North Central State College

Board of Trustees' Meeting

Board Packet

Achieving the Dream LEADER COLLEGE OF DISTINCTION

May 26, 2021

NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, May 26, 2021
5:30 pm – Hybrid Meeting Environment 164 Kehoe Center 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*
- Ms. Renda Cline (Trustee, Ohio State-Mansfield Advisory Board)

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; Page 8
Equal Opportunity Ends Policy (1.20)

D. Updates/Other Page 37

VII. REQUIRED APPROVALS AGENDA (IAW 02.73) **–** *Mr. Matthew Smith*

<u>Consent Agenda</u> **(Action Required)**

<u>Minutes:</u>

A. Approval of Minutes for April 28, 2021 "Regular Meeting" Pages 10-23

<u>Personnel Actions:</u>

B. Consideration of Approval of Employment of College Personnel – *R-2021-15* Page 24

<u>Regular Agenda</u>

A. Treasurer's Report for April 30, 2021 – *Ms. Lori McKee* Pages 26-32
(Action Required)

B. FY 2021-2022 Budget Proposal Presentation – *Ms. Lori McKee* **No Action Required**

VIII. POLICY GOVERNANCE

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

1. Review of Actionable Items Page 33

2. Owner Connections

B. Board Training (IAW 02.70(b)) Page 34

1. Policy Governance Enhancement Activity Principle #6
(*Executive Limitations Policies) – Discussion of the Video with John and Miriam Carver*

2. Governance Policy Review (3.0, 3.1 & 3.2) (*Board-CEO Relationship*) Pages 34-36
– *Mr. Roger Miller*

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

A. 2021 Financial Disclosure Statement Filing Follow-up (Deadline Monday, May 17, 2021)

B. BOT June Regular Meeting & Annual Planning Retreat scheduled for June 23rd (Kehoe Center)
(Regular Meeting 4:00pm-4:40pm, Planning Retreat 5:00pm-9:00pm, light dinner)

C. ACCT Federal Update for Central Region Meeting (May 20, 2021)

D. 2021 ACCT Leadership Congress (October 13-16) (San Diego, CA)
- Registrations
- Appointment of Voting Delegate
- Equity Awards Nominations
- Concurrent Session Presentation Proposals

D. OACC Annual Conference (September 16, 2021) (North Central State College)

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, June 23, 2021 – (Kehoe Center & Zoom)

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)

NCState Rep.	OSU-M Meeting Date	NCState Meeting Date	OSU-M Rep.
		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~~ Cancelled	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
(2021-2022 COLLEGE ACTIVITIES/PLANNING CALENDAR)

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 (Kehoe/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	**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	**7 – Foundation Scholarship Luncheon (Byron Kee)** **13-16 ACCT Leadership Congress (San Diego, CA)** **27 – Regular Board or Trustees Meeting (Fallerius or Zoom)**
November 2021	**4 – Foundation Resource Development Committee (Fallerius or Zoom) No Regular Board meeting scheduled for November 2021** **18 – Foundation Quarterly Board Meeting (Byron Kee or Zoom)** **18 – Ohio State Mansfield Advisory Board Meeting (Eisenhower or Zoom)**
December 2021	**1 – Regular Board or Trustees Meeting (Fallerius or Zoom)**

3357:13-01-20 Equal Opportunity Policy (ENDS)

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

Effective: August 25, 2010
Expires: June 1, 2025
Review Dates: 8/25/10, 7/30/11, 7/21/12, 7/15/13, 6/25/14, 6/24/15, 6/22/16, 6/28/17*, 7/11/18, 6/26/19, 7/22/20

* Previously Policy number 01-10

Required Approvals Agenda

Consent Agenda

Minutes:

A. Approval of Minutes for April 28, 2021 “Regular Meeting”

Personnel Actions:

B. Consideration of Approval of Employment of College Personnel – *R-2021-15*

Regular Agenda

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

B. FY 2021-2022 Budget Proposal Presentation – *Ms. Lori McKee*

North Central State College
Board of Trustees' Meeting
April 28, 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. This meeting was held in a hybrid format with some participants attending in-person in 165-Fallerius and others online via Zoom.

Chair Smith called the meeting to order at 5:30 p.m. in a Zoom hybrid meeting space. At that time, he asked all to rise and join him in reciting the pledge of allegiance followed by him reading of the Global ENDS Policy for North Central State College.

II. ROLL CALL

The Secretary, Mr. Stephen Williams called the roll.

Present:
Mr. Mark Masters
Dr. Dwight McElfresh
Mr. Roger Miller
Ms. Elisabeth Morando
Ms. Pamela Mowry
Ms. Linda Nelson
Mr. Matthew Smith
Mr. Steven Stone
Ms. Kimberly Winkle

III. INTRODUCTION OF GUESTS

Board Chair, Mr. Matthew Smith asked President Dorey Diab to introduce the guests present. President Diab acknowledged the presence of: 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. Chris Copper, Vice President of the College Foundation; Ms. Margaret Puckett and Ms. Tonya Stanger representing the Faculty; Ms. Brandel Boyd representing the Staff Caucus and Mr. Dustin Boyd representing the Student Organizations.

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

Mr. Matthew Smith explained that the primary focus of tonight's meeting will include: A Report from our Students, our Foundation, and our President. We will attend to our Required Approval Agenda, our Policy Governance Agenda and an Executive Session to discuss Collective Bargaining Strategies with no business expected to follow the Executive Session.

V. OSU-MANSFIELD ADVISORY BOARD REPORT

Board Chair, Mr. Matthew Smith announced that he did not see our representative from the Ohio State University, Mansfield Advisory Board present so, there would be no report at this meeting. President Dorey Diab noted that the OSU-M Advisory Board meeting for May 20th has been cancelled so the next meeting will be on September 16, 2021.

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

Dr. Dorey Diab introduced Mr. Dusty Boyd to present the student reports.

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

PTK
With current Covid restrictions, the Chapter has put off on hosting any events. All students who are members and currently enrolled were called to discuss engagement. There are currently 61 members.

The Chapter went to Malabar Farm last weekend and is going again this weekend to do a service project. Members are painting a chicken coup. The building is over 100 years old.

SAP
All currently enrolled members were called to discuss completion of the induction steps. Within two weeks of our calls, induction increased 15%. There are currently 380 members.

Both
Members of both organizations are getting ready to decorate cars for graduation.

A group of social work students held a clothing drive on April 10th. They collected clothing for about 4 months, washed and sorted all of the clothes. Over 100 people from the community attended the event. 18 participants completed an evaluation form and rated the event a success.

Members of both organizations are excited to have the ability to again engage in service. We are observing all COVID safety protocol to ensure student safety.

B. North Central State College Foundation Development and Update – *Ms. Christine Copper*

Dr. Dorey Diab introduced Ms. Chris Copper to present the Foundation Report. Ms. Copper presented the Foundation Development and Update Report as follows:

Emerald Club

Goal: $330,000

Total: $763,909.45

2021 % to goal: 231%

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

Secure funding for scholarship programs, including Tuition Freedom and certificates.

- The Foundation is offering Career Centers students, Mansfield Senior High, and the Crawford County High School students an opportunity to receive a scholarship or a gift card to generate more students applying to NCSC.
- The Foundation has awarded over $290,000 in scholarships for FY22, including tuition freedom scholarships. Letters are out and students have begun to turn in their acceptance agreement.
- The FY22 Employee Campaign has been launched and will include weekly opportunities for Cedar Fair tickets, gift cards, and recognition.
- A new gift was contributed to the NCSC foundation to use for grants that are provided to students that experience a hardship and need assistance.

Community Engagement

- The Foundation hosted the 2020/2021 Hall of Excellence virtually. Feedback from donors, corporate sponsors, the Board of Trustees and Foundation, along with other key stakeholders was that is was very successful.

Grants

- A Title III grant submission is in the drafting phase, Mr. Howard Walters has agreed to support and take a strong role in the submission.

Increase Technology support, including HyFlex/Next Gen classrooms

Secure donors and grants to fund emerging College and program needs especially to build the information technology infrastructure inside and outside the classroom.

- A new gift request has been approved for a $50,000 gift to fund portable workforce development equipment. The equipment will allow for training at manufacturers site.
    - The donor company has agreed to expand their staff training to be part of our workforce training program.
- The NCSC Foundation has requested support from an area donor for the Kehoe auditorium to upgrade IT and hybrid training with technology equipment.
- A visit with the Stark County "Project Rebuild" was completed and the process used for the program is being evaluated for inclusion with a possible similar program in Crawford County.

Increase Alumni Engagement

- The FY22 Alumnus of the Year request has gone out to the Alumni Committee and will be available soon for nominations.

C. Monitoring Report: ENDS Policy – Diversity Ends Policy (1.10)

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 work of the College and the Diversity, Equity and Inclusion (DEI) Committee to meet College objectives for DEI. Policy 1.10 Diversity Ends policy states,

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

President Diab reported the following items related to Diversity:

1. President Diab indicated that the College's percentage of service to diverse students compared to the population of communities we serve remains generally the same. However, in some targeted areas such as the Mansfield City area, we still have work to do.

2. The College's Diversity, Equity and Inclusion Committee has been making great progress in educating and transforming the culture of understanding within the College Community since it has been established. Dr. Toni Johnson has recently picked up on the work begun by Ms. Cheryl Carter before her departure from the College. Ms. Margaret Puckett has been very active in that committee as well on behalf of the College faculty. Key highlights of their report includes:

a. They have adopted the Strategic Planning for Diversity, Equity and Inclusion toolkit from the University of California at Berkley as a framework for the DEI work at our college.
b. They have modified the mission, vision, charge of the committee, and strategic initiative and updated the college webpage with information.
c. They have developed the DEI statement to be included on all course syllabi beginning with summer 2021.
d. They are encouraging deans and other leadership to conduct DEI items at each of the department meetings.
e. They have developed questions and plans for student focus groups. Three student focus groups will be held.
f. They have recruited four new members to serve on the College DEI committee to replace those who have retired or departed including student representation.
g. They made the Fall In-service presentation on Equity and discussed survey results facilitated by Achieving the Dream partners.
h. The Spring 2021 In-service professional development included a guest speaker, Demia Kandi, founding partner of SIGNIFICANCE, LLC who delivered a presentation entitled "Celebrating our Commonalities and Respecting Our Differences. She spoke about preferred terminologies and ways of referencing different groups. Feedback from event surveys showed 92% rated Ms. Kandi as a good speaker.
i. Created a sub-committee to research and implement college approach for use of preferred personal pronouns.
j. Developed statement in regards to "Stop Asian-hate" that was included in a letter from President Diab to all students and employees and was posted on College website and social media.

3. Originally it was discussed with the Executive Committee to show the OACC video by Tia McNair at the board meeting. However, out of respect for the Board's time it was provided separately so that Trustees may view it ahead of time and use this time for a robust discussion of the video's key points. To begin this discussion, President Diab identified some of the key points of the video as:
   a. Equity and Equality are intertwined as a foundation for excellence in under-graduate education in service to democracy. Especially in the development of professional skills (soft-skills) that we are often called upon to instill in our students by local employers.
   b. Nationally, forty-six percent of undergraduates are students of color so, in order to fulfil our mission of access and success we can build our institutions capacity by building an equity-minded campus.
   c. We must disaggregate the data to understand the why and how to advance equity.
   d. The role of Trustees is to define clarity in language and goals in equity and equity-mindedness, and establish equity-minded outcomes for all students by taking systemic actions.
   e. Establish an understanding of the difference between Equality and Equity (the picture of people with different height and support boxes was used to illustrate the concept.

f. Being equity conscious means understanding that everyone does not start with the same advantages and disadvantages; and ensuring everyone having access to a wide range of opportunities through understanding and intentionality.
g. Another key concept from the book involves interpreting equity gap as a signal that practices are not working as intended and asking equity-minded questions on how and why current practices are failing to serve students who are experiencing inequities.

After presenting the questions to the Board members from the book "Equity Talk to Equity Walk," President Dorey Diab asked Trustees for discussion on the topic.

Dr. Dwight McElfresh discussed Dr. McNair's concept of "corrective justice". While many institutions want to conduct inclusion, the effectiveness of that inclusion is what is in jeopardy. The most compelling point is that we as Trustees can set the tone by having the proper broad policies but it still takes admissions to effectively administer those policies and probably most importantly it takes faculty to recap the practices in teaching. There are lots of places to dig into the data to formulate action plans but one that Dr. McNair suggests is that 60% of the high schools' populations are minorities yet only 7% participate in College Credit Plus. This illustrates that we can have the greatest College Credit Plus program in the world but if we are not getting the right students into that program then we can't effectively correct the justice in equity that we are trying to accomplish. There are many ways to look at the data but what we do with that data will make the difference.

Mr. Matthew Smith discussed the importance in having our Diversity data disaggregated to share with the Board at their retreat to help educate the Board on where we are at.

Mr. Steven Stone referenced the discussion of Qualitative Data and Quantitative Data and asked what we do in effort to capture the Qualitative portion of the NCState story regarding the equity question? What mechanisms to we have in place to gather that data and what do we do with the information gathered? President Diab addressed Mr. Stone's questions and called upon Ms. Margaret Puckett to share her insight on the topic from the faculty perspective.

Ms. Linda Nelson discussed some of the challenges faced by students in the FAFSA completion task. Vice President, Tom Prendergast addressed her question and discussed some of the initiatives the College is doing to assist are through community interaction and grant submissions. Ms. Kim Winkle added a perspective on pros and cons of requiring FAFSA completion as a condition for high school graduation. While it brings benefit it also can serve as an obstacle.

Mr. Roger Miller inquired about the effect of community interaction with Mansfield City Schools toward increasing enrollment in that region. President Diab addressed his question.

D. Updates/Other

1. The College has hired a marketing company to help address the drop in enrollment. We know that the drop is mostly due to the pandemic, and decrease in demographics. Nonetheless we need to do what we can to overcome the drop.
2. The consultant has analyzed data from 1,539 students during fall 2018, spring 2019, and summer/fall 2019 prior to COVID. They reviewed ten onboarding tasks and identified an important tipping points which is that students are more likely to register after six tasks. Therefore students are more likely to register after they experience more touch points (such as meeting with an advisor, doing financial aid, getting the transcript, participating in orientation) to create success and momentum through early engagement.
3. Significant factors for not attending include gender (not converting females from application to admission), and not recruiting enough African American and adults
4. More informal, social interactions early in the relationship were also identified as key to putting students more at ease and building a more personal relationship with members of the college before tackling the more difficult tasks in the application to registration process.
5. Making better use of the "Mechanics Model" was also discussed in bringing the educational opportunities directly to companies with employees who are seeking higher education.

Preparation work on the Title III grant continues although the Request for Proposals (RFP) has not been published yet. The previous proposal focused more on the student services aspect of student success through advising whereas the new proposal is focusing more on the academic services aspects such as doing more online, shorter terms and ensuring our faculty and staff have the proper/sufficient professional development to take the College down this road.

Stimulus payments for students is moving forward. We are providing stimulus payments to all of the Pell-eligible and non-Pell-eligible students according to our guidance from the fed and will be doing more of the same for the coming fall semester based on the established criteria of need. We are also looking at other non-fed initiative funding (such as Foundation funding, etc.) to encourage students toward completion.

Thanks to the support of Avita Health System we have been doing vaccine clinics for students, faculty, and staff and are planning to offer one additional clinic prior to the end of the term for folks who would like to get their vaccine before leaving for the summer.

We have been very involved with OACC. We invited the Chair of the House Higher Education Finance Sub-Committee to the last presidents meeting. He noted the biggest challenge for Ohio is lack of population growth.

On the House budget news.

a. The State Share of Instruction (SSI) is looking to remain the same with a one percent increase this year and a 0.9 percent increase in the second year.
b. Initially we were excited about the sub-committee allowing the split in the SSI line item between two-year and four-your sectors. However, the House has decided to put the two back together again. We will be approaching the Senate to consider splitting the two back out again.
c. The House is allowing for a tuition increase of $5 per credit hour although we are not thinking about doing that at this time due to the pandemic and the stimulus from the federal government.
d. The House did allow for the Trustees meeting in a virtual setting to continue until the end of the year.
e. The FAFSA completion requirement for high school graduation was not maintained by the House so we will once again be advocating to the Senate to consider putting that back into the bill. President Diab explained why this is important not only to institutions of higher education but to high school graduates planning to continue on to College after high school as well.

VII. REQUIRED APPROVALS AGENDA

CONSENT AGENDA

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

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

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

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 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 April 19, 2021
Amanda Sheets, Director of Admissions, Recruiting and Gateway Services
St. Leo University, Masters in Educational Leadership

BEGINNING May 3, 2021
Amy Baldy, Transition Specialist
The Ohio State University, Associates of Science

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.

Amanda Sheets is hired as Director of Admissions, Recruiting and Gateway Services to replace Thomas Mansperger.

Amy Baldy is hired as Transition Specialist to replace Marc Pumala

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

REGULAR AGENDA

A. Consideration of Approval of Designation of Emeritus Status for Ms. Elisabeth Franz – R-2021-14

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

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of resolution R-2021-14 Designation of Emeritus Status for Ms. Margaret Puckett. Ms. Pamela Mowry seconded the motion and the motion carried unanimously.

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

Ms. Lori McKee presented the Treasurer's Report for the period ending March 31, 2021. She stated that revenues for the month totaled $836,444. Expenditures were $1,062,535 leaving a deficit of $226,091. Year-to-date revenues totaled $18,068,258. Year-to-date expenditures totaled $10,455,510 leaving an excess of $7,612,748. The Month End Investment Balance for March 31, 2021 was $6,101,919 ($3,050,655 in Star Ohio and $3,051,264 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. She also noted a special accounting of activity at the Child Development Center regarding "Cares" dollars. While we are running the CDC at a loss on the reports, one of the inflows was from "ratio support" to offset the loss of service due to the pandemic.

ACTION TAKEN: Ms. Linda Nelson moved for approval of the Treasurer's Report for the period ending April 31, 2021. Ms. Kimberly Winkle seconded the motion and the motion carried unanimously.

VIII. POLICY GOVERNANCE

A. Discussion of Agenda Planning – *Ms. Pamela Mowry*

1. Review of Actionable Items.

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

a. Executive Committee to decide if April meeting will be Zoom, In-person, or hybrid – This item was completed in preparation for this meeting.

b. Respond to Trustee Miller's question regarding College's eligibility for Retention Credit – This item was discussed earlier in the agenda by Mr. Miller and CFO, Ms. Lori McKee.

c. Send 2021 ACCT Presentation Proposal information on proposal #1 and #3 to presentation team and others for consideration at the 2021 ACCT Leadership Congress

– This item will be discussed later in the agenda.

d. BOT to receive Performance/Self-Evaluation Trends Analysis on a quarterly basis with 1st Quarter Report at April BOT Meeting – This item was completed with discussion to take place later in the agenda.

2. Owners Connections.

Dr. Dwight McElfresh – Shared that he had sat in on a couple of meetings this past week where a number of employers were talking about their inability to find qualified candidates or any candidates. Some companies were talking about special incentives they were considering in order to "keep" their employees. This is a great time for folks who have particular skills and want to work.

He also shared that he was at a community foundation meeting, the Women's Fund in Ashland is taking on an initiative of Child Care. He suggested to them to consider contacting the NCSC Child Development Center for a potential collaboration. The initiative is about breaking down the barriers of access to quality care and affordability to child care. Currently, in Ashland County there was no access to child care available for those who work second shift. This of course, affects some people's ability to go back to work.

Ms. Pamela Mowry – shared that she recently attended a dinner in Richland County and sat at the table with some others who indicated that they had a son, who graduated from NCSC and went on to become a medical doctor. They spoke very highly of NCSC.

She also shared information on the upcoming Veterans Appreciation event in Ashland as well as a military acquaintance who shared that after service they are now working in cyber-security certification and forwarded contact information that may prove useful to the College for consideration.

Ms. Elisabeth Morando - shared that she had attended a meeting where some ladies were talking and the topic of NC State came up and the knowledge, professional skills and people skills quality of NC State Nursing Program Graduates compared to some others.

Ms. Kimberly Winkle – shared that she had attended the Crawford County Partnership meeting where members had received a survey from the Crawford Success Center regarding the type of employees various companies are looking for.

Mr. Matthew Smith - shared several publications that illustrated NC State collaborations with local school systems and community.

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

1. Ms. Kimberly Winkle led the discussion of policy governance principle 6 (Executive Limitations Policies). Principle 6 states, ***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.

2. Policy Governance Policy Review (IAW 02.14) – training will continue to include a review, refresher, and reassessment of current Policy Governance policies. Dr. Dwight McElfresh led the discussion and review of Governance Process policies 2.6 – Board Secretary's Role policy, 2.7 Agenda Planning policy, 2.8 Board Committee Principles policy & 2.9 – Board Committee Structure policy.

In the discussion of each policy, the Board concluded that all policies were still accurate as written and relevant to the Board's current governance process/practice.

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

Mr. Matthew Smith asked if all Trustees had the opportunity to review the Board Performance/Self-Evaluation Survey Trend Analysis for the 1st Quarter of 2021. The Board reviewed each survey topic, discussed trend analysis results, and considered areas for improvement.

IX. BOARD CHAIRPERSON REPORT- *Mr. Matthew Smith*

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

Mr. Matthew Smith reminded Trustees of the financial disclosure statement filing deadline coming up next month on Monday, May 17, 2021 and asked those who have not filed to please do so by the deadline.

B. 2021 All-Ohio Academic Team Recognition Ceremony

Mr. Matthew Smith reminded Trustees of the 2021 All-Ohio Academic Team Recognition Ceremony that would be held virtually on Monday, April 29th from Noon to 1:00pm. All who were interested and available were encouraged to view the event. Registration was required and Trustees were directed to information provided in the Board package with registration details. NC State has four students being recognized and information on each student was provided.

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

Mr. Matthew Smith called for an update on Trustee participation at the Graduation Drive-Thru event. President Dorey Diab recapped the flow and timing of the event and outlined the area and task assigned for Trustee participation. Special event shirts will be

distributed to all Trustees once they are available. Trustees having any additional questions, were encouraged to contact Mr. Steve Williams for assistance.

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

Many trustees indicated interest in participating.

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

Mr. Matthew Smith summarized the discussion from the listening tour.

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

Trustees were pleased with the quality and success of the virtual event

X. EXECUTIVE SESSION – *Mr. Matthew Smith*

The Chair called for an Executive Session at 7:38 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. Dr. Dwight McElfresh made a motion and it was seconded by Ms. Elisabeth Morando 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 7:48 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 good that all were present. There were good reports. There are a lot of things going on despite the challenging circumstances. The discussion on the equity was terrific. There was a little trouble hearing the Zoom participants from the Board room over the exhaust fans that were running during the meeting. President

Diab stated that he has made a note to ensure the fans are turned off for any future meetings that include Zoom participation.

XII. TIME AND PLACE OF NEXT MEETING

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, May 26, 2021 at 5:30 p.m. as a hybrid meeting in the Kehoe Center and via Zoom.

XIII. ADJOURNMENT

The Chair called for any additional information items.

ACTION TAKEN: As there was no further business or information items, the Board Chair, Mr. Matthew Smith declared the meeting adjourned at 7:50 p.m.

Respectfully submitted:

_____	_____
Mr. Stephen R. Williams, Board Secretary	Mr. Matthew Smith, Board Chair

CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL

R-2021-15

<u>NEW HIRES</u>

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

BEGINNING June 14, 2021
Howard Walters, Dean, Liberal Arts
University of Southern Mississippi, Ed.D.

BEGINNING August 12, 2021
Jaydip Das Gupta, Biology Faculty
University of Calcutta, Ph.D Molecular Biology and Biotechnology

BEGINNING August 12, 2021
Tristan Hayes, Biology Faculty
Virginia Polytechnic Institute and State University, Doctor of Philosophy in Biological Sciences

BEGINNING August 12, 2021
Anna Plank, Nursing Faculty
Western Governor's University, Masters of Nursing in Education

BEGINNING August 12, 2021
Shelby Stout, PN Nursing Faculty (NEGP Grant)
Grand Canyon University, MSN

BEGINNING August 12, 2021
Xiaolan Ai, Mechanical Engineering Faculty (BASMET)
Northwestern University, Doctor of Philosophy

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2021-15

Howard Walters is hired as Dean of Liberal Arts to replace Deb Hysell
Jaydip Das Gupta is hired as Biology Faculty to replace Tahir Sulehria.
Tristan Hayes is hired as Biology Faculty to replace Jeff Taylor.
Anna Plank is hired as Nursing Faculty to replace Kathy Stevick.
Shelby Stout is hired as PN Nursing Faculty to replace Kelly Grimes who moved to Nursing Clinical Liaison/Interdisciplinary Coordinator.
Xiaolan Ai is hired as a new Mechanical Engineering Faculty (BASMET)

The Treasurer's Report

with Dashboard Analysis

for the Period Ending

April 30, 2021

North Central State College
Analysis of Current Revenue and Expenditures
Period Ending April 30 2021

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-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	$828,436	$7,736,956	7,501,728	$235,228	9,002,074	$7,368,352	$368,604
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)	$1,772	10,636,560	10,281,105	355,455	10,281,105	10,994,842	(358,282)
Other Revenues	12,760	$20,776	$22,313	$19,834	$17,429	$15,386	$12,329	$14,415	$20,292	$17,120	172,654	247,083	(74,429)	296,500	256,599	(83,945)
University Center		$0	$7,164	$0	$0	$0	$0	$0	$0	$0	7,164	16,667	(9,503)	20,000	12,256	(5,092)
Capital Debt Service	22,534	$0	$0	$3,917	$33,838	$0	$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	30,730	281,785	415,000	(133,215)	500,000	405,575	(123,790)
Workforce & Community Development	432	552	12,662	2,763	3,256	0	684	4,582	3,734	25,033	53,698	104,167	(50,469)	125,000	127,416	(73,719)
Facilities	7,508	283	$4,868	$4,868	$4,868	$0	$0	(50)	($100)	$0	22,245	40,810	(18,565)	48,972	66,797	(44,552)
Cares Dollars								0		$0				-	0	0
Fund Balance	0	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**	**$903,092**	**$18,971,350**	**$18,644,060**	**$327,290**	**$20,323,651**	**$19,288,214**	**($316,864)**
Expenditures:																
Payroll	$150,384	$409,735	$650,610	$972,146	$656,178	$728,922	$483,615	$324,970	$568,681	$970,248	$5,915,489	6,328,686	$413,198	7,685,185	$6,331,358	$415,869
Fringes	106,972	$237,737	$231,978	$348,669	$91,045	$101,057	$129,509	$186,038	$223,639	$341,496	$1,998,141	2,732,442	$734,302	3,383,024	2,129,033	130,892
Printing	0	$0	$6,305	$1,034	$833	($3,867)	$694	$198	$2,801	$790	$8,788	29,354	$20,567	35,225	33,027	24,239
Advertising	0	$1,656	$2,605	$870	$284	$15,006	$8,535	$10,546	$12,127	$20,282	$71,911	81,667	$9,755	98,000	105,816	33,905
Postage	0	$0	$840	$1,000	$0	$0	$0	$0	$245	$0	$2,085	41,667	$39,582	50,000	21,681	19,596
Shared Campus Expense	0	$478	$13,300	$707	$672	$0	$646	$198,331	$360	$198,331	$412,825	660,000	$247,175	1,100,000	560,344	147,519
Professional Development	0	$4,395	$3,212	$4,536	$4,071	$0	$2,200	$2,865	$2,664	$2,977	$26,921	182,123	$155,203	218,548	94,755	67,834
Grants and Scholarships	0	$0	$309,509	$17,476	$1,969	$353	$706	$213,152	$6,994	$353	$550,513	1,602,083	$1,051,571	1,922,500	1,977,542	1,427,029
Equipment Lease and Rental	7,026	$9,245	$1,884	$244	$250	$1,640	$280	$9,181	$4,582	$9,181	$43,513	93,500	$49,987	112,200	75,178	31,666
New Equipment	0	$0	$36,486	$1,693	$663	$219	$94	$0	$23,495	$8,135	$70,785	204,988	$134,203	245,986	162,462	91,677
Professional Fees	4,500	$578	$53,163	$1,591	$589	$20,074	$28,576	$5,870	$19,398	$14,324	$148,663	227,244	$78,581	272,693	230,435	81,772
All Other Expenses	599,356	153,977	254,934	153,274	72,701	176,085	65,756	114,699	81,174	154,582	$1,826,538	2,052,813	$226,274	2,463,375	1,690,891	(135,647)
Child Development Center	12,537	37,597	31,733	43,772	15,271	22,706	28,788	31,454	4,099	45,861	$273,818	512,232	$238,414	614,678	254,961	(18,856)
Corporate	4,963	15,390	9,926	15,264	4,631	13,447	7,490	(581)	11,256	23,827	$105,613	112,527	$6,914	135,032	171,407	65,794
Facilities	86,303	106,137	72,938	113,209	62,833	60,970	126,749	60,136	101,020	94,866	$885,161	990,885	$105,724	1,226,424	997,999	112,839
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**	**$1,885,252**	**$12,340,762**	**$15,852,211**	**$3,511,448**	**$19,562,870**	**$14,836,889**	**$2,496,127**
Excess (Deficit)	**$4,643,455**	**$876,104**	**($727,705)**	**$1,110,051**	**$1,450,886**	**$395,860**	**$396,735**	**($306,546)**	**($226,091)**	**($982,161)**	**$6,630,588**	**$2,791,849**	**$3,838,738**	**$760,781**	**$4,451,325**	**$2,179,263**

Total Investment Balance - $6,105,850 ($3,050,850 - Star Ohio and $3,055,075 - Richland Bank)

North Central State College
All Other Expenses
Period Ending April 30 2021

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget
Office Supplies	0.00	302.50	120.90	128.41	985.37	(30.36)	167.40	751.89	651.14	17.00	3,094.25	10,583.33	7,489.08	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	18,196.73	30,334.45	31,310.00	975.55	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	414.23	4,516.96	12,500.00	7,983.04	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	0.00	23,640.23	21,145.83	(2,494.40)	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	42,849.22	229,835.63	236,786.67	6,951.04	284,144.00
Travel	0.00	0.00	197.75	73.45	483.15	0.00	0.00	0.00	228.00	103.00	1,085.35	18,841.67	17,756.32	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	0.00	9,352.26	13,783.33	4,431.07	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	0.00
Equipment Maintenance	777.65	0.00	4,203.54	390.00	0.00	270.00	904.00	0.00	895.00	0.00	7,440.19	17,500.00	10,059.81	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	62,042.32	930,434.77	854,236.67	(76,198.10)	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	0.00	1,265.55	5,000.00	3,734.45	6,000.00
Vehicle Maintenance	0.00	0.00	78.86	21.49	0.00	0.00	0.00	14.50	23.98	1,384.37	1,523.20	6,916.67	5,393.47	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	8,569.22	83,540.39	66,000.00	(17,540.39)	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	831.29	8,334.34	8,333.33	(1.01)	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	0.00
Security	0.00	439.45	439.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	878.90	416.67	(462.23)	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	2,364.36	82,524.05	77,083.33	(5,440.72)	92,500.00
License Fees	0.00	0.00	78.50	507.68	72.74	0.00	0.00	0.00	0.00	0.00	658.92	2,775.00	2,116.08	3,330.00
Bank Fees - General	0.00	350.00	0.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	2,800.00	83.33	(2,716.67)	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	1,161.14	45,350.38	25,000.00	(20,350.38)	30,000.00
Insurance	64,021.00	0.00	0.00	0.00	0.00	50,814.00	0.00	0.00	0.00	0.00	114,835.00	101,639.17	(13,195.83)	121,967.00
Shipping/Freight	0.00	57.43	0.00	0.00	111.84	0.00	0.00	0.00	0.00	0.00	169.27	2,500.00	2,330.73	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	150.00	3,620.00	5,500.00	1,880.00	6,600.00
Commencement	119.16	0.00	0.00	126.77	0.00	0.00	0.00	0.00	5,359.48	8,475.28	14,080.69	20,041.67	5,960.98	24,050.00
Catering	0.00	0.00	0.00	(59.31)	0.00	0.00	0.00	0.00	0.00	0.00	(59.31)	3,462.50	3,521.81	4,155.00
Subscriptions	5,127.00	10.00	49.00	10.00	10.00	10.00	10.00	860.00	149.00	41.96	6,276.96	6,683.33	406.37	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	4,922.00	80,672.40	129,253.18	48,580.78	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	0.00	333.33	333.33	400.00
Recruitment		0.00	0.00	0.00	0.00	0.00	0.00	0.00	879.41	0.00	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	4,967.83	143,845.71	225,030.83	81,185.12	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	104.20	2,840.14	172,916.67	170,076.53	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)	(2,362.45)	(10,194.92)	0.00	10,194.92	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	154,581.70	1,823,575.17	2,075,656.51	252,081.34	2,463,375.00

North Central State College
Period Ending April 30 2021

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	Current YTD	Beginning Budget	Budget Release	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center																
Revenues	$ 26,157	$ 22,865	$ 27,275	$ 29,206	$ 29,320	$ 22,638	$ 30,005	$ 27,465	$ 36,124	$ 30,730	281,785	$ 500,000	$ 415,000	$ (133,215)	$ 405,575	$ (123,790)
Payroll	8,067	26,720	20,487	27,631	11,981	18,336	18,089	18,401	(7,725)	29,290	171,277	291,798	$ 235,683	64,406	150,414	(20,863)
Fringes	3,995	10,062	10,011	14,447	1,863	2,845	10,004	11,839	9,939	15,112	90,117	194,914	$ 157,430	67,314	80,153	(9,964)
Non-Payroll	475	815	1,235	1,694	1,427	1,525	695	1,214	1,885	1,459	12,424	30,050	$ 25,042	12,617	24,395	11,971
Total Expenses	12,537	37,597	31,733	43,772	15,271	22,706	28,788	31,454	4,099	45,861	273,818	516,762	418,155	144,338	254,962	(18,856)
Excess (Deficit)	$ 13,620	$ (14,732)	$ (4,458)	$ (14,566)	$ 14,049	$ (68)	$ 1,217	$ (3,989)	$ 32,025	$ (15,131)	$ 7,967	$ (16,762)	$ (3,155)	$ 11,122	$ 150,613	$ (142,646)
Corporate																
Workforce & Community Development																
Revenues	$ 432	$ 552	$ 12,662	$ 2,763	$ 3,256	$ -	$ 684	$ 4,582	$ 3,734	$ 25,033	53,698	$ 125,000	$ 104,167	$ (50,469)	$ 127,416	$ (73,718)
Payroll	1,743	12,756	7,158	11,332	122	6,333	4,985	(2,398)	6,558	17,779	66,368	113,718	$ 91,849	25,481	104,900	38,532
Fringes	922	2,634	1,868	3,932	32	(298)	2,505	1,629	2,397	5,444	21,065	27,350	$ 22,091	1,026	28,339	7,274
Non-Payroll	2,298	0	900	0	4,477	7,412	0	188	2,301	604	18,180	49,670	$ 41,392	23,212	38,167	19,987
	4,963	15,390	9,926	15,264	4,631	13,447	7,490	(581)	11,256	23,827	105,613	190,738	155,331	49,718	171,406	65,793
Excess (Deficit)	(4,531)	(14,838)	2,736	(12,501)	(1,375)	(13,447)	(6,806)	5,163	(7,522)	1,206	(51,915)	(65,738)	(51,165)	(750)	(43,990)	(7,925)

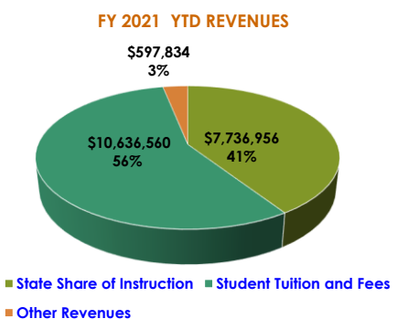
North Central State College

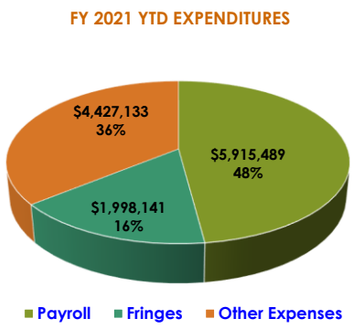
Fiscal Year 2021

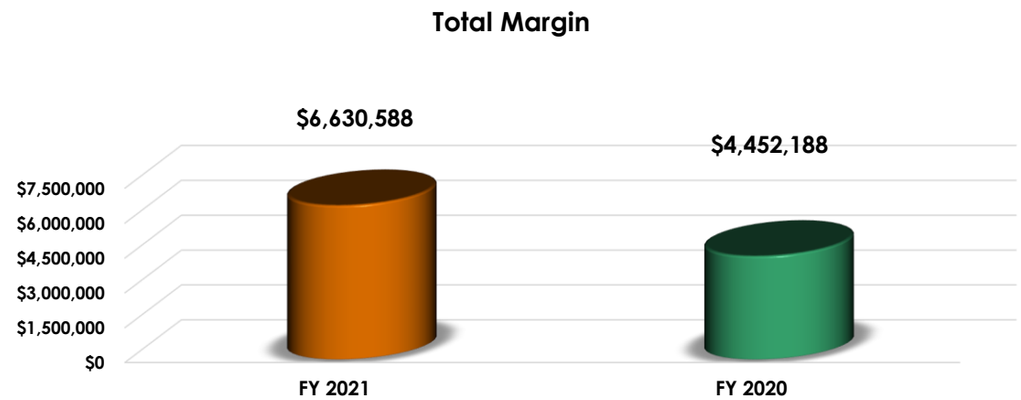
Financial Update

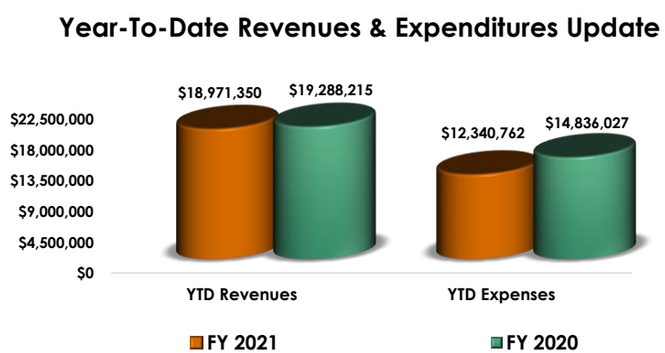
Revenues - Expenditures Summary

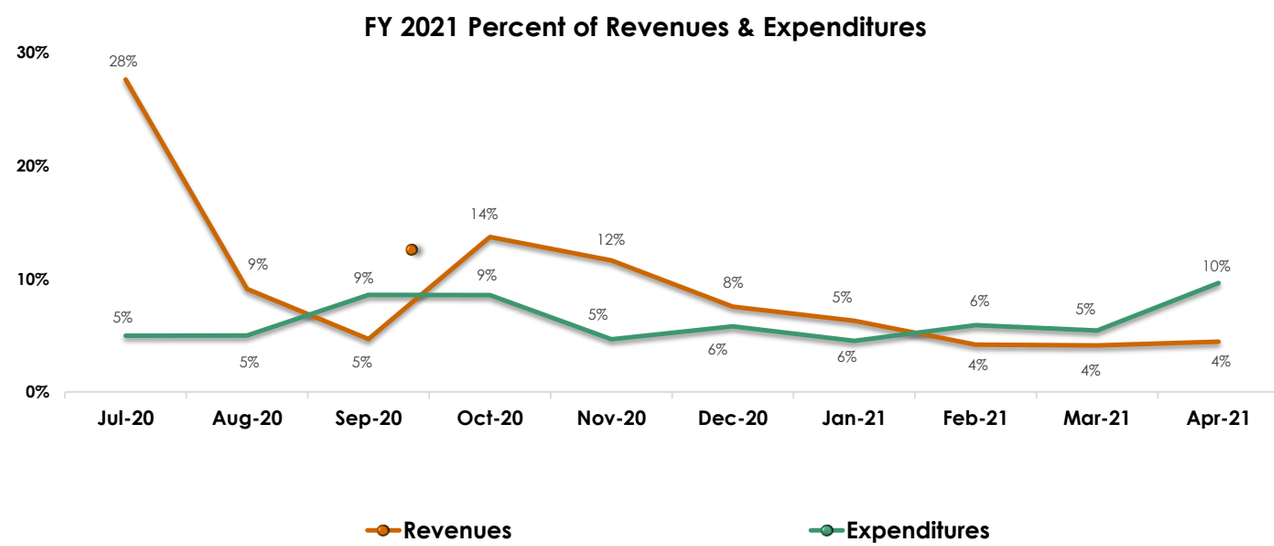
	Approved Budget	April	YTD	% of Total
REVENUES	$20,323,651	$903,092	$18,971,350	93.3%
EXPENDITURES	$19,562,870	$1,885,252	$12,340,762	63.1%
TOTAL MARGIN		($982,161)	$6,630,588	











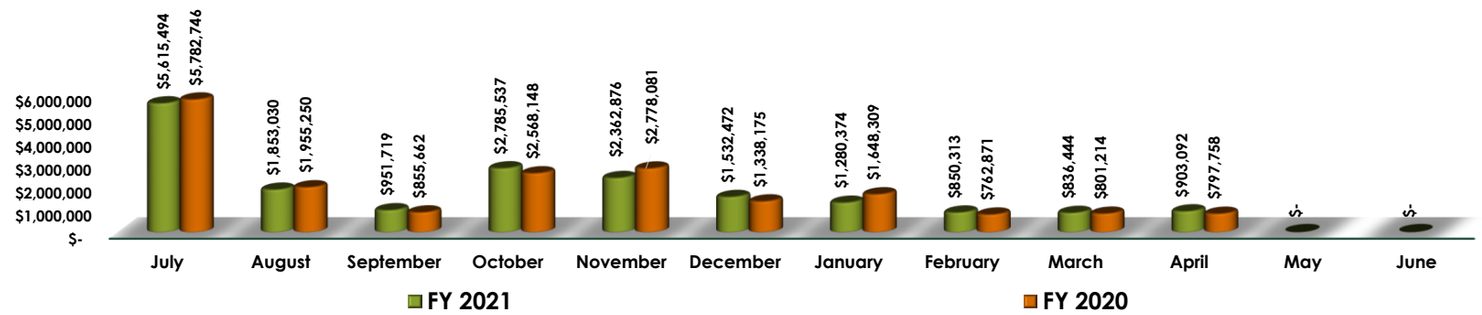
North Central State College

Fiscal Year 2021

YTD Thru April 2021 Financial Update

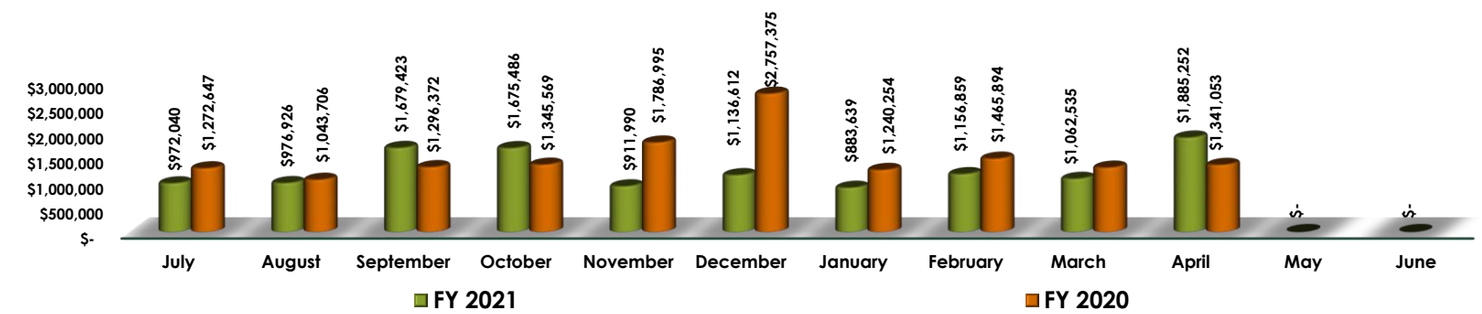
Revenues

	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	$ 903,092	$ -	$ -
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	$ 797,758		
% Variation	-3%	-5%	11%	8%	-15%	15%	-22%	11%	4%	13%	#DIV/0!	#DIV/0!

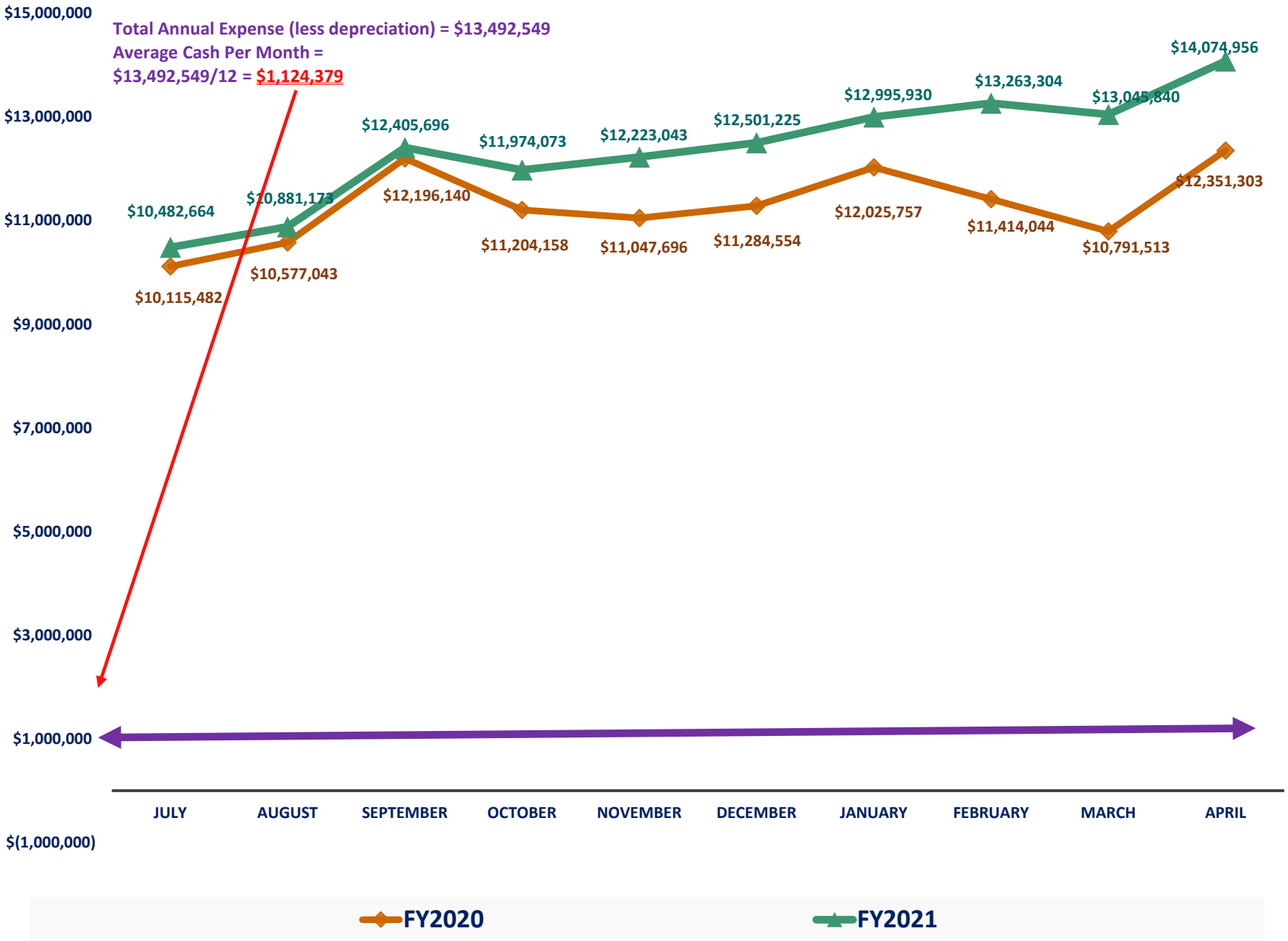


Expenditures

	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	$ 1,885,252	$ -	$ -
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	$ 1,341,053		
% Variation	-24%	-6%	30%	25%	-49%	-59%	-29%	-21%	-17%	41%	#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 May meeting will be Zoom, in-person, or hybrid and whether at Fallerius or at Kehoe	May 2021	M. Smith/ D. McElfresh
2.	Mr. Matthew Smith discussed the importance in having our Diversity data disaggregated to share with the Board at their retreat to help educate the Board on where we are at.	June 23, 2021	D. Diab
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North Central State College

BOARD OF TRUSTEES 2021 Policy Governance Training Schedule

NCState Meeting Date	Principle Discussion	Discussion Leader	PolGov Policy Review	Discussion Leader
January 20, 2021	Principle 5	L. Nelson	4.9 Executive Limitations	E. Morando
February 24, 2021	*Deferred to March*		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
June 23, 2021	*None Scheduled*	*Planning Retreat*	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	*Planning Retreat*
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.

3357:13-03-00 Global Board-CEO Delegation (Board-CEO Linkage)

The board's sole official connection to the operational organization, its achievements, and conduct will be through a Chief Executive Officer (CEO), titled President.

Effective: August 25, 2010
Expires: May 1, 2025
Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20

3357:13-03-10 Unity of Control (Board-CEO Linkage)

Only officially passed motions of the board are binding on the CEO.

Accordingly:

> 3.11 Decisions or instructions of individual board members, officers, or committees are not binding on the CEO except in rare instances when the board has specifically authorized such exercise of authority.
>
> 3.12 In the case of board members or committees requesting information or assistance without board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time, institutional funds or is disruptive.

Effective: August 25, 2010
Expires: May 1, 2024
Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20

3357:13-03-20 Delegation to the CEO (Board-CEO Linkage)

The board will instruct the CEO through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

3.21 The board will develop policies instructing the CEO to achieve specified results, for specified recipients at a specified relationship between cost and results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.

3.22 The board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels; they will be called Executive Limitations policies.

3.23 The board will never prescribe organizational means of the CEO.

a. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.

b. Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the CEO to the board's satisfaction.

3.24 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. Such decisions of the CEO shall have full force and authority as if decided by the board.

3.25 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and CEO domains. By doing so, the board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the board will respect and support the CEO's choices.

Effective: August 25, 2010
Expires: May 1, 2024
Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20

SEPARATION REPORT

Report for May 2021

Effective May 10, 2021
John Stewart, OTA Faculty/ Program Director
REASON: Program closure/Position eliminated

Effective May 10, 2021
Kathleen Stevick, Assistant Professor, Nursing
REASON: Resigned

Effective May 10, 2021
Jeff Taylor, Associate Professor/Program Coordinator, Biology
REASON: Non-renewal of contract

Effective May 10, 2021
Margaret Puckett, Associate Professor, First Year Experience and Developmental Education
REASON: Retirement

Effective May 10, 2021
Min Lu, Mechanical Engineering Faculty
REASON: Resigned

Effective May 10, 2021
Tahir Sulehia, Biology Faculty
REASON: Resigned

Effective May 18, 2021
Heidi Kreglow, PTA Faculty
REASON: Resigned

2021

January

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November

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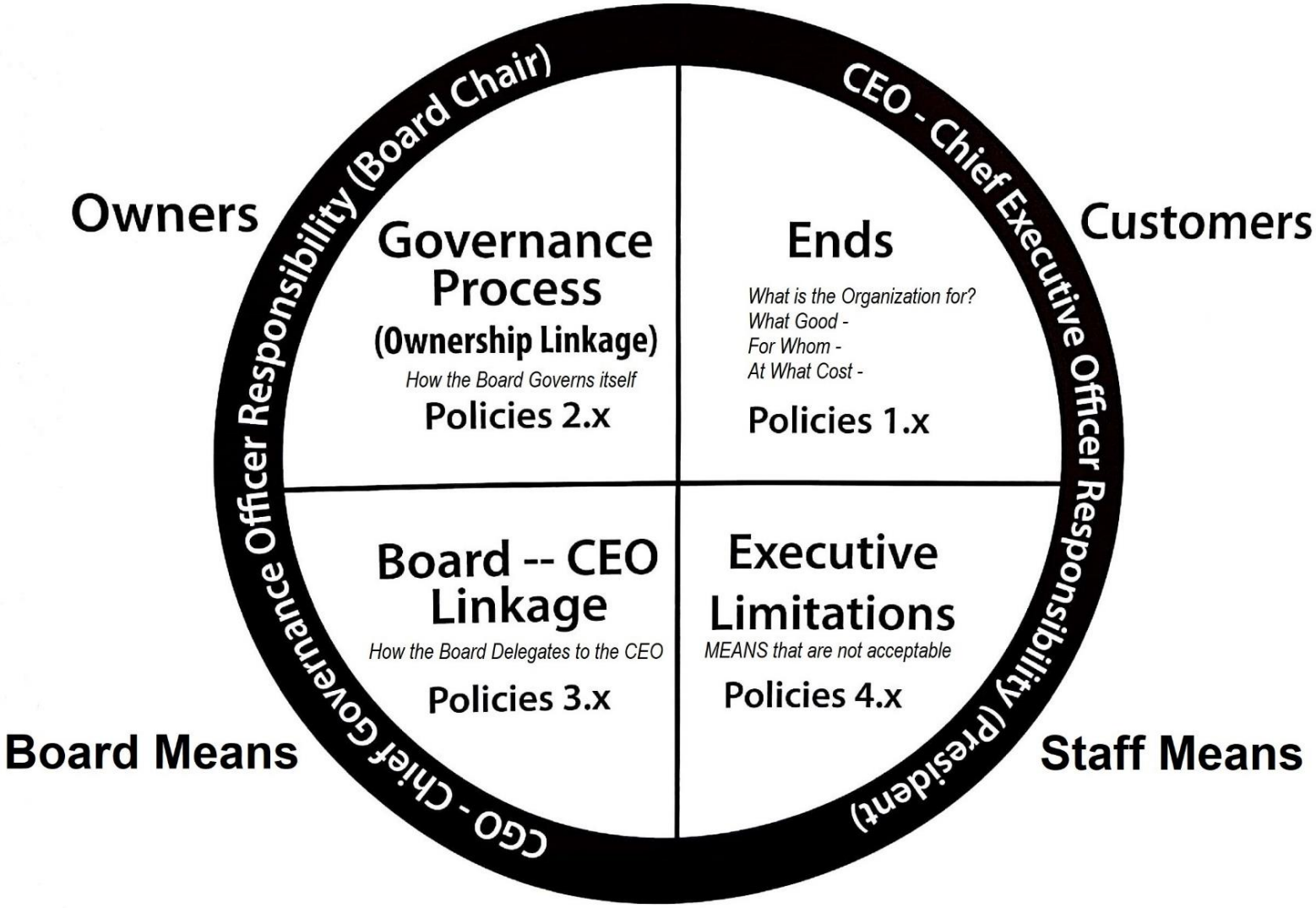
Policy Governance® Model