



Board of Trustees' Meeting Board Packet



April 28, 2021

**NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, April 28, 2021**

5:30 pm – Hybrid Meeting Environment 165-Fallerius or Zoom (see email for access links)

- I. CALL TO ORDER** – *Mr. Matthew Smith*
• 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** – *Mr. Matthew Smith*
- V. OSU-MANSFIELD ADVISORY BOARD REPORT** - *Mr. Matthew Smith*
- Mr. James Davis, Sr. (Trustee, Ohio State-Mansfield Advisory Board)
- Next OSU-M Advisory Board Meeting May 20th (NCSC BOT Rep. To be determined)
- VI. PRESIDENT'S REPORT**
- A. Student Government/Phi Theta Kappa Update
- B. North Central State College Foundation/Development Update
- C. Monitoring Report(s): ENDS Policy; Diversity Ends Policy (1.10) Page 8
- D. Updates/Other Page 44
- VII. REQUIRED APPROVALS AGENDA (IAW 02.73) – Mr. Matthew Smith**
- Consent Agenda** **(Action Required)**
- Minutes:
- A. Approval of Minutes for March 24, 2021 “Regular Meeting” Pages 10-24
- Personnel Actions:
- B. Consideration of Approval of Employment of College Personnel – *R-2021-13* Page 25
- Regular Agenda**
- A. Consideration of Approval of Designation of Emeritus Status for Ms. Margaret Puckett – *R-2021-14* Page 26
(Action Required)
- B. Treasurer’s Report for March 31, 2021 – *Ms. Lori McKee* Pages 27-33

VIII. POLICY GOVERNANCE

A. Discussion of Agenda Planning (IAW 02.70) – *Mr. Matthew Smith*

1. Review of Actionable Items Page 34

2. Owner Connections

B. Board Training (IAW 02.70(b)) Page 35

1. Policy Governance Principle #6 (Executive Limitations Policies)
– *Ms. Kimberly Winkle* Pages 36-37

2. Governance Policy Review (2.6, 2.7, 2.8 & 2.9) – *Dr. Dwight McElfresh* Pages 38-42

C. Board Performance/Self-Evaluation Survey Trend Analysis, 1st Quarter 2021

IX. BOARD CHAIRPERSON’S REPORT – *Mr. Matthew Smith*

A. 2021 Financial Disclosure Statement Filing Deadline Monday, May 17, 2021

B. 2021 All-Ohio Academic Team Recognition Ceremony Page 43
(Thursday, April 29th Noon-1:00pm)

C. 2021 NCSC Graduation Drive-Thru Event (Friday, May 7th 4:15pm – 8:00pm)

D. 2021 [ACCT Leadership Congress](#) (October 13-16) (San Diego, CA)

E. ACCT Listening Tour with ACCT President & CEO, J. Noah Brown

F. Events: Reflection on Hall of Excellence (April 9, 2021)

XII. EXECUTIVE SESSION

To discuss preparing for, conducting, or reviewing collective bargaining strategy

XIII. MEETING EVALUATION (IAW 02.13 & 02.16) – *Mr. Matthew Smith*

XIV. TIME AND PLACE OF NEXT MEETING – *Mr. Matthew Smith*

- Wednesday, May 26, 2021 – (location/setting to be determined)

XV. ADJOURNMENT – *Mr. Matthew Smith*



North Central State College

BOARD OF TRUSTEE MEETING DATES 2021

**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 20, 2021	Charla Irvin
		February 24, 2021	Frederick Cooke
K. Winkle	March 11, 2021	March 24, 2021	Teresa Purtiman
		April 28, 2021	James Davis, Sr.
	May 20, 2021	May 26, 2021	Renda Cline
		June 23, 2021	Kelly Blay
		August 25, 2021	James Goudy
	September 16, 2021	Sept. 22, 2021	Zoi Romanchuk
	November 18, 2021	October 27, 2021	Nick Gesouras
		December 1, 2021	Michele Gorman

OSU-M 2021 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 is committed to being a leader in excellent, affordable higher education and a partner in achieving greater community prosperity and a better quality of life.

(Revised August 28, 2019)

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.

North Central State College Board or Trustees
(2020-2021 COLLEGE ACTIVITIES/PLANNING CALENDAR)

- April 2021** 5 – Honors College Colloquium (with author/speaker Maureen Zappala)
7 – OACC *Coffee & Policy Conversations* [Re: Federal Policy Update](#)
9 – NCO Hall or Excellence Event (Zoom/Fallerius)
28 – Regular Board or Trustees Meeting (Fallerius or Zoom)
29 – All-Ohio Academic Team Recognition Celebration ([Virtual](#))
- May 2021** 5 - OACC *Coffee & Policy Conversations* [Re: A Post-COVID Workforce](#)
7 – NCSC Graduation Drive-Thru
20 – Ohio State Mansfield Advisory Board Meeting (Eisenhower or Zoom)
20 – Foundation Resource Development Committee (Fallerius or Zoom)
26 – Regular Board or Trustees Meeting (Fallerius or Zoom)
27 – Foundation Quarterly Board Meeting (Byron Kee or Zoom)
- June 2021** 23 – Regular Board or Trustees Meeting/Planning Retreat (Fallerius/Zoom)
- July 2021** No Regular Board meeting scheduled for July 2021
- August 2021** 19 – Foundation Resource Development Committee (Fallerius or Zoom)
25 – Regular Board or Trustees Meeting (Fallerius or Zoom)
26 – Foundation Quarterly Board Meeting (Byron Kee or Zoom)
- September 2021** 15-16 OACC Annual Conference (NCSC Kehoe Center and/or Virtual)
16 – Ohio State Mansfield Advisory Board Meeting (Eisenhower or Zoom)
22 – Regular Board or Trustees Meeting (Fallerius or Zoom)
- October 2021** 27 – Regular Board or Trustees Meeting (Fallerius or Zoom)
- November 2021** No Regular Board meeting scheduled for November 2021
18 – Ohio State Mansfield Advisory Board Meeting (Eisenhower or Zoom)
- December 2021** 1 – Regular Board or Trustees Meeting (Fallerius or Zoom)

3357:13-01-10 Diversity Policy (ENDS)

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

Effective: June 28, 2017

Expires: June 1, 2025

Review Dates: 6/28/17, 7/11/18, 6/26/19, 7/22/20

Required Approvals Agenda

Consent Agenda

Minutes:

A. Approval of Minutes for March 24, 2021 “Regular Meeting”

Personnel Actions:

B. Consideration of Approval of Employment of College Personnel
– *R-2021-13*

Regular Agenda

A. Consideration of Approval of Designation of Emeritus Status
for Ms. Margaret M. Puckett – *R-2021-14* – *Dr. Dorey Diab*

B. Treasurer’s Report for March 31, 2021 – *Ms. Lori McKee*

**North Central State College
Board of Trustees' Meeting
March 24, 2021**

I. CALL TO ORDER

NOTE: Due to the continuing circumstances brought about by the COVID-19 pandemic, the offices of the Ohio Attorney General, the Secretary of State have temporarily extended Trustee participation in Regular Open Meetings via teleconference and similar means beyond December 1, 2020. Such participation may also be counted for Trustee attendance and applied towards meeting quorum requirements for that meeting. This was based on extended legislation under section 12 of House Bill 197_06. Subject to the wearing of face coverings and maintaining social distancing due to COVID-19 safety protocols, this meeting was held in a hybrid format with some participants attending in-person and some participants attending online via Zoom.

Chair, Matthew Smith called the meeting to order at 5:30 p.m. in 165-F (the Gorman Room) and in a Zoom virtual video and audio meeting space. At that time, he 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 Recorder, Mr. Stephen Williams called the roll.

Present:

Dr. Dwight McElfresh
Ms. Elisabeth Morando
Ms. Pamela Mowry
Mr. Matthew Smith
Mr. Steven Stone
Ms. Kimberly Winkle

Zoom:

Mr. Mark Masters
Mr. Roger Miller
Ms. Linda Nelson

III. INTRODUCTION OF GUESTS

President Dorey Diab introduced Dr. Kelly Gray, Vice President of Academic Services; Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Vice President of Student Services; Ms. Teresa Purtiman representing the OSU-M Advisory Board; Ms. Margaret Puckett representing the Faculty Caucus; Ms. Brandel Boyd

representing the Staff Caucus; and Mr. Dusty Boyd to present the Student Organizations Report.

IV. FOCUS OF THE MEETING – *Mr. Matthew Smith*

Mr. Matthew Smith explained that the primary focus of tonight's meeting is the list of the main items on the agenda: a report from our students, our foundation, and our president. We will attend to our required approvals agenda, our Policy Governance agenda and training items. There will be an executive session to discuss collective bargaining and there is no expectation of business following the executive session.

V. OSU-MANSFIELD ADVISORY BOARD REPORT

Board Chair, Mr. Matthew Smith introduced Ms. Teresa Purtiman of The Ohio State University at Mansfield Advisory Board and granted her the floor for her report. Ms. Purtiman reported the following:

- The University recently had a virtual visit on March 16th from the new President, Christina Johnson. She was already very tuned in to the University and very interested in the regional campus and the Mansfield Campus success. She is interested in S.T.E.M. and is an Engineer by education. One of her big goals is to graduate students without debt which is an amazing goal. So, we are anxious to see how she can partner with us at the regional campus to help us grow.
- The Day of Giving was Monday, March 22nd which we were active in at Ohio State. The funds were raised for the Mansfield Campus current use scholarship which works with middle income students who are not eligible for Pell.
- Preparation for Autumn Semester. The University has determined that as part of the Autumn Semester there will be no social distancing required and we can begin scheduling classrooms at full capacity for up to 50 students. We will be holding more in-person classes, everyone will still be required to wear a mask and we are still going to be offering hybrid and online courses and we have been given the go-ahead to offer in-person campus tours beginning April 1st. That is a big boom for OSU-Mansfield because we feel that if students are able to see the campus they are more likely to be excited about the campus and make the decision to come here.
- We are excited about the North End Community Improvement Collaborative (NECIC) receiving a community partner award in recognition of the positive impact on the community as a result of the community expansion of the Micro-Farm Project on the Bowman Street site. It was really nice to see them get this recognition.
- As always, we are excited about the Engineering Program. Although it began amidst the COVID Pandemic, it has been very successful and we've been really positive with the partnership. One thing about the program is that David Williams has been our Dean of Engineering and he has recently stepped down so we have a new Dean of Engineering. Still, he has been so excited and believed in the new Bachelor of

Science degree in Engineering Technology so much that he has agreed to stay around in another role to help the regional campuses expand that degree. He believes that we can have 250 students on each of the regional campuses in that program.

- In our pursuit for new offerings, we are excited about our RN to BSN program, a new Biology Major, the new Engineering Degree and the potential of a new Aviation Degree. It is interesting that the Consumer Science Department has reached out to the campus and are actually going to offer some courses in hospitality management which is apparently a growing field and with all that is going on around here could really be a benefit for our students in the area. Another thing is the Landscaper Architecture program is actually going to offer a course on our campus as well.

Mr. Matthew Smith asked Ms. Kim Winkle if she had anything to add as the NCSC Representative to the OSU-M Advisory Board meeting? Ms. Winkle indicated that she did not have anything to add however, this being her first OSU-M Advisory Board meeting she found it very informative.

VI. PRESIDENT'S REPORT – *Dr. Dorey Diab*

A. Phi Theta Kappa (PTK) and Sigma Alpha Pi (SAP) Updates

Dr. Dorey Diab introduced Mr. Dustin Boyd to present the Student Reports for PTK and NSLS (Sigma Alpha Pi.) Mr. Boyd reported the following:

Phi Theta Kappa: The Chapter is in the process of calling all PTK members to see what kinds of programming they would like to see during the pandemic. Many students are excited about the events listed below and glad we are able to start having some face-to-face programming again.

National Society of Leadership and Success (NSLS):

- The Chapter has had 2 orientations, 6 goal setting sessions and speaker broadcasts, and 2 leadership trainings. This semester our speakers are Bill Gates (A Conversation with Bill Gates), Erica Dhawan (Digital Body Language: How to Build Trust and Connection No Matter the Distance), Dr. Bernice King (Dr. Martin Luther King's daughter), and Mark Cuban (owner of the NBA's Dallas Mavericks, star on Shark Tank, author, philanthropist).
- A group of social work students, who graduated from NC State in 2013 and are now attending OSU Mansfield, have requested support for a project to help students with personal resources. These students have created a program to collect and distribute clothing, household items and toiletries to individuals in need. Although the students wanted to offer this program to current NC State and OSU students, the decision was made to collaborate with a community organization to carry out this program. We are currently in the process of finding a location and preparing for an event in late April.

These students have obtained many donations, they have obtained two \$1000 grants, and continue to seek additional support for their program. Each of these students are planning to earn their Master's degree in Social Work at OSU Mansfield and they will start the next level of their education this summer.

Both Organizations in Collaboration:

- Both organizations will be working collaboratively on a service project at Malabar Farm at the beginning of April. The work will be done outside while observing all COVID safety protocols. The groups in attendance will never exceed 10 at any time. We will be helping to build a chicken coup, do some painting, and other jobs based upon need.

I spoke with Deanna West-Torrence at the North End Community Improvement Collaborative (NECIC) about doing some volunteer work on their community gardens. They are in need of some help to keep with their numerous community gardens. Food is given out free and sold base upon need. Students will also learn about best practices regarding growing their own produce.

- Both groups will be setting up stations for graduation, so students can decorate their cars for the parade. We will soon be sending out a survey to graduates about who would like to participate, so we can purchase needed items for this project.

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

Emerald Club

- Goal: \$330,000
- Total: \$624,722.45
- 2021 % to goal: 189%

The FY22 Emerald Club letter and sheet will be going out in May 2021

• Community Engagement

- Arts for Success – exceeded the \$26,000 goal and with a late added gift ended with \$35,600. The 2022 date has been set as March 3, 2022. The first two sponsors have already committed.
- Hall of Excellence - April 9, 2021, taping is this week. All Board members, attendees, and guests will have a dinner that is pre-packaged by The Vault and with Steve on Thursday, April 8, 2021. The meals are going to the lead for the table sponsor for distribution.

- The FY22 nomination form is going out and submissions will begin to be accepted in May 2021.
- **Scholarships-** Total YTD - \$221,000
 - A new gift of \$7,500 came in and a check from part of the Hall of Excellence for \$13,000 that will go in the Crawford fund.
- **Grants**
 - A Title III grant submission is in the evaluation stage and a grant reviewer, Mr. Howard Walters has agreed to support and take a strong role in the submission.
- **Increase Technology support, including HyFlex/Next Gen classrooms**
 - A new request went out for \$50k of a HyFlex classroom.
- **Increase Alumni Engagement**
 - The FY22 Alumnus of the Year has gone out to the Alumni Committee and will be available soon for nominations.

C. Monitoring Report: Ends Policies – Global Ends Policy (1-00)

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 the Global Ends Policy.

Policy 1.0 Global Ends policy states:

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.

President Dorey Diab reported:

In terms of ACCESS:

- Nationally, statewide, and locally most colleges are not doing so well. There has been a decline in enrollment in the range of 10 percent nationally. We are similar to the national average drop in enrollment, both in the fall and spring semesters.
- There are multiple reasons for this decline but the main ones are due to Covid and student unemployment. Before that the reason was more about tough competition for decreasing demographics in our area. Covid and unemployment certainly added to that.

In terms of SUCCESS:

- We are doing very well in this area.
- Dr. Diab displayed the timed analysis of State Share of Instruction (SSI) funding. Out of the 18 key performance indicators, there are only two indicators for our college that are in red indicating that they are below the average in comparison to all of the OACC community colleges. We have progressed to above our own metrics and OACC in 16 of those 18 indicators and this is helping our subsidy percentage being second in the state on the positive side (5.97%), with the average of all community colleges being a negative 1.48%, and 11 community colleges being negative.
- This reflects a great job being done by our faculty, staff and advisors in making sure our students are being successful in reaching their goals.

In terms of RESOURCES

- We are doing very well in this area as well.
- In terms of Human Resources, our fiscal discipline has paid off for us. Nationally, the Chronicles of Higher Education reported 650,000 people getting laid-off from institutions of higher education nationwide. Because of our financial discipline, we are replacing all of the retirement positions that are taking place this spring semester and we are going to be adding 5 positions effective in July with the new fiscal year. Three of those positions will be new and two of those three will be faculty. The remaining two will be replacement positions that we previously had postponed.
- In terms of Financial Resources, the Stimulus has helped us cover many of the expenses related to the safety protocols that we have implemented as well as much of the information technology needs that were related to Covid and associated with working and teaching remotely. We are in the process of acquiring laptops for those employees who are able to work remotely as well as docking stations so that they might be able to transport their laptop back and forth from work to home.
- In terms of Cash On-Hand, we are doing better than last year because we have been able to cut down on our facility costs due to working remotely and save on utility costs.
- As you heard previously, the Foundation has raised over \$600,000 in terms of donations.
- The Stimulus has helped us provide for many of our students' basic needs. Student requests included assistance for housing, utilities, transportation, food and some technology. We have also extended the internet/wi-fi access to the parking lots where student can come sit in their car and access the internet.
- In terms of Physical Facilities, we have a lot of capital projects coming up. Just like OSU-M we have close to \$1.7M from the state and will be focused on renovating our buildings that are about 50 years old. We will be focused on things like boilers, chillers, doors and windows.

We will be using the stimulus dollars to upgrade our information technology infrastructure inside and outside the classrooms.

- Since we won't have many students this summer, and we will be very busy with many facilities projects, and in order to alleviate the work by facilities on cleaning and safety protocols, we are going to work predominantly remotely over the summer. Only two of our buildings, the Kehoe Center and Health Sciences, and for few days during the week to take care of classes such as labs.

D. Updates/Other

President Dorey Diab's other update items included:

- In-service Professional Development Day (February 26th) – Presentation topics included: Covid-19 Update; Mental Health; Diversity, Equity, and Inclusion; Disability Etiquette; and Student Engagement in an Online Environment.
- On March 3rd, President Diab had the honor of testifying before the legislature on the finance sub-committee on higher education.
 - Dr. Diab talked about the need to expand the Ohio College Opportunity Grant (OCOG) for community colleges. This is the equivalent to Pell at the state level; and
 - On behalf of OACC, he requested that the legislature allows the increase in state share of instruction, and separate the community college budget line item from that of the universities as they are currently listed on the same line item; and
 - He requested that they provide five million dollars toward workforce, short-term training to focus on certificates and help those in the service and hospitality industry who were most severely impacted by Covid (such as restaurants, hotels, travel, etc.).
 - This would not necessarily help students towards obtaining a degree rather to obtain a working certificate in such areas as welding, STNA, Practical Nursing, and other areas of the construction infrastructure that the federal government will be focusing on (such as highways, airports, roads, etc.)
 - We are already collaborating with Pioneer CTC toward providing offerings in those trade fields.
 - On behalf of OACC, Dr. Diab also advocated for adding the completion of the FAFSA as a requirement for graduation from high school. Many students end up getting delayed in their pursuit of college after high school because they don't get their FAFSA submitted by the deadline and having to wait an additional term before they finalized their financial aid package.
- On March 16th there was a Joint Program Advisory Committee meeting that turned out great. We gave them an update on College activities and asked for their feedback on what we are doing good for the community and what things we can improve upon. In the past, they told us we are doing an excellent job on the technical knowledge and skills but need to improve upon the professional or "soft" skills. We engaged them in a couple immediate surveys and the key things that emerged as priority soft skills they desired of their employees include: 1. Work Ethics, 2. Time Management, 3. Professional Presence (attitude, appearance, and customer service). Our assessment commitment has been hard at work over the past few

years to embed soft skills across the curriculum and the advisory committee members acknowledged the improvement in these areas. They also continue to be very willing to hire our graduates.

- The Choose Ohio First grant that we just received for about \$1.8 M has \$700k in scholarship renewal and \$1.1M as new. The Chancellor was so impressed with our submission that he had a conference call with our team members to discuss several aspects of the award and to thank them for their effort.
- Between the Foundation Scholarship, the Tuition Freedom Scholarship, the Choose Ohio First Scholarship and the Stimulus dollars, we have a strong foundation to support the financial needs of our students, we just need them to come. They are going to continue to be scared of Covid, and we are not sure what will happen between now and the end of the summer. Hopefully the vaccine will help us establish herd immunity, and that there won't be too many variants around. If businesses start opening, students can once again get part-time jobs to help them continue their pursuit of higher education. Those are the two main factors from an enrollment perspective that we hope we can overcome to bring our enrollment back to what it was in the past.
- Title III Update -
 - Due to Covid making so many events virtual, we were able to attend more national conferences to assess what is going on nationally and brainstorm potential solutions. The main thing is ensure the availability of online courses and also the switch to eight-week terms versus sixteen-week terms. So if most of our students are part-time and taking two courses a semester, they can take the first course the first eight weeks and take the second course the second eight weeks. This lets them focus on one course, one midterm, one final at a time to help them be more successful. Also, if they are not successful, they do not have to wait for sixteen weeks for the next term, they can sign up again for the second eight weeks.
 - The virtual conferences also bring some professional development opportunities for our faculty and staff.
- The President of the Senate, Matt Hoffman, and Senator Cirino from the Lakeland Community College area are very interested in reforming higher education. They submitted a Senate Bill that includes:
 - Allowing community colleges to deliver four-year degrees (not just in applied technology).
 - Providing Ohio College Opportunity Grant (OCOG) transfer bonus for students who graduate with their Associate Degree to get support toward obtaining their Baccalaureate Degree.

- A second-chance voucher so that students who stop out at a university are given a voucher to continue pursuit of their college education at some other institution of their choosing in the future. This is not likely to garner support from the four-year institutions.
- Board Chair, Mr. Matthew Smith pointed out from a previous report that monies are available to households now for broadband. Households could receive up to \$70 to help pay the broadband bill. President Diab added that the legislature had put millions of dollars into that program from federal stimulus. They found out that if they wanted people to work remotely, they did not have or could not afford access to information technology so they were unable to do work or schooling assignments remotely especially in rural environments.
- Board Chair also referred to an article forwarded to the Trustees regarding the paradigm shift in education from 25% to 70% to online.

VII. REQUIRED APPROVALS AGENDA

CONSENT AGENDA

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

A. Approval of Minutes for February 24 2021 “Regular Meeting”

B. Consideration of Approval of Employment of College Personnel – R-2021-10

CONSIDERATION OF APPROVAL OF EMPLOYMENT OF COLLEGE PERSONNEL

R-2020-10

NEW HIRES

BE IT RESOLVED: *by the Board of Trustees that the following staff member is hereby employed as stipulated below:*

BEGINNING February 24, 2021

Robert Scodova, IST Lab Technician

NCSC, AS in Mechanical Engineering, Electrical Engineering and Microprocessor Communications

BEGINNING March 8, 2021

Kade Sayre, Student Accounts Specialist

NCSC, Associate of Science in Business Administration, Accounting

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2020-10

*Kade Sayre is hired as Student Accounts Specialist to replace Alyssa Wright.
Robert Scodova is hired as IST Lab Technician to replace Devlin Kouns.*

C. Consideration of Approval of Contracts for Probationary and Non-Probationary Faculty – R-2021-10

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

R-2021-11

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 2021 through Spring Semester 2024)***

*Wesley Adams
Celeste Francis
Heidi Kreglow*

***PROBATIONARY THIRD-YEAR 9-MONTH CONTRACT
(Fall Semester 2021 and Spring Semester 2022)***

*Brian Baldridge
Ranee Frangella
Pamela Studer*

***PROBATIONARY SECOND-YEAR 9-MONTH CONTRACT
(Fall Semester 2021 and Spring Semester 2022)***

*Travis Green
David Koepke*

REGULAR AGENDA

A. Consideration of Approval of Nominations for the 2021 Association of Community College Trustees (ACCT) Equity Awards – R- 2021-12 – Dr. Dorey Diab

**CONSIDERATION OF APPROVAL OF NOMINATIONS
FOR THE 2021 ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES (ACCT)
EQUITY AWARDS**

R-2021-12

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 nominations for the 2021 ACCT Equity Awards: Mr. Matthew P. Smith for the Trustee Leadership Award, and Ms. Sara K. Rollo for the Faculty Member Award.*

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

ACTION TAKEN: Ms. Linda Nelson moved for approval of resolution R-2021-12 Nominations for the 2021 ACCT Equity Awards. Ms. Pamela Mowry seconded the motion and the motion carried unanimously.

E. Treasurer's Report for February 28, 2021 – Ms. Lori McKee

Ms. Lori McKee presented the Treasurer's Report for the period ending February 28, 2021. She stated that revenues for the month totaled \$850,313. Expenditures were \$1,156,859 leaving a deficit of \$306,546. Year-to-date revenues totaled \$17,231,814. Year-to-date expenditures totaled \$9,392,975 leaving an excess of \$7,838,840. The Month End Investment Balance for February 2021 was \$6,101,276 (\$3,050,446 in Star Ohio and \$3,050,830 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. Ms. McKee explained that a couple adjustments took place during the month of February. One of them was regarding our shared services agreement with Ohio State where a partial payment was made. However, the remainder will be calculated in April based on the difference between the projected expenditures compared to the actual expenditures due to Covid (i.e. utility savings from working remotely, etc.). The State Share of Instruction payment that we received needed to be adjusted based on some State budget activities. The results of the January Budget Amendment led to moving some personnel around and those resulting budget adjustments took place during this period. Finally, we did a drawdown of our first round of CARES monies to cover student issuances and Covid expenses. Trustee, Roger Miller inquired about College's eligibility for Retention Credit.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of the Treasurer’s Report for the period ending February 28, 2021. Ms. Kimberly Winkle seconded the motion and the motion carried unanimously.

VIII. POLICY GOVERNANCE

A. Discussion of Agenda Planning – Mr. Matthew Smith

1. Review of Actionable Items.

Board Chair, Mr. Matthew Smith reviewed the listing of Actionable Items which Included:

- a. Executive committee to decide if March meeting will be Zoom, In-person, or Hybrid – This item was completed in preparation for this meeting.
- b. Trustees to submit listing of civic organizations they are involved in for Owners Connections to S. Williams for inclusion on the BOT social roster.
- c. Trustees were encouraged to read through the Chancellor’s 2020 State of Higher Education Report. – No action required for this item.

2. Owners Connections.

Dr. Dwight McElfresh – shared that he had participated in one of the OACC Monthly Webinars on Equity, Equality and Justice delivered by Tia McNair. It was a nice presentation and video explaining the difference in those three terms as what we as Trustees could do to address that issue. She referenced a book that I asked Dr. Diab if he had available and he did.

Dr. McElfresh also shared a recent visit to Ozark Technical College in Springfield, MO where the college was totally remote and how eerie it looked to see no cars in the parking lots and not a soul present on campus.

Ms. Elisabeth Morando – shared that she has a good friend who is a CollegeNow student who will be graduating this year and was bragging about receiving his Associate Degree in Engineering before receiving his high school diploma. He was offered full tuition at several colleges where he was considering continuing his education. It was apparent that our CollegeNow degree is well received at other institutions.

She also shared that she was on a visit to Butler University with her daughter and was chatting with another parent from the Greensboro, NC area and she is a community college professor. She mentioned that she was on the Board here at NC State when the professor clarified that is the college where Dr. Dorey Diab is president? The professor

indicated that she was aware of our college and was recently talking about our Tuition Freedom Scholarship with colleagues at her institution. This brought to light our College's national recognition.

Mr. Matthew Smith – shared that he had picked up Bill Gates' latest book on climate change. He also did a virtual scholarship presentation with Purdue, his alma mater, where he was able to go into his designated room and talk with his scholarship students.

Mr. Mark Masters – shared that he had visited a class taught by Mr. Lynn Jones. It was a great talk with significant positive feedback from his people. From their experience in classes at the bank, there will likely be 10-12 people pursuing degrees that might not have otherwise. There were very rewarding stories from the students and to see their enthusiasm for learning.

Civic Organizations Listing – Board Chair, Mr. Matthew Smith reminded Trustees to submit their listing of civic involvement for inclusion on the Trustees Social Roster. This will be an ongoing activity so Trustees may submit changes to their community involvement as it occur.

B. Board Policy Governance Training (IAW 02.70) – Mr. Matthew Smith

1. Mr. Steve Stone lead the Policy Governance Enhancement Activity for principle 5 (Board Means Policies) with a discussion of the principal, the video by Dr. John Carver on Servant Leadership and the piece on *The Understanding and Practice of Servant Leadership* by Larry C. Spears.

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Mr. Matthew Smith led the discussion and review of policy governance policies 2.3 Board Code of Conduct Policy, 2.4 Cost of Governance Policy, and 2.5 CGO Role Policy. A detailed review of each confirmed that all were still relevant and all were still accurate, requiring no updates or revisions.

IX. BOARD CHAIRPERSON REPORT- Mr. Matthew Smith

A. 2021 Financial Disclosure Statement Filing Deadline Monday, May 17, 2021

Mr. Matthew reminded Trustees of the deadline for filing the 2021 Financial Disclosure Statement for their 2020 activities.

B. 2021 ACCT Leadership Congress (October 13-16 in San Diego, CA)

1. Dr. Dorey Diab called for discussion of those planning to attend the 2021 ACCT Leadership Congress. He added that there was no discussion of the requirements for attending in-person but he expected that this year's event would be held in-person with perhaps the option of attending virtually if participants chose to do so.

Trustees McElfresh, Miller, Mowry, Nelson, Smith and Stone indicated that they were planning to attend at this point. Trustees Masters, Morando, and Winkle indicated that they were unsure at this time.

2. Mr. Matthew Smith announced that Dr. Dwight McElfresh had offered three different presentation proposal ideas for consideration and President Diab had expanded presentation proposal #1. Mr. Matthew Smith called for discussion of all three proposal and Dr. Dwight McElfresh explained his presentation concept for all. The conclusion is to prepare presentations on proposals #1 and #3.

D. Upcoming Events

Mr. Matthew Smith reminded Trustees of the North Central Ohio Hall of Excellence being held on April 9th. Discussion of the table assignments ensued. Trustees recommended coming together on the evening of April 9th to view the Hall of Excellence together at a college location for those who may be interested in doing so. Further, Trustees asked if they may have the option to decline delivery of the boxed dinner for this event. Board Secretary, Mr. Stephen Williams will coordinate with Trustees on viewing and dinner arrangements closer to the day of the event.

X. EXECUTIVE SESSION – *Mr. Matthew Smith*

The Chair called for an Executive Session at 7:20 p.m. to discuss preparing for, conducting, or reviewing collective bargaining strategy. Mr. Smith announced that he does not expect further business following the executive session. Mr. Steven Stone made a motion and it was seconded by Dr. Dwight McElfresh to adjourn to Executive Session. A roll call vote on the motion was approved unanimously by all members in attendance.

Mr. Mark Masters – “yes”
Dr. Dwight McElfresh – “yes”
Mr. Roger Miller – “yes”
Ms. Elisabeth Morando – “yes”
Ms. Pamela Mowry – “yes”
Ms. Linda Nelson – “yes”
Mr. Matt Smith – “yes”
Mr. Steve Stone – “yes”
Ms. Kimberly Winkle – “yes”

At 7:32 p.m., Chair, Mr. Matthew Smith declared the Executive Session concluded and the Regular Session resumed.

XI. MEETING EVALUATION (IAW 02.16) – *Mr. Matthew Smith*

Board Chair, Mr. Matthew Smith called for a discussion on tonight’s meeting evaluation. Trustees commented that it was nice to have all present. Great Owner’s Connections and Policy Governance discussions. Well constructed agenda.

XII. TIME AND PLACE OF NEXT MEETING

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, April 28, 2021 at 5:30pm. Meeting location and setting to be announced.

XIII. ADJOURNMENT

The Chair called for any additional business requiring Board action.

Dr. Dwight McElfresh asked President Dorey Diab to talk a little about what this year's Graduation might look like. President Diab responded. Trustees asked for clarification on their role and location in the graduation event.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Mr. Matthew Smith declared the meeting adjourned at 7:00 p.m.

Respectfully submitted:

Mr. Stephen R. Williams, Board Secretary

Mr. Matthew Smith, Board Chair

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

R-2021-13

NEW HIRES

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

BEGINNING April 12, 2021

*Sarah Bowin, Retention Specialist
Harvard University, Bachelors of Arts, Psychology*

BEGINNING April 19, 2021

*Wendy Thompson, Director, Early Head Start and Child Care
Walden University, Masters of Science in Early Childhood Studies*

BEGINNING May 10, 2021

*Kelly Grimes, Nursing Clinical Liaison/Interdisciplinary Simulation Coordinator
Chamberlain College of Nursing, MSN*

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2021-13

Sarah Bowin is hired as Retention Specialist to replace Shane Smith who was promoted to Assistant Director, Trio.

Wendy Thompson is hired as Director, Early Head Start and Child Care, to replace Kim Washington who is retiring in June.

Kelly Grimes is hired as Nursing Clinical Liaison/Interdisciplinary Coordinator.

**CONSIDERATION OF APPROVAL OF DESIGNATION OF
EMERITUS STATUS FOR MS. MARGARET M. PUCKETT**

R-2021-14

WHEREAS: *in accordance with Board Resolution R-1998-20, and the NCState – NCFA-AAUP Collective Bargaining Agreement dated August 23, 2017, qualified retiring faculty members may be recommended for the designation of Emeritus status, and*

WHEREAS: *Ms. Margaret Puckett, who after 22 years retired as an Associate Professor of First Year Experience, has met all qualifications, and*

WHEREAS: *Ms. Margaret Puckett has requested consideration for Emeritus status, has been approved by the regular bargaining unit faculty of her division and is endorsed by the Vice President, Academic Services and the President's Staff.*

NOW, THEREFORE, BE IT RESOLVED: *by the Board of Trustees, that Ms. Margaret Puckett is granted Emeritus Status.*

The Treasurer's Report
with Dashboard Analysis

for the Period Ending

March 31, 2021

North Central State College
 Analysis of Current Revenue and Expenditures
 Period Ending March 31, 2021

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Amended Budget	Prior YTD	Current vs. Prior
Revenues:															
State Share of Instruction	\$750,885	\$750,885	\$750,884	\$750,884	\$750,885	\$750,885	\$746,340	\$828,436	\$828,436	\$6,908,520	6,751,556	\$156,965	9,002,074	\$6,637,213	\$271,307
Student Tuition and Fees	4,795,219	\$1,057,669	\$126,552	\$1,974,065	\$1,523,280	\$743,563	\$491,016	(\$24,535)	(\$52,041)	10,634,787	10,281,105	353,682	10,281,105	11,000,378	(365,590)
Other Revenues	12,760	\$20,776	\$22,313	\$19,834	\$17,429	\$15,386	\$12,329	\$14,415	\$20,292	155,534	222,375	(66,841)	296,500	235,782	(80,248)
University Center		\$0	\$7,164	\$0	\$0	\$0	\$0	\$0	\$0	7,164	15,000	(7,836)	20,000	12,256	(5,092)
Capital Debt Service	22,534	\$0	\$0	\$3,917	\$33,838	\$0	\$0	\$0	\$0	60,289	37,500	22,789	50,000	56,378	3,911
Child Development Center	26,157	22,865	27,275	29,206	29,320	22,638	30,005	27,465	36,124	251,054	415,000	(163,946)	500,000	359,701	(108,647)
Workforce & Community Development	432	552	12,662	2,763	3,256	0	684	4,582	3,734	28,665	93,750	(65,085)	125,000	126,170	(97,505)
Facilities	7,508	283	\$4,868	\$4,868	\$4,868	\$0	\$0	(\$50)	(\$100)	22,245	36,729	(14,484)	48,972	62,579	(40,334)
Cares Dollars								0					-	0	0
Fund Balance	0	0	0	0	0	0	0	0	0	0	0		-	0	0
Total Revenues	\$5,615,494	\$1,853,030	\$951,719	\$2,785,537	\$2,362,876	\$1,532,472	\$1,280,374	\$850,313	\$836,444	\$18,068,258	\$17,853,015	\$215,244	\$20,323,651	\$18,490,456	(\$422,198)
Expenditures:															
Payroll	\$150,384	\$409,735	\$650,610	\$972,146	\$656,178	\$728,922	\$483,615	\$324,970	\$568,681	\$4,945,241	5,393,710	\$448,469	7,685,185	\$5,677,551	\$732,311
Fringes	106,972	\$237,737	\$231,978	\$348,669	\$91,045	\$101,057	\$129,509	\$186,038	\$223,639	\$1,656,645	2,342,094	\$685,449	3,383,024	1,887,535	230,891
Printing	0	\$0	\$6,305	\$1,034	\$833	(\$3,867)	\$694	\$198	\$2,801	\$7,998	26,419	\$18,421	35,225	29,018	21,020
Advertising	0	\$1,656	\$2,605	\$870	\$284	\$15,006	\$8,535	\$10,546	\$12,127	\$51,629	73,500	\$21,871	98,000	89,556	37,927
Postage	0	\$0	\$840	\$1,000	\$0	\$0	\$0	\$0	\$245	\$2,085	37,500	\$35,415	50,000	21,681	19,596
Shared Campus Expense	0	\$478	\$13,300	\$707	\$672	\$0	\$646	\$198,331	\$360	\$214,494	440,000	\$225,506	1,100,000	424,260	209,766
Professional Development	0	\$4,395	\$3,212	\$4,536	\$4,071	\$0	\$2,200	\$2,865	\$2,664	\$23,944	163,911	\$139,967	218,548	91,880	67,937
Grants and Scholarships	0	\$0	\$309,509	\$17,476	\$1,969	\$353	\$706	\$213,152	\$6,994	\$550,159	1,441,875	\$891,716	1,922,500	1,971,407	1,421,248
Equipment Lease and Rental	7,026	\$9,245	\$1,884	\$244	\$250	\$1,640	\$280	\$9,181	\$4,582	\$34,332	84,150	\$49,818	112,200	68,153	33,821
New Equipment	0	\$0	\$36,486	\$1,693	\$663	\$219	\$94	\$0	\$23,495	\$62,650	184,490	\$121,840	245,986	141,066	78,416
Professional Fees	4,500	\$578	\$53,163	\$1,591	\$589	\$20,074	\$28,576	\$5,870	\$19,398	\$134,340	204,520	\$70,180	272,693	209,371	75,031
All Other Expenses	599,356	153,977	254,934	153,274	72,701	176,085	65,756	114,699	81,174	\$1,671,957	1,847,531	\$175,575	2,463,375	1,582,041	(89,915)
Child Development Center	12,537	37,597	31,733	43,772	15,271	22,706	28,788	31,454	4,099	\$227,957	461,009	\$233,052	614,678	230,947	2,990
Corporate	4,963	15,390	9,926	15,264	4,631	13,447	7,490	(581)	11,256	\$81,786	101,274	\$19,488	135,032	158,368	76,582
Facilities	86,303	106,137	72,938	113,209	62,833	60,970	126,749	60,136	101,020	\$790,295	867,938	\$77,643	1,226,424	912,750	122,455
Total Expenditures	\$972,040	\$976,926	\$1,679,423	\$1,675,486	\$911,990	\$1,136,612	\$883,639	\$1,156,859	\$1,062,535	\$10,455,510	\$13,669,919	\$3,214,409	\$19,562,870	\$13,495,584	\$3,040,074
Excess (Deficit)	\$4,643,455	\$876,104	(\$727,705)	\$1,110,051	\$1,450,886	\$395,860	\$396,735	(\$306,546)	(\$226,091)	\$7,612,748	\$4,183,096	\$3,429,652	\$760,781	\$4,994,872	\$2,617,876

Total Investment Balance - \$6,101,919 (\$3,050,655 - Star Ohio and \$3,051,264 - Richland Bank)

North Central State College
All Other Expenses
Period Ending March 31, 2021

	<u>Jul-20</u>	<u>Aug-20</u>	<u>Sep-20</u>	<u>Oct-20</u>	<u>Nov-20</u>	<u>Dec-20</u>	<u>Jan-21</u>	<u>Feb-21</u>	<u>Mar-21</u>	<u>Current YTD</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Beginning Budget</u>
Office Supplies	0.00	302.50	120.90	128.41	985.37	(30.36)	167.40	751.89	651.14	3,077.25	9,525.00	6,447.75	12,700.00
Instructional Supplies - Lecture	0.00	0.00	997.65	2,041.93	144.67	800.00	0.00	0.00	8,153.47	12,137.72	28,179.00	16,041.28	37,572.00
Paper Supplies	0.00	0.00	1,387.78	0.00	0.00	2,320.46	0.00	37.23	357.26	4,102.73	11,250.00	7,147.27	15,000.00
Other Supplies	0.00	0.00	151.08	8,508.04	0.00	9,750.00	1,685.50	99.80	3,445.81	23,640.23	19,031.25	(4,608.98)	25,375.00
Instructional Supplies - Lab	(792.92)	22,952.70	36,775.22	16,828.96	29,494.21	21,203.70	18,091.96	20,800.08	21,632.50	186,986.41	213,108.00	26,121.59	284,144.00
Travel	0.00	0.00	197.75	73.45	483.15	0.00	0.00	0.00	228.00	982.35	16,957.50	15,975.15	22,610.00
Non-Inventory Software (501)	1,529.00	0.00	0.00	7,823.26	0.00	0.00	0.00	0.00	0.00	9,352.26	12,405.00	3,052.74	16,540.00
Non-Inventory Books	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
Equipment Maintenance	777.65	0.00	4,203.54	390.00	0.00	270.00	904.00	0.00	895.00	7,440.19	15,750.00	8,309.81	21,000.00
Software Upgrade/Maintenance	444,347.00	107,389.09	141,043.98	85,126.00	22,005.00	1,600.00	16,731.88	36,050.90	14,098.60	868,392.45	768,813.00	(99,579.45)	1,025,084.00
Building Maintenance	0.00	0.00	0.00	1,132.80	0.00	132.75	0.00	0.00	0.00	1,265.55	4,500.00	3,234.45	6,000.00
Vehicle Maintenance	0.00	0.00	78.86	21.49	0.00	0.00	0.00	14.50	23.98	138.83	6,225.00	6,086.17	8,300.00
Telephone	7,303.52	9,319.26	8,316.51	7,334.09	8,326.74	986.77	16,665.94	7,360.55	9,357.79	74,971.17	66,000.00	(8,971.17)	75,000.00
Cell Phones	840.51	840.12	1,672.65	0.00	824.73	0.00	1,662.58	830.99	831.47	7,503.05	7,500.00	(3.05)	10,000.00
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	439.45	439.45	0.00	0.00	0.00	0.00	0.00	0.00	878.90	375.00	(503.90)	500.00
Internet Connection	60,744.18	2,437.11	2,403.29	2,364.48	2,674.12	2,274.12	2,247.81	2,468.07	2,546.51	80,159.69	69,375.00	(10,784.69)	92,500.00
License Fees	0.00	0.00	78.50	507.68	72.74	0.00	0.00	0.00	0.00	658.92	2,497.50	1,838.58	3,330.00
Bank Fees - General	0.00	350.00	0.00	350.00	350.00	350.00	350.00	350.00	350.00	2,450.00	75.00	(2,375.00)	100.00
Bank Fees - Credit	0.00	1,463.22	6,005.96	11,878.30	2,647.92	0.00	0.00	16,358.87	5,834.97	44,189.24	22,500.00	(21,689.24)	30,000.00
Insurance	64,021.00	0.00	0.00	0.00	0.00	50,814.00	0.00	0.00	0.00	114,835.00	91,475.25	(23,359.75)	121,967.00
Shipping/Freight	0.00	57.43	0.00	0.00	111.84	0.00	0.00	0.00	0.00	169.27	2,250.00	2,080.73	3,000.00
Sponsored/Donated	1,475.00	225.00	0.00	150.00	120.00	0.00	1,250.00	250.00	0.00	3,470.00	4,950.00	1,480.00	6,600.00
Commencement	119.16	0.00	0.00	126.77	0.00	0.00	0.00	0.00	5,359.48	5,605.41	18,037.50	12,432.09	24,050.00
Catering	0.00	0.00	0.00	(59.31)	0.00	0.00	0.00	0.00	0.00	(59.31)	3,116.25	3,175.56	4,155.00
Subscriptions	5,127.00	10.00	49.00	10.00	10.00	10.00	10.00	860.00	149.00	6,235.00	6,015.00	(220.00)	8,020.00
Dues	14,412.40	3,177.00	48,512.00	720.00	0.00	225.00	2,340.00	799.00	5,565.00	75,750.40	129,253.18	53,502.78	131,891.00
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	0.00	0.00	0.00	0.00	0.00	0.00	879.41	879.41	0.00	(879.41)	0.00
Other Expense	519.92	5,880.07	3,068.42	8,424.03	4,973.71	85,769.62	1,087.53	25,677.81	3,476.77	138,877.88	202,527.75	63,649.87	270,037.00
Bad Debt Expense	5.02	(1.48)	(17.90)	40.00	120.59	0.00	0.00	2,584.38	5.33	2,735.94	155,625.00	152,889.06	207,500.00
Collection Costs	(1,072.26)	(863.98)	(550.59)	(646.73)	(644.01)	(390.66)	(401.35)	(595.49)	(2,667.40)	(7,832.47)	0.00	7,832.47	0.00
	599,356.18	153,977.49	254,934.05	153,273.65	72,700.78	176,085.40	62,793.25	114,698.58	81,174.09	1,668,993.47	1,887,616.18	218,622.71	2,463,375.00

North Central State College
 Period Ending March 31, 2021

	<u>Jul-20</u>	<u>Aug-20</u>	<u>Sep-20</u>	<u>Oct-20</u>	<u>Nov-20</u>	<u>Dec-20</u>	<u>Jan-21</u>	<u>Feb-21</u>	<u>Mar-21</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>
Child Development Center															
Revenues	\$ 26,157	\$ 22,865	\$ 27,275	\$ 29,206	\$ 29,320	\$ 22,638	\$ 30,005	\$ 27,465	\$ 36,124	251,055	\$ 500,000	\$ 415,000	\$ (163,945)	\$ 359,701	\$ (108,646)
Payroll	8,067	26,720	20,487	27,631	11,981	18,336	18,089	18,401	(7,725)	141,987	291,798	\$ 202,014	60,027	136,420	(5,567)
Fringes	3,995	10,062	10,011	14,447	1,863	2,845	10,004	11,839	9,939	75,005	194,914	\$ 134,940	59,936	72,254	(2,751)
Non-Payroll	475	815	1,235	1,694	1,427	1,525	695	1,214	1,885	10,965	30,050	\$ 22,538	11,572	22,273	11,308
Total Expenses	12,537	37,597	31,733	43,772	15,271	22,706	28,788	31,454	4,099	227,957	516,762	359,492	131,535	230,947	2,990
Excess (Deficit)	\$ 13,620	\$ (14,732)	\$ (4,458)	\$ (14,566)	\$ 14,049	\$ (68)	\$ 1,217	\$ (3,989)	\$ 32,025	\$ 23,098	\$ (16,762)	\$ 55,508	\$ (32,410)	\$ 128,754	\$ (105,656)
Corporate															
Workforce & Community Development															
Revenues	\$ 432	\$ 552	\$ 12,662	\$ 2,763	\$ 3,256	\$ -	\$ 684	\$ 4,582	\$ 3,734	28,665	\$ 125,000	\$ 93,750	\$ (65,085)	\$ 126,170	\$ (97,505)
Payroll	1,743	12,756	7,158	11,332	122	6,333	4,985	(2,398)	6,558	48,589	113,718	\$ 78,728	30,139	94,893	46,304
Fringes	922	2,634	1,868	3,932	32	(298)	2,505	1,629	2,397	15,621	27,350	\$ 18,935	3,314	25,692	10,071
Non-Payroll	2,298	0	900	0	4,477	7,412	0	188	2,301	17,576	49,670	\$ 37,253	19,677	37,783	20,207
	4,963	15,390	9,926	15,264	4,631	13,447	7,490	(581)	11,256	81,786	190,738	134,915	53,129	158,368	76,582
Excess (Deficit)	(4,531)	(14,838)	2,736	(12,501)	(1,375)	(13,447)	(6,806)	5,163	(7,522)	(53,121)	(65,738)	(41,165)	(11,956)	(32,198)	(20,923)



North Central State College

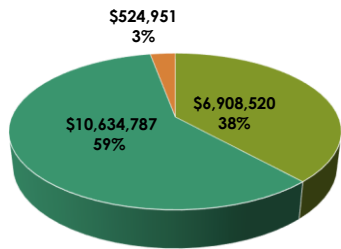
Fiscal Year 2021

Financial Update

Revenues - Expenditures Summary

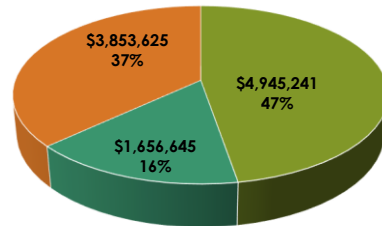
	Approved Budget	March	YTD	% of Total
REVENUES	\$20,323,651	\$836,444	\$18,068,258	88.9%
EXPENDITURES	\$19,562,870	\$1,062,535	\$10,455,510	53.4%
TOTAL MARGIN		(\$226,091)	\$7,612,748	

FY 2021 YTD REVENUES



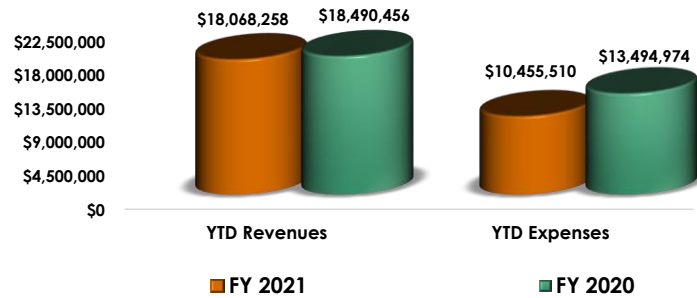
State Share of Instruction Student Tuition and Fees
Other Revenues

FY 2021 YTD EXPENDITURES

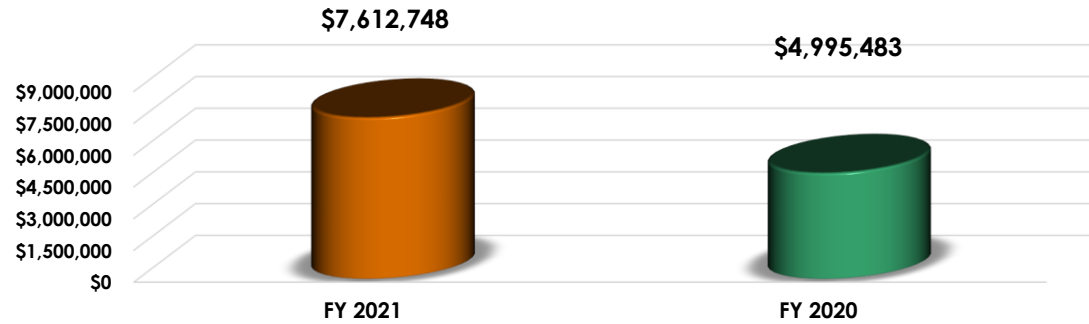


Payroll Fringes Other Expenses

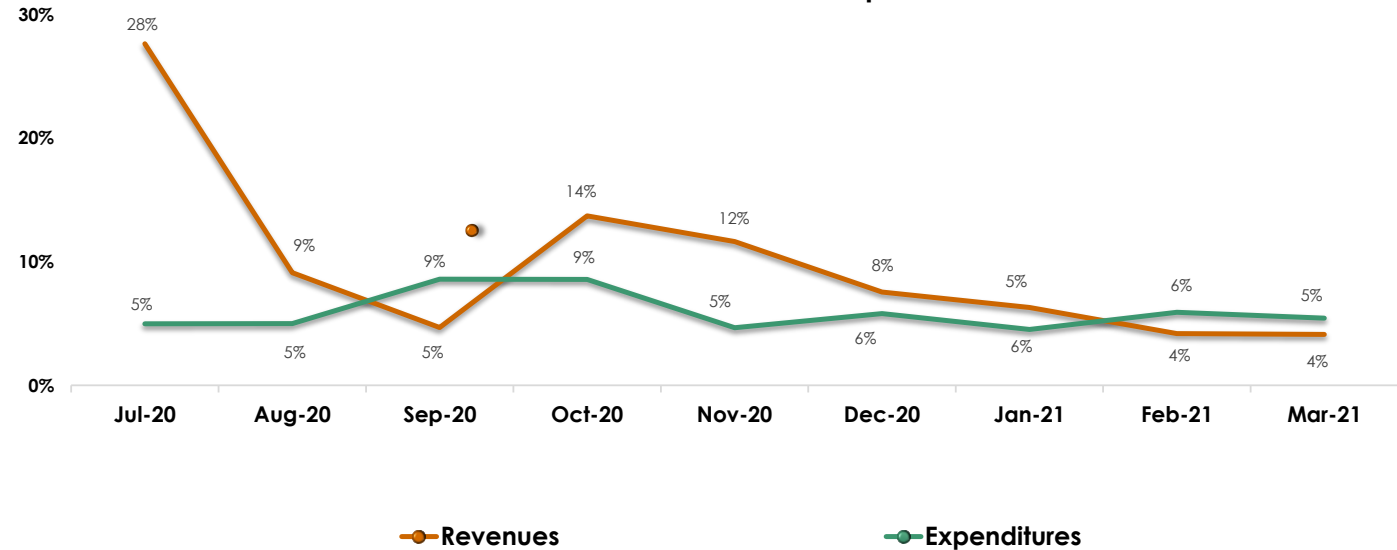
Year-To-Date Revenues & Expenditures Update



Total Margin



FY 2021 Percent of Revenues & Expenditures





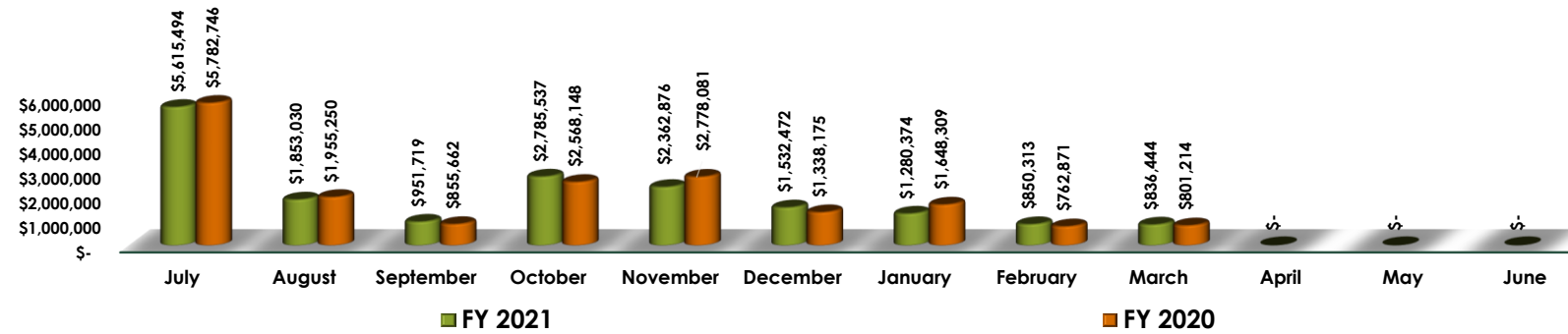
North Central State College

Fiscal Year 2021

YTD Thru March 2021 Financial Update

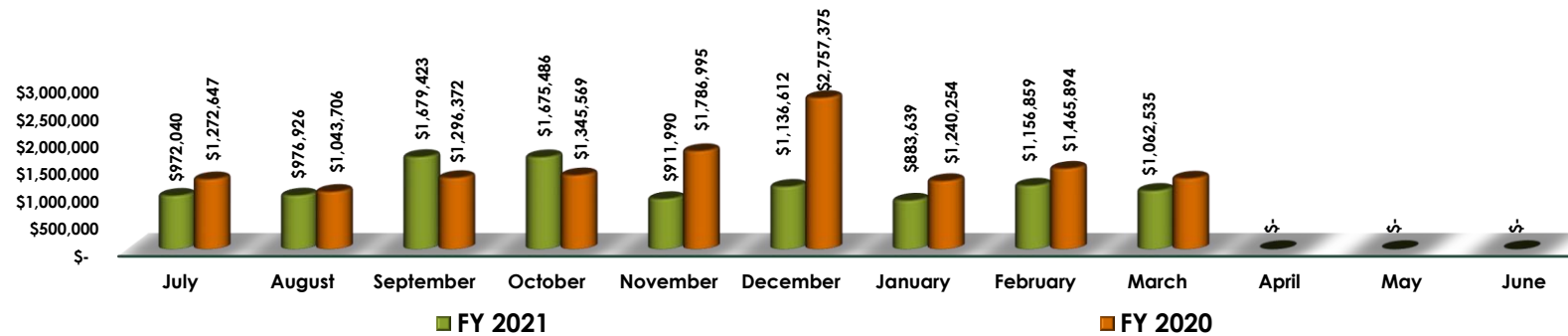
Revenues

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2021	\$ 5,615,494	\$ 1,853,030	\$ 951,719	\$ 2,785,537	\$ 2,362,876	\$ 1,532,472	\$ 1,280,374	\$ 850,313	\$ 836,444	\$ -	\$ -	\$ -
FY 2020	\$ 5,782,746	\$ 1,955,250	\$ 855,662	\$ 2,568,148	\$ 2,778,081	\$ 1,338,175	\$ 1,648,309	\$ 762,871	\$ 801,214	#DIV/0!	#DIV/0!	#DIV/0!
% Variation	-3%	-5%	11%	8%	-15%	15%	-22%	11%	4%	#DIV/0!	#DIV/0!	#DIV/0!

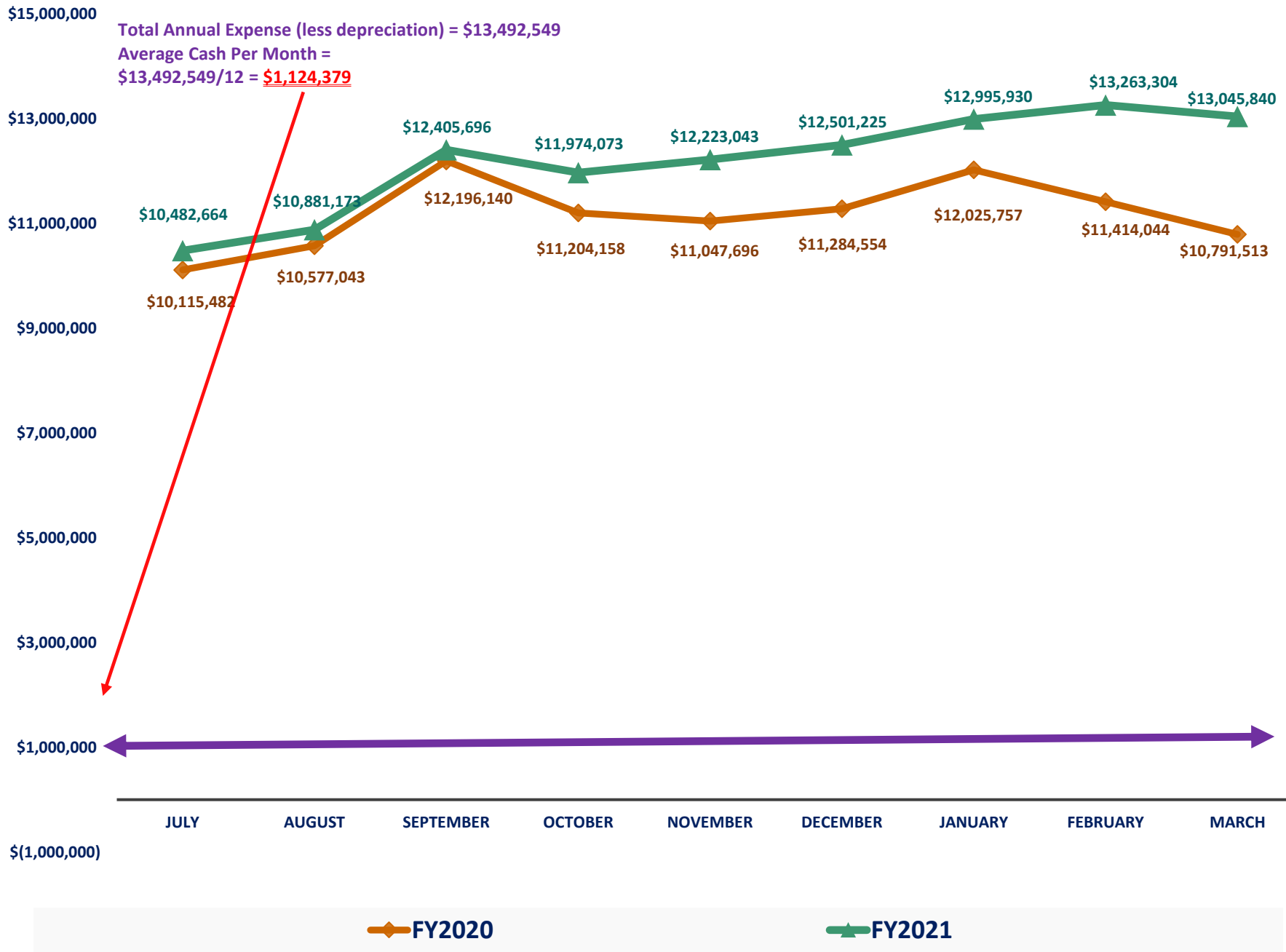


Expenditures

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2021	\$ 972,040	\$ 976,926	\$ 1,679,423	\$ 1,675,486	\$ 911,990	\$ 1,136,612	\$ 883,639	\$ 1,156,859	\$ 1,062,535	\$ -	\$ -	\$ -
FY 2020	\$ 1,272,647	\$ 1,043,706	\$ 1,296,372	\$ 1,345,569	\$ 1,786,995	\$ 2,757,375	\$ 1,240,254	\$ 1,465,894	\$ 1,286,161	#DIV/0!	#DIV/0!	#DIV/0!
% Variation	-24%	-6%	30%	25%	-49%	-59%	-29%	-21%	-17%	#DIV/0!	#DIV/0!	#DIV/0!



Monthly Cash-On-Hand Update





North Central State
COLLEGE

Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Executive Committee to decide if April meeting will be Zoom, in-person, or hybrid	April 2021	M. Smith/ D. McElfresh
2.	Respond to Miller's question regarding College's eligibility for Retention Credit	March-April	D.Diab/L.McKee
3.	Send 2021 ACCT Presentation Proposal information on proposal #1 & #3 to presentation team, et al for consideration at 2021 ACCT Congress	March-April	D.Diab/S.William
4.	BOT to receive Performance/Self-Evaluation Trend Analysis on a quarterly basis. 1 st Quarter Report at April BOT Meeting	April 2021	S. Williams



North Central State College

BOARD OF TRUSTEES 2021 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 20, 2021	Principle 5	L. Nelson	4.9 Executive Limitations	E. Morando
February 24, 2021	<i>Deferred to March</i>		2.0, 2.1, 2.2 Governance Process	P. Mowry
March 24, 2021	Principle 5 Enrichment Activity	S. Stone	2.3, 2.4, 2.5 Governance Process	M. Smith
April 28, 2021	Principle 6	K. Winkle	2.6, 2.7, 2.8, 2.9 Governance Process	D. McElfresh
May 26, 2021	Principle 6 Enrichment Activity	D. McElfresh	3.0, 3.1, 3.2 Board-CEO Relationship	Roger Miller
<i>June 23, 2021</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 25, 2021	Principle 7	M. Masters	3.3, 3.4 Board-CEO Relationship	S. Stone
September 22, 2021	Principle 7 Enrichment Activity	E. Morando	4.0, 4.1, 4.2 Board-CEO Relationship	L. Nelson
October 27, 2021	Principle 8	M. Smith	4.3, 4.4, 4.5 Executive Limitations	K. Winkle
December 1, 2021	Principle 8 Enrichment Activity	P. Mowry	4.6, 4.7, 4.8 Executive Limitations	M. Masters
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.				

6. **Executive Limitations Policies:** The board makes decisions with respect to its staff's means decisions and actions only in a proscriptive way in order simultaneously (a) to avoid prescribing means and (b) to put off limits those means that would be unacceptable even if they work. Policy documents containing solely these decisions are categorized as "Executive Limitations" in describing the Policy Governance model, but can be called by whatever name a board chooses, as long as the concept is strictly preserved.

[PRINCIPLE 6]

Executive Limitations should address:

- a) Everything the board believes is important
- b) Everything the board might wish to forbid
- c) Those things the board feels it must forbid on behalf of its owners
- d) Those means the board, acting on behalf of the owners, would find unacceptable for reasons of prudence or ethics, even if Ends were to be accomplished

Answer: d) Those means the board, acting on behalf of the owners, would find unacceptable for reasons of prudence or ethics, even if Ends were to be accomplished

Explanation: Executive Limitations govern means. Every limitation inhibits the accomplishment of Ends and therefore limitations should be kept to a minimum. In general, the only criterion for judging the effectiveness of means is the accomplishment of Ends. However to preserve the long-term ability of the organization to produce Ends and to fulfill their obligation to reflect their owners' values, boards must also consider their standards of ethics and prudence.

References:

BTMAD p 120;
RIYB p 8.

[PRINCIPLE 6]

The most important reason Executive Limitations are stated proscriptively is because:

- a) The board can allow far more than it needs to forbid leading to fewer policies
- b) It reminds the board to govern CEO means only through policies that specify unacceptable conditions based on prudence and ethics
- c) The board can avoid approving CEO means, thus preserving distinct lines of accountability
- d) All of the above

Answer:

d) All of the above.

Explanation: The board is accountable for the organization. The board has delegated fulfillment of Ends to a CEO, who is accountable to the board. To be efficient, empowering and accountable, the board needs to ensure that no unjustifiable means are used to produce results, that the CEO has maximum freedom to accomplish Ends, and that who is accountable is crystal clear in any area of authority. If the board prescribes CEO means rather than proscribing (or limiting) them, it cannot hold the CEO accountable for means that the board prescribed either work or do not work. By addressing CEO means ONLY through proscribing or limiting them, the board frees itself from needing to approve

any CEO means, leaving the CEO fully accountable for accomplishment of the board's stated Ends

Reference:

pp 121-131 BTMAD.

[PRINCIPLE 6]

Executive Limitations policies should be created:

- a) To deal with all board member concerns about staff means
- b) To make sure that the CEO does things the way that board members would prefer them to be done
- c) To prohibit those means choices that the board would find imprudent or unethical whether or not they helped to achieve the Ends
- d) To show stakeholders that the board is acting responsibly

Answer: c) To prohibit those means choices that the board would find imprudent or unethical whether or not they helped to achieve the Ends

Explanation: Board interference in means choices acts as a brake on Ends accomplishment and obscures CEO accountability. It is therefore important that Limitations policies are kept to the minimum necessary for prudent and ethical operation of the organization.

References:

RIYB p 42, p 43, p 67;
BTMAD p 126.

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.

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 23, 2018

Expires: April 1, 2025

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

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 30th 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 in the first quarter, to be held during the balance of the fiscal year.

(B) Governance education, and education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, 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

Expires: April 1, 2025

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

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

Expires: April 1, 2025

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

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 15th 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

Expires: April 1, 2025

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



JOIN US:

*for the 2021 All-Ohio Community
College Academic Team*

RECOGNITION CEREMONY

*featuring Ohio Lt. Governor Jon Husted and Ohio
Department of Higher Education Chancellor Randy Gardner*

WHEN: April 29, 2021 from Noon to 1 p.m.

REGISTER: bit.ly/OACC-Register

*For more information, please contact the Ohio Association of
Community Colleges at studentsuccess@ohiocc.org.*

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SEPARATION REPORT

Report for April 2021

Effective March 19, 2021

Thomas Mansperger, Director of Admissions

REASON: Resigned

2021

January

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February

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28						

March

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28	29	30	31			

April

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25	26	27	28	29	30	

May

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30	31					

June

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27	28	29	30			

July

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August

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29	30	31				

September

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October

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31						

November

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28	29	30				

December

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5	6	7	8	9	10	11
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Policy Governance® Model

