North Central State College

Utilizing Policy Governance to guide an expanded mission to develop programs that meet the needs of the North Central State College community

Presentation Outline

I. **Overview of NCSC**
   a. Vision, Mission, Strategic Goals
   b. Service area, College profile, and Demographics

II. **Policy Governance, Board Principles, and Ends Policies Guiding College Mission Expansion**

III. **Expanding the Mission and Related Evidence**
   a. Dual Enrollment
   b. Outreach Centers
   c. Open Education Resources
   d. Workforce Development
   e. Tuition Freedom
   f. Baccalaureate Degrees

IV. **Other evidence of achievement in access, success, and resources**

Vision

North Central State College is committed to being a leader in affordable quality higher education and a partner in achieving greater community prosperity and better quality of life.

Global Ends Policy / Mission

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.

North Central State College

- Located in north central Ohio

- Serves the three-county district of Ashland, Crawford & Richland

- Population ~ 220,000

Major Area Employers

Description	2017 Jobs	Pct. Regional Jobs	Avg. Earnings Per Job
Manufacturing	16,389	18%	$57,797
Health Care and Social Assistance	13,668	15%	$47,781
Government	12,166	13%	$59,953
Retail Trade	10,540	11%	$29,163
Accommodation and Food Services	7,351	8%	$15,838
Administrative and Support and Waste Management and Remediation Services	5,979	6%	$26,113

College Data

1. Budget: ~ $19 million
2. Total annual head count: ~ 3,900 credit; ~ 450 non-credit
3. Full Time Equivalent: 1,900-2,000
4. Divisions: Business/Industry/Technology; Health Sciences; Liberal Arts
5. Average age: 23; Adult > 25: 26%
6. Full-time: 20% (34% if counting only post HS students)
7. Female: 59%
8. Minority: 6%

Underserved Population & Changing Landscape

1. Underserved population
   - Mostly rural environment where higher education is of low priority
   - Low educational attainment (10 to 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
2. Declining student enrollment
3. Changing demographics (declining population & high school graduates)
4. Loss of major business and industry
5. Improving economy allowing adults to pursue jobs vs. education
6. Increasing competition from public, private, and online institutions
7. Frozen or low state subsidies
8. Increased accountability of a state funding model based solely on performance and student completion
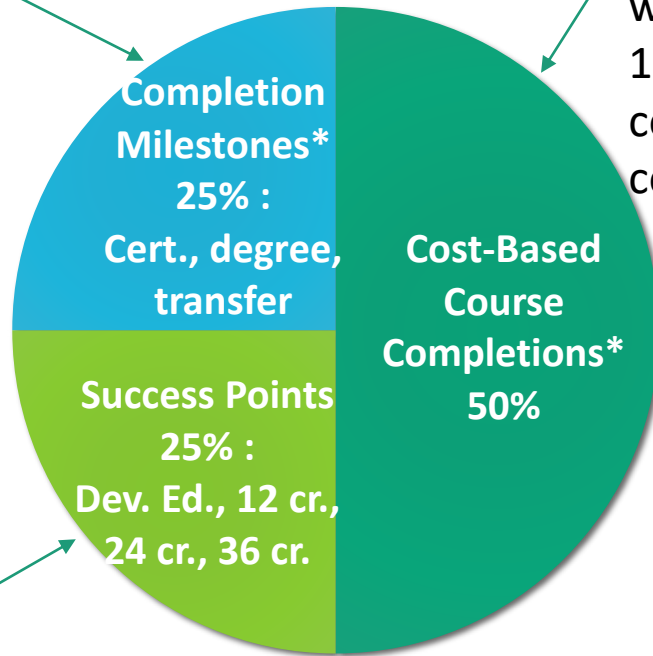
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Ohio Performance Funding Framework Summary – Focused on Completion, yet minding the underserved

* Access weight:
a. 25% - 1 category
b. 66% - 2 categories
c. 150% - 3 categories
d. 200% - 4 categories

* Access weight: 15% on course completion

**Completion Milestones* 25% :
Cert., degree, transfer**

Cost-Based Course Completions* 50%

**Success Points 25% :
Dev. Ed., 12 cr., 24 cr., 36 cr.**

No access weight

All data averaged over three years

*Access Categories Weight Applied

- **Adult** (age 25 and over at time of enrollment)

- **Low-Income**, Pell Eligible (ever in college career)

- **Minority** (African American, Hispanic, Native American)

- **Academically under prepared** (remediation free standards, math only for FY 2016)

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Component 1: Course Completion (50%)

Cost-Based Calculation

- Average statewide cost based on level of course and subject area (aggregation of CIP codes)
- # of FTE who pass course * determined cost

Access category weight:

15% for any student with one (or more) risk factors

Component 2: Success Points (25%)

Developmental Education Success

- # of Students completing developmental education Math and enrolling in first college-level math course (1 point)
- # of Students completing developmental education English & enrolling in first college-level English course (1 point)

12 Credit Hours

- # of students earning first 12 college-level credits (1 point)

24 Credit Hours

- # of students earning first 24 college-level credits (1 point)

36 Credit Hours

- # of students earning first 36 college-level credits (1 point)

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Component 3: Completion Milestones (25%)

Associate Degree Completions	Certificate Completions	Transfer w/12+ credit hours

Cost-Based Model

Access Category Weights:

25% for one access category

66% for two access categories

150% for three access categories

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The Carver Policy Governance ® Model

Carver Policy 10 Principles guiding expansion

1. **Ownership** (board as servant to shareholders who morally and legally own the organization)

2. **Governance position** (owners above and operation below)

3. **Board holism** (authority only as a group)

4. **Ends policies** (reflect purpose based on **what good, for whom, at what cost**)

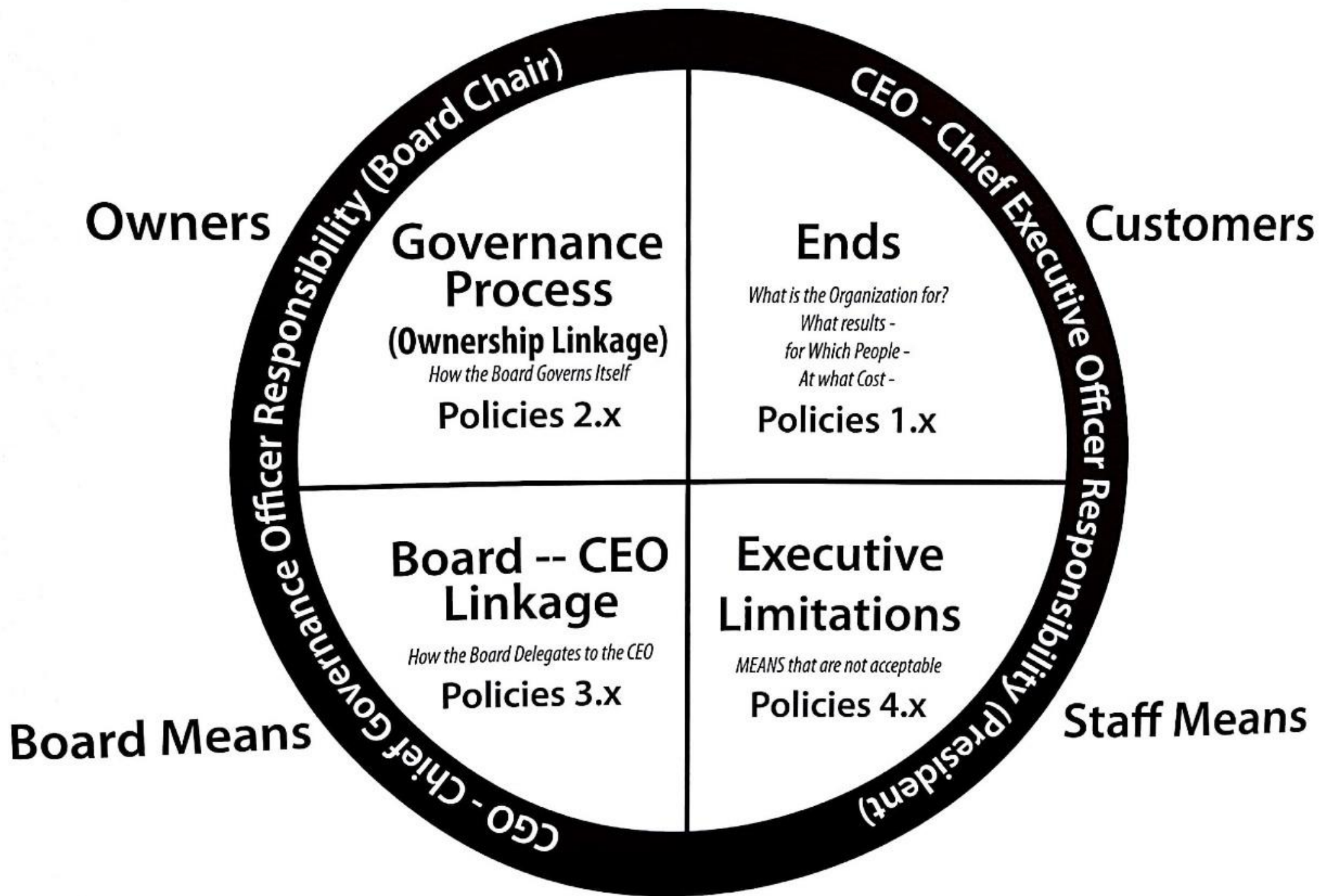5. **Means policies** (everything that is not Ends)
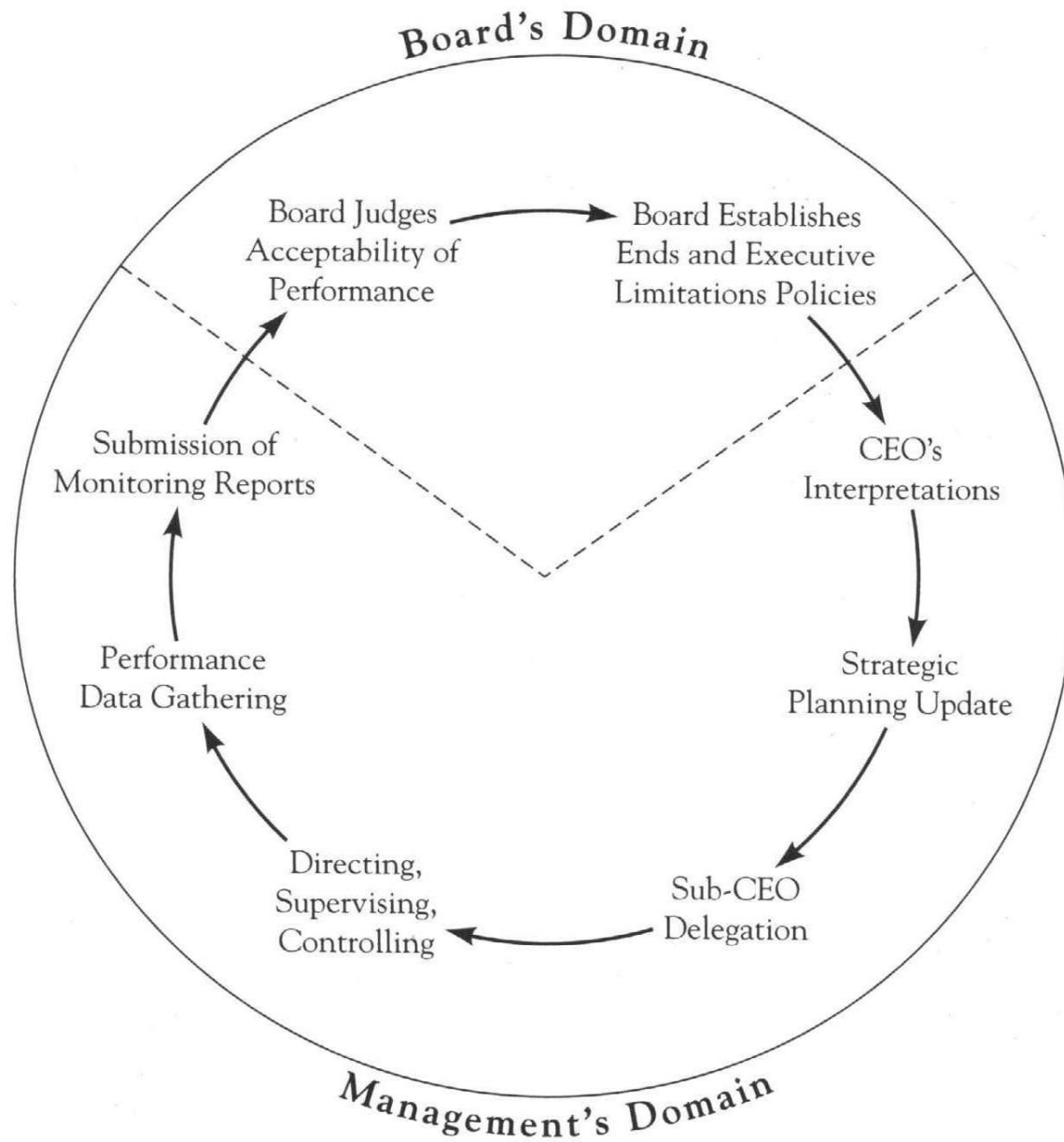
The Carver Policy Governance ® Model

Carver Policy Principles guiding expansion (continued)

6. **Executive limitations** (to avoid prescribing means)

7. **Policy sizes** (starting at the broadest and most inclusive; then narrowing one level at a time)

8. **Delegation to management**: CEO has sole accountability

9. **Reasonable interpretation**: to any policy not stated (as long as it is not Illegal, Unethical, or Imprudent)

10. **Monitoring:** Evaluation of CEO based on Ends and Executive Limitations

Owners

Customers

Governance Officer Responsibility (Board Chair)

CEO - Chief Executive Officer Responsibility (President)

CGO - Chief Governance Officer Responsibility

Governance Process

(Ownership Linkage)

How the Board Governs Itself

Policies 2.x

Ends

What is the Organization for?
What results -
for Which People -
At what Cost -

Policies 1.x

Board -- CEO Linkage

How the Board Delegates to the CEO

Policies 3.x

Executive Limitations

MEANS that are not acceptable

Policies 4.x

Board Means

Staff Means

Policy Governance ® Cycle

Board's Domain

Board Judges Acceptability of Performance → Board Establishes Ends and Executive Limitations Policies

Submission of Monitoring Reports

CEO's Interpretations

Performance Data Gathering

Strategic Planning Update

Directing, Supervising, Controlling

Sub-CEO Delegation

Management's Domain

Board Ends Policies Guiding Expansion

1. Global Ends
2. Equal opportunity
3. Diversity
4. Career readiness and development
5. Transferability
6. Enrichment

Global Ends Policy / Mission

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.

Strategic Goals

1. **Access**
2. **Success**
3. **Resources**

Expanding the Mission

1. Dual enrollment - partnering with high schools
2. Outreach center – partnering with community
3. Open Education Resource - partnering with colleges
4. Workforce development – partnering with business
5. Tuition freedom
6. Baccalaureate Degree

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College Credit Plus – Dual Enrollment

1. Dual Enrollment in Ohio is College Credit Plus (CCP)

2. Can start in the 7th grade; taking courses at high school or College

3. The state pays the cost (deducting from HS payments)

   a. at the high school: ~$42 / credit

   b. Regular tuition at the college ($149.60/credit)

   c. ~$83/credit if taught by college faculty at the HS or Hs faculty at the college

Evidence on Access & Success
College Credit Plus – Dual Enrollment

1. In 2016 more than 52,000 Ohio high school students took CCP

2. Saving more than $110 million in tuition for their families.

3. 66% took classes at Ohio community colleges.

4. NC State serves three dozens high schools, with ~1,200 students annually

5. Since 2010 alone, we have served 4,515 unique high school students earning around 63,000 credits, averaging around 14 credits per student.

6. Students saved close to 9 million dollars over the past six years, in our tuition. Double and triple if at university.

Outreach Locations: Urban Center – Downtown Mansfield & Crawford Success Center – Downtown Bucyrus

- **Created to make higher education more accessible, affordable and attainable to underserved and under-resourced students**

- **Urban Center accomplishments include: 1,033 average credits per year; partnership with Mansfield City Schools**

- **Since opening in fall 2015, the Crawford Success Center has offered 32 course sections educating 296 students and 738 credits**

- **Also: 15 GED Completion past year; 23 Adult Diploma Program**

Open Education Resources (OER)

1. The purpose is to provide quality free textbooks online to students to lessen their economic burden

2. The state awarded the college $1.3M innovation grant leading 15 other Ohio community colleges and two universities

3. The focus is on researching, adopting, adapting, or developing course materials for the most common courses with the highest enrollment to get the best return on investment

Open Education Resources (OER) Partners
Community Colleges shown. Also OSU, ODU, Ohio Link, & ATD

1 North Central State College
2 Clark State Community College
3 Central Ohio Technical College
4 Edison Community College
5 Hocking College
6 Lakeland Community College
7 Lorain County Community College
8 Marion Technical College

9 Northwest State College
10 Rhodes State College
11 Sinclair Community College
12 Southern State Community College
13 Stark State College
14 Terra Community College
15 Washington State Community College
16 OACC

Workforce Development

1. Advisory groups and Human Resource Directors Summit – professional skills
2. Internships
3. Apprenticeships
4. New initiative with the juvenile and prison system

Evidence on access and success
Workforce Development

1. Supervision training: 47 companies, 349 people

2. Internships: 122 companies & 330 students in partnership with the Ohio State University

3. Apprenticeships: ~16 companies and ~90 students (varies by term)

Evidence on access and success
Workforce Development

Customized Supervision Training

- AK Steel Works, Mansfield
- ArcelorMittal, Marion
- IB-Tech, Bucyrus
- Jay Industries, Mansfield
- Gorman Rupp, Mansfield
- LSC Communications, Willard
- Mansfield Engineered Components, Mansfield
- MTD, Willard
- The Breitinger Company, Mansfield
- Tramec Sloan, Galion

Participated in Standard Training

- ArcelorMittal (Shelby, OH)
- Ashland County Board of DD (Ashland, OH)
- Barbasol (Ashland, OH)
- Cole Tool and Stamping (Ontario, OH)
- Commercial Cutting (Mansfield, OH)
- Cooper Enterprises (Shelby, OH)
- Galion, LLC (Galion, OH)
- Major Metals (Mansfield, OH)
- Marco Photo (Mansfield, OH)
- MHS Industrial (Mansfield, OH)

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Evidence on access and success Workforce Development

Standard Training Participation (Continued)

- Michael Byrne Manufacturing (Mansfield, OH)
- MK Metals (Mansfield, OH)
- Newman Tech (Mansfield, OH)
- Next Generation Films (Lexington, OH)
- Ohio Electric Control, LLC (Ashland, OH)
- Paladin HR (Mansfield, OH)
- Parr Insurance (Crestline, OH)
- Phillips Manufacturing (Shelby, OH)
- Rable Machine (Mansfield, OH)

- Renaissance (Mansfield, OH)
- Richland Bank (Mansfield, OH)
- Shelby Welded Tube (Shelby, OH)
- The Breitinger (Mansfield, OH)
- Timken (Bucyrus, OH)
- United Bank of Ohio (Crestline, OH)
- Warren Rupp [Idex Corp] (Mansfield, OH)
- Weiss Industries (Mansfield, OH)

Tuition Freedom

Program provides free tuition to dual enrollment students until they finish 64 credit hours or their associate degree coming to the college from high schools with at least 6 credits and 2.5 GPA

Evidence on Access & Success Tuition Freedom

1. **In fall 2016, we welcomed more than 140 of these Tuition Freedom Scholars, and invested close to $400,000 in their scholarships.**

2. **These students are taking more credits, are being more persistent, and are being more successful than our average student.**

3. **This fall, there were 380 students who applied, and 175 accepted**

Baccalaureate Degree

❑Through strong advocacy by Ohio Community Colleges, the legislature just passed a law effective July 2017 that permits a community college to offer applied bachelor's degree programs.

❑Chancellor may approve programs that demonstrate all of the following:

1. Evidence of an agreement between the college and a regional business or industry to train students in an in-demand field and to employ students
2. That the workforce need of the regional business or industry is in an in demand field based on data provided by the governor's office of workforce transformation.
3. Supporting data that identifies the specific workforce need the program will address.
4. The absence of a bachelor's degree program by a state or private university.
5. Willingness of industry partner to offer workplace-based learning and employment opportunities to students enrolled in the proposed program.

❑The college is working on a BS in Mechanical Engineering Technology
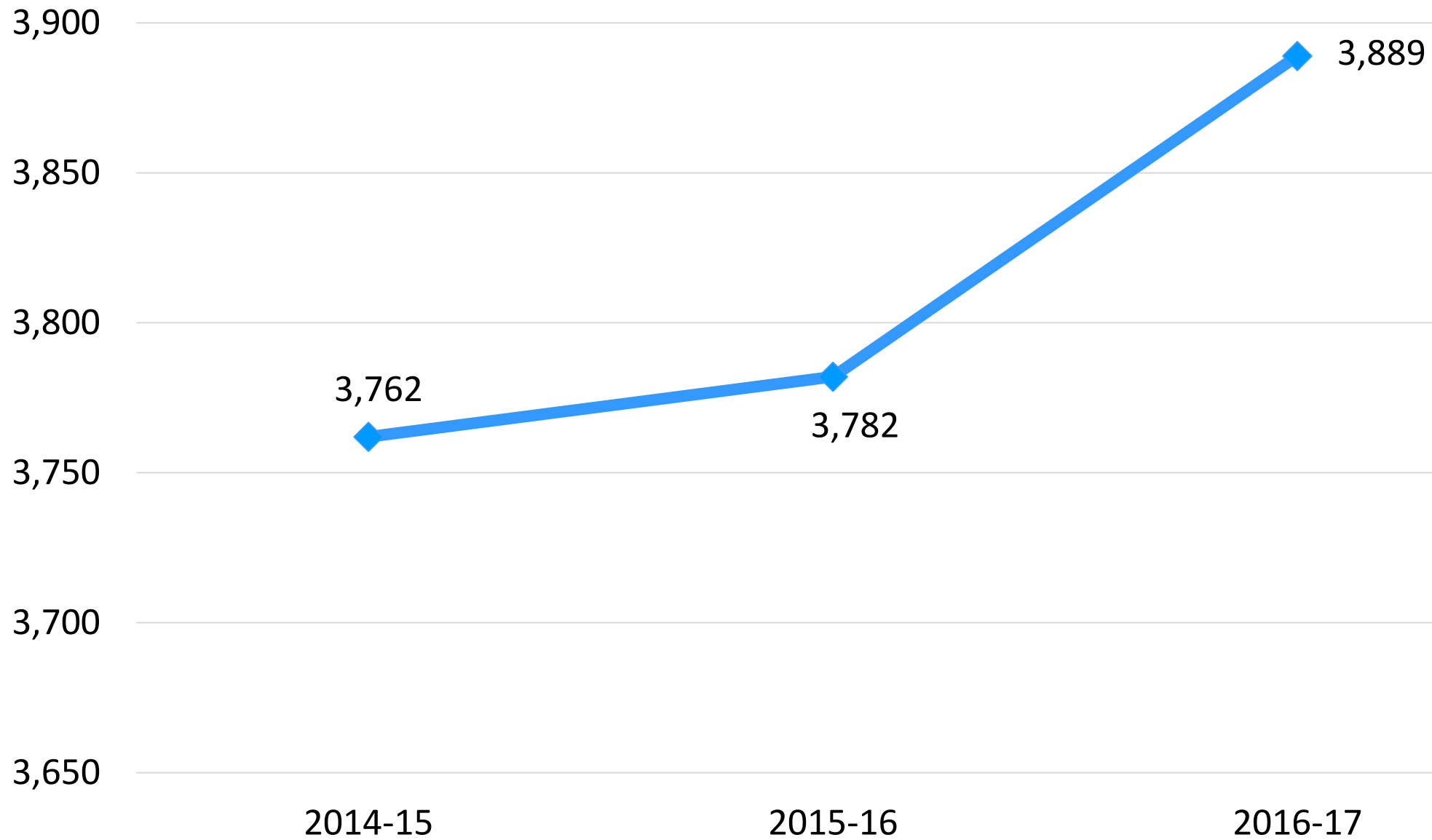
Other evidence of achievement in access, success, and resources

1. Enrollment
2. Programs
3. Student success
4. Revenues, expenses, reserve
5. Grants
6. Facilities

Evidence of Access
Annual Headcounts

Year	Headcount
2014-15	3,762
2015-16	3,782
2016-17	3,889

Evidence of Access - viable programs

The main growth drivers were an expansion of certificates, new degrees in engineering and information technology (Cyber Security Program, CollegeNow Bioscience Program), and new growth in transfer degree offerings.
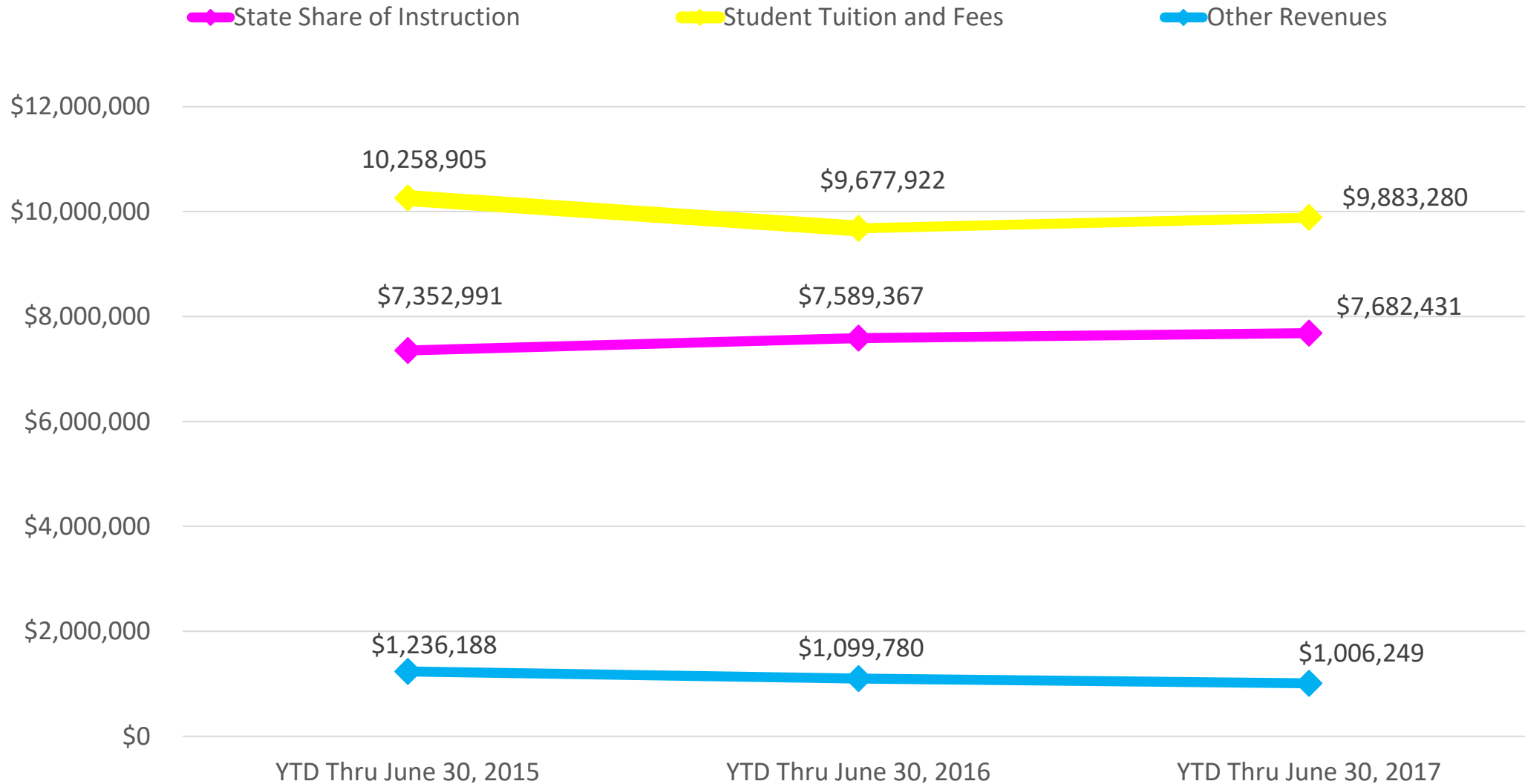
Newer Programs (<3 Years) to Total Programs

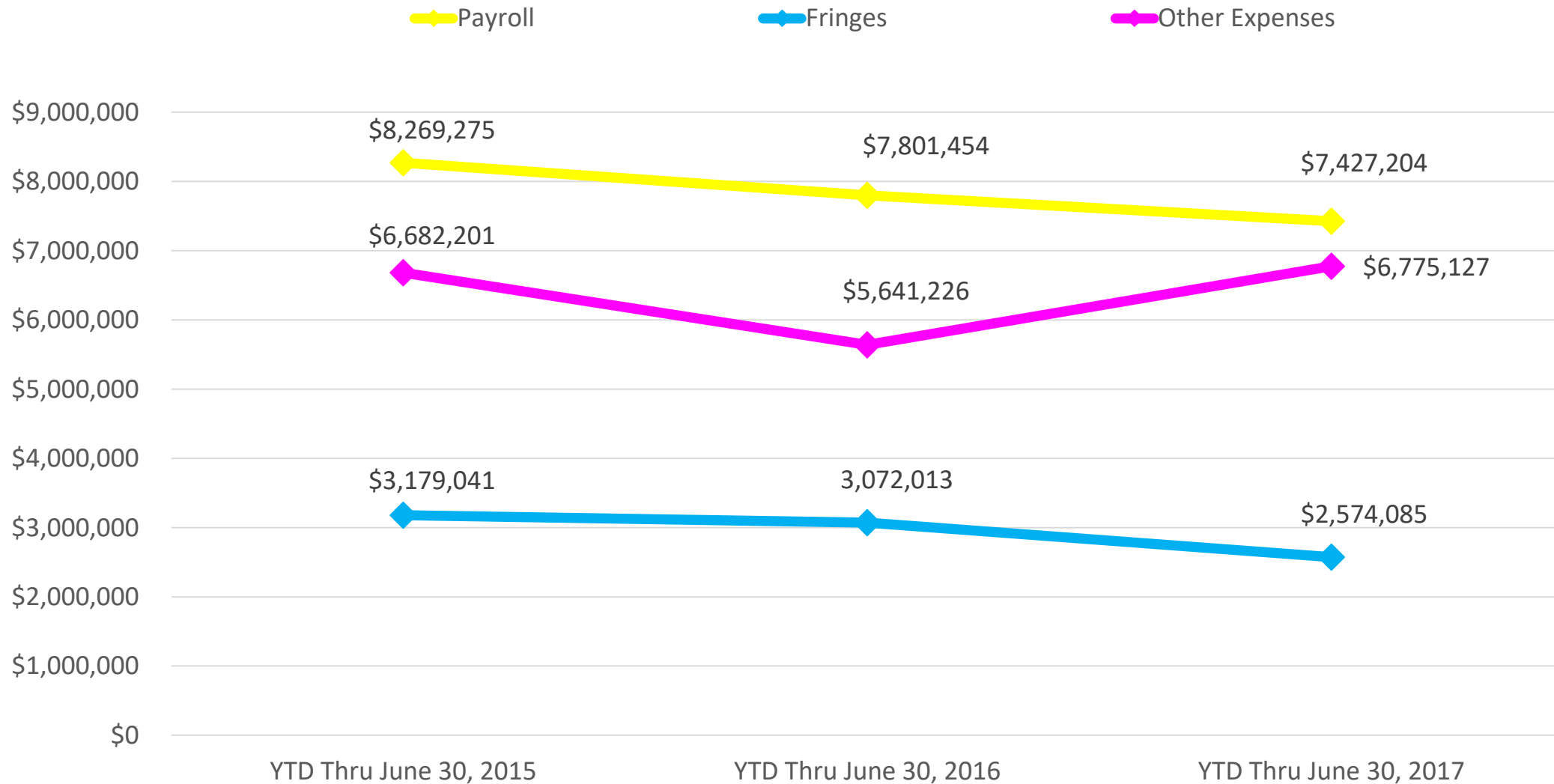| AY 2015	AY 2016	AY 2017
38%	47%	55%
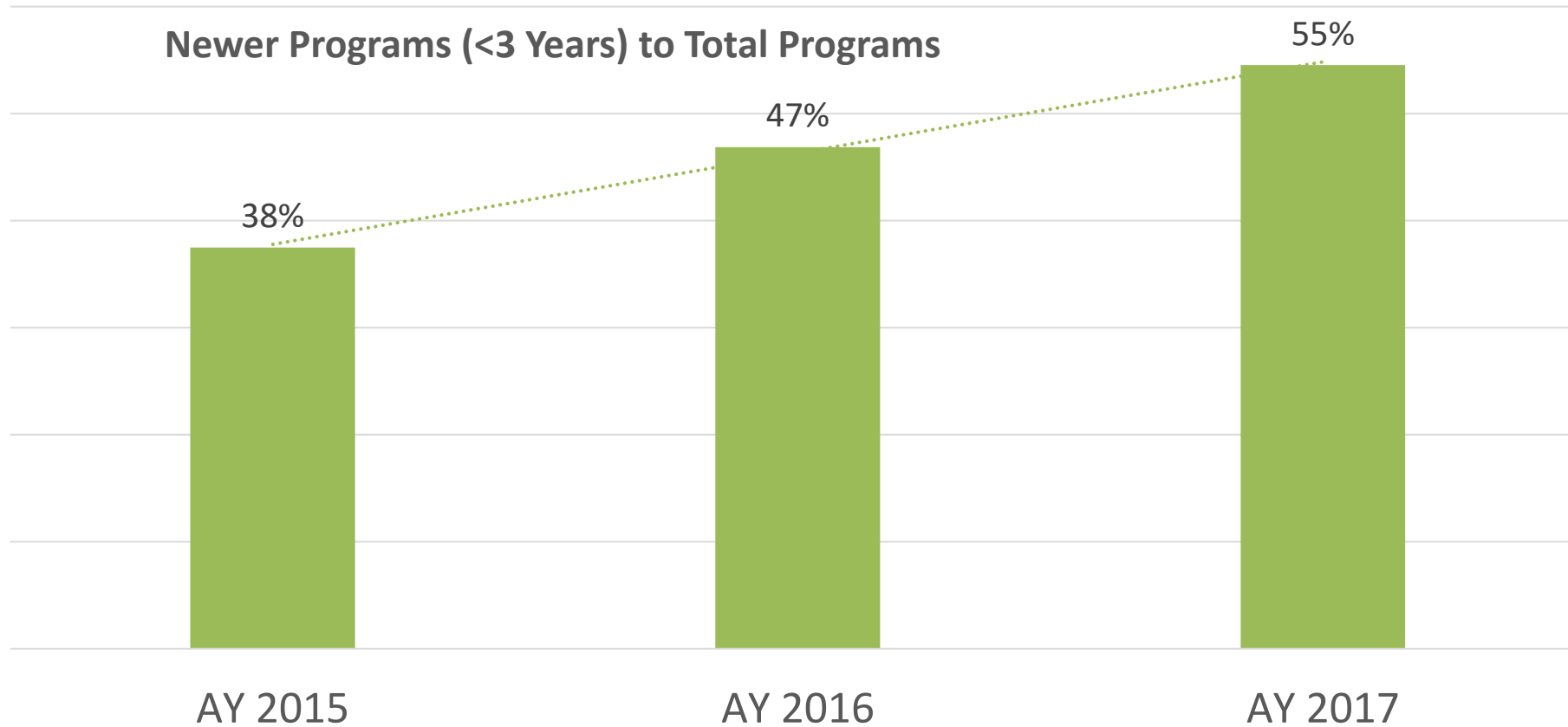
Student Success

1. College has done under the new state formula in terms of state subsidies

2. Course success rate is high at 88%

3. Last 3-year success rate for minority students increased by 9%

4. Licensure and certification rate is high with multiple programs achieving 100%

5. Increased co-requisites and reduced prerequisites

6. Honor college with community services with several hundred students participating
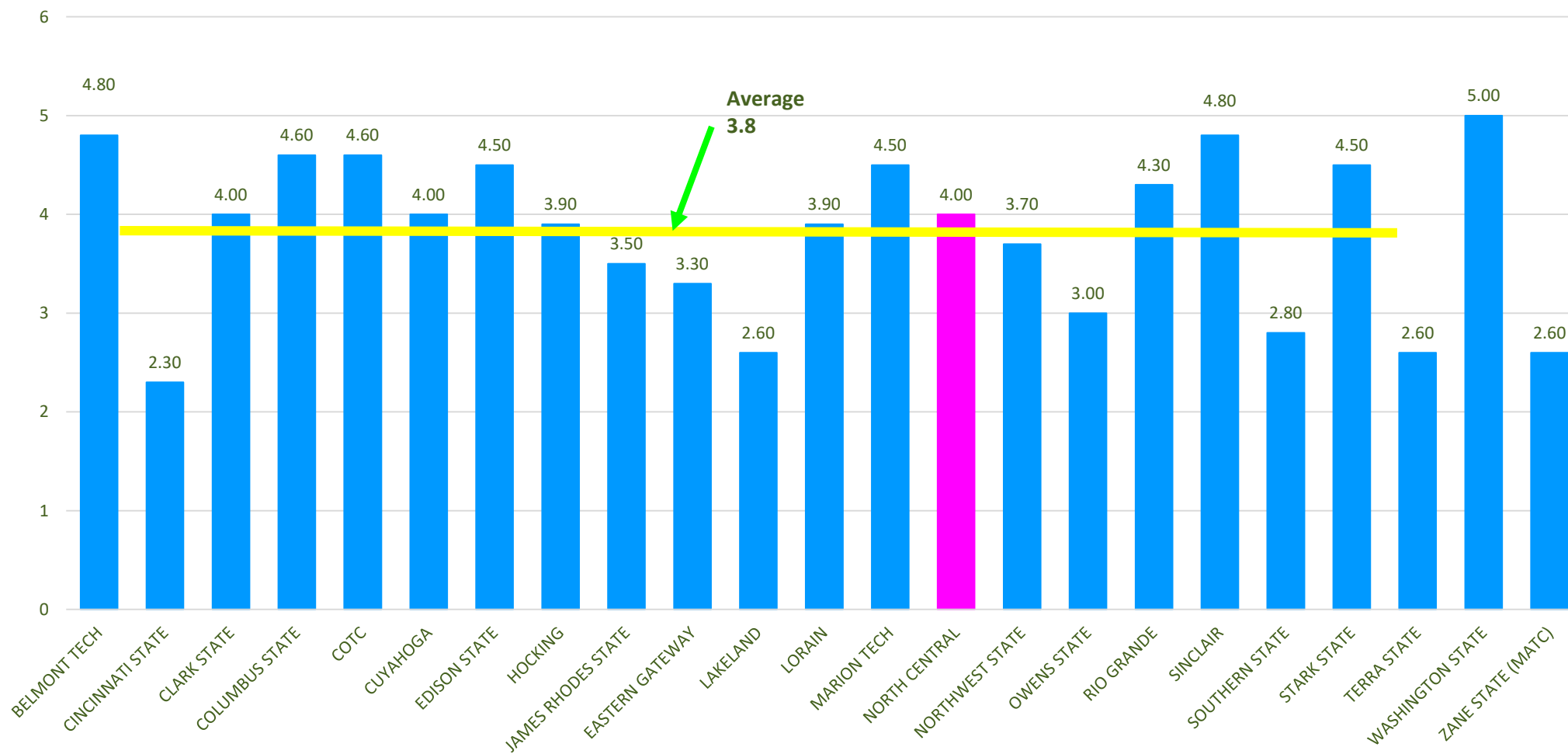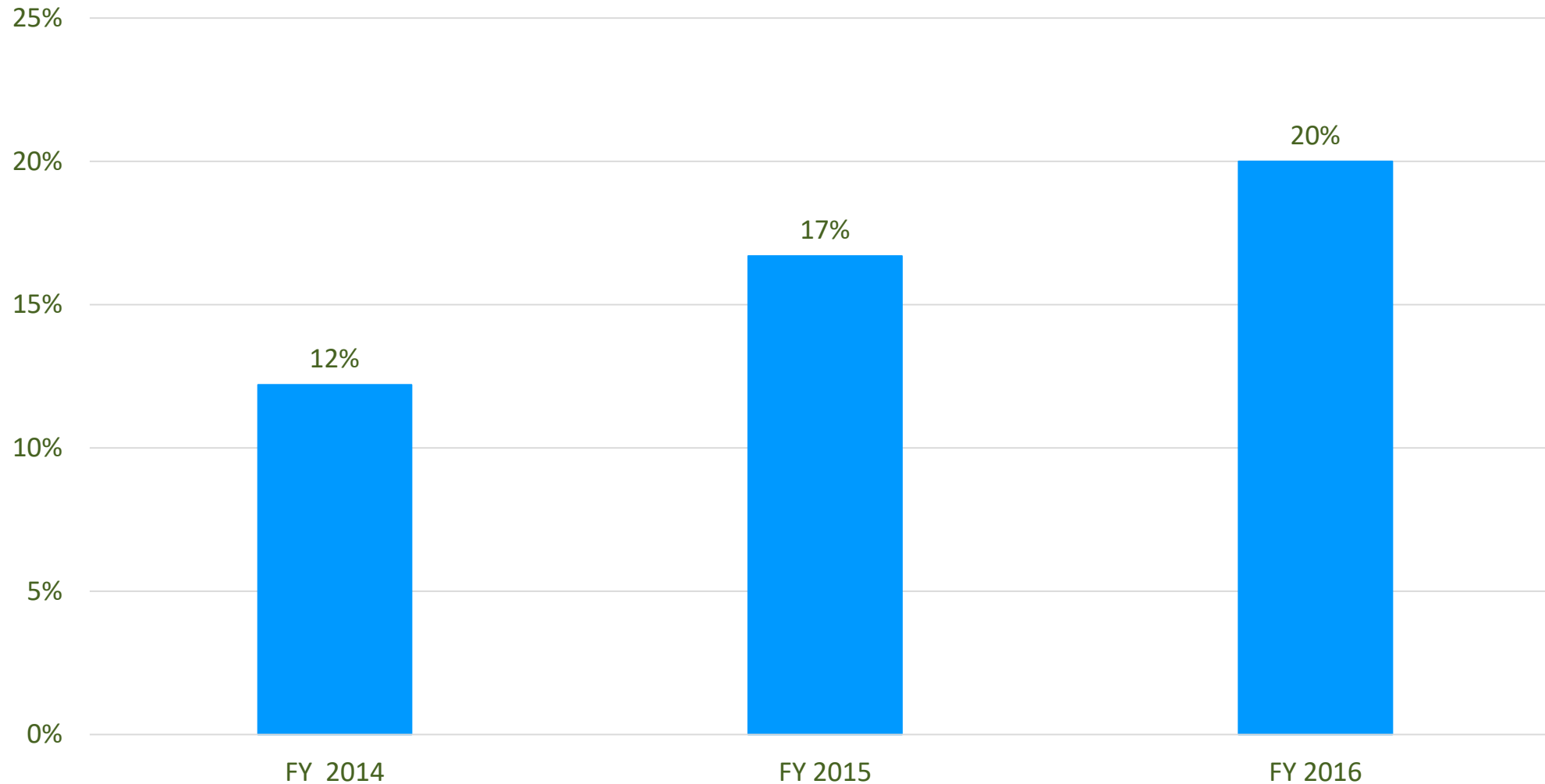
Evidence of Resources - Revenues

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| | State Share of Instruction | Student Tuition and Fees | Other Revenues |

	YTD Thru June 30, 2015	YTD Thru June 30, 2016	YTD Thru June 30, 2017
Student Tuition and Fees	10,258,905	$9,677,922	$9,883,280
State Share of Instruction	$7,352,991	$7,589,367	$7,682,431
Other Revenues	$1,236,188	$1,099,780	$1,006,249

Evidence of Resources - Expenses

Evidence of Financial Resources FY 2016 Composite Score

Evidence of Resources Primary Reserve Ratio
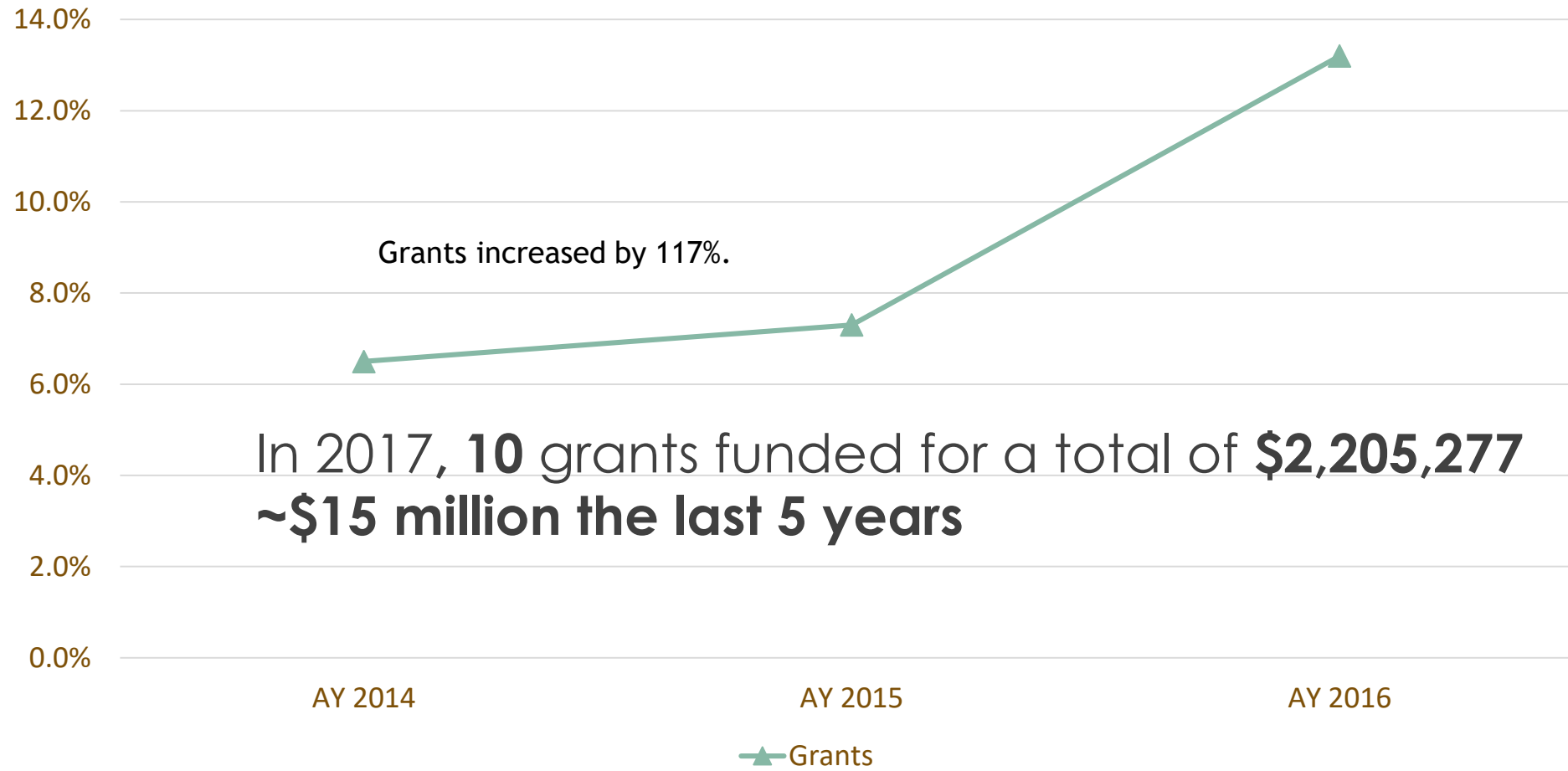
Facilities Improvement & Pathways
from dual enrollment to associate degree to baccalaureate (3+1)

Facilities Improvement
High Tech Learning Center

Facilities Improvement
Mobile Training Center

Further Recognitions

1. College named "Education Organization of the Year" by Ashland Chamber of Commerce
2. CCRC recognition as one of the first colleges in the nation to take math pathway to scale (statistics, 75% of curriculum)
3. Board recognized on coordinating and presenting the pre-conference on Board Governance at ACCT for several years. Expanded mission article published in ACCT trustee magazine. Five current and previous chairs continue to serve on the board.
4. President awarded honorary PhD in Community Leadership from Franklin University; US State Department Fulbright International Exchange Award; ACCT Central Region Chief Executive Officer Award

Expanding the Mission at
    North Central State College Means…
From Access to Success…
    It's all about the students!