



# North Central State College



B O A R D P A C K E T  
April 24, 2024

**NORTH CENTRAL STATE COLLEGE  
BOARD OF TRUSTEE'S MEETING  
Wednesday, April 24, 2024  
5:30 pm – Gorman Room (165-Fallerius)**

---

---

- I. CALL TO ORDER** – *Dr. Dwight McElfresh (Chair)*  
• 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. OSU-MANSFIELD ADVISORY BOARD REPORT** - *Dr. Dwight McElfresh*  
- Next OSU-M Advisory Board Meeting May 16, 2024 (NCSC BOT Representative TBD)
- VI. PRESIDENT'S REPORT**

A. Student Activities Update

B. North Central State College Foundation/Development Update

C. Monitoring Report(s): Executive Limitations Policies;  
(4.50) Financial Planning/Budgeting Page 8

D. Updates/Other Page 55

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

**Consent Agenda**

**(Action Required)**

Minutes:

A. Approval of Minutes for March 27, 2024 “Regular Meeting” Pages 10-26

Personnel Actions:

B. Consideration of Approval of Employment of College Personnel – *R-2024-13* Page 27

**Regular Agenda**

A. Consideration of Approval of Amendment to Policy 15-30 Honorary Degree  
Policy – *R-2024-14 – Dr. Dorey Diab* Pages 28-29  
**(Action Required)**

B. Consideration of Approval for the Conferral of the Honorary Degree  
of Bachelor of Applied Science – *R-2024-15 – Dr. Dorey Diab* Page 30  
**(Action Required)**

C. Consideration of Approval of Nominations for the 2024 Association of  
Community College Trustees (ACCT) Equity Awards  
– *R-2024-16 – Dr. Dorey Diab* Page 31  
**(Action Required)**

D. Treasurer's Report for March 31, 2024 – *Ms. Lori McKee* Pages 32-38  
**(Action Required)**

- E. FY 2024-2025 Budget Proposal Presentation/Discussion  
– *Dr. Dorey Diab/Ms. Lori McKee*

## **VIII. POLICY GOVERNANCE**

- A. Discussion of Agenda Planning – *Dr. Dwight McElfresh*
1. Annual Calendar (IAW 02.70) Pages 39-41
  2. Review of Actionable Items Page 42
  3. Community Connections
- B. Board Training (IAW 02.70(b)) Page 43
1. Discussion of Rehearsal Scenario 3.2 (Case Study) Pages 44-45  
– *Ms. Linda Nelson*
  2. Governance Policy Review (2.6, 2.7, 2.8 & 2.9) – *Ms. Elisabeth Morando* Pages 46-50
  3. Reflections on 1<sup>st</sup> Quarter Self-Assessment Survey (January – March)
  4. BOT Annual Self-Reflection Questionnaire & Annual Self-Assessment Survey discussion (prep for Annual Planning Retreat (July 24, 2024))
- C. Board Operating Policies Review – *Dr. Dwight McElfresh*
1. 11-15 Emeritus Status for Former Members of the Board of Trustees Page 51

## **IX. BOARD CHAIRPERSON’S REPORT – *Dr. Dwight McElfresh***

- A. 2023 Financial Disclosure Statement Filing Deadline Monday, May 15, 2024
- B. 2024 Governor DeWine & ODHE Trustees Conference (June 5, 2024, Columbus State CC) Page 52
- C. BOT July Regular Meeting & Annual Planning Retreat (July 24, 2024) (Kehoe Center)  
(Regular Meeting 4:00pm-4:40pm, Planning Retreat 5:00pm-9:00pm, light dinner)
- D. 2024 [ACCT Leadership Congress](#) (October 23-26) (Seattle, WA)  
– [Call for Presentations](#): Deadline: Friday, May 24, 2024 Pages 53-54  
– [Award Nominations](#): Deadline: Monday, June 3, 2024
- E. 2024 LeaderRichland Participation Commitments (May 16, 17 & 20, 7<sup>th</sup> & 8<sup>th</sup> Grade Boys)
- F. Upcoming Events:
- Alumni Association Graduate Picnic (May 9<sup>th</sup> – Byron Kee Center – 11:30am)
  - 2024 Graduation Ceremony (May 10<sup>th</sup> – Campus Recreation Center – 7:00pm)
  - Governor DeWine/ODHE Trustees Conference (June 5<sup>th</sup> – Columbus State CC)

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

## **XI. TIME AND PLACE OF NEXT MEETING – *Dr. Dwight McElfresh*** – Wednesday, May 22, 2024 – (Gorman Room -165-Fallerius)

## **XII. 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 LnL-LCCC	
P. Williams	<del>March 21, 2024</del> Cancelled	March 27, 2024 LnL-ES Consulting	R. Cline
		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>April 2024</b>	<b>11 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center)</b> <b>24 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>May 2024</b>	<b>9 – Graduate Picnic (Byron Kee Center)</b> <b>10 – Commencement (Graduation) (Campus Recreation Center-CRC)</b> <b>16 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower)</b> <b>22 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>June 2024</b>	<b>No Regular Board meeting scheduled for June 2024</b> <b>5 – Governor DeWine/ODHE Trustees Conference (Columbus State CC)</b> <b>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)</b> <b>25 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>October 2024</b>	<b>16 – Regular Board or Trustees Meeting (Fallerius)</b> <b>23-26 ACCT Leadership Congress (Seattle, WA)</b>
<b>November 2024</b>	<b>No Regular Board meeting scheduled for November 2024</b> <b>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)</b> <b>4 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall)</b> <b>5 – NCSC Employee Appreciation Event (Ralph Phillips Conf. Ctr.)</b>
<b>January 2025</b>	<b>15 – Regular Board of Trustees Meeting (Fallerius)</b>

3357:13-04-50 Financial Planning/Budgeting (Executive Limitations)

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The CEO will not allow budgeting that:

4.51 Risks incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."

4.52 Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

4.53 Provides less for board prerogatives during the year than is set forth in the Cost of Governance policy.

4.54 Does not incorporate up to five percent in budget contingency.

Effective: January 15, 2014

Next Review: 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 March 27, 2024 “Regular Meeting”

### **Personnel Actions:**

- B. Consideration of Approval of Employment of College Personnel – *R-2024-13*

## **Regular Agenda**

- A. Consideration of Approval of Amendment to Policy 15-30 Honorary Degree Policy – *R-2024-14 – Dr. Dorey Diab*
- B. Consideration of Approval for the Conferral of the Honorary Degree of Bachelor of Applied Science – *R-2024-15 – Dr. Dorey Diab*
- C. Consideration of Approval of Nominations for the 2024 Association of Community College Trustees (ACCT) Equity Awards – *R-2024-16 – Dr. Dorey Diab*
- D. Treasurer’s Report for March 31, 2024 – *Ms. Lori McKee*

**North Central State College  
Board of Trustees' Meeting  
March 27, 2024**

**I. CALL TO ORDER**

This meeting was held in person in the ground floor event room of ES Consulting at 3849 Park Avenue West, Ontario, OH as part of the Board's Link-n-Learn Owner's Connections activities. This meeting was held in a hybrid format with some participants attending in-person and others online via Zoom. Trustee participation was seven in person and one online.

Chair, Dr. Dwight McElfresh called the meeting to order at 5:30 p.m. and asked all to rise and join him in reciting the pledge of allegiance followed by 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 (online)  
Mr. Steven Stone  
Ms. Kimberly Winkle

**Absent:**

Mr. Patrick Williams

**III. INTRODUCTION OF GUESTS**

President Dorey Diab introduced Dr. Kelly Gray, Vice President for Academics and Student Services; Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation; Ms. Chris Copper, Vice President for Development/Foundation; Ms. Michele Schaad, Controller (online), representing Ms. Lori McKee, Vice President of Business Services; and Ms. Renda Cline representing The Ohio State University at Mansfield Advisory Board. He also introduced Mr. Dennis Fox, President/CEO of ES Consulting as our Link-n-Learn host. Mr. Fox introduced his team of: Mr. Matt Abrams, Vice President; Mr. Brad Besenti; and Mr. Bill Knox.

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

Dr. Dwight McElfresh explained that the primary focus of tonight's meeting will include: hearing Student Organization update, a College Foundation update, the President's monitoring report along with other College updates from our president. We also have some board operating policies being updated. We will conduct routine business of the College, and conduct our ongoing policy governance training.

#### **V. LINK AND LEARN HOST PRESENTATION – *Dr. Dwight McElfresh***

- Board Chair, Dr. Dwight McElfresh asked President, Dr. Dorey Diab to introduce our Board-Ownership activity. Dr. Dorey Diab thanked Mr. Dennis Fox for hosting tonight's Link-n-Learn activity. Mr. Dennis Fox thanked the members of North Central State College for visiting ES Consulting as part of their Owners Connections activities. He began his discussion by recapping some of the highlights of ES Consulting's history, growth and company mission/philosophy. He showed a short video entitled "ES Consulting: Then and Now" and provided the commentary throughout the video. He further explained the wide spectrum of services offered by ES Consulting and accentuated their team approach to problem solving and service/technology implementation.
- Mr. Fox offered an opportunity for Questions and Answers at any time throughout the presentation and discussion.
- Board Chair, Dr. Dwight McElfresh thanked Mr. Dennis Fox and his team on behalf of the Board and the College.

#### **VI. OSU-MANSFIELD ADVISORY BOARD REPORT – *Dr. Dwight McElfresh* - Ms. Renda Cline (Chair, OSU-M Advisory Board)**

Board Chair, Dr. Dwight McElfresh introduced Ms. Renda Cline of the OSU-M Advisory Board and offered her the floor to present her report. Ms. Renda Cline thanked the Board for including her in this Owners Connection activity with the community as it was very interesting and informative. Ms. Cline's report was as follows:

- One of the OSU-M board members, Fred Cooke, passed away in September of 2023. The Board's Nominating Committee has been studiously seeking a new member to fill Fred's position, and also a replacement member for Dr. James Goudy, of Avita Hospital who is term limited. The committee will also conduct student interviews April 3 to replace Sam Ratvasky who is also term limited. (Each student can serve on the OSU Boards for up to two, one-year terms.)
- OSU hired a consultant to develop a strategic enrollment plan. As a result, a Regional Campus Central Marketing staff member and a Regional Campus Recruitment Specialist have been hired.

- The campus is working on a new website, new algorithms, and working with iHeart Radio resulting in a 714% increase in hits, unique page views are up 500% and social media video hits are up 1,443%. Our “engagement rate” is 10.9% - the industry standard is 3%.
- As part of OSU Mansfield’s outreach initiative, community forums have been held on topics of interest. January’s was at Third Cup of Tea on Completing the FAFSA, Adrienne Hopson presented the Solar Eclipse to 124 attendees in March, and Erik Anderman presented Motivation (his field of research) at The Cove on March 18.
- Gabe Karns, who is a Clinical Assistant Professor in the School of Environment and Natural Resources and our Ecolab Program Coordinator, held another very well attended Maple Madness on March 2 from 9-5. This included sugarbush tours, vernal pool walks, and pancakes and maple syrup!
- New OSU President Ted Carter quickly visited all the regional campuses last week and came to Mansfield on March 20 where he met with Dean Anderman, toured the new STEM labs and met with media in The Pearl Conard Art Gallery. He plans to return soon and we will host a more formal welcome reception to the campus and the community.

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

### **A. Student Organizations/Activities**

President Dorey Diab explained that as our student organizations are in the midst of getting reorganized, he would be delivering this month’s student organization report.

Dr. Dorey Diab reported that the College is in the process of reorganizing the Student Services area for heightened support both inside and outside of the classroom. The new Tutoring Center Manager, Ms. Violeta Chinni started on March 18<sup>th</sup>.

TRIO has been quite active since the start of the semester providing support for first generation and under resourced students.

TRIO held a Day of Caring as part of their National TRIO Day Service Project assisting Grace Episcopal Church with food box services on February 15, 2024. Six students volunteered to participate in this activity.

The Ohio TRIO Student Leadership Conference was held in Columbus on March 15-17. There were twelve students attending this conference.

TRIO held two “Spring Break Culture Trips” Tuesday, March 12<sup>th</sup> was at the Cleveland Museum of Art and included a meeting/presentation with the museum’s Director of Education and a formal luncheon with an etiquette lesson. Thursday, March 14<sup>th</sup> was a tour of the Rock and Roll Hall of Fame.

## **B. Development/College Foundation Update**

President Dorey Diab introduced Ms. Chris Copper, Vice President for Development and the College Foundation. Ms. Copper submitted the following report:

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

Goal: \$440,000, Total: \$640,000

1. Scholarship applications just submitted by students on March 15. The foundation will complete the allocation based on the college priorities and donor designations.
2. Cedar Fair Charities has once again sent us tickets (20 percent more) for the 2024 season. Tina Husted has created a new painting, Cedar Sky and proceeds are going to the Husted Family Scholarship.
3. Announced at the Ashland Chamber Annual meeting our first certificate program for Ashland area businesses. 32 students have benefited from the Supervision and Leadership program and 5 others are in certification course.
4. New ask \$185,000 robotics for additional expansion of the AI and Virtual Lab has been approved and received.
5. Dave Bush has announced a new scholarship in honor of his grandparents.
6. \$200,000 had gone out in asks.

### **Events**

1. Rentals has generated \$33,000 in revenue in YTD on a \$35,000 target
2. Arts for Success was a success and \$27,000 was raised.
3. Hall of Excellence
  - a. FY24 date Thurs April 11, 2024, one table left, interested parties are encouraged to let the NCSC Foundation know if they want to attend, as it will be a full house.
4. The Foundation and Workforce Development team will sponsor a summer workshop, targeting 6<sup>th</sup> through 9<sup>th</sup> grade students, June 17 and June 18. Students will learn to build a video game with a carnival theme.
5. Our NCSC Foundation is funding for one year an LPN to RN program with our area hospitals.

### **Workforce**

\$150,000 in YTD and another \$25,000 billed.

### **C. Monitoring Report: Executive Limitations – Compensation and Benefits (4-40)**

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

3357:13-04-40 Compensation and Benefits (Executive Limitations)

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the CEO will not cause or allow jeopardy to fiscal integrity or to public image.

The CEO will not

- 4.41 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 4.42 Create obligations over a longer term than revenues can be safely projected.

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

*As was indicated at the last board meeting, we have a great compensation package for our employees. The package is weighed more on benefits. Geographically, the salaries are good in that they meet the median family income in the region that is in the range of low \$50,000's to low \$60,000's; with our salaries averaging around the \$50,000 per individual for both faculty and staff. The W-2 forms show even higher income due to faculty and staff teaching extra courses. If we look at it from the perspective of the individual, which is in the upper \$30,000's in our region, then the salary looks even much better.*

*In looking at it from the perspective of the professional market, i.e. other colleges, NCSC salaries are lower. Hence the higher increases we are providing this year in July with the 4% raise (more than we have done before) in addition to the stipends that we continue to do annually that are reflected in the W-2 forms and the related pensions.*

*We continue to be very viable financially so as not to create obligations over a longer term than revenues can be safely projected.*

### **D. College Update**

1. *Our February 28 Board meeting at Lorain County Community College (LCCC) was very successful. LCCC was a great host. Their business partnerships and experiential learning for students are top notch. We learned much from the tour. We are in the process of preparing a thank you gift.*
2. *At the February 29 College Open Forum, our Achieving the Dream (ATD) coach, Shara Davis (who used to work at LCCC, and is currently the Chief Research, Data, & Analytics Officer at ATD) gave a great presentation about the future focus of ATD being on Community Vibrancy. She stated that student success is becoming more of a momentum point*

*along the student journey, with community vibrancy becoming the end goal, with metrics based on performance beyond student graduation.*

- 3. On March 6, several trustees and college employees participated in the Ashland Chamber event, while a similar group participated in the Scholarship for Success event in Bucyrus that was attended by the second lady of the state Tina Husted. It was a successful event with the amount raised being over \$27,000.*
- 4. On March 6, the president participated in the Team NEO Talent Development Council meeting. The focus was on underemployment in the region and the skill pathways that mobilize regional growth. The first job after graduation is critical, and internships are better preparing graduates for college-level employment. The national research shows that graduates who start out in a college-level job largely remain in employment appropriate to their degree (3 times as likely), with better income and less unemployment. The research also shows that employers value quantitative reasoning skills found in finance, accounting, engineering and health professions.*
- 5. On March 11, the president and three direct reports participated in crisis communication media training in Cleveland at Hennes Communications with simulated interviews related to crises on campus (war in the Middle East, death on campus). The emphasis was to answer questions while pivoting to the mission of the college being about education, and not getting into political and social media controversies; since with social media, the court of public opinion is always in session.*
- 6. On March 12, and as a member of the Board and its Executive Committee, Dr. Diab participated in the Area 10 (Richland and Crawford) meeting. The focus was on budget priorities for Adult and Dislocated Worker, Youth Services, Incumbent Worker Training, On the Job Training, and Administrative Contracts.*
- 7. On March 14, Crawford Partnership celebrated State of the Vision event with great participation from the community, and recognition of great community leaders of Joe Shadeed and Todd Boyer, among other businesses. Trustee Winkle attended the event and presented one of the awards.*
- 8. The OACC Presidents Meetings continue to occur every two weeks. The focus continues to be on Jobs Ohio technician graduates to meet state needs, the success center and leadership academy, strengthening OACC operations and advocacy, SuperRapids grants for semiconductor equipment, and College Credit Plus reforms. A smaller group, including NCSC, continues to participate in the Intel Steering Committee meetings to develop courses, program, and faculty to meet technicians needs.*
- 9. Dr. Diab is working with a consultant to review our technology platforms. The purpose is to streamline, simplify, and enhance the efficiency of the software especially with Artificial Intelligence being everywhere.*
- 10. We continue to have meetings with Broadband Ohio and the commissioners to enhance capacity in the region. We will be interviewing two companies who replied to the RFI.*
- 11. Dr. Diab has been invited to participate in the OSU regional deans' interviews.*
- 12. Dr. Diab has been appointed to the American Association Community Colleges (AACC) Board of Directors. He will be attending the AACC Annual in Louisville, KY the first week of April as a finalist on two of the annual awards (Exemplary CEO/Board relations, and CEO of the Year). He will also be presenting to the New CEO Academy on trends impacting community colleges and how to respond to them.*

13. Few slides from the annual Advisory Committee meeting were shared with the board about the feedback received from the survey of the business community, in addition to the new initiative of Tuition Freedom for Adults that the college will start this summer and fall semesters.

## **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. Mr. Mark Masters called for item C. resolution R-2024-09 to be removed. On a motion by Ms. Linda Nelson and seconded by Mr. David Bush the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Mr. Masters, Ms. Morando, Ms. Nelson, Mr. Stone, Ms. Winkle

Nays: None

Passing unanimously, the following items were approved.

#### **A. Approval of Minutes for February 28, 2024**

#### **B. Consideration of Approval of Status Change – R-2024-08**

### ***CONSIDERATION OF APPROVAL OF STATUS CHANGES***

***R-2024-08***

### **STATUS CHANGE**

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

#### ***BEGINNING March 11, 2024***

*Justin Beeman*

- *Justin Beeman is moving from Academic Advisor, Testing, Student Success Center to Academic Liaison, Business, Industry and Technology.*

#### ***BEGINNING March 11, 2024***

*Monica Durham*

- *Monica Durham is moving from Director, Student Success, Retention and Transition Services to Director, Student Support Services.*

#### ***BEGINNING March 11, 2024***

*Dr. Kelly Gray*



- *Dr. Kelly Gray is moving from Vice President, Academic Services, CAO to Vice President for Academic and Student Services.*

***BEGINNING March 11, 2024***

*Julie Ihrig*

- *Julie Ihrig is moving from Academic Advisor, Student Success Center to Academic Liaison, Health Sciences.*

***BEGINNING March 11, 2024***

*Thomas Prendergast*

- *Thomas Prendergast is moving from Vice President, Institutional Effectiveness and Student Services to Executive Director for Strategic and Institutional Transformation.*

**C. REMOVED to Immediate on the Regular Agenda**

**D. Consideration of Approval of Contracts for Probationary and Non-Probationary Faculty – R-2024-10**

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

***R-2024-10***

***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)***

*Annmarie Adams  
Jaydip DasGupta  
Anna Plank  
Thomas Shields  
Laura Testrake  
Sneha Vanga*

***PROBATIONARY THIRD-YEAR 9-MONTH CONTRACT  
(Fall Semester 2024 and Spring Semester 2025)***

*Morgan Baker  
Brandel Boyd  
Heidi Chambers  
Kelly Cominsky*

**PROBATIONARY SECOND-YEAR 9-MONTH CONTRACT**  
**(Fall Semester 2024 and Spring Semester 2025)**

*Ruba Alsheyab*  
*Pamela Henney*  
*Donna Kittle*  
*Jordynn Liggett*  
*Tonia Pace*  
*Abby Schroeder*  
*Elliot Sommer*

**REGULAR AGENDA**

**Immediate from the Consent Agenda**

**C. Consideration of Approval of Employment of College Personnel – R-2024-09**  
*– Dr. Dwight McElfresh*

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

**R-2024-09**

**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 March 4, 2024***

*Shaniah Smith, Mailroom & Shipping/Receiving Clerk*  
*Hocking College, Associate's Degree, Design and Marketing*

***BEGINNING March 4, 2024***

*Brooke Miller, Assistant Dean, Business, Industry and Technology*  
*Ohio State University, Bachelor's Degree, English*  
*Mount Vernon Nazarene University, Master's Degree, Business Administration*

***BEGINNING March 18, 2024***

*Violeta Chinni, Manager, Tutoring Center*  
*Mount Union University, Bachelor's Degree, Communication and French*

***BEGINNING March 18, 2024***

*Rebecca Palmer, Success Coach, College Credit Plus*  
*Indiana Wesleyan University, Bachelor's Degree, Accounting*

***BEGINNING March 18, 2024***

*Nicholas Ramey, Success Coach, College Credit Plus  
North Central State College, Associate's Degree, Business Administration, Marketing Path  
Franklin University, Bachelor's Degree, Marketing Management*

***BEGINNING March 18, 2024***

*Taylur Greer, Success Coach, College Credit Plus  
Ashland University, Bachelor's Degree, Psychology  
Walden University, Master's Degree, Developmental Psychology*

***EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-09***

Shaniah Smith is hired as the Mailroom & Shipping/Receiving Clerk to replace Rebecca Stallard.  
Brooke Miller is hired as Assistant Dean, Business, Industry and Technology to replace Vincent Palombo.

Violeta Chinni is hired as Manager, Tutoring Center to replace Barbara Keener.

Rebecca Palmer is hired as Success Coach, College Credit Plus to replace Scott George.

Nicholas Ramey is hired as Success Coach, College Credit Plus to replace Stephany Elgin.

Taylur Greer is hired as Success Coach, College Credit Plus.

Trustee Mr. Mark Masters communicated his need to abstain from any discussion and the vote on this item.

**ACTION TAKEN:** Ms. Linda Nelson moved for approval of resolution R-2024-09 Employment of College Personnel. Mr. David Bush seconded the motion and the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Ms. Winkle

Nays: None

Abstain: Mr. Masters

The item was approved with a majority vote.

**A. Consideration of Approval of Amendment to Board Operating Policy 11-02**

**Membership Board of Trustees – R-2024-11 – Dr. Dwight McElfresh**

***CONSIDERATION OF APPROVAL  
OF AMENDMENT TO BOARD OPERATING POLICY 11-02  
MEMBERSHIP BOARD OF TRUSTEES***

***R-2024-11***

***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 11.02 – Membership Board of Trustees.*

*(see attached)*

3357:13-11-02 Membership Board of Trustees

- (A) Qualifications - Appointees of the Board of Trustees shall be qualified electors residing in the North Central State College district and shall not be employees of the College. No trustee may be appointed who is a member of any board of education or educational service center governing board.
- (B) Term of Office - The term of Office shall be three years.
- (C) Number and Manner of Appointment - The Board shall consist of nine (9) members.
  - (1) Three (3) Trustees shall be appointed by the Governor with the advice and consent of the Senate.
  - (2) For trustees not appointed by the governor who are appointed on or after January 1, 2024, six trustees shall be appointed by a trustee selection committee.
    - (a) The executive committee of the technical college's board of trustees shall appoint the members of the trustee selection committee.
    - (b) The trustee selection committee shall consist of either three or five members who are local business, civic, or nonprofit leaders and who are not current sitting members of the technical college's board of trustees.
    - (c) The board of trustees shall nominate individuals to be considered by the trustee selection committee.
    - (d) The trustee selection committee may select new trustees from the individuals nominated by the board of trustees or other applicants.
    - (e) To the greatest extent possible, trustees appointed by the trustee selection committee shall be individuals who hold leadership positions within significant industries in the technical college district. Trustees appointed by the trustee selection committee shall reside within the technical college district.

- (f) The terms of office for trustees appointed by the trustee selection committee shall be for three years.
  - (g) Trustees shall be appointed with the advice and consent of the senate.
- (3) If there is a vacancy, such vacancy shall be filled by the authority making the original appointment for the balance of the unexpired term.
- (a) The Secretary of the Board shall be charged with the responsibility of maintaining such records and the giving of such notices to the appointing authority as will properly insure the timely appointment and the term thereof.
  - (b) In the case of the normal expiration of locally-appointed terms of office, ninety days written notice shall be given by the Secretary of the Board to the appointing authority.
  - (c) In all other cases notice shall be given as soon as the office of trustee becomes vacant.
- (4) Authority making initial and vacancy appointments shall be those described by Section 3357.05 paragraph (B) of the Ohio Revised Code.
- (D) Date of Term and Expiration - Based upon the date of original appointments, new appointments become effective on January 17<sup>th</sup>, unless otherwise indicated by the appointing authority. Consequently, terms expire on January 16<sup>th</sup> or on a later date if so indicated by the appointing authority.
- (1) Any trustee appointed to fill a vacancy occurring prior to the expiration of the term for which the trustee's predecessor was appointed shall hold office for the remainder of such term.
  - (2) Any trustee shall continue in office subsequent to the expiration date of his/her term until a successor takes office.
- (E) Oath of Office - Each members of the Board of Trustees, before entering upon his/her official duties, shall take and subscribe to an oath, as enclosed, that he/she will honestly, faithfully, and impartially perform the duties of his/her office.

**ACTION TAKEN:** Ms. Kim Winkle moved for approval of resolution R-2024-11 Amendment to Board Operating Policy 11-02. Ms. Elisabeth Morando seconded the motion and the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

**B. Consideration of Approval of Amendment to Board Operating Policy 11-14  
Statutory Conflicts – R-2024-12 – Dr. Dwight McElfresh**

**CONSIDERATION OF APPROVAL  
OF AMENDMENT TO BOARD OPERATING POLICY 11-14  
STATUTORY CONFLICTS**

**R-2024-12**

**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 11.14 – Statutory Conflicts.*

*(see attached)*

3357:13-11-14 Statutory Conflicts

Whenever Board Operating Policies as may be amended, are found to be in conflict with pertinent Statutes of the State of Ohio, the Statutes will control and will be followed and Board Operating Policies shall be amended, as necessary.

**ACTION TAKEN:** Mr. Steven Stone moved for approval of resolution R-2024-12 Amendment to Board Operating Policy 11-14 Statutory Conflicts. Mr. Mark Masters seconded the motion and the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

### **C. Treasurer's Report for February 29, 2024 – Ms. Michele Schaad**

Ms. Michele Schaad presented the Treasurer's Report on behalf of Ms. Lori McKee for the period ending February 29, 2024. She stated that revenues for the month totaled \$868,876 Expenditures were \$1,245,374 leaving a deficit of \$376,498. Year-to-date revenues totaled \$17,676,754. Year-to-date expenditures totaled \$10,119,299 leaving an excess of \$7,557,455. The Month End Investment Balance for February 2024 was \$6,171,949 (\$1,137,884 in Star Ohio and \$5,034,065 in Park National Bank). Ms. Schaad described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators. Dr. Dorey Diab explained that Expenditures do not include the proposed payment to OSU-M for Shared Services expenses, which have not been made yet.

**ACTION TAKEN:** Ms. Elisabeth Morando moved for approval of the Treasurer's Report for the period ending February 29, 2024. Ms. Linda Nelson seconded the motion and the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

## **IX. POLICY GOVERNANCE**

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

#### **1. 2023-2024 Annual Calendar/Agenda**

Board Chair, Dr. Dwight McElfresh called for a review of the 2023-2024 Annual Calendar\Agenda for the upcoming months of April and May.

#### **2. Review of Actionable Items.**

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

- a. Sending Trustees a copy of the (2) ACCT Leadership Congress Presentation Proposals for review and comment – This item will be addressed later in the agenda.

#### **3. Community Connections.**

**Dr. Dwight McElfresh** – shared that he had attended the College's Joint Advisory Committee meeting. Afterwards, he attended the advisory committee meeting for Engineering. They discussed the BASMET program and internship successes.

Community members expressed the desire to have more participants in their internship opportunities. Dr. McElfresh also shared that he attended a presentation by the president of the Council on Aging, Ms. Sandy Enderby and Ms. Angela Woodward of the Ashland Cancer Association.

**Ms. Kristin Aspin** – shared that she had attended a birthday party with her Son where the boy’s Mom indicated her desire to go back to school for Nursing and was very receptive to going to NCState for her schooling in this field.

**Mr. Mark Masters** – shared that he had talked to a friend who was planning to get her Nursing certification with NC State but planning to transfer to OSU for her Bachelor’s degree. After explaining that NC State also had a Bachelor’s degree in Nursing, he was unsure how to respond on the differences between the NCSC BSN and the OSU BSN. Dr. Kelly Gray explained that our BSN includes a Business component that many find beneficial at different stages of their nursing career. Dr. Gray went on to discuss some additional dynamics in the various Associate Degree (ADN) and Bachelor Degree (BSN) programs.

**Ms. Elisabeth Morando** – shared that she had been approached regarding an interest in a local VetTech program. She further shared that the college her Son is attending is preparing for an eclipse of enrollment. They are cutting down majors and minors and discontinuing or combining programs. Dr. Kelly Gray added that it is a growing concern as several candidates for positions at our college have had questions about our College’s viability as well.

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

1. Mr. Mark Masters led the discussion of policy governance rehearsal scenario 5.06 “What if Confidentiality is Violated?”

In this scenario:

A board member discloses confidential information to people not on the board. What should the board do?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Mr. Steven Stone led the discussion and review of Governance Process policies 2.4, 2.5, and 2.6. Following some discussion, the Board concurred that all three of these policies are still relevant and still accurate.

### **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. The deadline is approaching and those who have not already filed their financial disclosure statement should complete it as soon as is practical before the prescribed deadline.

## **B. LeaderRichland Commitments**

Dr. McElfresh confirmed speakers for each of the LeaderRichland dates: Ms. Linda Nelson and Dr. Dorey Diab will speak on May 16<sup>th</sup> and May 20<sup>th</sup>. Mr. Patrick Williams had previously indicated that he may also be available for May 20<sup>th</sup>. Ms. Elisabeth Morando and Dr. Dwight McElfresh will speak on May 17<sup>th</sup>. Other Trustees were encouraged to consider serving as speakers this year or in the future. Board Secretary, Mr. Stephen Williams will draft the individual Speaker Packets and Speaker Bios and will submit to individuals for review and edit as necessary before submitting to LeaderRichland by the deadline of April 5<sup>th</sup>.

## **C. 2024 ACCT Leadership Congress (October 26-29) (Seattle, WA) - Call for Presentations**

Dr. Dwight McElfresh asked of all Trustees have had time to review the two presentation ideas and called for discussion for refining them, considering one or the other for submission or any other ideas Trustees may have to offer for consideration. Following discussion, Trustees thought both ideas had great merit and should be sent to ACCT for consideration. Proposals were discussed and Trustees who were planning to attend this year's ACCT Leadership Congress were asked to consider joining one of the presentation teams. Dr. Dorey Diab and Mr. Stephen Williams were asked to refine both presentation proposals and prepare them for submission to ACCT for consideration.

## **D. Upcoming Events**

Dr. Dwight McElfresh reminded Trustees of the North Central Ohio Hall of Excellence taking place on April 11, 2024 at the Ralph Phillips Conference Center; the Alumni Association Graduate Picnic taking place at Byron Kee Center on May 9<sup>th</sup> at lunchtime, and the 2024 Graduation Ceremony taking place at the Campus Recreation Center on May 10<sup>th</sup> at 7:00pm. Mr. Stephen Williams added that VIP Seating tickets will be made available for Trustees at the April 24<sup>th</sup> meeting for Trustees who are planning to attend the graduation ceremony. Trustees must be seated by 6:45pm as remaining VIP seats will be released to the public.

## **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 it was a Great tour of ES Consulting and great

Owners Connection discussion. There was very good Policy Governance Case Study and policy review discussion.

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

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, April 24, 2024 at 5:30pm in the Board's "Gorman Room" (165-Fallerius).

## **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 7:29 p.m.

Respectfully submitted:

---

Mr. Stephen R. Williams, Board Secretary

---

Dr. Dwight McElfresh, Board Chair

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

**R-2024-13**

**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 April 15, 2024***

*Marissa Simmons, Enrollment Specialist*

*Ashland University, Bachelor of Arts, Communication Studies & Psychology*

***BEGINNING April 15, 2024***

*Kendall White, Academic Liaison, Liberal Arts Division*

*Central State University, Bachelor of Science, Education*

***EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-13***

Kendall White is hired as the Academic Liaison, Liberal Arts Division, to replace Lindsay Adams.

Marissa Simmons is hired as the Enrollment Specialist to replace Amy Baldy.

**CONSIDERATION OF APPROVAL OF AMENDMENT  
TO POLICY 15-30 HONORARY DEGREE POLICY**

**R-2024-14**

**WHEREAS:** *An honorary degree is an academic degree for which a college or university has waived all of the usual requirements and signifies the degree as “honoris causa” (for the sake of honor) based on the recipient’s contributions to a specific field or to society in general, and*

**WHEREAS:** *North Central State College exercises the practice of honoring distinguished persons who have achieved extraordinary distinction in a career that has affected the lives of others, particularly through scholarly achievement, through public service, or through philanthropy as set forth in policy 15-30 Honorary Degree Policy, and*

**WHEREAS:** *it is customary for a degree issuing institution that carries out the practice of conveying an honorary degree to do so at the highest level it is authorized to convey, and*

**WHEREAS:** *in 2019, North Central State College was approved to offer the Bachelor of Applied Science degree with a projected date of its first graduating class as May of 2021.*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves the amendment to policy 15-30 Honorary Degree Policy to include the degree of Bachelor of Applied Science “honoris causa” as an option for consideration in the issuance of an Honorary Degree from North Central State College.*

*(see attached)*

### 3357:13-15-30 Honorary Degree Policy

Upon recommendation of the president with the approval of the board of trustees the honorary degree of associate in applied science, associate in applied business **or bachelor in applied science** will be awarded to those outstanding individuals who have distinguished themselves within the community, as well as with North Central State College.

Promulgated under Board resolution 1978-8 on April 26, 1978

Replaces: 3357:13-9-26

Effective: May 11, 1978

Next Review: January 1, 2025

Review Dates: 5/11/78, 1/14/2015, 1/30/20

**CONSIDERATION OF APPROVAL FOR THE CONFERRAL OF THE  
HONORARY DEGREE OF BACHELOR OF APPLIED SCIENCE TO  
JON A. HUSTED**

**R-2024-14**

**WHEREAS:** upon the recommendation of the president with the approval of the board of trustees the honorary degree of associate of applied science, applied business or bachelor of applied science will be awarded to those outstanding individuals who have distinguished themselves within the community, as well as with North Central State College, and

**WHEREAS:** honorary degrees are typically awarded to a living individual who has achieved extraordinary distinction in a career that has affected the lives of others, particularly through scholarly achievement, through public service, or through philanthropy, and

**WHEREAS:** by awarding honorary degrees, North Central State College recognizes outstanding individuals whose accomplishments are of such excellence that they provide inspiration to our graduates, and in honoring such individuals, the College is honored as well, and

**WHEREAS:** Jon A. Husted has led the offices of Workforce Transformation and Innovate Ohio, and used technology to revolutionize the way businesses and entrepreneurs interact with State government, and pioneered programs like TechCred and industry sector partnerships, while focusing on creating a strong economy with the largest development being the Intel's chip manufacturing, and

**WHEREAS:** Jon A. Husted has displayed the level of exemplary achievement deemed worthy of the singular recognition conveyed by the conferral of an honorary degree from North Central State College.

**NOW, THEREFORE BE IT RESOLVED:** that the North Central State College Board of Trustees, takes pleasure in conferring upon Jon A. Husted the Honorary Degree of Bachelor of Applied Science, honoris causa, as part of the May 10<sup>th</sup>, 2024 North Central State College Commencement Ceremony in accordance with the policy adopted under resolution 1978-08 for "Honorary Degrees."

**CONSIDERATION OF APPROVAL OF NOMINATIONS  
FOR THE 2024 ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES  
(ACCT) EQUITY AWARDS**

**R-2024-16**

**WHEREAS:** *the Board of Trustees of North Central State College believe it is fitting and proper to recognize the outstanding efforts and contributions of individual trustees, College Faculty and Staff when appropriate, and*

**WHEREAS:** *such recognition for special service to the college and the community can be bestowed through nomination for state, regional and national awards, as such opportunities arise.*

**NOW, THEREFORE BE IT RESOLVED:** *that the North Central State College Board of Trustees, takes pleasure in submitting the following nomination for the 2024 ACCT Equity Awards: Ms. Michelle Slattery for the Faculty Member Award.*

**BE IT FURTHER RESOLVED:** *that the Board authorizes Board Chair, Dr. Dwight McElfresh to cause the associated letter of support to be written on behalf of the North Central State College Board of Trustees.*

# **The Treasurer's Report**

## **with Dashboard Analysis**

**for the Period Ending**

**March 31, 2024**



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

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-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	\$775,431	\$775,431	\$7,007,533	7,001,186	\$6,347	9,334,915	\$7,006,597	\$936
Student Tuition and Fees	4,248,105	\$1,183,472	\$210,437	(\$50,438)	\$3,287,960	\$508,247	\$989,075	(\$14,460)	(\$42,661)	10,319,736	10,699,017	(379,281)	10,699,017	10,238,267	81,469
Other Revenues	32,056	\$87,753	\$70,598	\$54,333	\$109,097	\$80,642	\$91,112	\$55,025	\$83,162	663,778	242,400	421,378	323,200	230,611	433,167
University Center	0	\$0	\$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	0	0	40,000	40,296	(40,296)
Child Development Center	44,399	57,818	51,331	51,435	57,403	43,663	55,114	47,276	54,833	463,272	555,448	(92,176)	669,215	383,213	80,059
Workforce & Community Development	873	22,751	633	3,748	33,556	46	6,679	3,229	23,197	94,712	183,900	(89,188)	245,200	122,512	(27,800)
Facilities	4,090	1,230	\$2,685	\$1,190	\$5,003	\$2,600	\$2,512	2,375	\$2,930	24,615	36,729	(12,114)	48,972	16,854	7,761
Fund Balance	0	0	0	0	0	0	0	0	0	0	0		0	0	0
<b>Total Revenues</b>	<b>\$5,107,433</b>	<b>\$2,130,934</b>	<b>\$1,113,594</b>	<b>\$851,960</b>	<b>\$4,270,929</b>	<b>\$1,413,105</b>	<b>\$1,919,923</b>	<b>\$868,876</b>	<b>\$896,892</b>	<b>\$18,573,646</b>	<b>\$18,718,681</b>	<b>(\$145,034)</b>	<b>\$21,360,519</b>	<b>\$18,038,350</b>	<b>\$535,296</b>
<b>Expenditures:</b>															
Payroll	\$269,987	\$413,316	\$897,996	\$619,106	\$631,189	\$790,085	\$529,516	\$615,794	\$967,270	5,734,259.00	6,028,168	\$293,909	\$8,121,345	\$5,707,168	(\$27,091)
Fringes	93,615	\$257,013	\$344,361	\$236,597	\$103,592	\$264,589	\$235,472	\$231,829	\$352,018	2,119,085.59	2,766,771	\$647,685	3,786,107	2,151,530	32,444
Printing	1,155	\$185	\$70	\$1,472	\$2,587	\$1,282	\$1,628	\$526	\$1,353	10,258.43	26,250	\$15,992	35,000	16,723	6,465
Advertising	796	\$8,625	\$8,491	\$9,533	\$14,405	\$3,524	\$5,378	\$19,931	\$13,551	84,234.23	122,625	\$38,391	163,500	86,685	2,451
Postage	10,000	\$310	\$0	\$10,000	\$266	\$0	\$0	\$320	\$30	20,925.59	37,500	\$16,574	50,000	21,311	385
Shared Campus Expense	0	\$478	\$410	\$525	\$15,325	\$0	\$510	\$0	\$660	17,908.12	220,000	\$202,092	1,100,000	37,971	20,063
Professional Development	9,436	\$5,712	\$2,081	\$17,203	\$5,396	\$6,033	\$3,040	\$7,335	\$10,361	66,597.07	204,485	\$137,887	272,646	134,821	68,224
Grants and Scholarships	31,004	\$187	\$153,573	\$88,058	(\$9,613)	\$0	(\$1,347)	\$92,558	\$53,213	407,633.00	1,605,000	\$1,197,367	2,140,000	537,309	129,676
Equipment Lease and Rental	8,919	\$4,959	\$6,361	\$4,709	\$4,709	\$6,099	\$4,709	\$6,881	\$4,468	51,813.78	83,400	\$31,586	111,200	51,761	(53)
New Equipment	0	\$387	\$0	\$0	\$0	\$12,500	\$26,158	\$0	\$14,242	53,287.00	200,142	\$146,855	266,856	41,750	(11,537)
Professional Fees	10,157	\$14,972	\$38,589	\$39,026	\$18,109	\$9,300	\$23,177	\$12,351	\$7,202	172,883.26	326,976	\$154,093	435,968	155,168	(17,715)
All Other Expenses	82,099	730,183	153,563	137,580	149,985	122,411	139,619	119,674	83,241	1,718,354.68	2,029,739	\$311,385	2,715,335	1,917,372	199,017
Child Development Center	12,383	44,549	61,128	40,576	33,588	52,241	39,810	41,188	64,645	390,108.00	479,108	\$89,000	653,654	308,328	(81,780)
Corporate	1,869	22,278	15,421	13,947	11,253	10,012	9,790	11,098	15,599	111,267.00	130,531	\$19,264	177,305	122,776	11,509
Facilities	62,129	91,162	111,157	77,577	78,016	134,168	108,440	85,889	106,299	854,837.00	983,205	\$128,368	1,331,603	792,273	(62,564)
<b>Total Expenditures</b>	<b>\$593,549</b>	<b>\$1,594,316</b>	<b>\$1,793,201</b>	<b>\$1,295,909</b>	<b>\$1,058,807</b>	<b>\$1,412,244</b>	<b>\$1,125,900</b>	<b>\$1,245,374</b>	<b>\$1,694,152</b>	<b>\$11,813,452</b>	<b>\$15,243,899</b>	<b>\$3,430,447</b>	<b>\$21,360,519</b>	<b>\$12,082,946</b>	<b>\$269,494</b>
<b>Excess (Deficit)</b>	<b>\$4,513,884</b>	<b>\$536,618</b>	<b>(\$679,607)</b>	<b>(\$443,948)</b>	<b>\$3,212,122</b>	<b>\$861</b>	<b>\$794,023</b>	<b>(\$376,498)</b>	<b>(\$797,260)</b>	<b>\$6,760,195</b>	<b>\$3,474,782</b>	<b>\$3,285,413</b>	<b>\$0</b>	<b>\$5,955,404</b>	<b>\$804,791</b>

Total Investment Balance - \$6,202,241 (\$1,143,161 - Star Ohio and \$5,059,080 - Park National)

North Central State College  
All Other Expenses  
Period Ending March 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>Feb-24</u>	<u>Mar-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	1,073.27	94.18	5,001.11	9,075.00	4,073.89	12,100.00
Instructional Supplies - Lecture	0.00	0.00	957.60	0.00	0.00	170.43	1,110.98	0.00	2,009.61	4,248.62	21,476.25	17,227.63	28,635.00
Paper Supplies	0.00	0.00	0.00	0.00	1,778.88	0.00	0.00	1,778.88	0.00	3,557.76	9,000.00	5,442.24	12,000.00
Other Supplies	0.00	0.00	12,423.33	3,502.27	336.01	30.00	4,874.90	0.00	31.13	21,197.64	19,230.00	(1,967.64)	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	34,967.10	23,653.45	285,337.99	312,663.00	27,325.01	416,884.00
Travel	0.00	195.04	219.10	703.66	957.85	262.37	858.03	435.65	627.87	4,259.57	17,122.50	12,862.93	22,830.00
Non-Inventory Software (501)	0.00	8,625.14	0.00	0.00	0.00	0.00	0.00	0.00	270.00	8,895.14	19,950.75	11,055.61	26,601.00
Non-Inventory Books	0.00	0.00	0.00	0.00	125.41	0.00	0.00	0.00	0.00	125.41	1,125.00	999.59	1,500.00
Equipment Maintenance	0.00	0.00	670.62	0.00	0.00	904.00	0.00	0.00	9,868.12	11,442.74	15,158.25	3,715.51	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	50,944.63	28,351.90	860,882.40	806,352.75	(54,529.65)	1,075,137.00
Building Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,250.00	11,250.00	15,000.00
Vehicle Maintenance	0.00	148.68	38.92	0.00	70.57	220.39	206.37	32.20	550.00	1,267.13	9,375.00	8,107.87	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	10,030.15	7,129.28	78,277.25	95,250.00	16,972.75	127,000.00
Cell Phones	981.30	969.39	970.92	730.05	890.53	873.59	875.83	893.58	875.65	8,060.84	9,750.00	1,689.16	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	0.00	0.00
Security	0.00	589.30	439.45	0.00	149.85	0.00	0.00	164.85	0.00	1,343.45	2,250.00	906.55	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	2,080.44	2,080.44	23,827.39	60,000.00	36,172.61	80,000.00
License Fees	0.00	0.00	325.00	0.00	65.00	73.50	0.00	0.00	0.00	463.50	3,093.75	2,630.25	4,125.00
Bank Fees - General	453.77	829.10	829.85	847.91	830.15	457.54	853.19	1,210.80	834.75	7,147.06	5,400.00	(1,747.06)	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	8,156.15	11,293.93	42,733.07	37,500.00	(5,233.07)	50,000.00
Insurance	0.00	90,225.23	0.00	0.00	27,800.00	61,728.77	0.00	0.00	0.00	179,754.00	121,665.00	(58,089.00)	162,220.00
Shipping/Freight	0.00	44.07	0.00	55.32	0.00	0.00	319.93	0.00	0.00	419.32	3,000.00	2,580.68	4,000.00
Sponsored/Donated	0.00	2,475.00	800.00	650.00	200.00	400.00	6,250.00	1,200.00	1,350.00	13,325.00	7,650.00	(5,675.00)	10,200.00
Commencement	0.00	103.54	250.61	0.00	0.00	2,947.40	0.00	0.00	0.00	3,301.55	18,075.00	14,773.45	24,100.00
Catering	0.00	42.24	894.71	260.03	516.99	756.21	2,388.35	65.54	424.36	5,348.43	8,478.75	3,130.32	11,305.00
Subscriptions	0.00	100.00	69.00	10.00	7,570.22	10.00	10.50	1,010.50	331.50	9,111.72	8,077.50	(1,034.22)	10,770.00
Dues	17,468.00	30,126.60	19,684.50	34,972.00	565.00	320.00	2,080.00	2,743.50	450.00	108,409.60	111,100.50	2,690.90	148,134.00
Program Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	300.00	300.00	400.00
Recruitment	0.00	453.00	0.00	0.00	626.97	0.00	0.00	1,750.00	1,000.00	3,829.97	2,250.00	(1,579.97)	3,000.00
Other Expense	0.00	214.85	2,847.38	6,553.85	1,302.77	2,194.81	5,404.95	275.48	9,253.59	28,047.68	205,370.25	177,322.57	273,827.00
Bad Debt Expense	(3.87)	(34.94)	(0.91)	0.39	30.29	19,984.19	0.00	1,124.50	41.70	21,141.35	78,750.00	57,608.65	105,000.00
Collection Costs	(218.48)	(2,433.61)	(83.98)	(591.44)	(468.10)	(729.32)	(333.76)	(263.24)	(17,280.08)	(22,402.01)	0.00	22,402.01	0.00
	82,099.08	730,182.58	153,563.04	137,579.61	149,985.09	122,410.58	139,619.34	119,673.98	83,241.38	1,718,354.68	2,029,739.25	311,384.57	2,706,319.00

North Central State College  
Period Ending March 31, 2024

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Current YTD	Beginning Budget	Budget Release	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
<b>Child Development Center</b>															
Revenues	\$ 44,399	\$ 57,818	\$ 51,331	\$ 51,435	\$ 57,403	\$ 43,663	\$ 55,114	\$ 47,276	\$ 54,833	463,272	\$ 669,215	\$ 555,448	\$ (92,176)	\$ 383,213	\$ 80,059
Payroll	6,861	21,045	38,819	24,594	24,497	36,035	24,756	25,219	40,214	242,040	375,203	\$ 274,187	32,147	174,133	(67,907)
Fringes	3,325	21,876	18,587	12,275	3,988	12,317	12,625	12,712	19,300	117,005	203,690	\$ 148,850	31,845	98,956	(18,049)
Non-Payroll	2,197	1,628	3,722	3,707	5,103	3,889	2,429	3,257	5,131	31,063	74,761	\$ 56,071	25,008	35,239	4,176
Total Expenses	12,383	44,549	61,128	40,576	33,588	52,241	39,810	41,188	64,645	390,108	653,654	479,108	89,000	308,328	(81,780)
Excess (Deficit)	\$ 32,016	\$ 13,269	\$ (9,797)	\$ 10,859	\$ 23,815	\$ (8,578)	\$ 15,304	\$ 6,088	\$ (9,812)	\$ 73,164	\$ 15,561	\$ 76,341	\$ (3,177)	\$ 74,885	\$ (1,721)
<b>Corporate</b>															
<b>Workforce &amp; Community Development</b>															
Revenues	\$ 873	\$ 22,751	\$ 633	\$ 3,748	\$ 33,556	\$ 46	\$ 6,679	\$ 3,229	\$ 23,197	94,712	\$ 245,200	\$ 183,900	\$ (89,188)	\$ 122,512	\$ (27,800)
Payroll	1,422	5,999	8,710	6,233	7,184	6,167	4,359	4,976	7,523	52,573	100,758	\$ 73,631	21,058	68,268	15,695
Fringes	447	3,811	2,608	1,816	1,135	1,647	1,546	1,622	2,425	17,057	26,517	\$ 19,378	2,321	18,673	1,616
Non-Payroll	0	12,468	4,103	5,898	2,934	2,198	3,885	4,500	5,651	41,637	50,030	\$ 37,523	(4,115)	35,835	(5,802)
	1,869	22,278	15,421	13,947	11,253	10,012	9,790	11,098	15,599	111,267	177,305	130,531	19,264	122,776	11,509
Excess (Deficit)	(996)	473	(14,788)	(10,199)	22,303	(9,966)	(3,111)	(7,869)	7,598	(16,555)	67,895	53,369	(69,924)	(264)	(16,291)



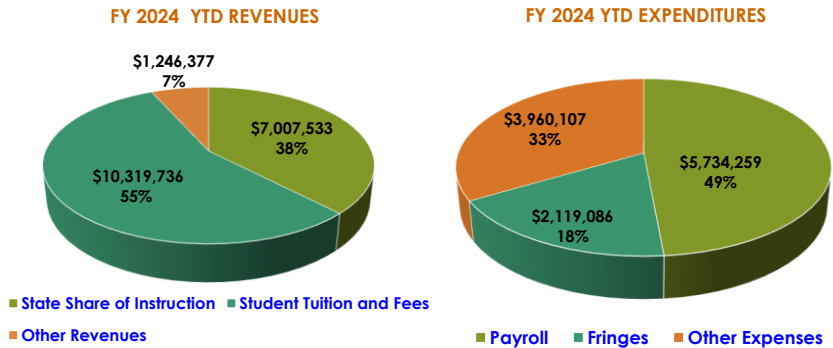
# North Central State College

## Fiscal Year 2024

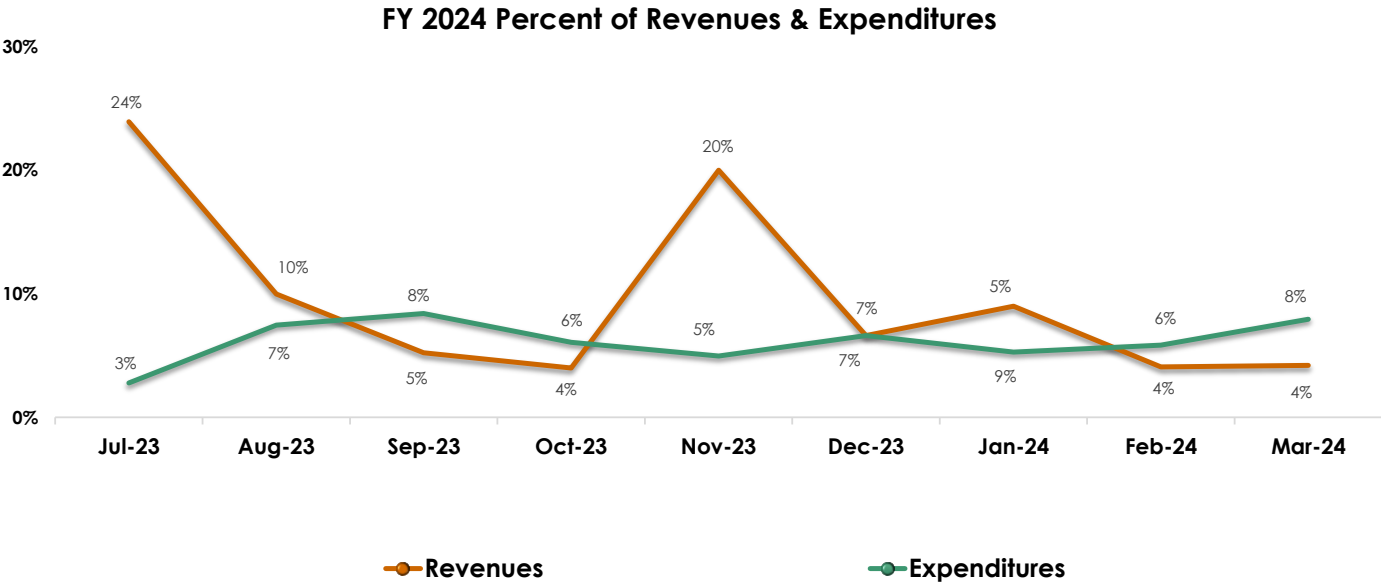
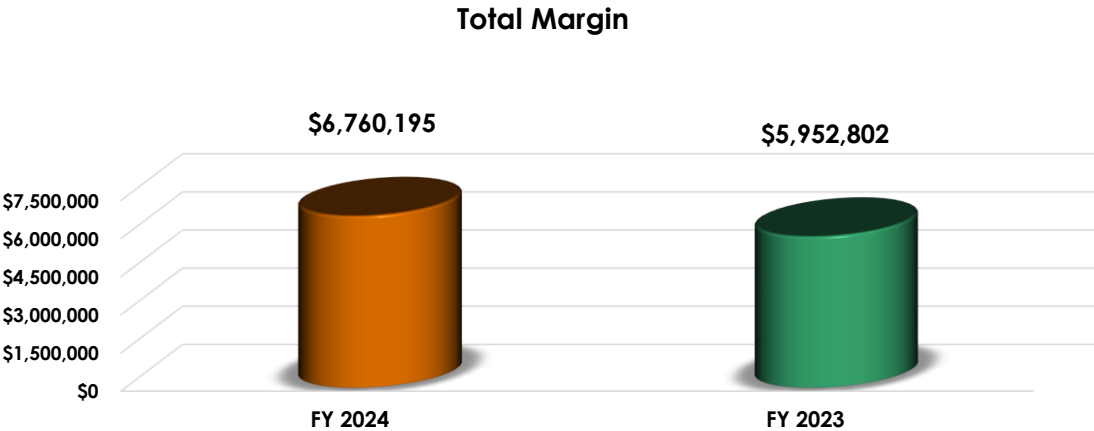
### Financial Update

#### Revenues - Expenditures Summary

	Approved Budget	March	YTD	% of Total
REVENUES	\$21,360,519	\$896,892	\$18,573,646	87.0%
EXPENDITURES	\$21,360,519	\$1,694,152	\$11,813,452	55.3%
TOTAL MARGIN		(\$797,260)	\$6,760,195	



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





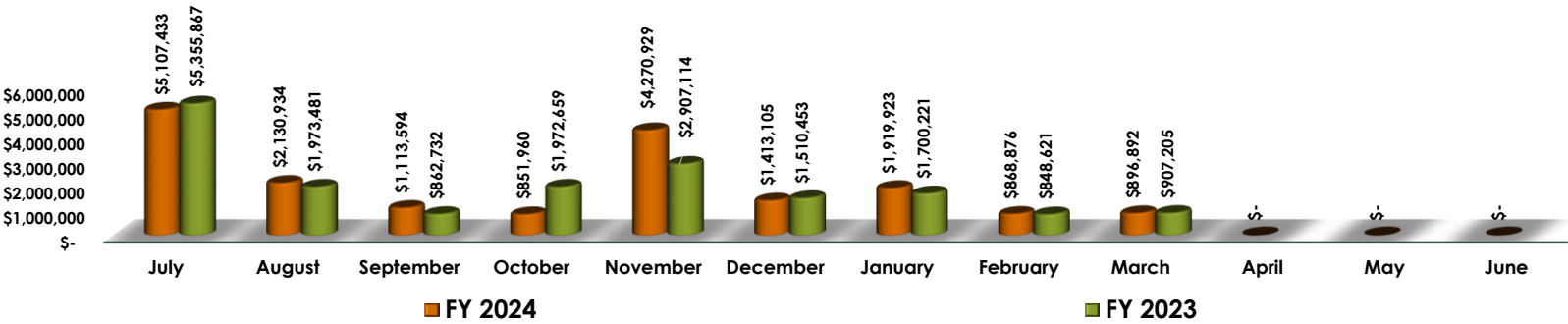
# North Central State College

## Fiscal Year 2024

YTD Thru March 2024 Financial Update

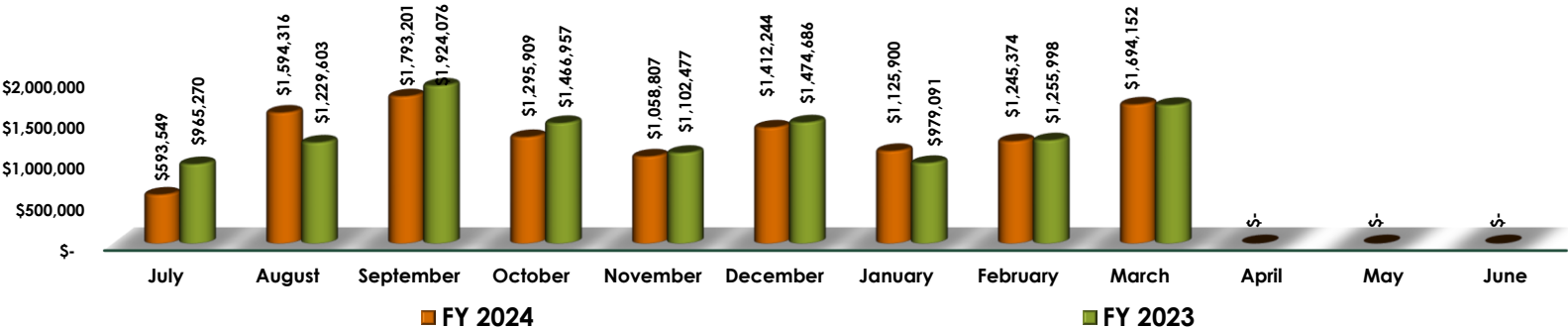
Revenues

	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	\$ 868,876	\$ 896,892	\$ -	\$ -	\$ -
FY 2023	\$ 5,355,867	\$ 1,973,481	\$ 862,732	\$ 1,972,659	\$ 2,907,114	\$ 1,510,453	\$ 1,700,221	\$ 848,621	\$ 907,205			
% Variation	-5%	8%	29%	-57%	47%	-6%	13%	2%	-1%	#DIV/0!	#DIV/0!	#DIV/0!

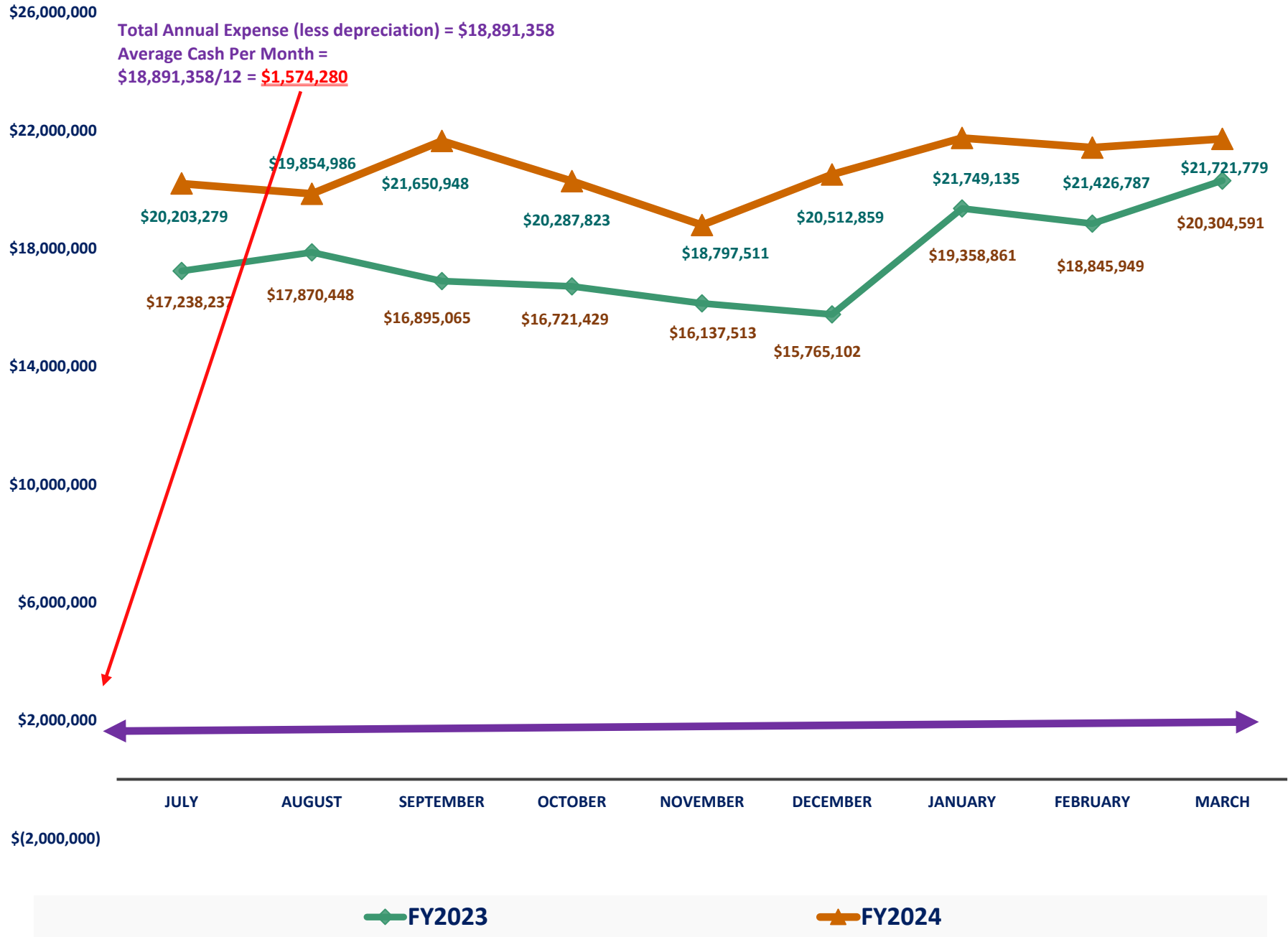


Expenditures

	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	\$ 1,245,374	\$ 1,694,152	\$ -	\$ -	\$ -
FY 2023	\$ 965,270	\$ 1,229,603	\$ 1,924,076	\$ 1,466,957	\$ 1,102,477	\$ 1,474,686	\$ 979,091	\$ 1,255,998	\$ 1,687,391			
% Variation	-39%	30%	-7%	-12%	-4%	-4%	15%	-1%	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) <del>Owners Linkage Activity: Chancellor's Annual Trustee Conference</del>
March 2024:	PolGov Rehearsal Scenario (5.6) PolGov Policy Review (2.3, 2.4 & 2.5) Board Operating Policy Review (11-02 Membership Board of Trustees) 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 (2.6, 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 Presentation(s)
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 Governor DeWine/ODHE Trustees Conference
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. Lorain County Community College (Owners Connections) – February 2024
2. ES Consulting - Mansfield (Link-n-Learn) – March 2024
3. 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.	Draft individual LeaderRichland Speaker Packets and Speaker Bios and submit to individuals for review and edit as necessary before submitting to Leader Richland by the deadline of April 5 <sup>th</sup> .	April 2024	S. Williams
2.	Refine ACCT Presentation Proposals #1 & #2 and prepare for final review before submission by the deadline of May 24 <sup>th</sup>	April 2024	D. Diab/S. Williams
3.	Assemble document describing differentiating features between an NCSC BSN & BASMET degree and the OSU Equivalents.	April 2024	D. Diab/K. Gray
4.			
5.			
6.			
?			



## North Central State College

### BOARD OF TRUSTEES 2024 Policy Governance Training Schedule

<u>NCState Meeting Date</u>	<u>Principle Discussion</u>	<u>Discussion Leader</u>	<u>PolGov Policy Review</u>	<u>Discussion Leader</u>
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
June 26, 2024	None Scheduled	Planning Retreat	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	Planning Retreat
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 3.2

**TITLE:** Should the Board Establish a Committee to Solve a Crisis?

**SCENARIO:** A trade association loses a significant amount of revenue due to some unforeseen economic conditions. A board member proposes establishing a task force to “work with the staff to develop a business plan for next year.” 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:** N/A

**Executive Limitations:** The CEO shall not allow development of fiscal jeopardy or a material deviation of actual expenditures from Ends priorities ([2.3](#)); cause or allow financial planning to . . . risk fiscal jeopardy or risk incurring those situations or conditions described as unacceptable in the “Financial Condition and Activities” policy ([2.4](#)); fail to report in a timely manner any actual or anticipated noncompliance. ([2.8.2](#)); or let the board be unaware of material external changes. ([2.8.4](#)).

**Board-Management Delegation:** The board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means ([3.3.1](#)). The board will never prescribe organizational means ([3.3.2](#)). As long as the CEO uses any reasonable interpretation of the board’s Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities ([3.3.3](#)).

**Governance Process:** The board will enforce upon itself whatever discipline is needed to govern with excellence regarding respect of roles ([4.1.3](#)). The board will monitor its performance at each meeting ([4.1.6](#)). The CGO’s job is to ensure that the board behaves in a manner consistent with its own rules ([4.4.1](#)). Board committees are never to interfere with delegation from board to CEO ([4.6](#)). Board committees are to help the board do its job, not to help or advise the staff ([4.6.1](#)).

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

(underline)    Yes       No

The CEO has been delegated responsibility for financial management, within the parameters set forth in Executive Limitations.

**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.**) The CEO is accountable that organizational performance comply with board policies and, where it does not, that compliance be restored in a timely manner. This scenario does not indicate what the CEO has already done to ensure organizational compliance with board policies

**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.*)** Board members should notice and bring to the board's attention that setting up the task force would violate its own policies. The board should dismiss the task force idea, as this would interfere with accountable delegation to the CEO. The board should note that the CEO can ask anyone he or she chooses for advise. In light of the unforeseen economic crisis, the board should consider whether it should revisit any of its Ends or Executive Limitations policies.

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

**4a. What amendments or additions do you suggest?** A revision of Ends policies, to reflect fewer available resources, may be considered. A revision of the Executive Limitations policy [2.3](#) prohibiting certain liquidity conditions may also be considered.

**4b. What further information, if any, does the board need before deciding on this change?** The board may find it necessary to collect information about the cost of achieving Ends priorities.

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

### 3357:13-02-60 Board Secretary's Role Policy (Governance Process)

The Board Secretary (also known as Secretary of the Board) is an officer of the board whose purpose is to ensure the integrity of the board's documents and the Board's executive succession plan.

The responsibility for conduct of the board's documents shall fall upon the Corresponding Secretary (also known as the Secretary to the Board), who is not a member of the Board and carries the corresponding duties to the Board of Trustees as part of their regular job description. The Corresponding Secretary is a paid employee of the institution who serves both the Board of Trustees and the institution's Chief Executive Officer.

2.61 The assigned result of the Secretary's job is to see to it that all board documents and filings are accurate and timely.

- a. Policies will be current in their reflection of board decisions. Decisions upon which no subsequent decisions are to be based, such as consent agenda decisions, motions to adjourn, and staff or board member recognitions need not be placed in policy.
- b. Policies will rigorously follow Policy Governance principles.
- c. By-laws will contain all the elements necessary for legal compliance and for consistency with the principles of Policy Governance and will be known to the board.

2.62 The authority of the Secretary is access to and control over board documents, and the use of the Corresponding Secretary's time that in the CEO's opinion is neither excessive nor disruptive.

2.63 The assigned result of the Corresponding Secretary's job is to draft all board correspondence, documents, and notifications per the direction of the board/CEO.

- a. Requirements for format, brevity, and accuracy of board minutes will be known to the CEO.
- b. Records on all meetings of the Board of Trustees shall be kept.
- c. All legal notices and postings shall be carried out.
- d. All regular documents of the board to include regular and special meeting minutes and certifications of board action shall be signed by the Corresponding Secretary.
- e. Board members shall be notified of all meetings and other relevant events.
- f. In the absence of the Corresponding Secretary, any person appointed by the Chairperson shall perform the duties of the Corresponding Secretary and shall keep the minutes thereof.

Effective: May 25, 2022

Next Review: April 1, 2028

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 4/27/16, 4/26/17, 4/25/18  
5/23/18, 4/24/19, 4/22/20, 4/28/21, 5/25/22, 4/26/23

### 3357:13-02-70 Agenda Planning Policy (Governance Process)

To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.

02-71 The cycle will conclude each year on June 30<sup>th</sup> so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.

02-72 The cycle will start with the board's development of its agenda for the next year.

(A) Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged by the first quarter of the new fiscal year, to be held during the balance of the fiscal year.

(B) Governance education, education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) and the policy review calendar, will be arranged in the first quarter of the fiscal year, to be held during the balance of the fiscal year.

02-73 Throughout the year, the board will attend to consent agenda items as expeditiously as possible.

02-74 The board will ascertain by vote whether a majority of members judge the individual monitoring reports to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.

02-75 CEO evaluation/remuneration will be decided by the end of August after a review of monitoring reports received in the last year is completed, with remuneration, if any, retroactive to July 1.

Effective: May 25, 2016

Next Review: April 1, 2028

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 5/25/16, 4/26/17, 4/25/18,  
4/24/19, 4/22/20, 4/28/21, 4/27/22, 5/25/22, 4/26/23



### 3357:13-02-80 Board Committee Principles Policy (Governance Process)

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to CEO.

Accordingly:

2.81 Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.

2.82 Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.

2.83 Board committees cannot exercise authority over staff. Because the CEO works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.

2.84 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.

2.85 Committees will be used sparingly and ordinarily in an *ad hoc* capacity.

2.86 This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the CEO.

Effective: August 25, 2010

Next Review: April 1, 2028

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 4/27/16, 4/26/17, 4/25/18,  
4/24/19, 4/22/20, 4/28/21, 4/27/22, 4/26/23

## 3357:13-02-90 Board Committee Structure Policy (Governance Process)

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. The only board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

### 2.91 Executive Committee

- a. Product(s): (1) Set the Board Agenda in coordination with the Chief Executive Officer (CEO) approximately one week before the scheduled Board Meeting; and (2) evaluate the CEO before deliberation with the full Board.
- b. Authority: Executive Committee membership includes the current board chair, the current vice chair, and the immediate past chair.

### 2.92 Nominating Committee

- a. Product: Properly screened potential board members and slate of officers—by no later than October 15<sup>th</sup> each year.
- b. Authority: To incur costs of no more than \$1,000 direct charges and no more than 20 hours of staff time per annum.

Effective: May 22, 2019

Next Review: April 1, 2028

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 4/27/16, 4/26/17, 4/25/18,  
4/24/19, 5/22/19, 4/22/20, 4/28/21, 4/27/22, 4/26/23

### 3357:13-11-15 Emeritus Status for Former Members of the Board of Trustees

The emeritus title is an honorary one, awarded in recognition for outstanding service and dedication to the College.

- (A) Upon the approval of a majority of the Board of Trustees, the title of “Trustee Emeritus” may be conferred on any former member of the Board who has completed a minimum of eight years of service as a Trustee.
- (B) The title may be awarded at the end of service to the Board, at retirement from the Board, or retroactively, at the discretion of the Board.
- (C) The title shall carry with it selected privileges such as:
  - (1) Use of the campus library services,
  - (2) Placement on the invitation list for all appropriate College functions,
  - (3) A listing in the College catalog and other appropriate publications,
  - (4) Other recognitions as appropriate.

Effective: May 11, 1978

Next Review: September 1, 2026

Review Dates: 2/25/98, 2/25/2003, 2/25/2008, 2/25/2013, 9/23/16, 9/22/21

Promulgated under Board of Trustees resolution 1998-07 on February 25, 1998.



Department of  
Higher Education

2024

GOVERNOR MIKE DEWINE  
AND THE OHIO DEPARTMENT OF HIGHER EDUCATION

# Trustees CONFERENCE

Save the Date

**June 5, 2024**

Please join **Governor Mike DeWine**, **Chancellor Mike Duffey**, and other state  
leaders at **Columbus State Community College** in **Columbus, Ohio**.

ACCT Proposal 2024 Number 1  
Community Colleges as Catalysts: Cultivating Skills for the Future

Title of the Presentation: Maximizing Board Performance Through Policy Governance

Track: Effective Board Governance: How to Be a Board Member

Presentation Description:

Unlock the full potential of your board members by implementing Policy Governance principles. This presentation explores how Policy Governance can empower board members to fulfill their roles effectively and drive organizational success. From clarifying roles and responsibilities to enhancing accountability and strategic focus, attendees will learn practical strategies for leveraging Policy Governance to optimize board performance. Examples of new Board member orientation and ongoing Training will be shared. This presentation equips organizations with the knowledge and tools needed to cultivate a high-performing board that guides with clarity, integrity, and purpose. Whether you're a seasoned board member or new to governance, this session offers valuable insights for maximizing your impact and achieving collective goals.

Anticipated Outcomes: Attendees will:

1. Identify Trustee roles using Policy Governance.
2. Learn strategies to improve understanding of Policy Governance.
3. Improve strategies for monitoring organizational performance.
4. Learn how to meet the needs of Owners and Community Workforce.

Presenters:

Dr. Dwight McElfresh	Trustee, Current Board Chair (Lead Presenter)
Ms. Elisabeth Morando	Trustee, Current Immediate Past Board Chair
Ms. Kristen Aspin	Trustee
Dr. Dorey Diab	College President/CEO

ACCT PROPOSAL 2024 Number 2  
Community Colleges as Catalysts: Cultivating Skills for The Future

Title of the Presentation:

Collaborative Solutions: Addressing Workforce Needs in North Central Ohio

Track: Collaborative Solutions for Workforce Needs

Presentation Description:

This insightful presentation by North Central State College will provide collaborative strategies aimed at meeting the evolving workforce demands in North Central Ohio. This session will showcase the innovative approaches and resources to empower businesses and communities in the region to meet the advanced manufacturing and technology needs of a changing economy. Discover how partnerships, education, and workforce development initiatives are driving economic growth and prosperity in the region.

Anticipated Outcomes: Attendees will:

1. Learn strategies developed to meet workforce needs in a changing economy.
2. Learn how NCSC took part in regional and state partnerships to address advanced manufacturing needs.
3. Learn how academic programs were developed to meet the challenges and opportunities provided by local and regional employers
4. Learn how Policy Governance provided a framework for meaningful collaboration

List of Presenters:

Dr. Dwight McElfresh	Trustee, Current Board Chair (Lead Presenter)
Ms. Linda Nelson	Trustee, Current Vice Chair, Past Board Chair
Ms. Kimberly Winkle	Trustee
Dr. Dorey Diab	College President/CEO

**SEPARATION REPORT**

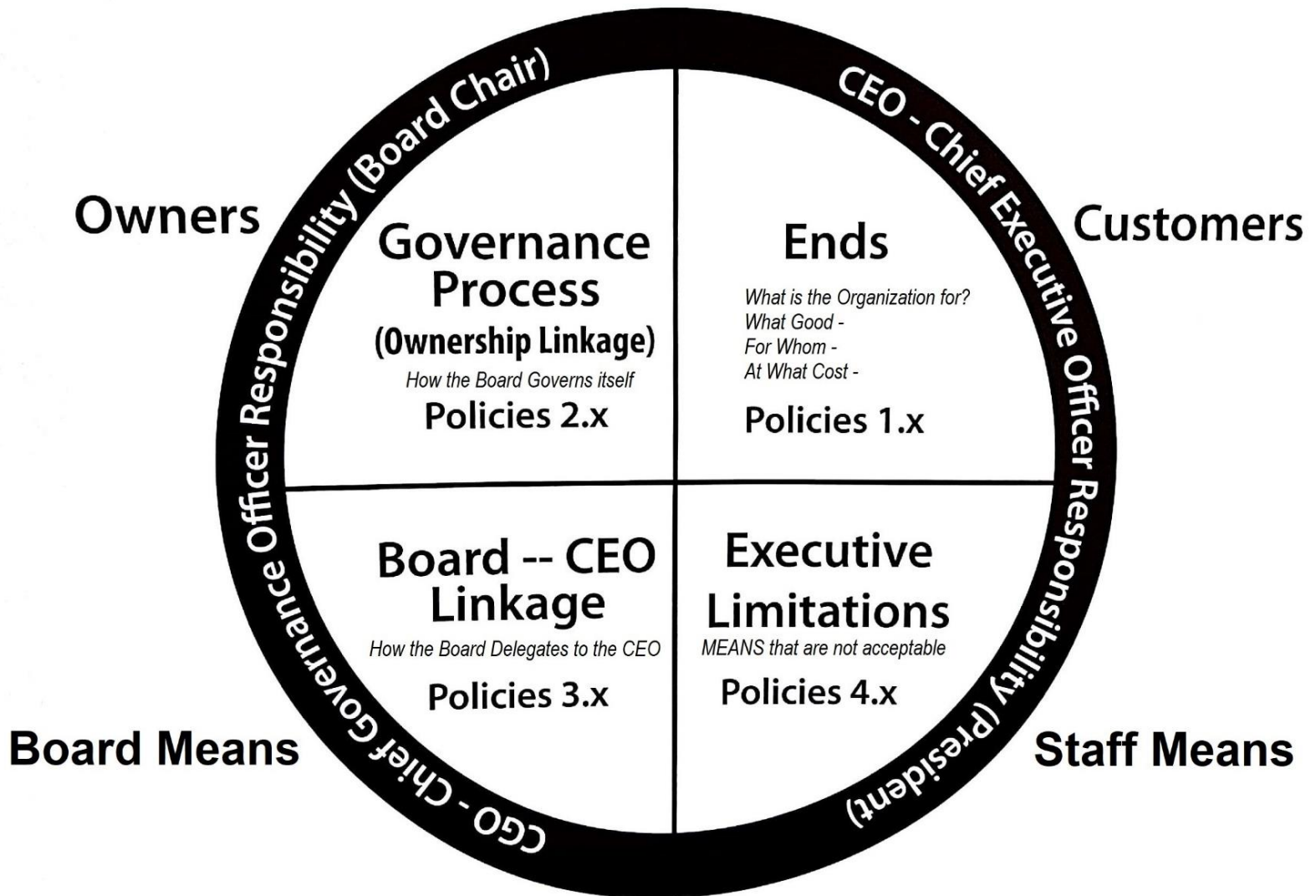
***Report for April 2024***

*Effective April 4, 2024*

***Joel Liles, Part Time Transition Specialist, Crawford Success Center***

*Reason: Resigned*

# 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>
					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						

## 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
7	8	9	10	11	12	13
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>
			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	

## June

<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						

## 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				