

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



21st Century Boardsmanship and the Carver Policy Governance® Model

II. Implementation Results – *Dwight McElfresh*

A. Boards ENDS Policies

B. Administrative Outcome Measures

C. Faculty and Staff Involvement



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



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North Central State College

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

Business	441	12%
Communications	97	3%
Education	120	3%
Engineering Tech.	237	7%
Health	1,531	42%
Information Tech.	128	4%
Public Service	390	11%
Total Transfer Programs	73	2%

Fall 2010

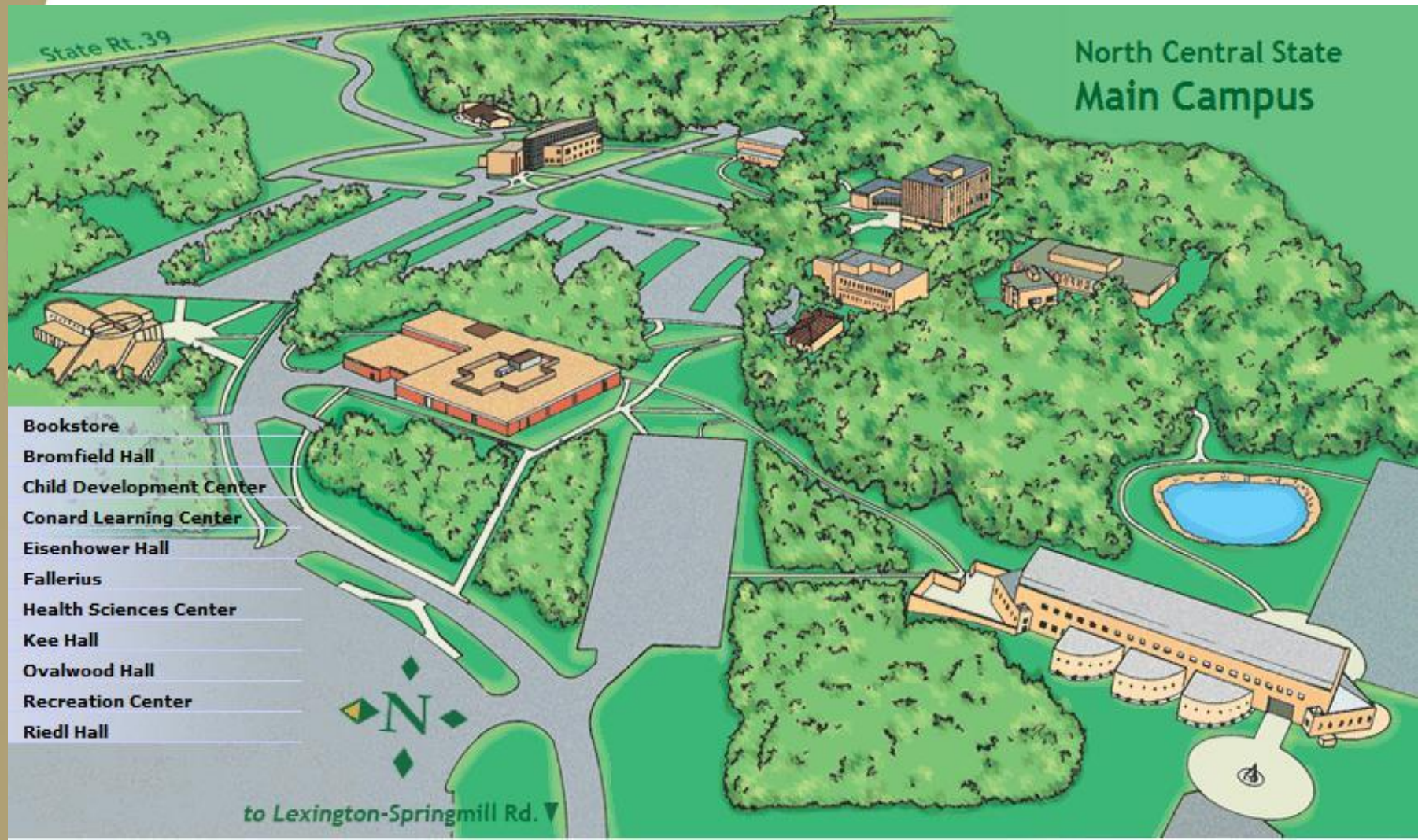
Our Student Profile

Average Age	27
Median Age	23
Minority Students	7%
Full-time	1,421
Part-time	2,214
Female	63%
Low Income	34%
Full-Time Equivalent	761.4
1st Generation Students	65%
Students Living in Poverty	33%

1,169 students within 150% of federal poverty income guidelines in Fall 2009, representing 33% of our credit population

Fall 2010

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

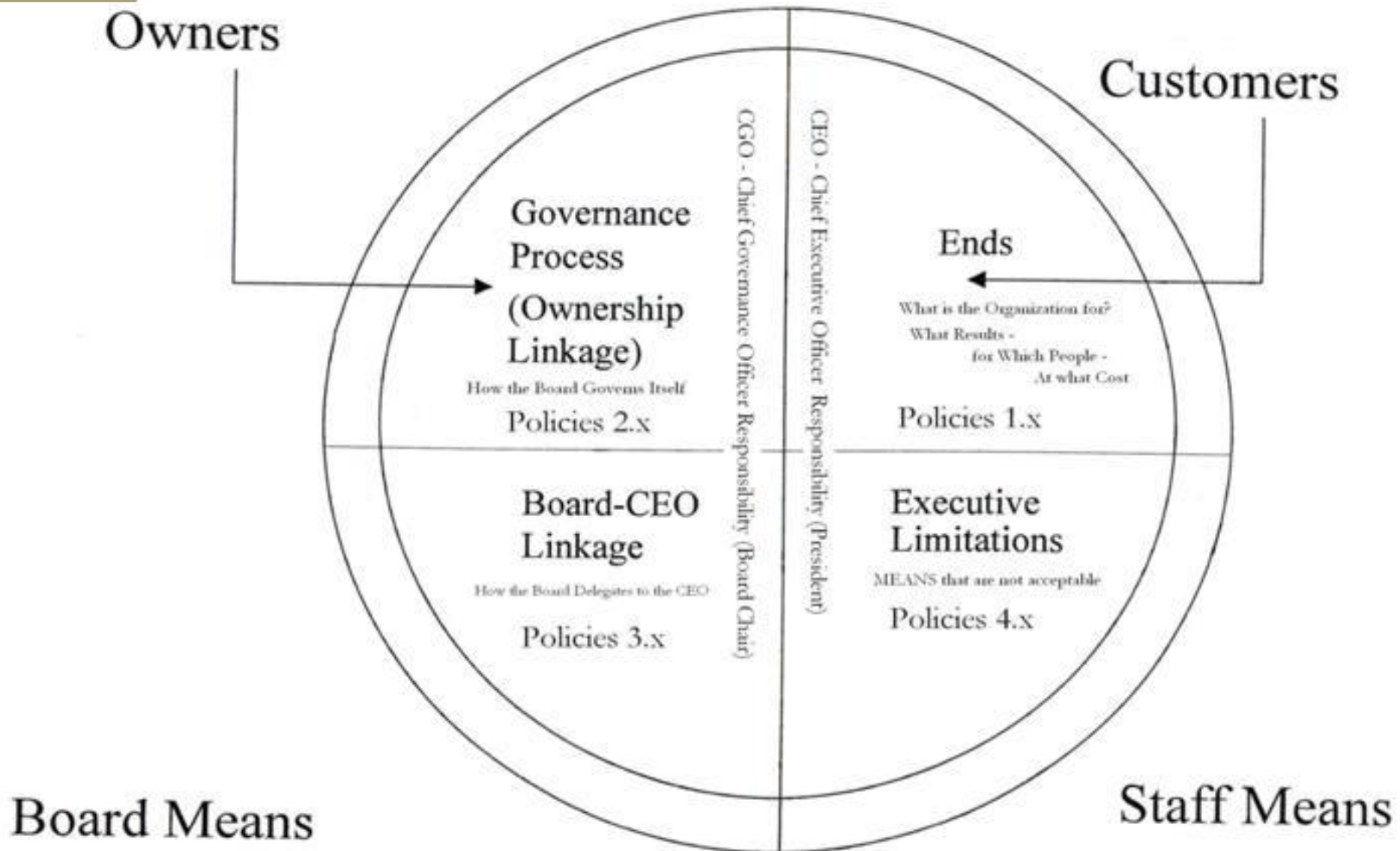
Crawford County = (1) Locally Appointed

Richland County = (3) Locally Appointed

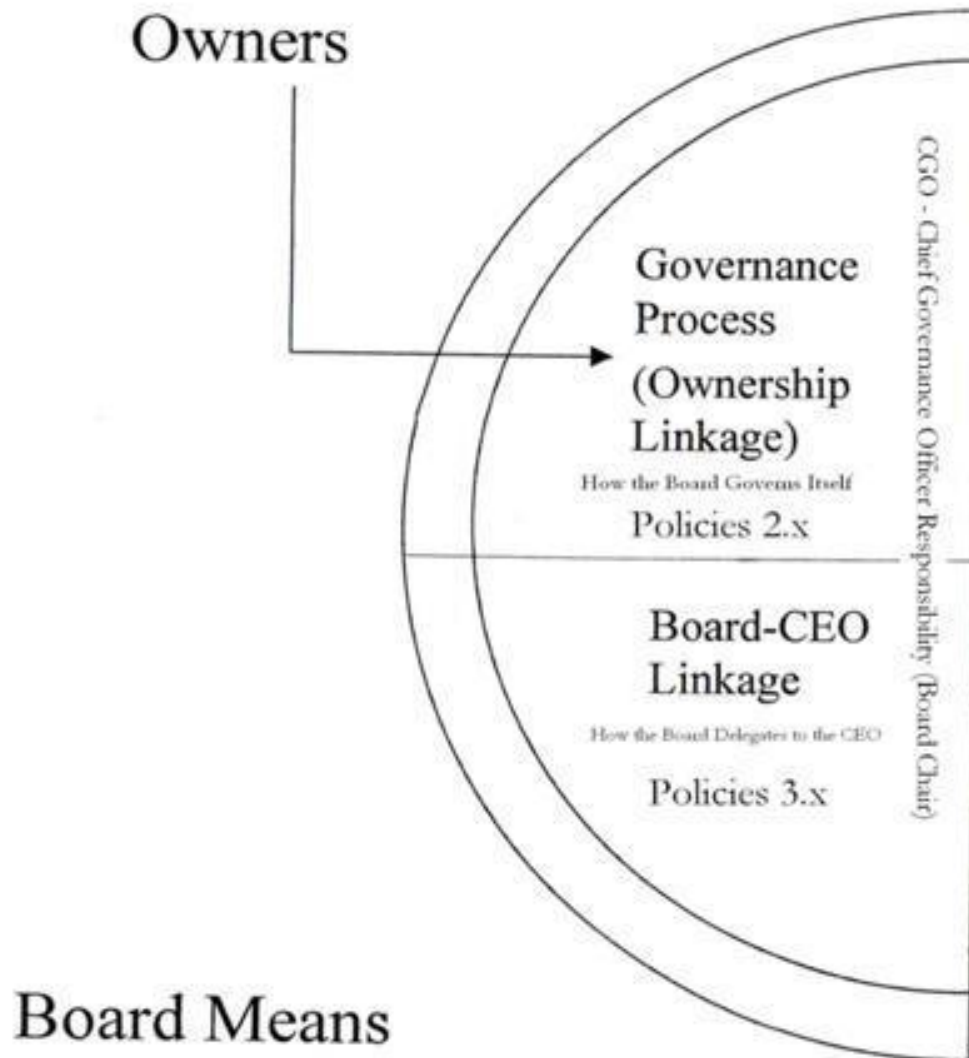
= (2) Governor Appointed

**(1) Vacancy - Pending a Governor Appointment
from Crawford County**

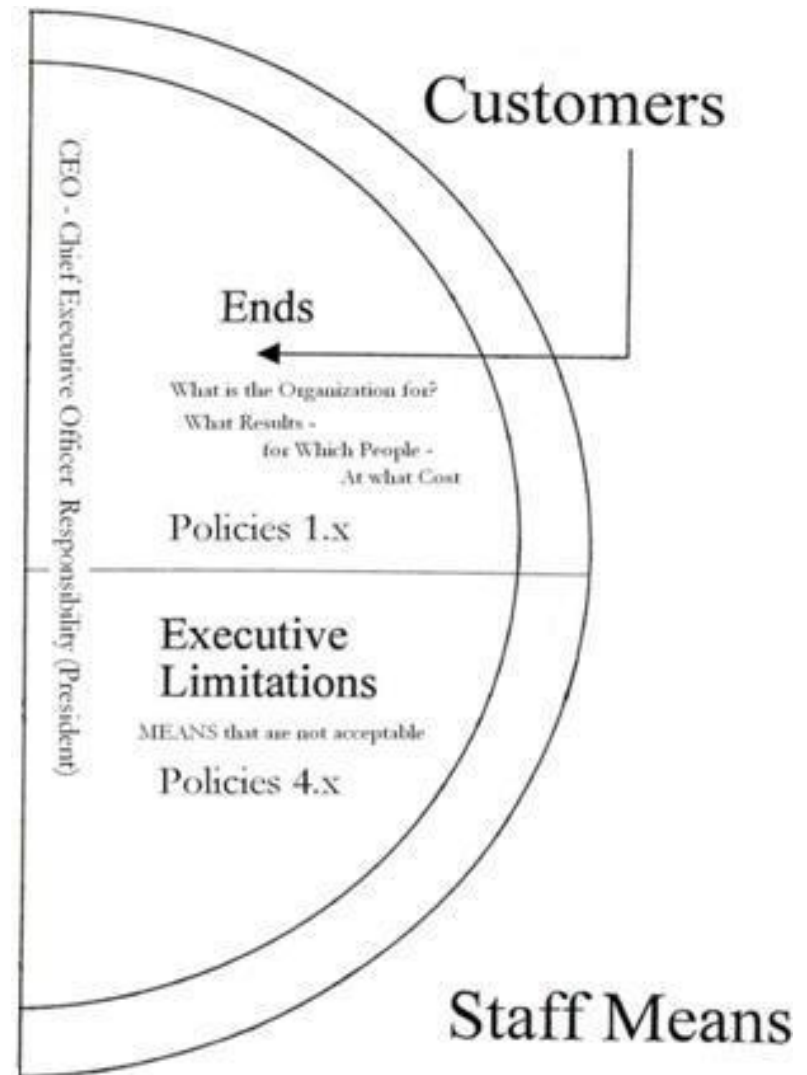
Why the Carver Model?



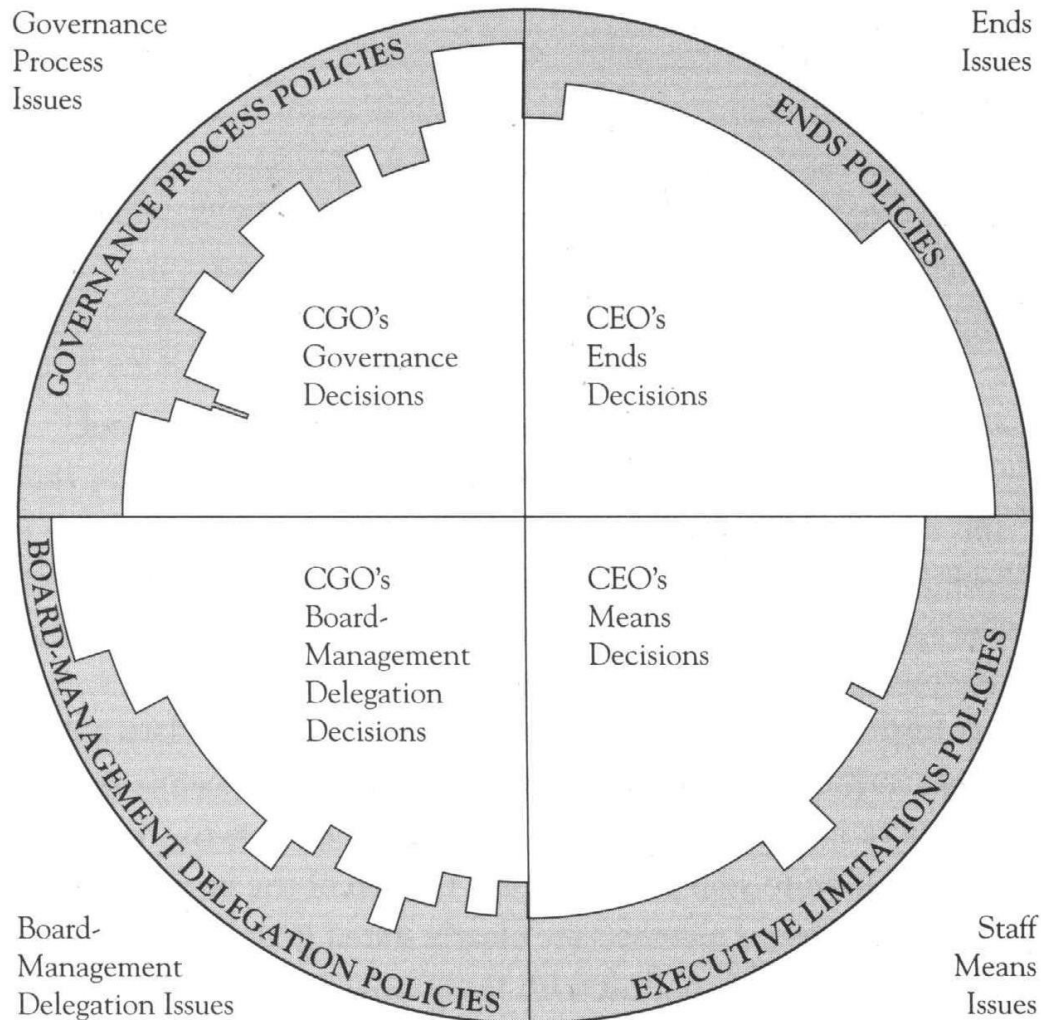
It clarifies roles and responsibilities of the Board



It clarifies roles and responsibilities of the Boards **& of the 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)**

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- 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 least 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 Q2S

The image shows a person wearing a grey t-shirt with the North Central State College logo and a green Ohio State University hoodie. To the right, a row of colorful socks represents various transfer options: Ashland University (yellow), Bowling Green (orange), University of Cincinnati (red), Miami University (red), Ohio State (red), Franklin University (grey), and Kent State (blue).

Enrichment

Enrichment opportunities exist to reflect community needs and values.


















Administrative Outcome Measures

Determining the Metrics

Setting the Baselines

Determining the Levels of Success

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.

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

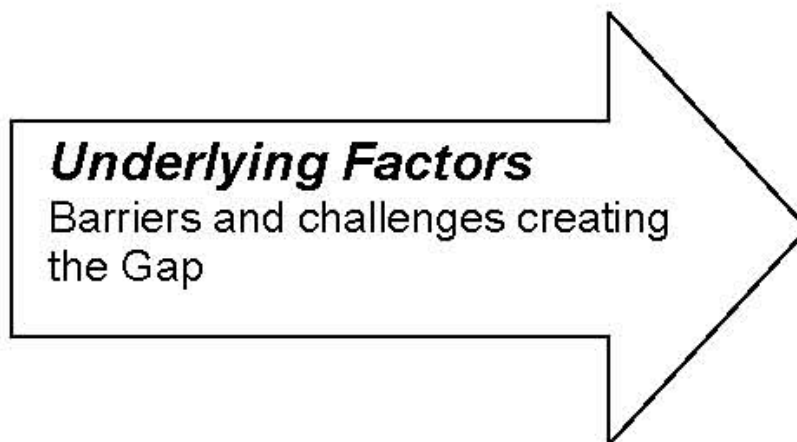
From ENDS Policy to Strategic Planning

The Strategic Focus Understanding the 5 Pillars

Ends Policy

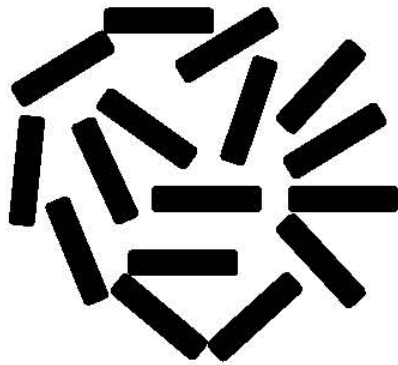
The Gap

Current Situation



ENDS Policy Task Force (51)

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



Sorted into Strategic Focuses

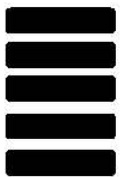
XXXXX



YYYYY



ZZZZZ



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)

Sorted into
Strategic Initiatives

A



B



C



Shift in Strategic Focus

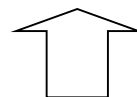
**Shift from a focus on
Student Access to one of
Student Success**

Mission

Stakeholder
Satisfaction

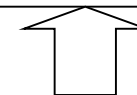
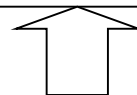
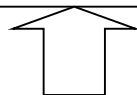
Strategic Focuses &
Strategic Initiatives

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

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

After College

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

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

Enhance Regional Development

Lynn Damberger
Nancy Kukay
Tom Prendergast
Beth Price
Greg Timberlake

Improve Preparation for College

Sheila Campbell
Brad McCormack
Peg Moir
Betty Wells

Improve Successful Transition

Ken Ekegren
Kelly Gray
Mark Monnes

Strategic Initiatives to Action Plans

Focus #1

[Action Plan 1-A](#)

Programs &
Services Review

Focus #2

[Action Plan 2-A](#)

Academic Preparation
for College

Focus #3

[Action Plan 3-A](#)

Developmental &
Gateway
Course Success

Focus #4

[Action Plan 4-A](#)

Transfer Awareness
& Assistance

Focus #5

[Action Plan 5-A](#)

Workforce Development
Strategic Plan

[Action Plan 1-B](#)

Certification & Licensure

[Action Plan 2-B](#)

Career Planning & Goal
Development

[Action Plan 3-B](#)

Success Skills

[Action Plan 4-B](#)

Job Search Skills
Development &
Assistance

[Action Plan 5-B](#)

Enhance
Entrepreneurship Efforts

[Action Plan 1-C](#)

Program &
Service Development

[Action Plan 2-C](#)

Overcoming Financial
Barriers

[Action Plan 3-C](#)

Critical Thinking

The Strategic Action Teams (63)

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

The Strategic Action Teams (63)

Strategic Focus	Strategic Initiative	Team Leader	Team Members
Improve Student Success	Developmental & Gateway Course Success	D. Hysell	Birk (RDG), Shearer (dev MTH), Edgehouse(ENG), C. Bower , B. Keener
	Success Skills	J. Falls	Puckett, E. Grove, B. Clapp , J. Korbas
	Critical Thinking	Lisa Music	P. Martin, K. Peresie, M. Welker , K. Jagers, G. Wood
Improve Successful Transition	Transfer Awareness & Assistance	B. Sliney	Monnes, J. Mudra, C. Robinson
	Job Search Skills Development & Assistance	T. Shutler	B. Wells, K. Danielson
Enhance Regional Development	Workforce Development Strategic Plan	N. Kukay	K. Hamiton, K. Stoner, C. Kaple, M. Rodriguez
	Enhance Entrepreneurship	Greg Timberlake	L. Jones, C. Harris, N. Kukay

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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 | Pages 5-15 |
|---|------------|

Personnel Actions:

- | | |
|--|---------|
| 2. Consideration of Approval of Employment of College Personnel
- <i>R-2011-23</i> | Page 16 |
| 3. Consideration of Approval of College Personnel Professional
Growth Recognition – <i>R-2011-24</i> | Page 17 |
| 4. Consideration of Approval of Contracts for Probationary and
Non-Probationary Faculty – <i>R-2011-25</i> | Page 18 |
| B. Consideration of Approval for Designation of Emeritus Status for
Mr. Joseph Badamy – <i>R-2011-26</i> – <i>Mr. Donald Plotts</i> | Page 19 |
| C. Treasurer's Report for April 30, 2011 – <i>Ms. Lori McKee</i> | Page 20 |

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

Pages 21-37

F. Other

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

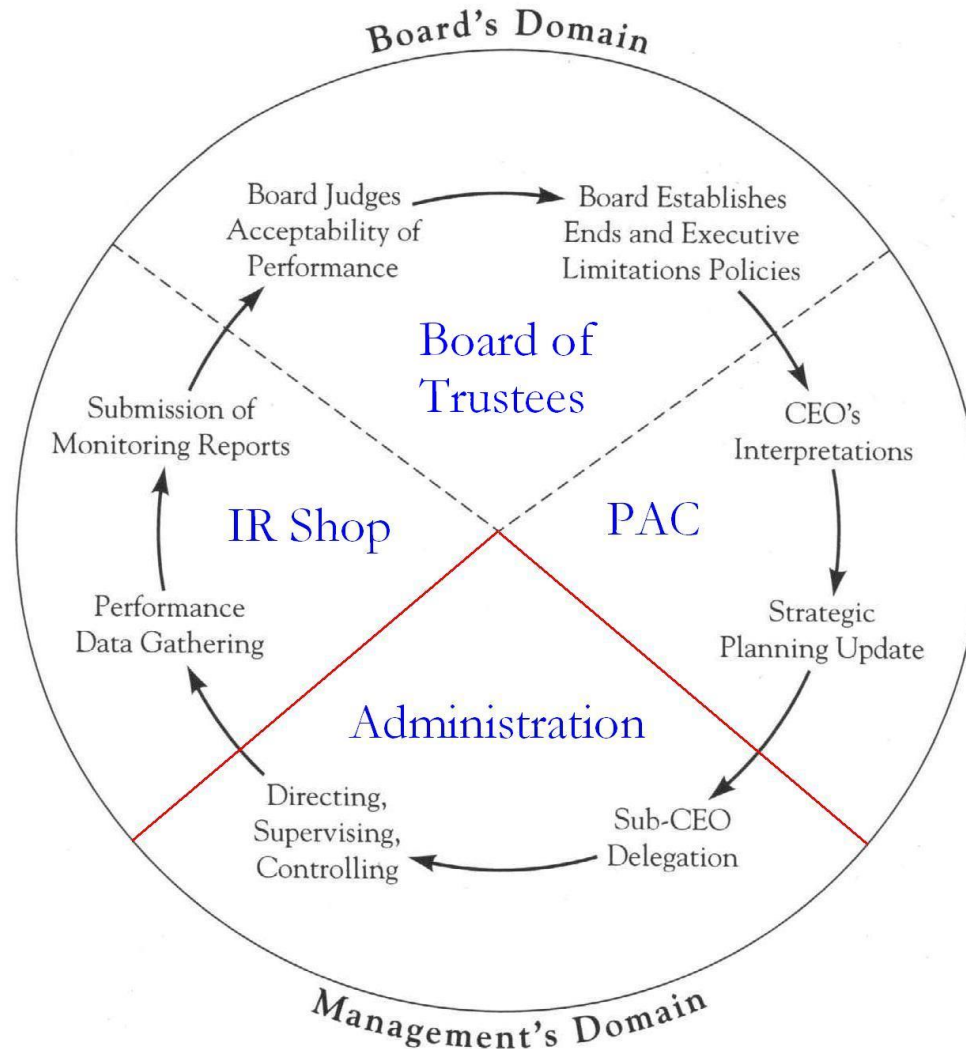
Build and carryout the budget under the philosophy of dedicating and allocating available time and resources to those activities within our executive limitations that promote the achievement of our Stated ENDS and avoid those that DO NOT

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



Policy Governance at North Central State College Means...

**Our Success is
Measured by
the Success of
Each Student.**



Policy Governance References

Boards That Make a Difference (Carver; Jossey-Bass, 2nd edition, 1997; 3rd edition, 2006),

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

The Board Member's Playbook: Using Policy Governance to Solve Problems, Make Decisions, and Build a Stronger Board (Miriam Carver & Bill Charney, Jossey-Bass, 2004).

The Carver Policy Governance Guide Series (Carver & Carver; Jossey-Bass, 1996; revised and updated, 2009)

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Ph 404-728-0091, email: miriamcarver@carvergovernance.com
www.carvergovernance.com

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

For personal contact call:

Steve Williams, Board Recorder at 419-755-4811

or toll-free at 888-755-4899 ext. 4811,

Email: swilliam@ncstatecollege.edu



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Questions

Steve Stone – Board Chair

Dr. Dwight McElfresh – Trustee

Steve Williams – Board Recorder