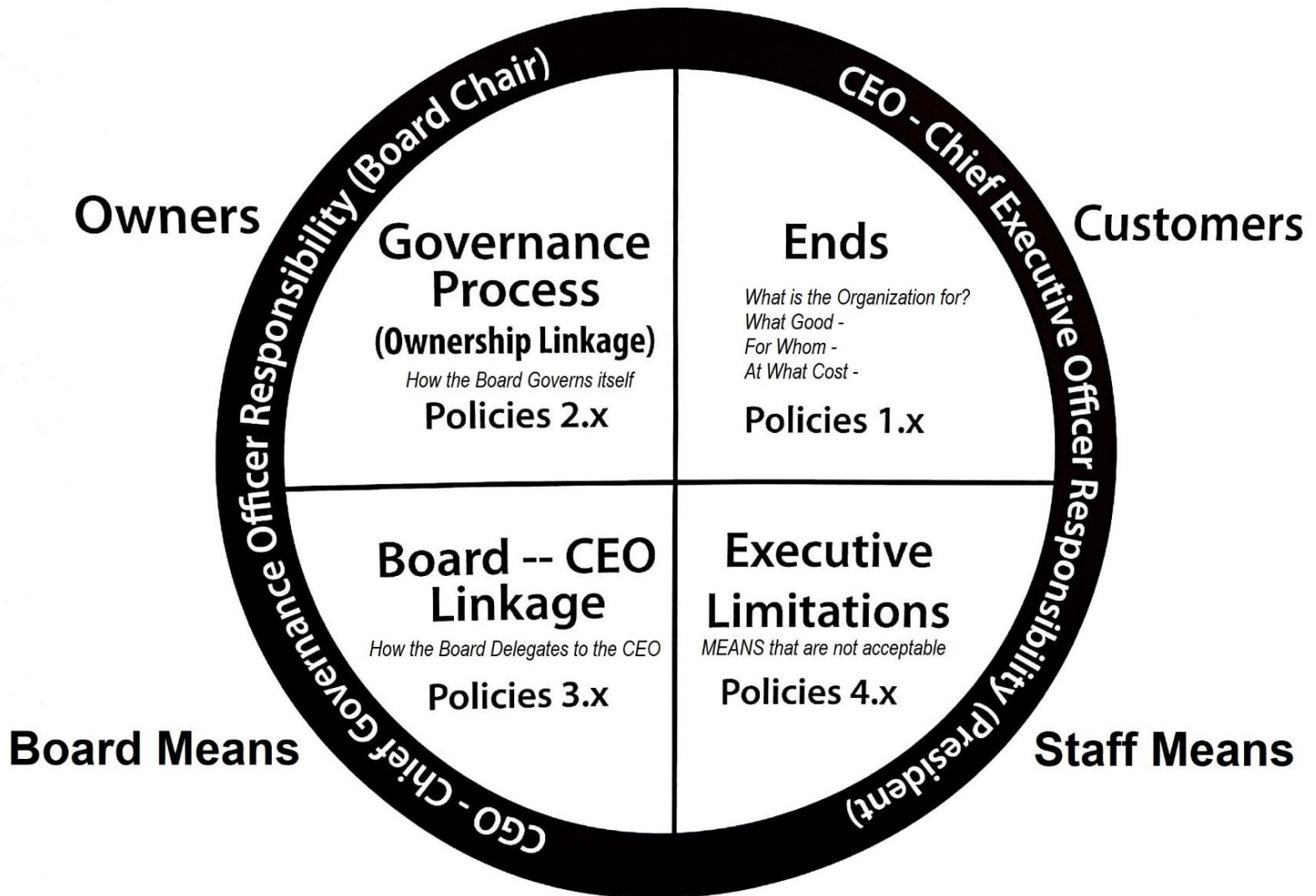
*Reason: Resigned*

*Effective February 29, 2024*

***Rebecca Stallard, Mailroom/Receiving Clerk***

*Reason: Retired*

# Policy Governance® Model



# 2024

## January

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## February

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

## March

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## April

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## May

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## June

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

## July

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## August

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## September

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

## October

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

## November

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

## December

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				