

**North Central State College
Board of Trustees' Annual Planning Retreat
July 24, 2024**

I. CALL TO ORDER

The Chair, Dr. Dwight McElfresh resumed the July meeting by calling the annual planning retreat to order at 5:05 p.m. in the ground floor conference room (164) of the James W. Kehoe Center.

II. ROLL CALL

The Secretary, Mr. Stephen Williams called the roll.

Present: (in-person)
Ms. Kristin Aspin
Mr. David Bush
Ms. Elisabeth Morando (online)
Dr. Dwight McElfresh
Ms. Linda Nelson
Mr. Steven Stone
Mr. Patrick Williams
Ms. Kimberly Winkle
Mr. Mark Masters

III. INTRODUCTION OF GUESTS – *Dr. Dorey Diab*

President Dorey Diab introduced Dr. Kelly Gray, Vice President of Academic Services; Ms. Lori McKee, Vice President of Business Services; Ms. Chris Copper, Vice President for Development/Foundation; and Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation.

IV. PRESENTATION OF THE PRESIDENT'S MONITORING REPORT

– by Dr. Dorey Diab

President Diab began his Monitoring Report for the 2023-2024 Academic Year by presenting accomplishments summary of quantitative key performance indicators for Access, Success and Resources from the 2024 strategic plan. He reported that, overall, and as shown in the tables below, the College exceeded the quantitative goals in ten of the categories (highlighted in varying shades of green), dropped below the goal with less than five percent in two categories (highlighted in yellow), and dropped below the goal with five percent or more in three of the categories (highlighted in red).

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) the college has overcome or achieved over

the past year as well as the uncertainty that the current culture presents in preparing for the coming year. He reported both Quantifiable data and Qualifiable rationale for each of the six Ends policies and ten Executive Limitations policies as part of his annual monitoring report to the Board of Trustees and called for any further questions or points for clarification.

**Summary of Global Ends Policy 1-00,
in alignment with quantitative Key Performance Indicators from Strategic Plan**

Overall, and as shown in the table below:

1. We have exceeded the quantitative goals in 10 categories,
2. We have dropped below the goals, with 5% or more, in 3 categories,
3. We have dropped below the goals, with less than 5%, in 2 categories.
4. We have remained almost the same but slightly below in 4 categories

(Note: due to the multitude of negative factors impacting changes recently, institutional research decided to mark a drop of 5% and higher in red as below goal, and those below 5% in cautious yellow).

ACCESS

Access: Headcount					
Goal	AY 2021-22	AY 2022-23	AY 2023-24	Most Recent Annual Difference	Result
Increase annual headcount by 2% for High School/ <u>early college</u> students	1,374	1,380	1,509	9.3%	Far Above
Increase annual headcount by 1% for post-HS students <u>under age 25</u> (traditional)	1,091	1,036	1,015	-2.0%	Below
Increase annual headcount by 2% for students <u>age 25 and over</u> (non-traditional)	725	667	687	3.0%	Above
Increase annual headcount by 5% for <u>minoritized</u> students	339	382	371	-2.9%	Far Below

Note: Minoritized students are also included in the age group and HS status counts.

Access: Credits Attempted					
Goal	AY 2021-22	AY 2022-23	AY 2023-24	Most Recent Annual Difference	Result
Increase annual credit hours by 2% for High School/early college students	14,959	15,807	17,446	10.4%	Far Above
Increase annual credit hours by 1% for post-HS students under age 25	18,461	17,535	16,583	-5.4%	Far Below
Increase annual credit hours by 2% for students age 25 and over (non-traditional)	9,767	9,165	9,138	-0.3%	below
Increase annual credit hours by 5% for minority students	4,301	5,039	5,034	-0.1%	below

SUCCESS

Success					
Goal: Fall to Fall Persistence of Entering Cohorts - Equity Focus	Entering Fall 2020 Cohort (N=429)	Entering Fall 2021 Cohort (N=432)	Entering Fall 2022 Cohort (N=415)	Most Recent Annual Difference*	Result
Increase Fall to Spring persistence of new, post-HS <u>Minoritized</u> students by 2% .	60.4%	65.8%	81.7%	16.0%	Far Above
Increase Fall to Spring persistence of new, post-HS students <u>aged 25 & over</u> by 2% .	73.4%	65.8%	71.6%	5.8%	Above
Increase Fall to Fall persistence of new, post-HS <u>Minoritized</u> students by 2% .	47.9%	42.5%	56.1%	13.6%	Far Above
Increase Fall to Fall persistence of new, post-HS students <u>aged 25 & over</u> by 2% .	54.4%	54.4%	55.6%	1.1%	Below

*Note: Changes are percentage point changes

Success					
Goal: Completion/Success of Entering Fall Cohorts	Entering Fall 2018 Cohort (N=576)	Entering Fall 2019 Cohort (N=545)	Entering Fall 2020 Cohort (N=429)	Most Recent Annual Difference	Result
Increase 3-year cohort success rate (graduate, transfer and/or re-enroll at NCSC) by 2%. Any one marker counts.	49%	51%	51%	-0.1%	below
Increase 3-year graduation rates of entering fall cohorts by 2%.	30%	30%	36%	6.8%	Far Above
Increase 3-year university transfer rates of entering fall cohorts by 1%.	17%	19%	18%	-0.6%	below
Increase rates of re-enrollment in third fall term of entering fall cohorts by 1%.	13%	13%	6%	-6.8%	Far Below

RESOURCES

Resources					
Description		FY 2020-21	FY 2021-22	FY 2022-23	Result
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)		5.0	5.0	5.0	Exceeded
Maintain a primary reserve ratio that is above our peers	NCSC	0.84	0.9	1.04	Exceeded
	Peers	0.43	0.47	0.51	
Have an SSI Share greater than our Eligible FTE share	SSI Share	2.0%	2.0%	2.0%	Exceeded
	FTE Share	1.7%	1.7%	1.8%	

Following the above summary of the Global Ends Policy on access, success and resources, Dr. Diab went over the Ends and Executive limitations with tables, charts, and trends over the years, summarized below, with goals for next year.

Monitoring Report Summary with Key Performance Indicators based on goals established for 2023-2024

Global Ends Policy - Mission: fulfill the strategic goals of student access, success, and resources.

1. Student access:

- a. Although this fall semester will be more telling on the topic of increasing enrollment, it appears that we may have turned the corner as enrollment has increased over the past year. We all know the tremendous challenges we have faced the past several years between a double-digit enrollment drop across community colleges due to the impact of multiple factors including: health, social, and political pandemics; concerns about college costs and loan debts; rural environment demographics; strong economy with low unemployment rate, and demand for employees that prevented them from going back to school. All these factors caused higher education nationally and locally to be at an inflection point with a VUCA period of disruption (volatile, uncertain, complex, and ambiguous).

That said, we are happy to report that this past year (2023-24), the total annual headcount of credit students increased by 4.2% from 3,083 to 3,211; and the number of credit hours increased by 1.6% from 42,507 to 43,167.

- b. Specifically, and in comparison to the Key Performance Indicators (KPI's) listed below, diverse types of students performed differently:
- Students high-school / Early College:
 - Increase annual headcount (HC) by 2% and credit hours by 2%: *achieved as HC increased by 9.3% from 1,380 to 1,509; and credit hours increased by 10.4% from 15,807 to 17,446.*
 - Students post high-school but under age 25 (traditional students):
 - Increase annual headcount (HC) by 1% and credit hours by 1%: *HC dropped slightly by 2% from 1,036 to 1,015; and credit hours dropped by 5.4% from 17,535 to 16,583.*
 - Students age 25 and over (non-traditional students):
 - Increase annual headcount (HC) by 2% and credit hours by 2%: *achieved as HC increased by 3% from 667 to 687; and credit hours dropped slightly by 0.3% from 9,165 to 9,138.*
 - Minority students:
 - Increase HC by 5% and FTE by 5%: *(HC dropped by 2.9% from 382 to 371; and credit hours almost remained the same dropping by 0.1% from 5,039 to 5,034).*
- c. Provided strong pathways to our students from high school, to certificates, to associate degrees, and to baccalaureate degrees (*including the Mechanical Engineering Technology, and the Bachelor of Science in Nursing*) at an extremely affordable rate, including free tuition (College Credit Plus, College-Now and Tuition Freedom Scholarship), with three quarters of our students not getting any loans.

ACCESS goal for next year: increasing enrollment will be the highest priority. The ACCESS Key Performance Indicators are to increase headcount and credit hours by 2%

for high school and Early College students; 1% for traditional students under age 25; 2% for adult age 25 and over; and 5% for minority students as discussed and agreed upon by the strategic planning committee of faculty, staff, and administration.

2. Student success:

- a. Retention rate from fall to spring semesters for all students increased by 0.8% (from 80.4% in Fall 2022 to 81.2% in Fall 2023).
- b. Retention rate fall to fall semesters for all students increased by 2.9% (from 56.0% in Fall 2021 to 58.9% in Fall 2022).
- c. Overall assessment of KPI goals:
 1. Increase 3-year cohort success rate (either graduate, transfer, or re-enroll at NC State) by 2% - any one marker count: remained almost the same with a drop of 0.1% from 51.4% to 51.3% from Fall 2019 cohort to Fall 2020 cohort.
 2. Increase 3-year graduation rate by 2% of entering fall cohorts: achieved as the number increased by 6.8% from 29.5% to 36.4% Fall 2021 cohort to Fall 2022 cohort.
 3. Increase 3-year university transfer rate by 1% of entering fall cohorts: remained almost the same with a drop of 0.6% from 18.5% to 17.9% from Fall 2019 cohort to Fall 2020 cohort.
 4. Increase re-enrollment rate by 1% in third fall term of entering fall cohorts: was not achieved with a drop of 6.8% from 12.8% to 6.1% from Fall 2019 cohort to Fall 2020 cohort.
 5. Increase Fall to Spring persistence rate of new, post high school minority students by 2%: achieved as the number increased by 16% from 65.8% to 81.7% from Fall 2021 to Spring 2022.
 6. Increase Fall to Spring persistence rate of new, post high school students aged 25 and over by 2%: achieved as the number increased by 5.8% from 65.8% to 71.6% from Fall 2021 to Spring 2022.
 7. Increase Fall to Fall persistence rate of new, post high school minority student by 2%: achieved as the number increased by 13.6% from 42.5% to 56.1% from Fall 2021 to Fall 2022.
 8. Increase Fall to Fall persistence rate of new post high school students aged 25 and over by 2%: was not achieved as the number increased only by 1.1% from 54.4% to 55.6% from Fall 2021 to Fall 2022.
- d. Licensure/certification rate as percentage of 2023-24 graduates: ADN 94.5%; LPN: 100%; RAD: 91%; OPOTA: 100%; Respiratory care: 53% (only 8 out of 15 graduates tested so far); PTA: 83.3% (the PTA program is no longer on probation. Waiting for the results of another student's test)
- e. Four hundred and fifteen degrees and major certificates were earned in 2022-23 (a drop from 448 in 2021-22). For comparison with peers, three hundred and fifty-eight degrees and major certificates on average were awarded.
- f. Completing credential within 150% of the time (in 3 years instead of two) is another way to measure student success. Forty one percent of the Fall 2020 cohort (a 41% increase from 29% for cohort of Fall 2019) of first time, full-time, degree seeking of post high school students who completed their credential within 150% of the time (this is also much higher than the peers average of 33%).

- g. *Completing credential within 200 % of the time (in 4 years instead of two) is another way to measure student success. Thirty four percent of the Fall 2019 cohort (a 17% decrease from 41% for cohort of Fall 2018) of first time, full-time, degree seeking of post high school students who completed their credential within 200% of the time (this is also higher than the peers average of 31%).*
- h. *In 2023-24, credit completion rates for both on campus or online credit hours is at 90.7% (an increase of 1.3% from last year's 89.4%).*
- i. *Success points earned (2022-2023):*
 - 1. *The number of success points earned for completing 12 college level credit hours increased by 21% (from 704 in 2021-22 to 855 in 2022-23).*
 - 2. *The number of success points earned for completing 24 credit hours increased by 2% (from 497 in 2021-22 to 506 in 2022-23).*
 - 3. *The number of success points earned for completing 36 credit hours decreased by 18% (from 431 in 2021-22 to 354 in 2022-23), likely due to decreases in completing 12 and 24 credit hours the previous years.*
- j. *Contact hours taught by full-time faculty increased to 63% in 2023-24 from 57% in 2022-23 (continues to be greater than 50% over the years), demonstrating a commitment to student success and full-time faculty employment under tough conditions.*

SUCCESS goal for next year: Increase student retention from fall to spring and from fall to fall, with the Key Performance Indicator being to increase 3-year cohort success rate (graduation 2%+transfer 1%+still enrolled 1%), and minority and adult persistence from fall to spring and fall to fall by 2%

3. Resources:

a. Human.

- 1. *With regard to communication and professional development, we continued to do system-wide interdepartmental communication with the whole College community by publishing the bi-weekly President's Report that comes from all department managers every two weeks about their strategic projects; holding hybrid meetings via zoom or in person at convocation or in-service days and open forums, with each occurring once a semester; and monthly faculty academic divisions meetings.*
- 2. *In terms of hiring, we continued realignment of personnel in areas of greatest needs, and hiring positions due to retirement, replacement or new. Although we have lost additional personnel this past year due to availability of higher paying jobs, especially in the private sector and in health care. As a result, the full-time employees' turnover excluding retirement has improved from 15.87% the previous year to 12.21% this past year (faculty at 5.26% and staff at 15.05%).*
- 3. *Over the past year, the percentage of minority employees has moved closer to the percentage of minorities in the service region and among students which is around 13% for both: all employees (9.7%), all faculty including full-time and part-time (9.4%), all staff including full-time and part-time (10.3%).*
- 4. *In terms of benefits, we have done very well by our employees:*
 - *As a result of our fiscal discipline, and unlike other higher education institutions, we did not have a lay-off nor did we have a reduction in salaries (several*

colleges and universities across Ohio have either closed, laid-off employees, or closed satellites). “About one university or college per week so far this year, on average, has announced that it will close or merge.” That’s up from a little more than two a month last year, according to the State Higher Education Executive Officers Association, or SHEEO.

- Furthermore, we will have an increase in salaries this year of 4% to the base while increasing the minimum wage and staff ranges by 10%, while keeping the employer/employee insurance contribution at 81% / 19% in order to attract new employees and keep good employees. We are thankful for the board support.
- Continuing with the Council of Governance (COG) health plan in Stark County: Although higher than normal, the health insurance increase remains in single digit for the coming year at 6.48% (was ~7.98% last year). And, it will also be providing one month of premium holiday, saving up to several hundred dollars per year for employees and cover increase in insurance (employees don’t have to pay for health care for 1 month), and around \$237,000 for the College.
- College closing for two weeks over the holidays at the end of the year allowing employees more family time with pay.
- Continuing with the four 10-hour day summer schedule (from mid-May to end of July) to: allow employees to enjoy 3-day weekends with their family and friends.
- We plan to continue the four 9-hour day schedule, and one half-day remote on Fridays this coming year during fall and spring semesters.

HUMAN RESOURCES goal for next year: continue to review safety protocols; continue to enhance the culture of diversity and belonging; continue to provide better compensation; continue the professional development activities and succession planning for managers, faculty and staff; reduce employee turnover rate.

b. Fiscal

i. Increasing Revenues:

1. We were able to increase the reserve again to 104% last year. This is an increase of close to 1,600% from the first year at 6%, and passing the minimum 10% recommended by the state. While all OACC colleges’ reserve average is at 50%.
2. We have also maintained the Ohio Department of Higher Education composite ratio at full 5.0 (composite score was 2.7 the first year, and 5.0 last year). The composite score ratio for OACC peer colleges is at 3.7 for 2023.
3. Maintained a healthy monthly cash-on-hand of ~ \$22.8M in May, 2024, that is 14.5 times the average cash needed per month (~\$1.57M).
4. Joining the COG in Stark County for health insurance coverage has been very helpful. The one holiday-premium month will save the College ~\$237,000 in payments next year.
5. We maintain low shared services cost with OSU- Mansfield (was \$1.93M in FY 2012, expected to be ~\$890k in FY 2024).
6. We continue to balance the budget year after year.
7. We continue to have a clean financial audit year after year.

ii. Foundation:

1. *The foundation total assets as of the third quarter of the year was \$9.17M (was ~\$7.9M last year). It has an operational budget of ~\$269k for the coming year (was \$209 last year) with a revenue target of \$480k (was \$440k last year).*
 2. *Emerald Club brought in over \$800k in donations this past year (in comparison to \$728k the year before, and exceeding the goal of \$440k)*
 3. *Brought in \$214k in principal gifts (Advanced manufacturing lab, chemistry lab renovation and equipment, and LPN to RN program); and ~\$245k in workforce training revenues.*
- iii. *Grants awarded: We continue to be successful with our grant efforts. The amount is over \$3.4 million this past year*
- iv. *For summer 2023, fall 2023, and spring 2024 (FY24, a full fiscal year), the College awarded more than 6 million dollars in federal, state, institutional, and foundation awards to students.*

FISCAL RESOURCES goal for next year: continue to enhance the financial and fiscal viability of the institution by bringing additional revenues, reducing cost, and aligning existing financial resources with the College mission. The financial Key Performance Indicator is to have SSI share being greater than the FTE share, and maintain a composite ratio of at least 4.0 year over year.

c. *Physical*

i. *Physical-Facilities:*

1. *Although we still have so many needs, our facilities and information technology infrastructure teams have done an excellent job in continually going above and beyond the call of duty to improve on delayed maintenance of the infrastructure. This includes buildings, equipment, and technology.*
2. *We continue to optimize space utilization by improving scheduling at the College and with OSU-M, while closing/leasing unused space.*
3. *We continue to clean house by getting rid of obsolete items, and recycling on campus.*
4. *We continue with campus improvement projects for carpeting and painting as needed.*

ii. *Physical-Information Technologies:*

1. *Given the increasing trend of students bringing their own devices, or loaning College computers to them, the College is consolidating/reducing the inventory of student workstations on campus, putting less stress on maintenance as well as avoiding future costs. We also purchased laptops for all full-time faculty and staff using stimulus dollars.*
2. *We have been updating classroom and offices with technology to provide the latest learning and working environment. We just finished purchasing 412 computers for \$420,419 for faculty and staff to update the old computers and with the latest software. There is also one next-generation tech classroom (HY-Flex) in every building with a computer station, projector, audio and video cameras, and TV's to provide both synchronous (at the same time) and asynchronous (taped) learning from inside and outside the classroom.*

3. *There has been an increased use of software for automation and standardization processes (Colleague Self-Service, Aviso, Acalog and Curriculumlog) in Institutional Research for data collection, management, and reporting for the business office, human resources, program review, curriculum, and strategic planning. Software includes Ellucian, and Colleague Self-Service for students, financial aid, finance, human resources, and payroll.*
4. *The Information Technology Department:*
 - a. *Continues to update/replace firewall appliance for the main campus, the Kehoe Center, and the Crawford Success Center to enhance cyber security. We have had many attempts of cyber-attacks on our systems; and we are thankful that no private data has been breached.*
 - b. *Has been implementing the use of multi-factor authentication for faculty and staff (email address, password, and passcode sent to phones) for email and Office 365 products, and requiring students to change their passwords.*
 - c. *Continues to utilize Microsoft Azure cloud storage to have asynchronous offsite storage of College data that is backed up for business continuity. Working with OSU, and through a state subsidy, a 10GB internet connection has been made to the main campus at no additional cost, with one more year remaining.*

PHYSICAL RESOURCES goals for next year: Enhance the agility and adaptability of the institution by offering more efficient and flexible scheduling of online courses and programs, and provide more short-term courses, certificates and programs (8-week terms). Continue to heavily invest in information technology, wireless connectivity, and cyber security.

V. COLLEGE SUSTAINABILITY POSITION - Dr. Dorey Diab

President Dorey Diab addressed the three areas of focus in the College's sustainability position as requested by the board. They included, Human Resources, Fiscal Resources, and Physical / Environmental Resources. Some of this information is duplicative of what was previously stated.

The Sustainability Plan (per Board request)

One cannot truly address the sustainability plan to strengthen the future of our College without assessing the risks and landscape factors impacting our institution. These risks include:

1. *Lower student enrollment in the double digits between pre and post pandemic (~17%)*
2. *Underserved population*
 - *Mostly rural environment where people have doubt about the value of higher education*
 - *Low educational attainment (~20% below state and national level)*

- *Economically under-resourced area (~30% receiving food stamps)*
 - *First generation students, working, caring for family, and going to college*
3. *Changing demographics (declining population & high school graduates, including the impact of the 2008 recession with lower birthrate resulting in a smaller number of high school graduates by 2026)*
 4. *Future college students with compromised high school education due to COVID*
 5. *A culture that is questioning the value of higher education with concerns about increasing college cost and rising student debt*
 6. *Equity gaps in educational attainment among first generation and minorities*
 7. *Historical loss of major business and industry*
 8. *Paradoxical economy (people without jobs, and jobs without people – Ed Gordon)*
 9. *A shrinking talent market for employees hard hit by the Great Resignation, high wages and benefits especially from the private sector, remote work flexibility...*
 10. *Increasing competition from public, private, and online institutions*
 11. *Keeping up with the accelerated pace of technology, associated cost, and alternative credentials*
 12. *Frozen or low state subsidies for community colleges (~37% of students, ~25% of subsidies)*
 13. *Increased accountability of a state funding model based solely on performance and student completion*
 14. *The state and the nation going through tumultuous cultural, social and especially political crises with more politicians interfering in the operations of the institutions of higher education*
 15. *Higher Education is truly at an inflection point, living in a VUCA period of disruption (Volatile, Uncertain, Complex, and Ambiguous)*

With risks and challenges come opportunities to prepare for the future. Peter Drucker stated: “the greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”

ACCT Research indicated that: the divide is widening for rural community colleges due to the demographic cliff, labor market changes, and poverty. Recommended solutions:

1. *Bold regional leadership*
2. *Creating a college going mindset*
3. *Acting boldly to build financial solvency*
4. *Cultivating partnerships to support students’ basic needs*
5. *Diversifying faculty to represent student population*
6. *Redesigning advising and support services*
7. *Collaborating to create regional economic opportunity*

The question then becomes, how are we addressing the above risks, challenges and trends to sustain the present and create the future of our College? We are doing that by:

1. *Being mission driven, data informed, and equity minded*
2. *Being agile, caring, and resilient*
3. *Changing from time and process (seat time) to more outcomes, and competency-based education*

- *With anytime and anyplace access for students, and available remote work for employees*
- *With a major shift to skills & certificates in the short term, and degrees in the long term*
- *Preferably through a cohort or an academy group*
- *With technical skills, human/soft skills, and hands-on/project-based/internship learning*
- *From high school to baccalaureate degree, tuition and debt free.*

Differentiating Worth for the College Competitive Advantage
Sustaining the Present and Creating the Future for our College and our Region
OUR WHY – an Entrepreneurial Execution Culture of Agility, Caring, and Resiliency



Agility

-In delivering tech skills, human/professional skills, work/experiential skills, in-person, hybrid, online, 8-week courses, 16-week courses, Open Education Resources, competency-based education to expedite completion
-High school CCP pathways, College Now, certificates, associate & baccalaureate degrees (BASMET, BSN)
-Workforce and strong business partnerships to meet the talent needs of employers
-Tuition, scholarships, and debt Free for students (Tuition Freedom for high schoolers; Tuition Freedom for Adults, 75% no loans, 413% ROE/ROI).”

Caring by supporting the academic (faculty coaching, tutoring, advising, Open Education Resources); and basic needs of students (food, transportation, technology), moving from transactional to relational and transformational collaboration

Resiliency to develop, respond, and overcome disruptive surprises to augment our financial viability and enhance the economic and social mobility of our students and employees, and the prosperity of our region

Human Resources Sustainability

1. *By having a flexible schedule throughout the year, working remotely when needed, providing for longer time off over the weekend, the holidays, or the summer to allow employees to relax more and spend more time with their families. At least, this will help the College maintain more of its workforce; and at best be an employer of choice in the region.*
2. *By continually providing raises and a good “compensation and benefit” package to our employees we are able to retain more current talent, enhance morale, and hire new people. Our employees’ exit interviews indicate strong satisfaction with employee benefits with a desire for better salaries. Our compensation package will help address that, especially when we continually evaluate the impact of insurance cost to keep our employees whole.*

3. *By restructuring the College and promoting internal personnel to grow our own and address positions that became vacant, we were able to maintain our momentum, address concerns about the lack of advancement and mobility at the College, while reducing cost and solving the issue of limited pool of qualified candidates who are willing to locate to Mansfield.*
4. *By continually providing professional development for middle managers, we are able to prepare the next generation of College leaders and enhance succession planning.*
5. *The full-time employees' turnover excluding retirement has improved from 15.87% the previous year to 12.21% this past year (faculty at 5.26% and staff at 15.05%).*
6. *Our decision to increase salaries was implemented for the coming year with the 4% raise and increase salary range by 10%.*

Fiscal Resources Sustainability

Increasing Revenues:

1. *Increased the reserve again from 90% to 104% which is the highest among all 23 community colleges.*
2. *Maintained the composite ratio above 4 (a full score of 5.0 again).*
3. *As of May 2024, we have the highest monthly cash flow of 22.8 million dollars which includes ~ 6 million dollars in savings between Park National (>\$5M) and Star Ohio accounts (>\$1M).*
4. *Emerald Club brought in 800 thousand dollars in donations.*
5. *Received over 3.4 million dollars in grants.*
6. *Using COVID dollars wisely for capital expenditures, we were able to set aside ~\$2.9M from two cycles of the state capital budget for the renovation of the Fallerius building. This avoided the need to use College dollars for the project.*

Reducing Cost:

1. *Saved \$237,000 in health care cost from 1 premium-holiday month last year.*
2. *Continue to reduce/maintain a low shared services cost (was \$1.93M/FY12, ~\$890K/FY24).*
3. *Although water cost at the Kehoe Center increased by ~\$500 from last year, and gas cost increased by ~\$4,700, continued energy efficiency efforts at Kehoe reduced cost by \$ ~\$15,700, with a net savings of ~\$10,500 between FY23 and FY24.*

Physical/Environmental Resources Sustainability

Reducing the College carbon footprint and cost

- A. *We continue to do lighting retrofit on the main campus while working with OSU-M so that we can maximize our energy savings. As of May 2024, tracking over the past 12 years showed savings of \$220,574 without fixtures cost, and \$187,037 if including fixtures cost (classrooms, pathways, roadways, parking lot, gym, library, bookstore). Also, installing light time-clocks for on/off overnight.*
- B. *Continue to change lights to LED's to reduce energy used on the main campus.*

- C. *We have increased awareness of paper recycling, cloud-based storage, and limited printing; and reduced the number of copiers on campus. With more online courses, faculty are using mostly computer storage, which helped in reducing paper consumption.*
- D. *Recycling is continuing on the main campus with plastics, cans, paper, and cardboard.*
- E. *The Facilities team decreased the labor of cleaning all the classrooms by meeting with the assistant deans of each building to minimize utilization of classrooms. Facilities custodians concentrated on those spaces and cleaned all the rooms that were not used and then sealed them so they are not used the rest of the semester. By doing this, labor efforts were reduced, and safety and cleanliness were increased.*
- F. *We have increased our utilization of e-signature for PO's and grants, thus minimizing paperwork.*
- G. *Using the federal stimulus dollars, we have replaced inefficient boilers and chillers with energy efficient models at Byron Kee and Fallerius.*
- H. *The charts below show the utilization and cost of electricity, gas, and water on the main campus.*
- I. *We have a beautiful, green campus.*

The Campus's overall consumption remains good with a heavy concentration on reduction in all areas. We continue to strive to keep our costs down by reducing consumption on projects. Overall electricity and water prices have increased significantly this year, while natural gas prices have decreased.

We are continuing to concentrate on our preventative maintenance and scheduled work order system to keep existing equipment operating efficiently. Some of our equipment is reaching the age of replacement and we are prioritizing capital monies for these projects.

Preparing NC State for the Future - "Choosing to be Exceptional"

*In preparing for the future of higher education and the future of our College, **we are choosing to be exceptional**; not simply to sustain the institution, but more importantly to advance its journey in the pursuit of excellence; not simply to be successful but also to be of significance in the lives of others; leading North Central Ohio, providing exceptional education, in an inspiring environment with caring people, and an entrepreneurial operational culture of agility, caring and resiliency.*

Differentiating Worth for the College Competitive Advantage
Sustaining the Present and Creating the Future for our College and our Region
OUR WHY – an Entrepreneurial Execution Culture of Agility, Caring, and Resiliency



Agility

-In delivering tech skills, human/professional skills, work/experiential skills, in-person, hybrid, online, 8-week courses, 16- week courses, Open Education Resources, competency-based education to expedite completion
-High school CCP pathways, College Now, certificates, associate & baccalaureate degrees (BASMET, BSN)
-Workforce and strong business partnerships to meet the talent needs of employers
-Tuition, scholarships, and debt Free for students (Tuition Freedom for high schoolers; Tuition Freedom for Adults, 75% no loans, 413% ROE/ROI).”

Caring by supporting the academic (faculty coaching, tutoring, advising, Open Education Resources); and basic needs of students (food, transportation, technology), moving from transactional to relational and transformational collaboration

Resiliency to develop, respond, and overcome disruptive surprises to augment our financial viability and enhance the economic and social mobility of our students and employees, and the prosperity of our region

To that end, the board and the president have been engaged as a team in service above self to elevate the reputation of North Central State College in its region, the state and the nation including:

1. *The College receiving the American Association of Community Colleges (AACC) 2024 Award of Exemplary CEO / Board Relationship*
2. *The President being appointed to the national board of AACC starting July, 2024 with the following assignments: Co-Chair of the Commission on Research and Community College Trends and Issues; the Council for the Study of Community Colleges; and the Committee on Audit and Finance*
3. *The President being a finalist for the AACC CEO of the Year award.*
4. *Board members and the president participating in*
 - a. *and continually presenting on exemplary governance at The Association of Community Colleges Trustees (ACCT) leadership Congress*
 - b. *ACCT National Legislative Summit in Washington DC*
 - c. *the Ohio Association of Community Colleges (OACC) state legislative summit to advocate for stronger State support and to meet workforce talent needs*
 - d. *Leader Richland to educate seventh and eighth graders on the importance of career planning*
5. *Lt. Governor Husted being our commencement speaker this year, after visiting the College many times previously to initiate the TowerTech program and engage in several College activities; and Senator Sherrod Brown being our commencement speaker last year*

6. *The Board Chair serving on the OACC Executive Committee, having the President served for six years on the same committee and becoming the Chair of the Presidents Council*
7. *The College continually being recognized by Achieving the Dream, not just as a Leader College, but also as a Leader College of Distinction (twice) based on achievements in student success.*
8. *The President, as a member of the national AACC Presidents Academy Executive Committee providing professional development activities for tenured presidents and new CEOs on issues and trends impacting higher education, and Board/CEO relations at AACC and ACCT*
9. *The President serving on multiple state and community boards to further advance raising educational attainment including: OACC Statewide Intel Steering Committee, the United Way of Richland County, the Richland County Regional Planning Commission, Broadband Ohio for Richland County, the Executive Committee of the Workforce Development Board, the Richland County Development Group, the Talent Development Council of Team NEO (North East Ohio), the College Foundation Board and committees, and many College programs advisory committees*

VI. EXECUTIVE SESSION

The Chair called for an Executive Session at 7:35 p.m. to discuss the Employment and/or compensation of a public employee (The president’s annual evaluation). Mr. Steven Stone made a motion and it was seconded by Ms. Linda Nelson. Dr. Dwight McElfresh, Board Chair, explained that he does expect further business following the executive session. A roll call vote on the motion was approved unanimously by all members present.

Ms. Kristin Aspin – “yes”
 Mr. David Bush – “yes”
 Mr. Mark Masters – “yes”
 Dr. Dwight McElfresh – “yes”
 Mrs. Elisabeth Morando – “yes”
 Mrs. Linda Nelson – “yes”
 Mr. Steve Stone – “yes”
 Mr. Patrick Williams – “yes”
 Ms. Kimberly Winkle – “yes”

At 8:01 p.m., the Chair, Dr. Dwight McElfresh declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

A. Consideration of Acceptance of the President/Chief Executive Officer’s Annual Monitoring Report – R-2024-26 – Dr. Dwight McElfresh

**CONSIDERATION OF ACCEPTANCE OF
THE PRESIDENT/CHIEF EXECUTIVE OFFICER'S
ANNUAL MONITORING REPORT**

R-2024-26

WHEREAS: upon deliberation of the monitoring report presented as to the reasonableness of the CEO's interpretations for all ENDS policies and Executive Limitations policies, the board finds all of the interpretations to pass the "reasonable person test" and thereby accepted, and

WHEREAS: upon further deliberations of the monitoring report presented, the Board accepts the data presented as demonstrating the accomplishment of the CEO's interpretation for all ENDS policies and Executive Limitations policies.

NOW, THEREFORE BE IT RESOLVED: by the Board of Trustees of North Central State College that the monitoring report of the President/Chief Executive Officer, Dr. Dorey Diab, for the 2023-2024 reporting year, has met and exceeded the expectations expressed by the Board in current ENDS and Executive Limitations policies.

ACTION TAKEN: Mr. Steven Stone moved for Acceptance of the President/Chief Executive Officer's Annual Monitoring Report for 2023-2024. Ms. Linda Nelson seconded the motion and the roll was called:

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

Nays: None

The item was approved with a unanimous vote.

VII. ADJOURNMENT

The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Dr. Dwight McElfresh declared the annual planning retreat adjourned at 8:05 p.m.

Respectfully submitted:



Mr. Stephen R. Williams, Board Secretary



Dr. Dwight McElfresh, Board Chair