21st Century Boardsmanship and the Carver Policy Governance® Model

Steve Stone – Board Chair
Dr. Dwight McElfresh – Trustee
Steve Williams – Board Recorder
21st Century Boardsmanship and the Carver Policy Governance® Model

I. Overview – Steve Stone
   A. Background of North Central State College
   B. Why the Carver Model
   C. How the Model was Brought to the College
II. Implementation Results – Dwight McElfresh
A. Boards ENDS Policies
B. Administrative Outcome Measures
C. Faculty and Staff Involvement
III. Change in Practice – Steve Williams
A. Board Meetings
B. Administrative Focus
C. Faculty/Staff Focus
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Demographics
- Located in north central Ohio
- Serves the three county district of
  - Ashland, Crawford & Richland
- Population = 225,000
Our Economic Base

Manufacturing

Agricultural
Other Higher Education

The Ohio State University – Mansfield

Ashland University
Faculty Makeup

Full-time  72
Adjunct  154

Fall 2010
Enrollment

Total Headcount  3,635
• Distance Learning  999
  - Online Exclusive  599
• Early Learning HS  397
• Veterans  134

Fall 2010
## Enrollment Breakdown

<table>
<thead>
<tr>
<th>Program</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>441</td>
<td>12%</td>
</tr>
<tr>
<td>Communications</td>
<td>97</td>
<td>3%</td>
</tr>
<tr>
<td>Education</td>
<td>120</td>
<td>3%</td>
</tr>
<tr>
<td>Engineering Tech.</td>
<td>237</td>
<td>7%</td>
</tr>
<tr>
<td>Health</td>
<td>1,531</td>
<td>42%</td>
</tr>
<tr>
<td>Information Tech.</td>
<td>128</td>
<td>4%</td>
</tr>
<tr>
<td>Public Service</td>
<td>390</td>
<td>11%</td>
</tr>
<tr>
<td>Total Transfer Programs</td>
<td>73</td>
<td>2%</td>
</tr>
</tbody>
</table>

Fall 2010
# Our Student Profile

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Age</td>
<td>27</td>
</tr>
<tr>
<td>Median Age</td>
<td>23</td>
</tr>
<tr>
<td>Minority Students</td>
<td>7%</td>
</tr>
<tr>
<td>Full-time</td>
<td>1,421</td>
</tr>
<tr>
<td>Part-time</td>
<td>2,214</td>
</tr>
<tr>
<td>Female</td>
<td>63%</td>
</tr>
<tr>
<td>Low Income</td>
<td>34%</td>
</tr>
<tr>
<td>Full-Time Equivalent</td>
<td>761.4</td>
</tr>
<tr>
<td>1st Generation Students</td>
<td>65%</td>
</tr>
<tr>
<td>Students Living in Poverty</td>
<td>33%</td>
</tr>
</tbody>
</table>

1,169 students within 150% of federal poverty income guidelines in Fall 2009, representing 33% of our credit population
Our Main Campus
shared w/ OSU-Mansfield
Outreach Locations

www.ncstatecollege.edu/cms/academics/outreach-centers.html

James W. Kehoe Center for Advanced Learning
Shelby, Ohio

The Urban Higher Education Center
Downtown Mansfield
Outreach Locations

Secondary Outposts

- Ashland Outreach Center
  (Ashland-West Holmes Career Center)

- Bucyrus Outreach Center
  (Bucyrus High School)

- Willard Outreach Center
  (Willard High School)
About the Board

Appointed by the Local BOEd  =  6
Appointed by the Governor  =  3
Total seats on the BOT  =  9

Current Board Composition
  Ashland County =  (2) Locally Appointed
  Crawford County = (1) Locally Appointed
  Richland County = (3) Locally Appointed
  = (2) Governor Appointed

(1) Vacancy - Pending a Governor Appointment from Crawford County
Why the Carver Model?

Owners

Governance Process
(Ownership Linkage)
How the Board Governs Itself
Policies 2.x

Board-CEO Linkage
How the Board Delegates to the CEO
Policies 3.x

CEO - Chief Executive Officer Responsibility (President)

CEG - Chief Governance Officer Responsibility (Board Chair)

Ends
What is the Organization for?
What Results - for Which People - At what Cost
Policies 1.x

Executive Limitations
MEANS that are not acceptable
Policies 4.x

Customers

Staff Means

Board Means
It clarifies roles and responsibilities of the Board.
It clarifies roles and responsibilities of the Boards & of the President

Diagram:
- Customers
- Ends
  - What is the Organization for?
  - What Results - for Which People - At what Cost
- Policies 1.x
- Executive Limitations
  - MEANS that are not acceptable
  - Policies 4.x
- Staff Means
- CEO - Chief Executive Officer - Responsibility (President)
It provides a framework to ensure accountability of the Board and of the President
It starts with a Vision

Moves to ENDS policies

And then requires processes to operationalize the ENDS in order to measure progress toward achieving those ENDS
How the model was brought to the college community

1. First Introduced & Adopted (April ’03)  
   - Recommitted & Revitalized (January ’09)

2. Official training of internal facilitator  
   - by John & Miriam Carver (March ‘09)

3. Training of Board & President’s Staff (July ’09)  
   - by Miriam Carver

4. Policy Development Workshop (March ‘10)  
   - by Miriam Carver
Board Tasks

1. Identify and define the ENDS policies
   A. Gain insights to “Owner’s Voice”

2. Policy Development, Adoption, and Implementation
   A. Complete Policy Re-write & Adoption (Jul. – Aug. ‘10)

3. Requirements
   A. Commitment of time and other resources
   B. Stakeholder engagement (internal and external)
II. Implementation Results – *Dwight McElfresh*
A. Boards ENDS Policies
B. Administrative Outcome Measures
C. Faculty and Staff Involvement
North Central State College

Exists for the citizens of the service region to have the knowledge and skills to succeed in their chosen path or learning, work, or enrichment, sufficient to justify available resources.
Equal Opportunity/Diversity

The proportion of students from economically or educationally disadvantaged backgrounds is at lease equivalent to the proportion in the local communities.
Job Readiness

Students prepared for employment success will have the knowledge of occupational choices, skills, work habits, and job leads necessary for economic self-sufficiency.
High Demand/Emerging Technologies

Students are capable of successfully performing in a variety of roles in business and industry including high demand and emerging technology industries.
Career Development

Students acquire, maintain, and enhance job skills that remain relevant in changing jobs markets.
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.
Layer Your Education.

Over 34 transfer options available.  www.ncstatecollege.edu
Enrichment

Enrichment opportunities exist to reflect community needs and values.
Administrative Outcome Measures

Determining the Metrics

Setting the Baselines
Global Ends Policy: North central State College exists for the citizens of its service region to have the knowledge and skills to succeed in their chosen path for learning, work or enrichment, sufficient to justify available resources.

<table>
<thead>
<tr>
<th>Signal</th>
<th>Metric Title</th>
<th>Baseline Measure</th>
<th>Meeting or Exceeding Goal</th>
<th>Caution</th>
<th>Falling Behind Goal</th>
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<tbody>
<tr>
<td>🟢🟢🟢</td>
<td>3-Year Completion Percentage</td>
<td>11.8%</td>
<td>&gt;=12.4%</td>
<td>11.8% - 12.4%</td>
<td>&lt;11.8%</td>
</tr>
<tr>
<td>🟢🟢</td>
<td>3-Year Continuing Percentage</td>
<td>27.8%</td>
<td>&gt;=29.2%</td>
<td>27.8% - 29.2%</td>
<td>&lt;27.8%</td>
</tr>
<tr>
<td>🟢🟢</td>
<td>3-Year Transfer Percentage</td>
<td>4.1%</td>
<td>&gt;=4.3%</td>
<td>4.1 - 4.3%</td>
<td>&lt;4.1%</td>
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<tr>
<td>🟢🟢🟢</td>
<td>6-Year Completion Percentage</td>
<td>19.0%</td>
<td>&gt;=20%</td>
<td>19% - 20%</td>
<td>&lt;19%</td>
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<tr>
<td>🟢🟢</td>
<td>6-Year Continuing Percentage</td>
<td>7.5%</td>
<td>&gt;=7.9%</td>
<td>7.5% - 7.9%</td>
<td>&lt;7.5%</td>
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<tr>
<td>🟢🟢</td>
<td>6-Year Transfer Percentage</td>
<td>4.4%</td>
<td>&gt;=4.6%</td>
<td>4.4% - 4.6%</td>
<td>&lt;4.4%</td>
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<tr>
<td>🟢🟢🟢</td>
<td>Annual Degrees and Major Certificates</td>
<td>430</td>
<td>&gt;=452</td>
<td>430 - 452</td>
<td>&lt;430</td>
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<tr>
<td>🟢🟢🟢</td>
<td>Annual Unduplicated Headcount Enrollment</td>
<td>4,972</td>
<td>&gt;=5,021</td>
<td>4,959 - 5,021</td>
<td>&lt;4,959</td>
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<tr>
<td>🟢🟢</td>
<td>Annual Full-Time Equivalent Enrollment</td>
<td>2,422</td>
<td>&gt;=2,446</td>
<td>2,442 - 2,446</td>
<td>&lt;2,442</td>
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<tr>
<td>🟢🟢</td>
<td>Graduate Satisfaction Index</td>
<td>71.1%</td>
<td>&gt;=74.7%</td>
<td>71.1% - 74.7%</td>
<td>&lt;71.1%</td>
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<tr>
<td>🟢🟢</td>
<td>Employer Satisfaction Index</td>
<td>NA</td>
<td>&gt;=75%</td>
<td>70% - 75%</td>
<td>&lt;70%</td>
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<tr>
<td>🟢🟢</td>
<td>Program and Service Review Completion Percentage</td>
<td>0%</td>
<td>&gt;=5%</td>
<td>2% - 5%</td>
<td>&lt;2%</td>
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</table>
From ENDS Policy to Strategic Planning

The Strategic Focus
Understanding the 5 Pillars
Ender Policy

Underlying Factors
Barriers and challenges creating the Gap

The Gap

Current Situation
<table>
<thead>
<tr>
<th>1.0 Diversity</th>
<th>1.20 Job Readiness</th>
<th>1.30 High Demand/ Emerging Technologies</th>
<th>1.40 Career Development</th>
<th>1.50 Transferability</th>
<th>1.60 Enrichment</th>
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<tbody>
<tr>
<td>Teresa VanDorn</td>
<td>Bill Miller</td>
<td>Lynn Damberger</td>
<td>Carmen Morrison</td>
<td>Mark Monnes</td>
<td>Kelly Gray</td>
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<td>Peg Moir</td>
<td>Betty Wells</td>
<td>Brad McCormack</td>
<td>Karen Reed</td>
<td>Bruce Sliney</td>
<td>Jim Hull</td>
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<td>Cheryl Carter</td>
<td>Caroly Kaple</td>
<td>Ken Ekegren</td>
<td>Erica Boyd</td>
<td>Paul Sukys</td>
<td>Janny Nauman</td>
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<td>Margaret Puckett</td>
<td>Joe Simmerling</td>
<td>Greg Timberlake</td>
<td>Jean Jones</td>
<td>Phil Martin</td>
<td>Nancy Kukay</td>
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<tr>
<td>Gary Woods</td>
<td>Tom Kluding</td>
<td>Bob Matney</td>
<td>Janet Boeckman</td>
<td>Michelle Denny</td>
<td>Beth Price</td>
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<tr>
<td>Ron Pagano</td>
<td>Troy Shutler</td>
<td>Dave Cardwell</td>
<td>Bob Brownson</td>
<td>Bob Lewis</td>
<td>Teri Brannum</td>
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<tr>
<td>Kathy Emmer</td>
<td>Lou Huff</td>
<td></td>
<td>Sharon Perry</td>
<td>Rob Slabodnick</td>
<td>Mike Welker</td>
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<td>Christine Truesdell</td>
<td>Randy Storms</td>
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<td>Candy Bishop</td>
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<td>Mary Rodriguez</td>
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<td>Julie Korbas</td>
<td></td>
<td></td>
<td>Deb Hysell</td>
<td></td>
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<tr>
<td>Nikia Fletcher</td>
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<td>Ann Seifert</td>
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<td>Barb Keener</td>
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<td>Gary Woods</td>
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<tr>
<td>Nikia Fletcher</td>
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<tr>
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<tr>
<td>Barb Keener</td>
<td></td>
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</tbody>
</table>
Five Strategic Focuses emerged:

- Enhance Quality through Continuous Improvement
- Improve Preparation for Success at College
- Improve Student Success
- Improve Successful Transition, and
- Enhance Regional Development

Strategic Initiatives (MEANS)
Shift in Strategic Focus

Shift from a focus on Student Access to one of Student Success
Regional Success in Learning, Work and Enrichment

Successful Achievement of Ends Policies
Equal Opportunity/Diversity ♦ Job Readiness ♦ High Demand/Emerging Technologies
Career Development ♦ Transferability ♦ Enrichment

Enhance Quality
- Use standard review process to assure continuous improvement
- Incorporate available national and state recognized certifications and licensures into programs

Improve Preparation for College
- Increase the number of students coming to NC State that are college ready
- Assure students understand career choices and set goals accordingly
- Assure finances are not a barrier to student success

Improve Student Success
- Increase successful completion of developmental sequences and gateway courses while closing success gaps among groups
- Assure that students master learning, work and life success skills
- Assure students master flexible and creative problem solving

Improve Successful Transition
- Increase the number of students successfully transferring to a 4 year degree
- Assure students develop and use job search skills

Enhance Regional Development
- Significantly increase training volume and revenue by meeting Workforce Development needs
- Significantly increase the number of students successfully completing academic entrepreneurship programs or training and starting businesses

Strategic Focuses & Strategic Initiatives

Stakeholder Satisfaction
**Student Success**

**Before College**

**Enhance Quality**
- Use standard review process to assure continuous improvement
- Incorporate available national and state recognized certifications and licensures into programs

**Improve Preparation for College**
- Increase the number of students coming to NC State that are college ready
- Assure students understand career choices and set goals accordingly
- Assure finances are not a barrier to student success

**During College**

**Improve Student Success**
- Increase successful completion of developmental sequences and gateway courses while closing success gaps among groups
- Assure that students master learning, work and life success skills
- Assure students master flexible and creative problem solving

**Improve Successful Transition**
- Increase the number of students successfully transferring to a 4 year degree
- Assure students develop and use job search skills

**After College**

**Enhance Regional Development**
- Significantly increase training volume and revenue by meeting Workforce Development needs
- Significantly increase the number of students successfully completing academic entrepreneurship programs or training and starting businesses
The Strategic Focus Teams (20)

Enhance Quality through Continuous Improvement
David Cardwell
Carmen Morrison
Kate Peresie
Sharon Perry
Karen Reed

Improve Student Success
Jim Hull
Margaret Puckett
Teresa VanDorn

Improve Preparation for College
Sheila Campbell
Brad McCormack
Peg Moir
Betty Wells

Improve Successful Transition
Ken Ekegren
Kelly Gray
Mark Monnes

Enhance Regional Development
Lynn Damberger
Nancy Kukay
Tom Prendergast
Beth Price
Greg Timberlake
## Strategic Initiatives to Action Plans

<table>
<thead>
<tr>
<th>Focus #1</th>
<th>Focus #2</th>
<th>Focus #3</th>
<th>Focus #4</th>
<th>Focus #5</th>
</tr>
</thead>
</table>
The Strategic Action Teams (63)

<table>
<thead>
<tr>
<th>Strategic Focus</th>
<th>Strategic Initiative</th>
<th>Team Leader</th>
<th>Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance Quality through Continuous Improvement</td>
<td>Program &amp; Service Review</td>
<td>D. Cardwell*</td>
<td>A. Welsh, L. Damberger, B. Price</td>
</tr>
<tr>
<td></td>
<td>Certifications &amp; Licensure</td>
<td>No leader – J. Boeckman is contact person for this team</td>
<td>J. Boeckman, B. Miller, C. Barker, J. Sturgill</td>
</tr>
<tr>
<td></td>
<td>Program &amp; Service Development</td>
<td>J. Hull</td>
<td>C. Morrison, P. Moir, Seaneen Sullinger</td>
</tr>
<tr>
<td>Improve Preparation for College</td>
<td>Academic Preparation for College</td>
<td>Carol Cariglio-Wolfe</td>
<td>T. Kluding, S. Hall, J. Janssens, S. Rollo</td>
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<tr>
<td></td>
<td>Career Planning &amp; Goal Development</td>
<td>N. Fletcher</td>
<td>R. Hughes, S. Kreisher, M. Durham G. Frietchen,</td>
</tr>
<tr>
<td></td>
<td>Overcoming Financial Barriers</td>
<td>J. Phinney</td>
<td>A. Benson, W. Vogel, C. Butdorff, T. Hammond, Don Dicke</td>
</tr>
</tbody>
</table>
# The Strategic Action Teams (63)

<table>
<thead>
<tr>
<th>Strategic Focus</th>
<th>Strategic Initiative</th>
<th>Team Leader</th>
<th>Team Members</th>
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</thead>
<tbody>
<tr>
<td>Improve Student Success</td>
<td>Developmental &amp; Gateway Course Success</td>
<td>D. Hysell</td>
<td>Birk (RDG), Shearer (dev MTH), Edgehouse(ENG), C. Bower, B. Keener</td>
</tr>
<tr>
<td></td>
<td>Success Skills</td>
<td>J. Falls</td>
<td>Puckett, E. Grove, B. Clapp, J. Korbas</td>
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<tr>
<td>Improve Successful Transition</td>
<td>Transfer Awareness &amp; Assistance</td>
<td>B. Sliney</td>
<td>Monnes, J. Mudra, C. Robinson</td>
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<td>Job Search Skills Development &amp; Assistance</td>
<td>T. Shutler</td>
<td>B. Wells, K. Danielson</td>
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<tr>
<td>Enhance Regional Development</td>
<td>Workforce Development Strategic Plan</td>
<td>N. Kukay</td>
<td>K. Hamiton, K. Stoner, C. Kaple, M. Rodriguez</td>
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<tr>
<td></td>
<td>Enhance Entrepreneurship</td>
<td>Greg Timberlake</td>
<td>L. Jones, C. Harris, N. Kukay</td>
</tr>
</tbody>
</table>
21st Century Boardsmanship and the Carver Policy Governance® Model

III. Change in Practice – Steve Williams
   A. Board Meetings
   B. Administrative Focus
   C. Faculty/Staff Focus
Change in Board Meetings

I. Policy Governance Agenda
   A. Focus on Results not Activity
   B. Preview – Do – Review
   C. PolGov Early in the Agenda
   D. Required Approvals Agenda
   E. Staff Reports (Supplemental)
   F. Board Chair’s Report
   G. Meeting Evaluation
Change in Board Meetings

NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE’S MEETING
Wednesday, May 25, 2011
7:00 pm – Fallerius Technical Education Center – Board Room (149-F)

I. CALL TO ORDER - Mr. Steven Stone
   A. Pledge of Allegiance
   B. College Mission Statement

II. ROLL CALL – Mr. Stephen Williams

III. INTRODUCTION OF GUESTS – Mr. Donald Plotts

IV. FOCUS OF THE MEETING – Mr. Steven Stone

V. GOVERNANCE POLICIES
   A. Nominating Committee Report (IAW 02.91)
      – Ms. Edith Humphrey & Dr. Mehdi Ressallat
   B. Board Self-Assessment (IAW 02.16)
   C. ENDS Policy Baseline Data (IAW 04.11c) – Mr. Steve Williams/Mr. Tom Prendergast
   D. Campus Quality Survey Report (IAW 2.41b, 3.43b, 3.45, 4.30)
      - Conference Call with Tom Gardner – Mr. Steven Stone
Change in Board Meetings

VIII. REQUIRED APPROVALS AGENDA – Mr. Steven Stone

A. Consent Agenda

Minutes:

1. Approval of Minutes for April 27, 2011

Personnel Actions:

2. Consideration of Approval of Employment of College Personnel – R-2011-23

3. Consideration of Approval of College Personnel Professional Growth Recognition – R-2011-24

4. Consideration of Approval of Contracts for Probationary and Non-Probationary Faculty – R-2011-25

B. Consideration of Approval for Designation of Emeritus Status for Mr. Joseph Badamy – R-2011-26 – Mr. Donald Plotts

C. Treasurer’s Report for April 30, 2011 – Ms. Lori McKee
Change in Board Meetings

IX. PRESIDENT’S REPORT – Mr. Donald Plotts

A. North Central State College Phi Theta Kappa Update – Mr. Tim Reid
B. North Central State College Foundation Update – Mr. Brad Peffley
C. State Budget Update
D. 2011-2012 Budget Presentation – Ms. Lori McKee
E. Supplemental Information
F. Other

Pages 21-37

X. BOARD CHAIRPERSON’S REPORT – Mr. Steven Stone

A. OSU-Mansfield Board Meeting (May 20th) – Ms. Lydia Reid
   • Next OSU-M Board Meeting June 17th
B. OACC Annual (spring) Conference (Thursday, May 26th & Friday, May 27th)
C. Other

XI. MEETING EVALUATION – Mr. Steven Stone

• Board Agenda Setting /Evaluation
Administrative Focus

1. Policy clearly states which Board-stated criteria will be used for evaluation. PolGov Boards delegate with care.
2. There is NO confusion about who is responsible to the board or
3. For what Board expectations they are responsible - Dual or multiple delegations are eliminated

The Board holds the CEO exclusively accountable
Administrative Focus

EVALUATION, with such carefully stated expectations, is nothing more than the Board seeking an answer to the question,

“HAVE OUR EXPECTATIONS BEEN MET?”

RESULTS not ACTIVITY
Administrative Focus

Build and carry out the budget under the philosophy of dedicating and allocating available time and resources to those activities within our executive limitations that promote the achievement of our Stated ENDS and avoid those that DO NOT
Faculty/Staff Focus

Pursuing/Embracing those activities that produce RESULTS toward achieving our ENDS within our executive limitations, instead of those that merely keep us busy doing important work.

This is not to say that the work is not important but, it doesn't move us closer to achieving our stated ENDS results.
Policy Governance Cycle

- Board of Trustees
- IR Shop
- PAC
- Administration

Board’s Domain:
- Board Judges Acceptability of Performance
- Board Establishes Ends and Executive Limitations Policies

Management’s Domain:
- Submission of Monitoring Reports
- Performance Data Gathering
- Directing, Supervising, Controlling
- Sub-CEO Delegation
- CEO’s Interpretations
- Strategic Planning Update

North Central State College
Policy Governance at North Central State College Means...

Our Success is Measured by the Success of Each Student.
Policy Governance References


*Reinventing Your Board* (Carver & Carver; Jossey-Bass, 1997; revised edition, 2006),


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North Central State College References

For more information visit our Website at:

College
www.ncstatecollege.edu

Board of Trustees
www.ncstatecollege.edu/cms/administration/board-of-trustees.html

President
www.ncstatecollege.edu/cms/administration/board-of-trustees.html

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21st Century Boardsmanship and the Carver Policy Governance® Model

Questions

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Dr. Dwight McElflesh – Trustee
Steve Williams – Board Recorder