

# North Central State College

## *Building Effective Boardsmanship*

### *Through*

### *Policy Governance*



Dr. Dwight McElfresh  
Former Board Chair



Dr. Dorey Diab  
College President



# Presentation Outline

## **I. Overview of NCSC**

- 1. Vision, Mission, Strategic Goals**
- 2. Service area, Demographics & Employers, College profile**

## **II. Policy Governance**

- 1. Model, Principles, Ends Policies & Executive Limitations**
- 2. Board Meeting (policy review and case studies), evaluation, orientation, training, and board member support**

## **III. College Performance**

- 1. Performance Funding Model**
- 2. Student Success:**
  - a) College Credit Plus**
  - b) Tuition Freedom**
  - c) Open Education Resources**
  - d) Baccalaureate Degree**
  - e) Achieving the Dream student outcomes**
- 3. Fiscal Success**
- 4. COVID-19 response**

## **IV. College Recognitions**



## Vision

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

## 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**







## North Central State College

- Located in north central Ohio
- Serves the three-county district of Ashland, Crawford & Richland
- Population ~ 220,000



## Major Area Employers (3 counties)

Description	2020 Jobs	Pct. Regional Jobs	Avg. Earnings Per Job
Manufacturing	16,466	18%	\$63,775
Health Care and Social Assistance	13,443	15%	\$53,266
Government	12,213	13%	\$63,663
Retail Trade	10,310	11%	\$32,038
Accommodation and Food Services	7,885	9%	\$17,437
Administrative and Support and Waste Management and Remediation Services	5,259	6%	\$30,654

# College Profile

1. Budget: \$19-\$20 million
2. Over 4,000 unique students annually: 3,706 credit headcount (2,891 under 25 – 78%; 815 over 25 – 22%); 336 non-credit.
3. 51,251 credit hours annually (1,709 FTE)
4. Early College 1,519 (41%); Post high school 2,270 (59%)
5. Majors: 27% Health - 23% BIT - 11% LA
6. Programs: Health (Nursing, LPN, PTA, OTA, Radiology, Respiratory), BIT (Business, IT, Engineering, Baccalaureate), Liberal Arts (Transfer AA, AS)
7. Age: Overall 22; Part-Time 72%; Full-Time 28%; Distance 27%
8. Gender: 61% Female; 39% Male. Race: 89% white, 11% minorities
9. 52% FTFT of students are Pell eligible (does not include early college)
10. One of the highest graduating class in 2019: 436 students



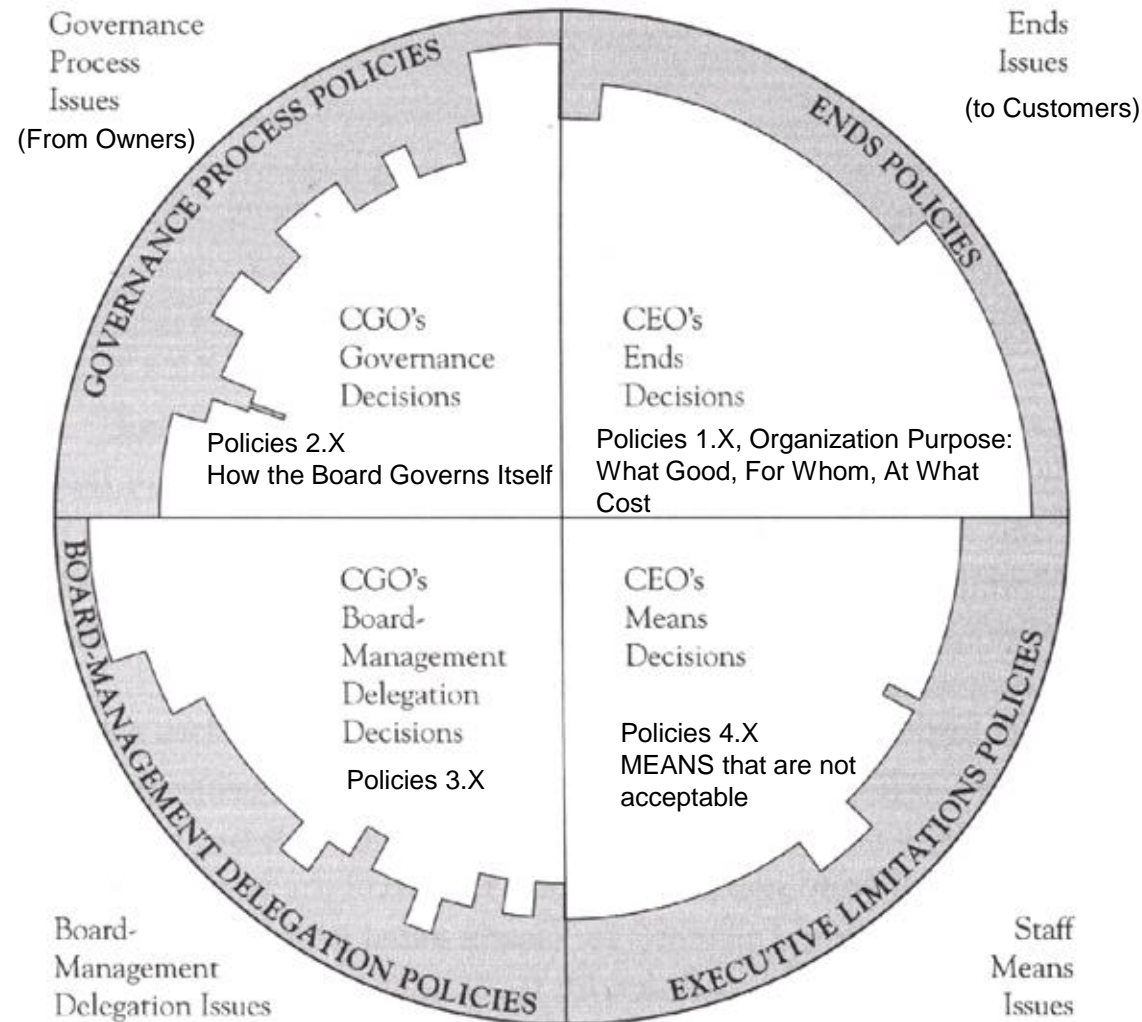
# The Carver Policy Governance ® Model

- Created by Dr. John Carver
- Designed to empower boards to fulfill their obligation of accountability for the organizations they govern.
- The model enables the board to focus on the larger issues through four policy categories:
  1. Ends (expected results while acting on behalf of ownership)
  2. Executive limitations on CEO (based on legal, prudent & ethical principles)
  3. Board-CEO relationship (Board focuses on What, CEO on How)
  4. Board own governance process





# It provides a model/framework to ensure accountability of the Board and of the President





# The Carver Policy Governance ® Model

## Carver Model 10 Principles

1. **Ownership** (board as servant to shareholders who morally and legally own the organization)
2. **Governance position** (owners above and operation below; strategic rather than administrative; future rather past or present; proactive rather than reactive)
3. **Board holism** (authority only as a group, not per individual; diversity of viewpoints)
4. **Ends policies** (reflect purpose based on **what good, for whom, at what cost**)
5. **Means policies** (everything that is not Ends)



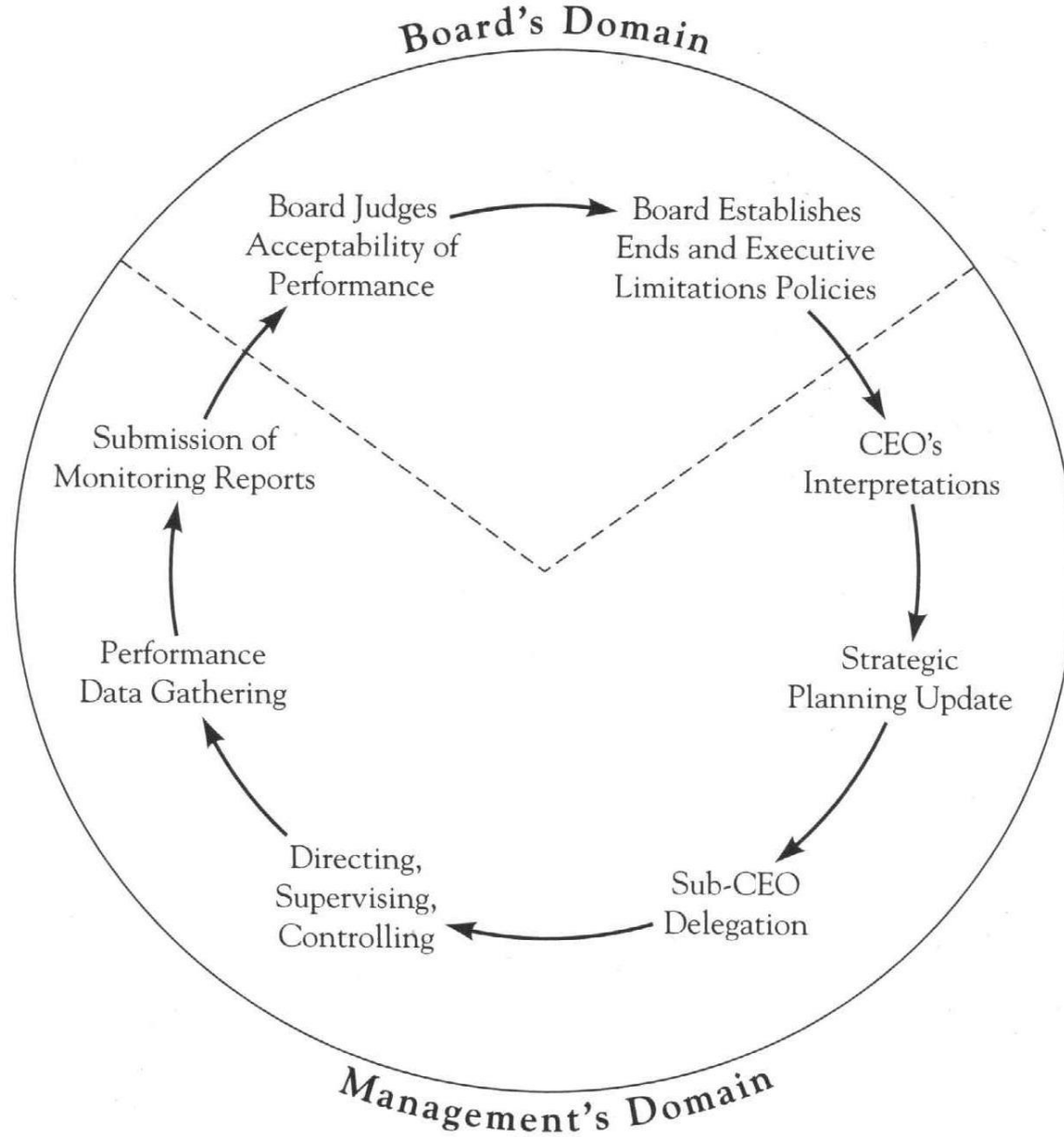
# The Carver Policy Governance ® Model

## Carver Policy Principles (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; distinction between board and CEO roles
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



# Policy Governance<sup>®</sup> Cycle



# Differences from Traditional Models

	Policy Governance	Traditional
Policy Categories	Four categories reflect board role	Categories reflect college structure
Goals	Define outcomes for students & community	May be strategic goals
Policy making	Board develops; start with broad values	Usually created by staff
Operational policies	Proscriptive (sets limits; states what “not to do”)	Prescriptive; states what should be done
Community Links	Job #1 of board; external focus	Usually a more internal focus
Climate of Excellence	Board ethics; self-evaluation; board development focus	Governing style and code of conduct established by policy





# Policies Guiding College / CEO Performance - **ENDS**

- 01-00 Global Ends Policy
- 01-10 Diversity
- 01-20 Equal Opportunity
- 01-30 Career Readiness and Development
- 01-40 Transferability
- 01-50 Enrichment

# **Policies Guiding College / CEO Performance**

## **(EXECUTIVE LIMITATIONS)**

- 04-00 Global Limitations
- 04-10 Communication and Support
- 04-20 Treatment of Consumers
- 04-30 Treatment of Employees
- 04-40 Compensation and Benefits
- 04-50 Financial Planning and Budgeting
- 04-60 Financial Conditions and Activities
- 04-70 Asset Protection
- 04-80 Ends Focus of Grants and Contracts
- 04-90 Emergency CEO Succession

## About the Board

Appointed by the Local Board of Education	=	6
Appointed by the Governor	=	<u>3</u>
Total seats on the Board of Trustees	=	9

### Current Board Composition

**Ashland County = (2) Locally Appointed, (1) Governor Appointed**

**Crawford County = (2) Locally Appointed, (1) Governor Appointed**

**Richland County = (2) Locally Appointed, (1) Governor Appointed**



# Trustee Training - Orientation

1. College vision, mission, strategic plan
2. Strategic goals and objectives of access, success, & resources
3. College division operation plans to fulfill the strategic goals: academic, student services, resource development, strategic enrollment and marketing, financial, human resources, information technology, and facilities
4. Ohio Association of Community Colleges (OACC) Trustee Manual: Roles & Responsibilities of a Community College Trustee, Overview of Ohio's Open Meeting Laws, Overview of Ohio's Public Records Laws, Overview of Ohio's Ethics Code. Also OACC council, committees, and calendar of events.





# Change in Board Meetings

## Policy Governance Agenda:

1. Focus on Results not Activity
2. Preview - Do - Review
3. Policy Governance Early in the Agenda
4. Required Approvals Agenda
5. Staff Reports (Supplemental)
6. Board Chair's Report
7. Meeting Evaluation



# Board Meeting Agenda

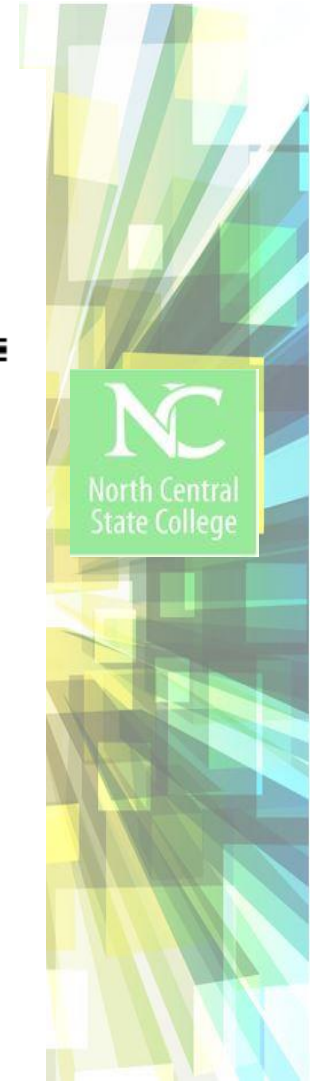
## NORTH CENTRAL STATE COLLEGE BOARD OF TRUSTEE'S MEETING

Wednesday, May 27, 2020

5:30 pm – Zoom Virtual Meeting Environment (see email for access links)

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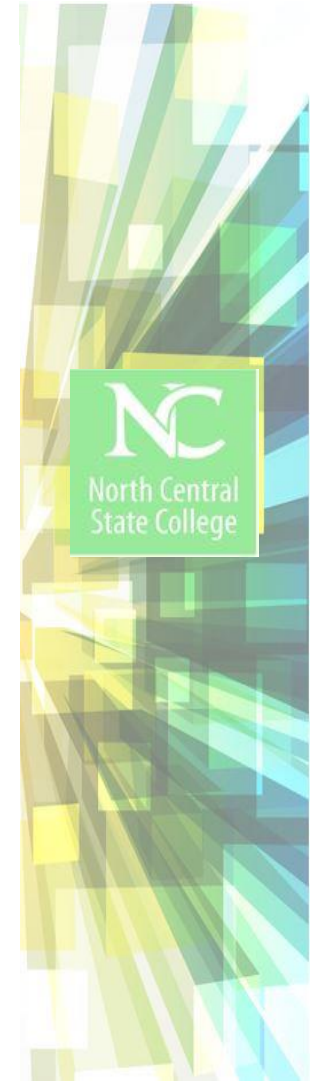
- I. **CALL TO ORDER** – *Ms. Pamela Mowry*
  - Pledge of Allegiance, Global Ends Policy Statement
- II. **ROLL CALL** – *Mr. Stephen Williams*
- III. **INTRODUCTION OF GUESTS** – *Dr. Dorey Diab*
- IV. **FOCUS OF THE MEETING** – *Ms. Pamela Mowry*
- V. **OSU-MANSFIELD ADVISORY BOARD REPORT** - *Ms. Pamela Mowry*  
- Mr. Fred Cooke (Trustee, Ohio State-Mansfield Advisory Board)
- VI. **PUBLIC PARTICIPATION** – *Ms. Pamela Mowry*



# Board Meeting Agenda

## VII. PRESIDENT'S REPORT

- A. Student Government/Phi Theta Kappa Update
- B. North Central State College Foundation/Development Update
- C. Monitoring Report(s): 4.0 Global Executive Limitations Policy
- D. Updates/Other
  - FY2020-2021 Budget|Changes Update



# Board Meeting Agenda

## VIII. REQUIRED APPROVALS AGENDA – *Ms. Pamela Mowry*

### Consent Agenda

(Action Required)

#### Minutes:

A. Approval of Minutes for April 21, 2020

Pages 9-20

#### Personnel Actions:

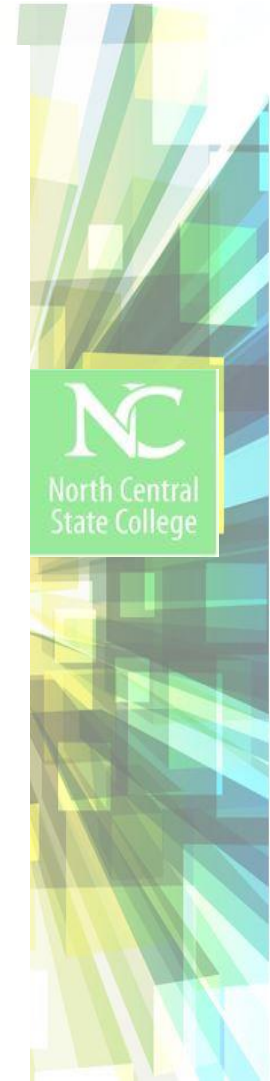
B. Consideration of Approval of Employment of College Personnel  
– *R-2020-16*

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### Regular Agenda

A. Treasurer's Report for April 30, 2020  
– *Ms. Lori McKee*

Pages 26-32  
(Action Required)





# Board Meeting Agenda

## IX. POLICY GOVERNANCE

A. Nominating Committee Report – *Dr. Dwight McElfresh*

B. Discussion of Agenda Planning (IAW 02.72) – *Ms. Pamela Mowry*

1. Review of Actionable Items

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2. Owners Connections

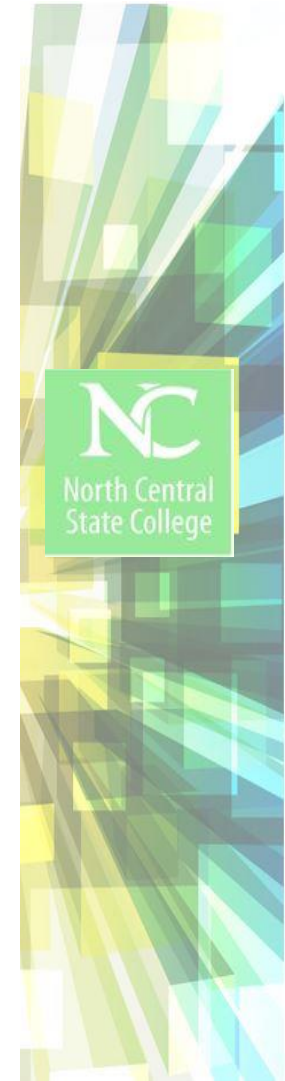
C. Board Training Plan (IAW 02.70)

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1. Governance Policy Review (3.0, 3.1 & 3.2)  
- *Mr. Roger Miller*

Pages 35-39

2. Discussion of Principle 2 (Governance Position) – *Mr. Mark Masters*



## Board Meeting Agenda

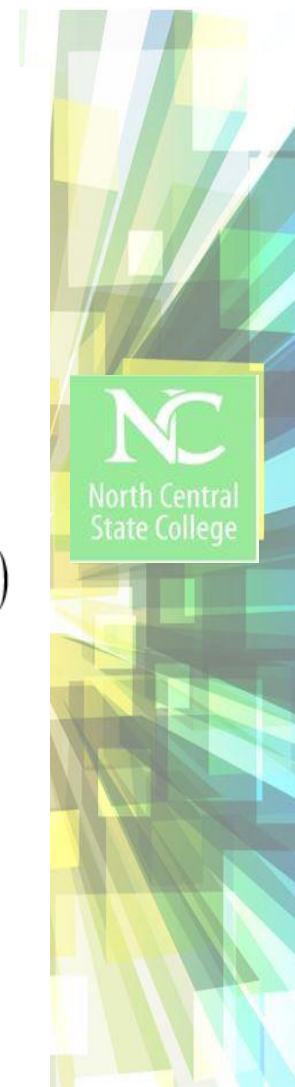
### X. BOARD CHAIRPERSON'S REPORT – *Ms. Pamela Mowry*

A. 2019 Financial Disclosure Statement Filing Deadline Wednesday, July 15, 2020

B. BOT June Regular Meeting & Annual Planning Retreat scheduled for June 24<sup>th</sup>  
(Regular Meeting 4:00pm-5:00pm, Planning Retreat 5:00pm-8:00pm, light dinner-?)

C. 2020 ACCT Leadership Congress (Sept. 30 – Oct. 3) (Chicago, IL)  
(Call for Presentations – Deadline July 1, 2020)

D. Foundation Events: Hall of Excellence (September 10, 2020 – Kehoe)



# Board Meeting Agenda

## **X. EXECUTIVE SESSION**

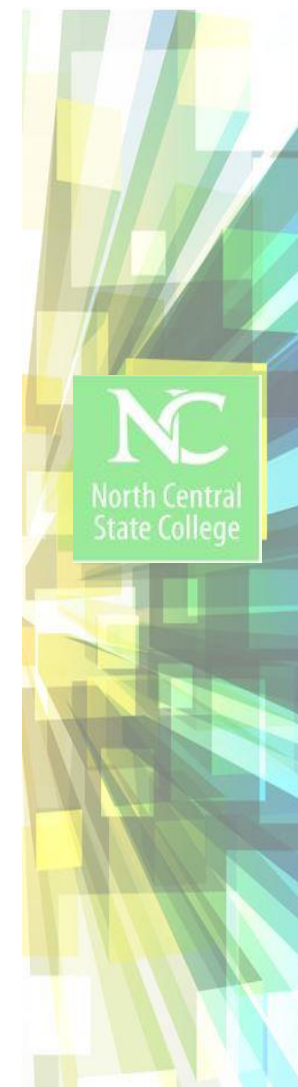
To discuss preparing for, conducting, or reviewing collective bargaining strategy

## **XI. MEETING EVALUATION (IAW 02.16) – *Ms. Pamela Mowry***

## **XII. TIME AND PLACE OF NEXT MEETING**

- Wednesday, June 24, 2020 – (tentatively) Fallerius, Gorman Room 165-F

## **XII. ADJOURNMENT**



# Board of Trustees 20XX PolGov Training Schedule

<u>NCState Meeting Date</u>	<u>Principle Discussion</u>	<u>Discussion Leader</u>	<u>PolGov Policy Review</u>	<u>Discussion Leader</u>
January 2020	Rehearsal Scenario 4.3	S. Stone	4.9 Executive Limitations	E. Morando
February 2020	Rehearsal Scenario 5.3	M. Masters	2.0, 2.1, 2.2 Governance Process	L. Nelson
March 2020	Deferred to	August 24th	2.3, 2.4, 2.5 Governance Process	P. Mowry
April 2020	Deferred to	September 21st	2.6, 2.7, 2.8, 2.9 Governance Process	M. Smith
May 2020	Deferred to	October 26th	3.0, 3.1, 3.2 Board-CEO Relationship	S. Stone
June 2020	<i>None Scheduled</i>	<i>Planning Retreat</i>	<i>None Scheduled</i>	<i>Planning Retreat</i>
August 2020	Rehearsal Scenario 6.3	E. Morando	3.3, 3.4 Board-CEO Relationship	R. Miller
September 2020	Rehearsal Scenario 3.11	K. Winkle	4.0, 4.1, 4.2 Board-CEO Relationship	D. McElfresh
October 2020	Rehearsal Scenario 4.4	R. Miller	4.3, 4.4, 4.5 Executive Limitations	K. Winkle
December 2020	Rehearsal Scenario 5.4	P. Mowry	4.6, 4.7, 4.8 Executive Limitations	M. Masters

NOTE: ENDS Policies 1.0, 1.1, 1.2, 1.3, 1.4, 1.5, & 1.6 will be reviewed throughout the year and discussed at the July BOT Planning Retreat.





# Example of Policy Governance Training

(multiple choice questions)

**Which of the following statements is correct?**

- a) The board decides on Ends but delegates decisions on means to the CEO.
- b) The board makes policy decisions on Ends and means (both executive means and board means) but authorizes its delegates (CEO and Chair) to make decisions within any reasonable interpretation of its policies.
- c) The board may decide on both Ends and means but usually sticks to the former.
- d) The board leaves it up to the CEO to decide what decisions he/she should bring to the board.

**Answer:** b)

**Explanation:** The board is accountable to its owners for both Ends and means. The board governs Ends and means through setting and monitoring policies for itself and its CEO. Policies that govern CEO means require the avoidance of any means that the board *specifies in policy* as unethical or imprudent. Means that the board puts off limits to the CEO may be used only if the board agrees to change its policies.



## Example on rehearsal training – scenario

**TITLE:** What if a Board Member Undermines the Board?

**SCENARIO:** – A board member dislikes the Policy Governance model. He's chosen to disregard the policies and publicly belittles them. What should the Board do?



# Example on rehearsal training – policy review

## 1. What has the board already said in its relevant policies?

**Ends:** N/A

**Executive Limitations:** N/A

**Board-Management Delegation:** N/A

### **Governance Process:**

- The board will enforce upon itself whatever discipline is needed to govern with excellence. While the board can change its policies at any time, it will observe those currently in effect (4.1.3).
  - The board will not allow any individual to hinder or serve as an excuse for not fulfilling its obligations (4.1.4).
  - The board will monitor and discuss its performance, comparing board activity and discipline to its policies (4.1.5).
  - The CGO ensures that the board behaves consistently with its own rules (4.4.1).
- Board members must recognize the inability of any board member to speak for the board, except to repeat board decisions (4.5.3.B).
- Each member of the board will support the legitimacy and authority of the final determination of the board concerning any particular matter, irrespective of the member's personal position (4.5.7).



# Example on rehearsal training – policy review

**2. According to the board's policies, does this scenario refer to anything that has been delegated to the CEO? (*underline*) Yes No**

This scenario is about the actions of the board and its members.

**IF YES:**

**2a. Does this scenario suggest that the CEO is in compliance with a reasonable interpretation of the board's Ends and Executive Limitations policies?**

**(*underline*) Yes No Unsure (*Explain your answer.*)**

**IF NO:**

**2b. Does this scenario reflect behavior consistent with the board's Governance Process and Board-Management Delegation policies?**

**(*underline*) Yes No Unsure (*Explain your answer.*)**

*The actions of the board member (disregarding and publicly belittling the decisions of the board) are a violation of clearly stated board norms.*





# Example on rehearsal training – conclusion

**3. What action, if any, should the board or board member now take? (*Specify the board or board member actions that you believe would be consistent with governance process and Board-Management Delegation policies.*)**

*The board should address the board member,* reminding him of its commitment to its policies and to group decisions.

The CGO has the authority to see to it that the board does not shirk this responsibility.

A board member disagreeing with the board's adopted approach to its job should be invited to present alternatives for board consideration. However, the decision made by the board must be honored.

If the board member does not believe he can support a decision made by the board, resignation is an honorable option.

For boards with the authority to do so, removal is another option.



# Example on rehearsal training – conclusion

## 4. If the action you propose involves a possible board policy change:

### 4a. What amendments or additions do you suggest?

*The board may consider amending its governance process policies to reflect steps it will take if a board member violates board policy.*

### 4b. What further information, if any, does the board need before deciding on this change?

*The board should review and ensure that its decisions are consistent with its bylaws.*

*In many cases, by-laws provisions guide what is typically the last resort in board discipline, which is removal of a board member.*

## Board discussion and decision



## Evaluation During & Post Meeting

1. Evaluation during the meeting: How did we do today?
  - a. We stuck to the agenda (or not)
  - b. We started and finished on time (or not)
  - c. Everyone was present and participated (or not)
  - d. We learned so much from a deep discussion on such and such topic
2. Evaluation post meeting:
  - a. Please make sure you fill out the survey
  - b. Results of survey communicated to board chair



# Evaluation Post Meeting

## Board Self-Assessment

**BOT Meeting held on:** \_\_\_\_\_

Rate the Board's general meeting behavior by assigning a numerical rating using the following scale: *(When finished filling out the survey, "Save as" Change the filename date to the date of the Board meeting you are responding on (example: February 23, 2011 Board meeting would be Board Self-Assessment Survey\_022311) and send as an email attachment to:*

*[sstone@ashlandmhrb.org](mailto:sstone@ashlandmhrb.org) )*

0	1	2	3	4	5
Not Applicable	We failed	Unacceptable	Acceptable	Commendable	Met our best expectations

Note: Please comment on all ratings of 1 or 2 in addition to other comments you may have to offer.





# Evaluation Post Meeting

General meeting behavior:

1. The board followed its agenda and did not allow itself to get sidetracked
2. The agenda was well planned to focus on the real work of the board
3. The meeting was well attended
4. The meeting proceeded without interruptions or distractions
5. The board's decision-making processes were understood and were implemented appropriately
6. Participation was balanced. Everyone participated, no one dominated
7. ...

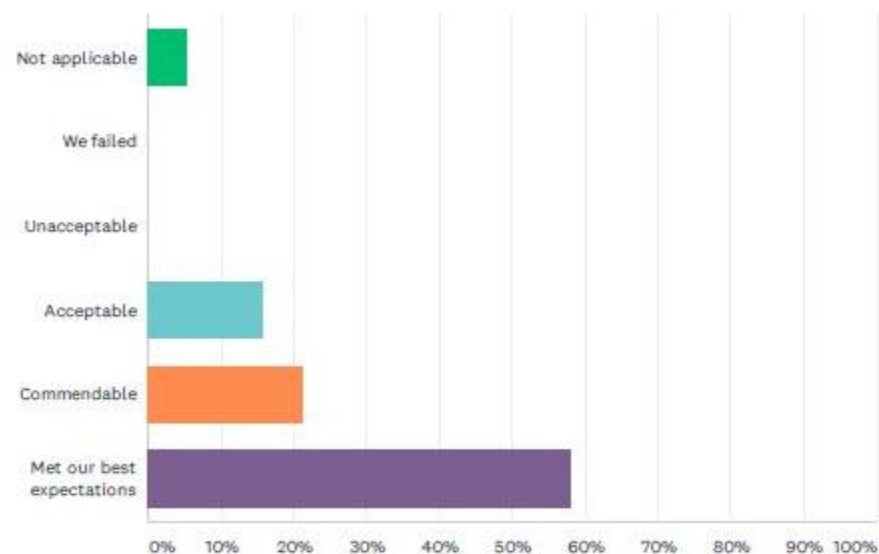




# Board Self-Assessment Survey

Q1 The Board followed its agenda and did not allow itself to get sidetracked.

Answered: 19 Skipped: 0

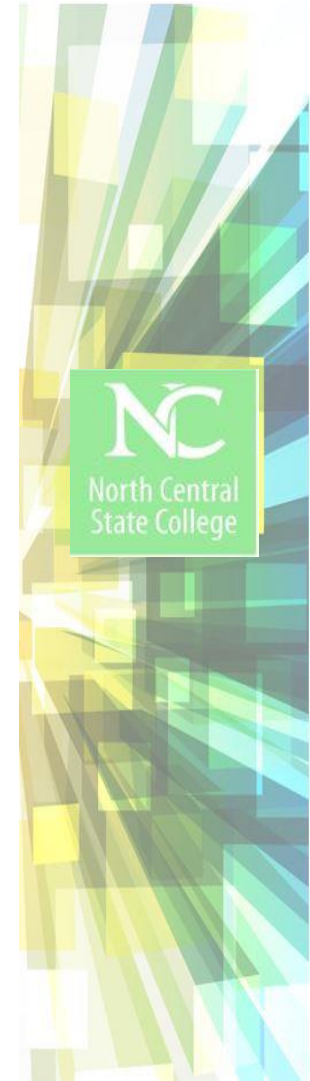


ANSWER CHOICES		RESPONSES
Not applicable		5.26% 1
We failed		0.00% 0
Unacceptable		0.00% 0
Acceptable		15.79% 3
Commendable		21.05% 4
Met our best expectations		57.89% 11
TOTAL		19

#	NOTE: PLEASE COMMENT ON ALL RATINGS OF 1 OR 2 IN ADDITION TO ANY RECOMMENDATIONS FOR IMPROVEMENT IN THIS AREA YOU MAY HAVE TO OFFER.	DATE
There are no responses.		

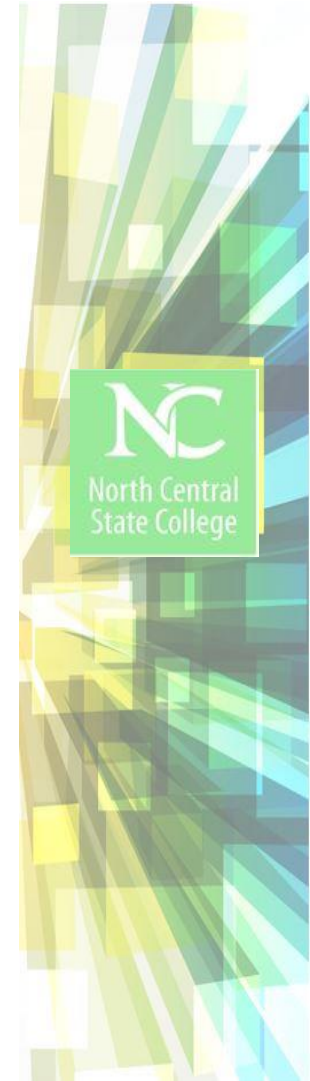
# Board Member Level of Engagement

- The state has a minimum attendance policy of 60% for the monthly board meetings
- Graduation - a Friday evening early in May
- Employee appreciation event – early in December
- Joint OSU board meeting early in December –
- An OSU rep attends college monthly board meetings. A college trustee attends their quarterly local OSU board meetings)
- Representation in the Ohio Association of Community Colleges. Also annual meeting in Ohio (expense paid by college)



# Board Member Level of Engagement

- National Association of Community Colleges Trustees meetings (expense paid by college).
- Ohio Department of Higher Education/Chancellor annual update conference meeting in Columbus in the fall
- Go over the basics of Robert's Rule of Order for meeting
- Go over key components of the OACC manual and the OACC website
- Go over the meeting agenda



## Policy Governance ® References

1. Boards That Make a Difference (Carver; Jossey-Bass, 2nd edition, 1997; 3rd edition, 2006),
2. Reinventing Your Board (Carver & Carver; Jossey-Bass, 1997; revised edition, 2006),
3. 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).
4. The Carver Policy Governance Guide Series (Carver & Carver; Jossey-Bass, 1996; revised and updated, 2009)



# Evidence of Success of Policy Governance

1. **Student Success**
2. **Fiscal Success**
3. **COVID-19 Response**

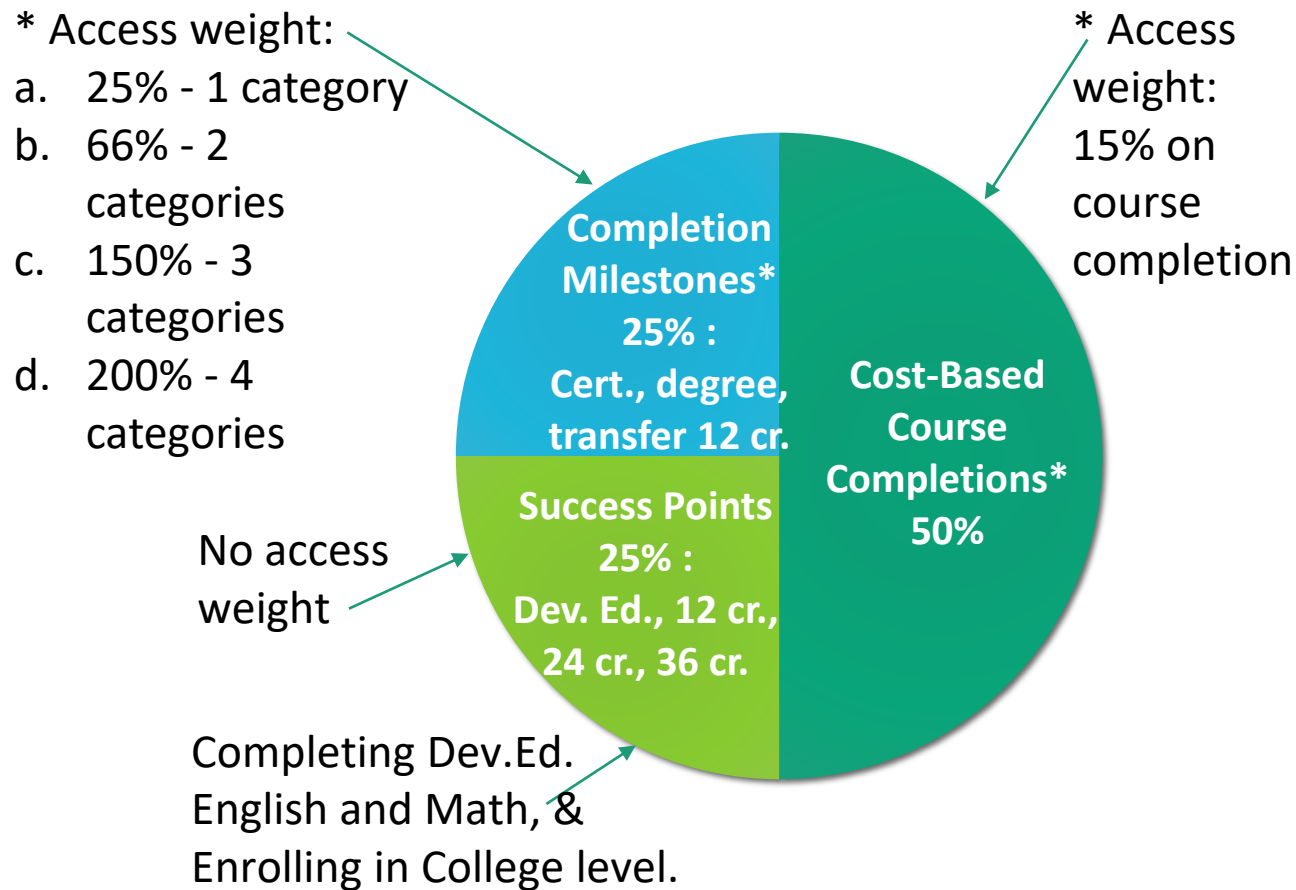
## **Student Success (Aligned with Ohio Performance Funding Framework)**

1. Dual Enrollment (College Credit Plus)
2. Degrees without Debt / Tuition Freedom
3. Open Education Resource
4. Baccalaureate Degree
5. Achieving The Dream Student Success & Equity Gaps





# Alignment with Ohio Performance Funding Framework Focused on Completion, yet minding the underserved



All data averaged over three years

Employment metrics post graduation are being considered

\* 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)



# Student Success: Dual Enrollment - College Credit Plus

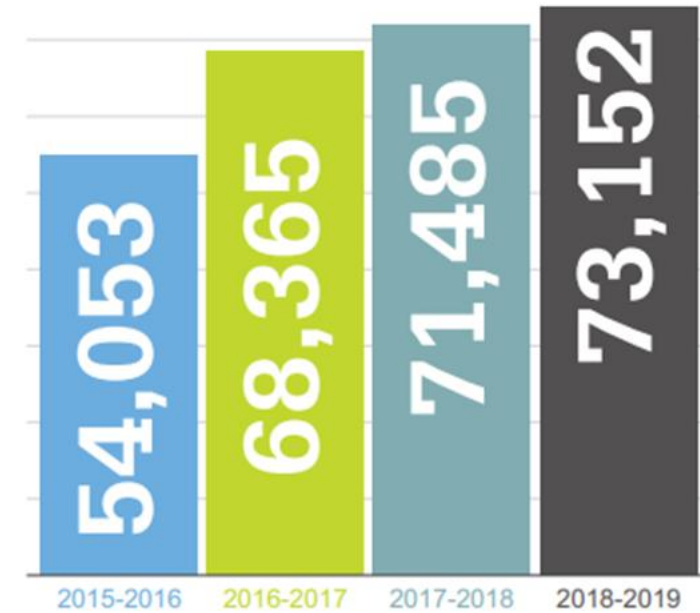
1. Dual Enrollment in Ohio is College Credit Plus (CCP)
2. Can start in the 7<sup>th</sup> grade; taking courses at high school or College
3. The state pays the cost (deducting from HS payments)
  - a. at the high school: \$41.64 / credit
  - b. Regular tuition at the college (\$166.55/credit)
  - c. \$83.28/credit if taught by college faculty at the HS or HS faculty at the college



# Evidence of Student Success

## Dual Enrollment - College Credit Plus

1. In 2016, more than 54,000 Ohio high school students took CCP, saving ~ \$124 million in tuition for their families.
2. In 2019, more than 73,000 Ohio high schools students took CCP, saving more than \$153 million in tuition for their families
3. College Credit Plus has resulted in more than 267,000 students taking CCP, with more than \$569 million in tuition savings for students and families in four years.
4. Since 2015, When CCP started, NC State served more than 55 high schools, and 5,303 students
5. Since 2010 alone, we have served 7,345 unique high school students earning 111,122 credits, averaging over 15 credits per student.
6. Adjusted for inflation, students saved more than \$15 million over the past eight years, in our tuition. Double and triple if at university.



Comparatively, the year with the highest enrollment under the Postsecondary Enrollment Options Program, which was in place from 1989 to 2015, was in 2014-2015 with approximately 15,000 students, representing about 5% of all students in grades 9 through 12. During year four of College Credit Plus, approximately 13% of all students in public schools' grades 9 through 12 participated.

## Student Success - Tuition Freedom

A scholarship program that provides free tuition to dual enrollment students until they finish 64 credit hours or their associate degree as they transition to the college from high schools with at least 9 credits and 2.75 GPA





# Evidence of Student Success - Tuition Freedom

1. Since fall 2016, we have been welcoming 250-300 students per year of these Tuition Freedom Scholars
2. We have been averaging ~\$500k annually for these scholarships.
3. These students are taking more credits, are being more persistent, and are being more successful than our average student.
4. 50 TFS students graduated in Spring 2019, and 67 students in Spring 2020 (60 degrees and 28 certificates).





# Student Success - 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  
(Already saved more than \$5M for students)
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



# PROJECT PARTNERS

Lead Institution  
& Fiscal Agent:



University  
Partners:



Community College Partners:



Additional  
Partners:



# OER COURSES

## COHORT 1

- American Government
- First & Second Level Writing
- Intro to Psychology
- Intro to Sociology
- Linear Algebra
- Statistics

## COHORT 2

- Calculus I
- Calculus II
- Macroeconomics
- Ordinary Differential Equations

## COHORT 3

- Intro to Ethics
- Microeconomics
- American History
- Public Speaking
- Manufacturing Processes
- Biology I & II
- College Algebra
- Abstract Algebra
- Pre-Calculus
- Elementary & Middle Childhood Math Education

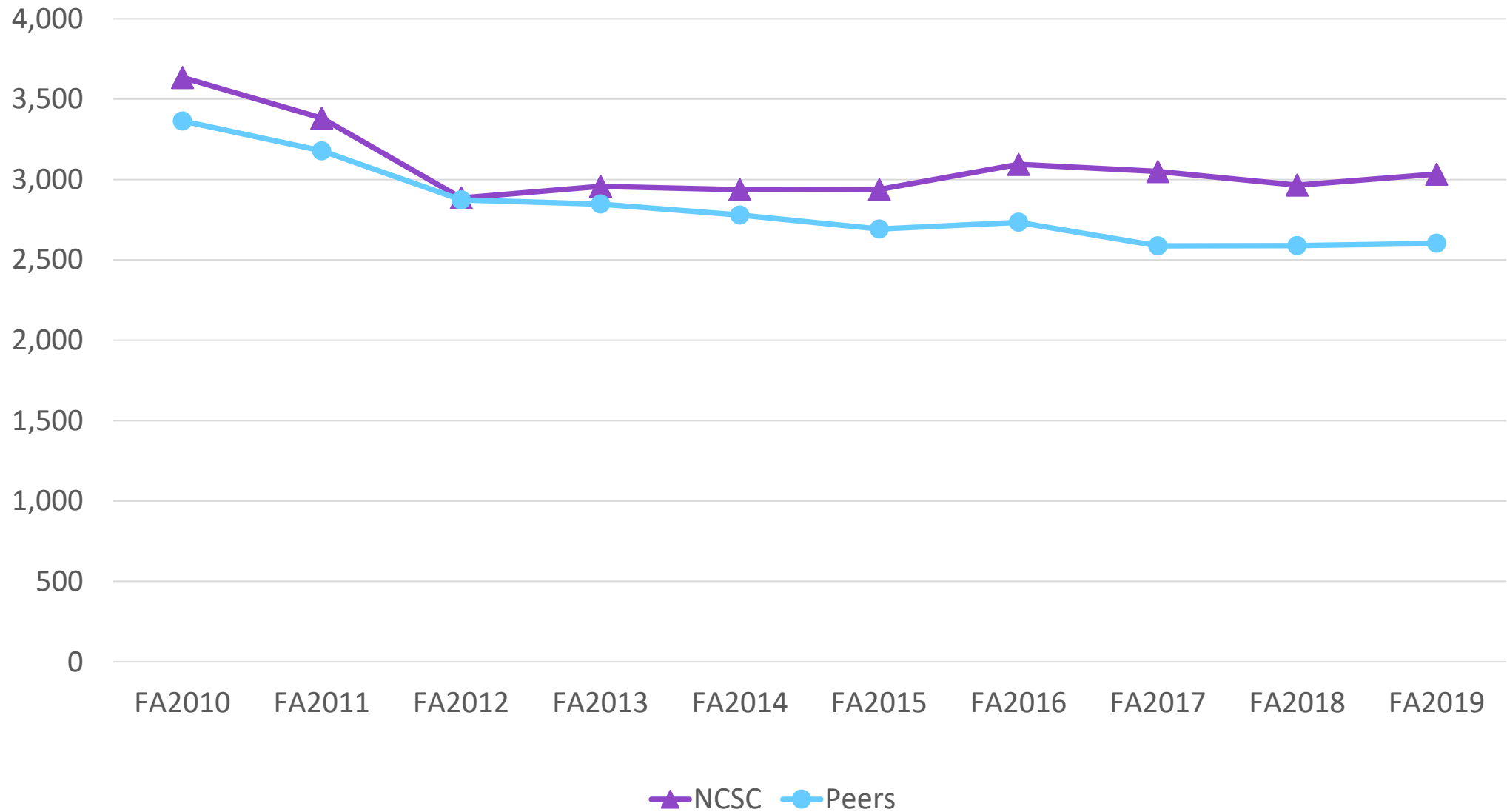
<https://ohiolink.oercommons.org/hubs/OOEC>

# What Achieving the Dream said about evidence of Student Success (to be an ATD Leader College of Distinction)

1. NCSC has brought student success initiatives to scale for all students, focusing on leadership, vision, strategy, and planning.
2. College president and the entire college community developed strategic plans around the priorities of student Success, Access, and Resources.
3. Student success became the primary driver of change at the college. Completion of gateway math and English increased significantly.
4. Overall gateway math completion increased 28% with an increase of 18% for minority students and 33% for Pell recipients.
5. Overall gateway English completion increased 13% with an increase of 10% for minority students and 18% for low-income students.
6. These increases are due in large part to the college's successful implementation of co-requisite labs for gateway Statistics and English, improvements in the advising process, students attempting more credits whenever possible, the requirements of the Tuition Freedom Scholarship to be full time, and increases in the completion of a certificate or degree

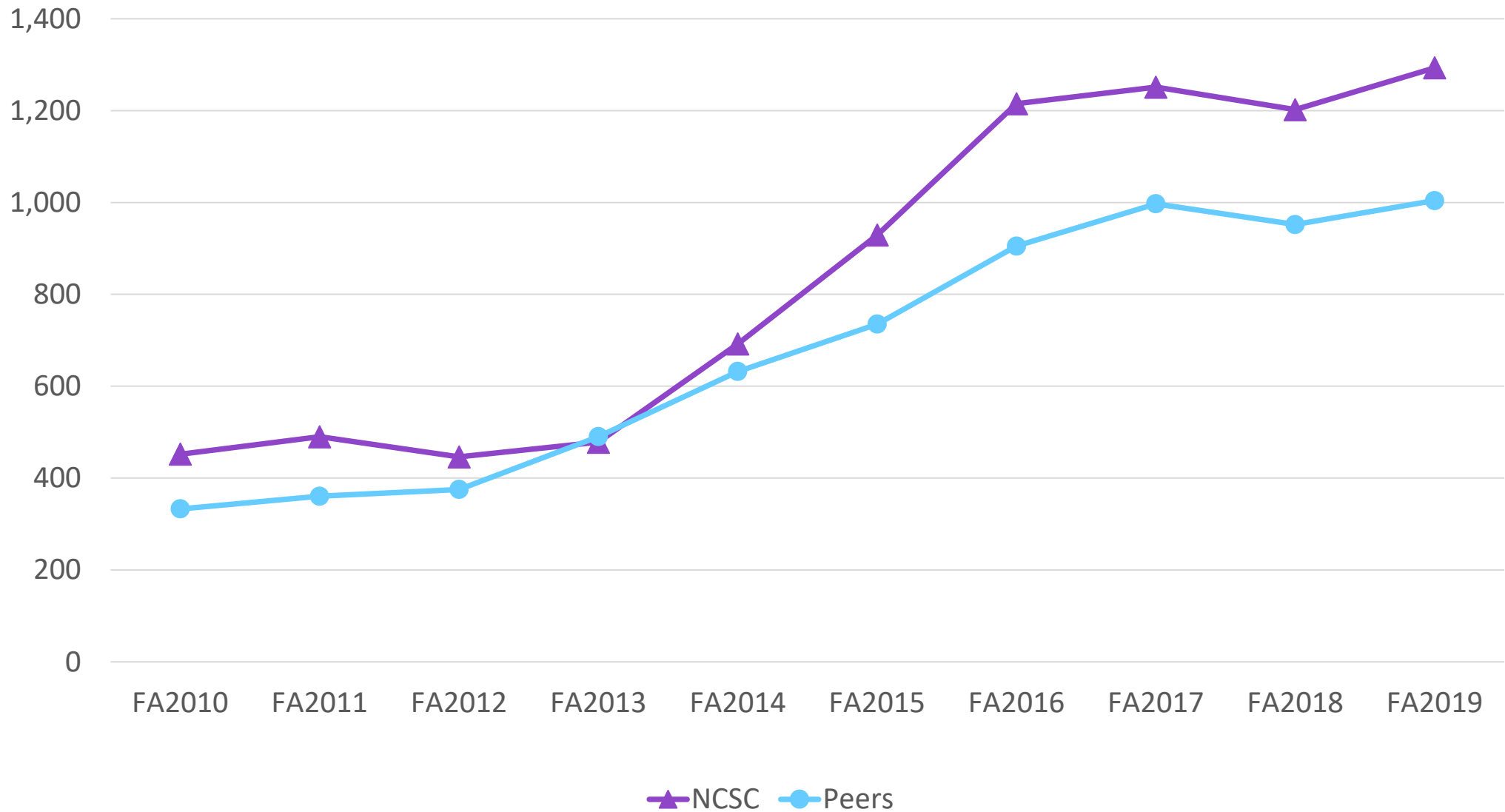


## Student Success - Fall Headcount Enrollment vs. Similar OACC Colleges

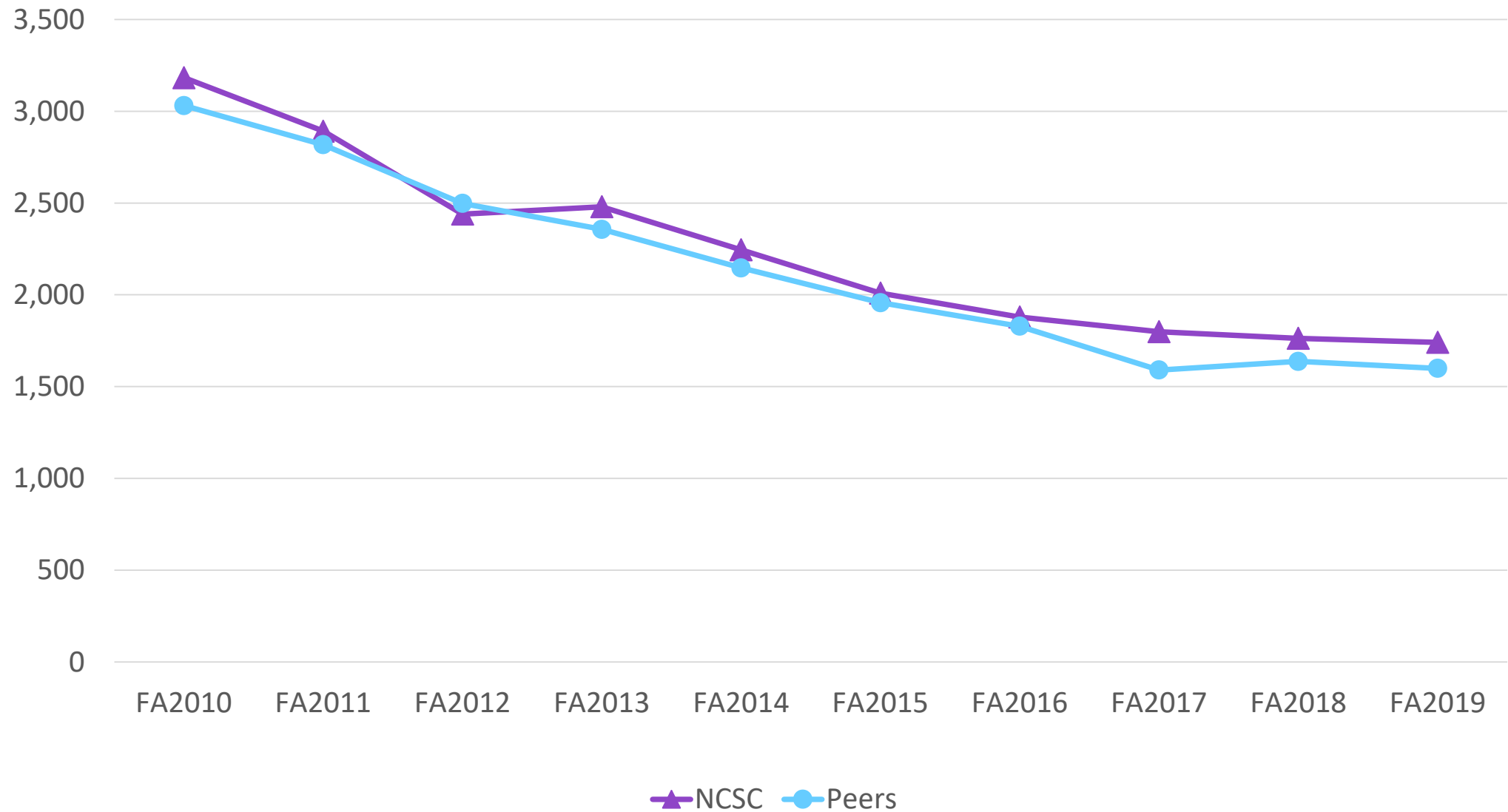




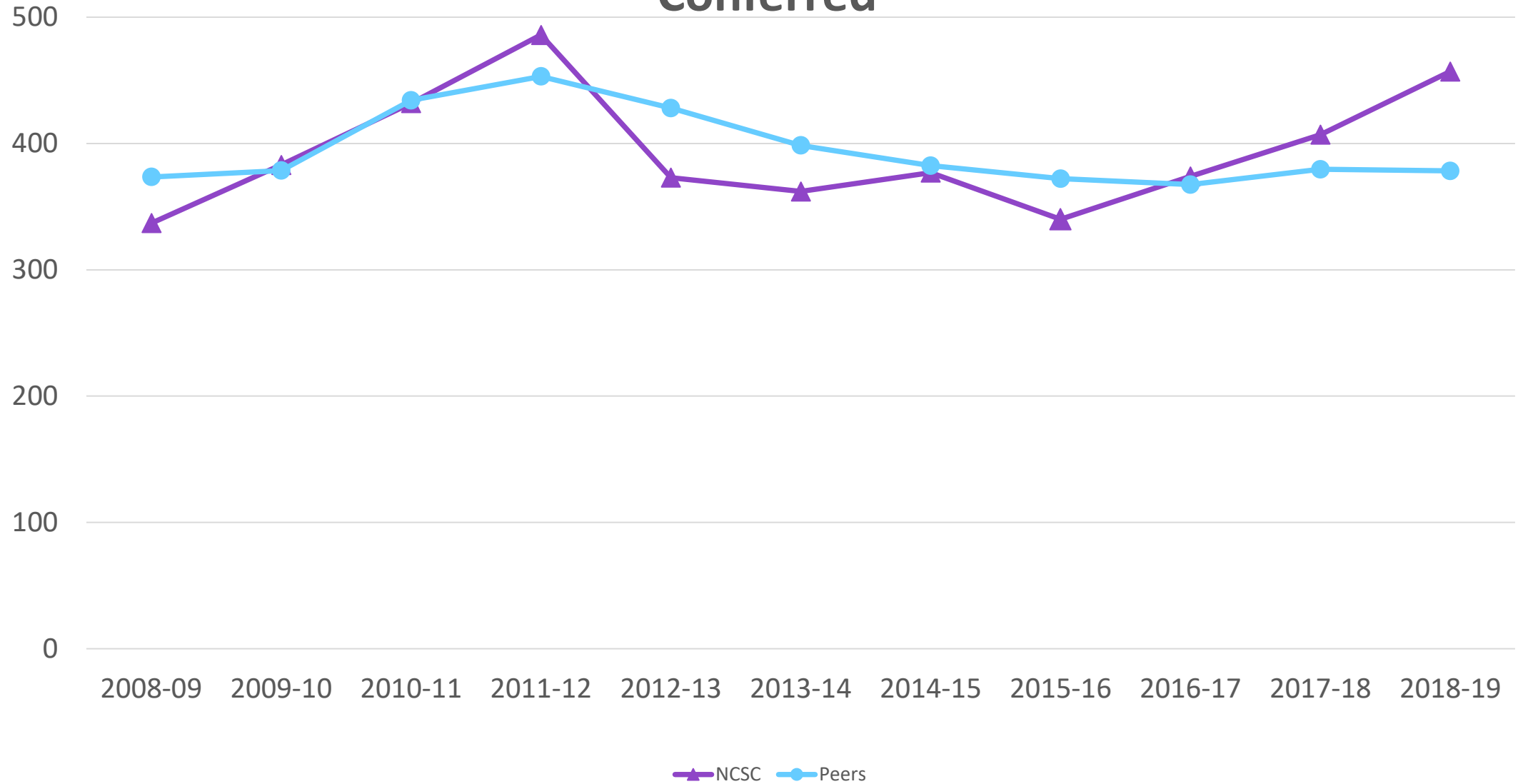
# Student Success - Fall Headcount Enrollment, HS Dual Enrollment



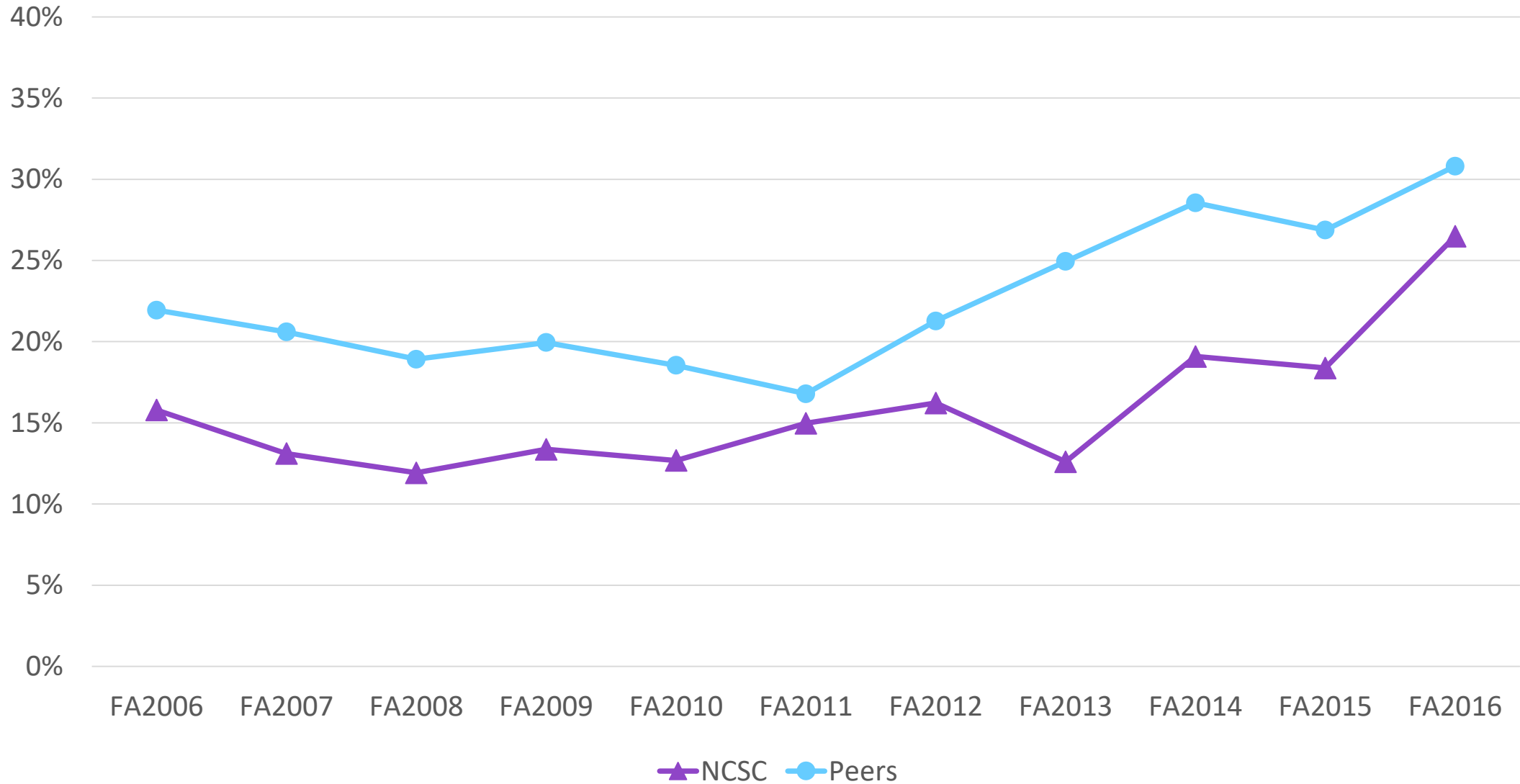
## Student Success - Fall Headcount Enrollment Post High School



# Student Success - Degrees and Major Certificates Conferred

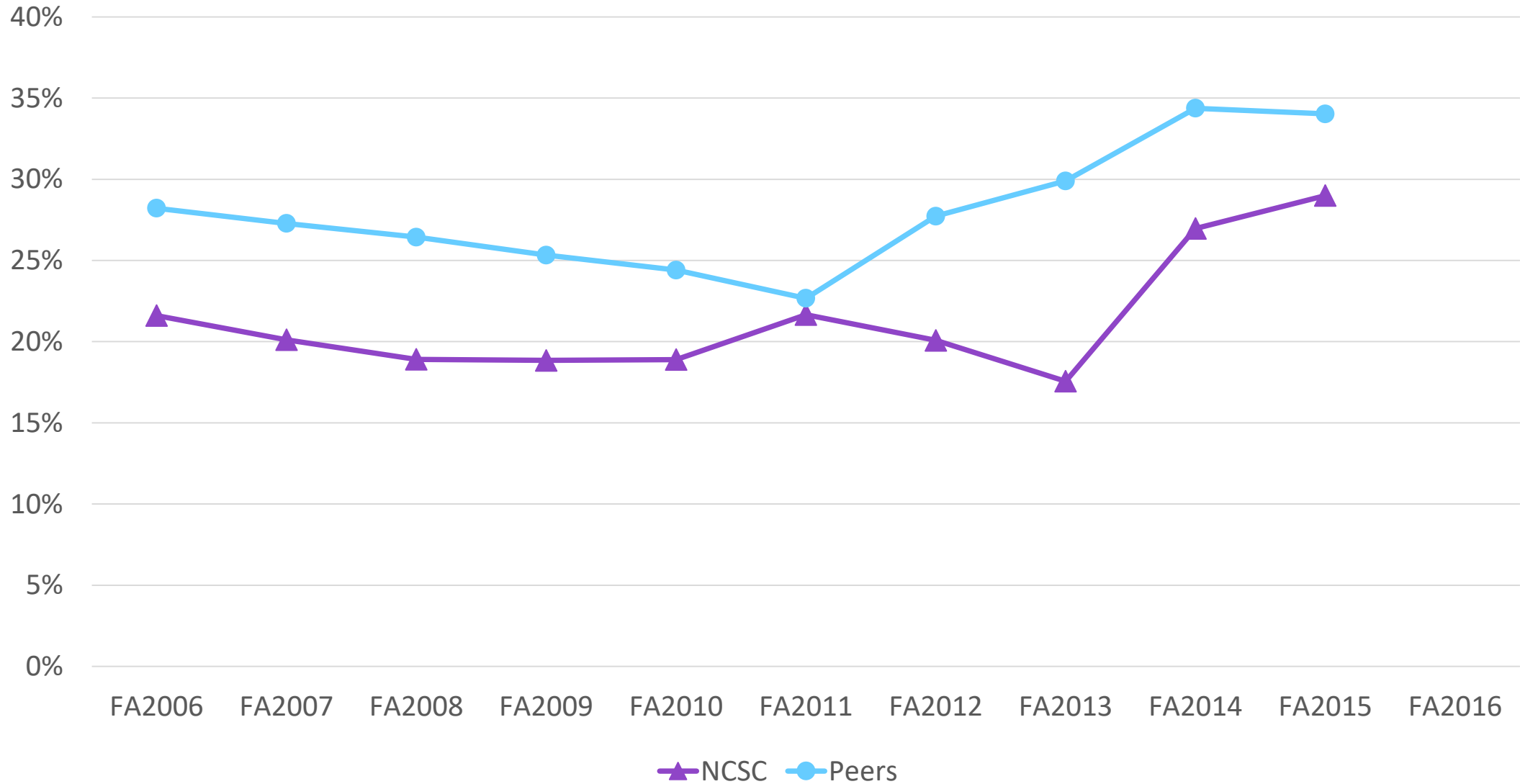


## Student Success - Complete Credential within 150%



**Cohort is first-time in college, full-time, degree-seeking, post-HS entering students in the given fall term**

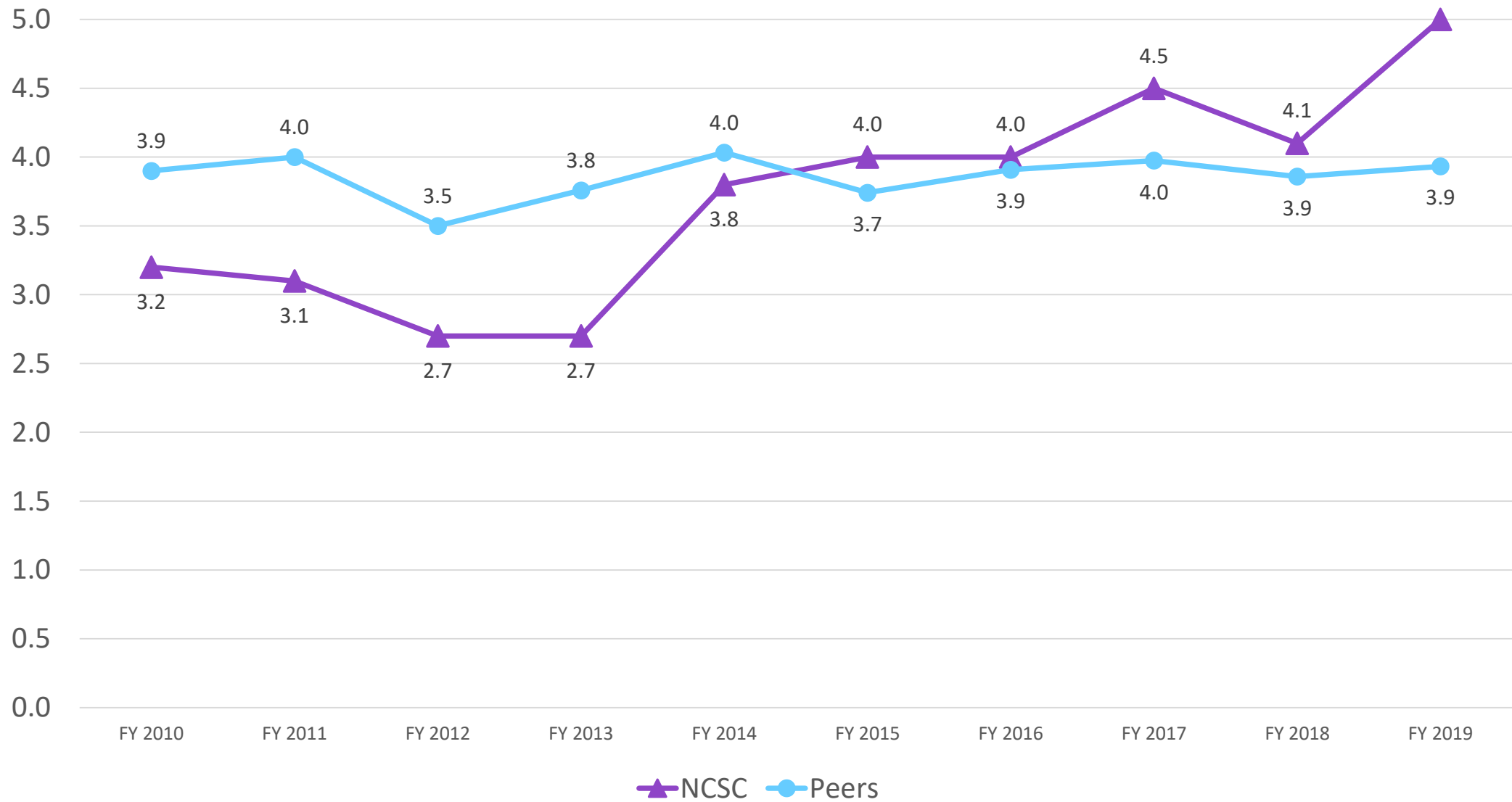
## Student Success - Complete Credential within 200%



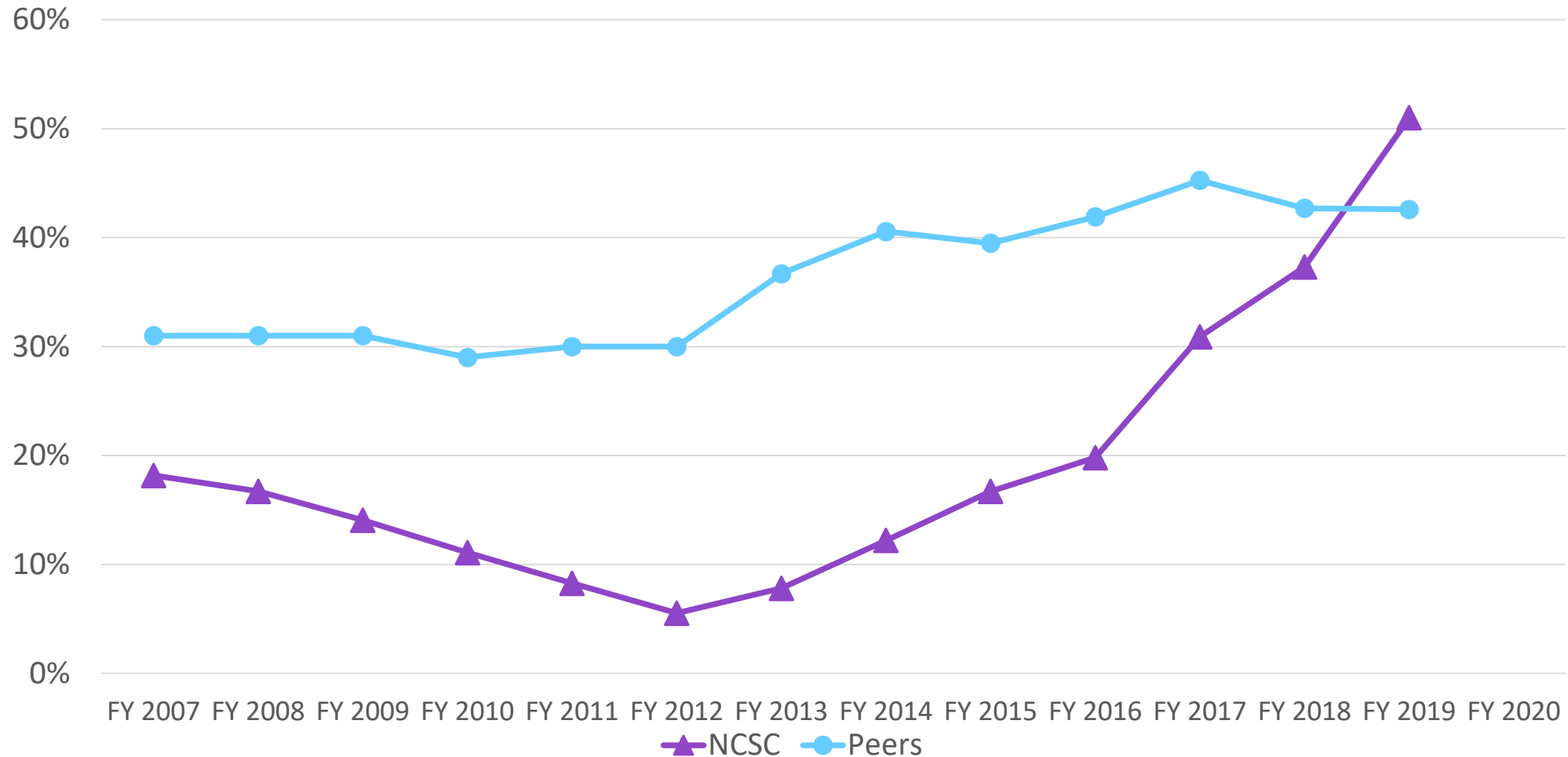
**Cohort is first-time in college, full-time, degree-seeking, post-HS entering students in the given fall term**



## Fiscal Success - Financial composite score (1-5)



## Fiscal Success - Primary reserve



**Financial stability with reserve (minimizing layoff/furlough/salary reduction, pandemic impact, enrollment decline, state budget cuts, natural disaster-tornado, cyber attack (employee pay, daily), deferred maintenance (no capital budget for equipment, boiler/chiller) – all have happened at some level this past year**

# COVID-19 Response

## Safety Measures

### Expectations for the learning environment beginning Fall 2020:

- Whenever possible, classes will be taught in a distance learning format.
- Today's distance learning courses more closely resemble the classroom – allowing interaction with your classmates and your instructors.
- You will have access to advising, tutoring, financial aid, student records, admissions, career services both online and in person. We encourage you to reach out via phone and email first to see if your needs can be met without meeting face-to-face. However, we have made plans to meet with students in person using safe protocols for those meetings.
- Similarly, instructors will provide opportunities to meet one-on-one remotely, or in-person if necessary, to assist you in your studies.
- Keep classroom doors open whenever possible.
- Don't share classroom materials.
- Water fountains are closed. Bring your own water with you.

fall  
2020

#### Welcome to North Central State College,

Since the middle of March, everyone at NC State has been working to meet the educational needs of our students while maintaining the safety of everyone. This document brings together our work to continue these efforts as we move forward into Fall Semester 2020.

We continue to monitor the guidelines and recommendations from the Governor, the Ohio Department of Health, and have worked with the Richland Public Health Department to prepare our facilities to reopen safely.

While some things are changing, our commitment to provide support for you as you continue toward your goals will not change. Continue with your efforts to learn, strive to succeed, and I know your persistence will pay off.

Thank you for your effort, and for joining us at North Central State College.

*Dorey Diab*

Dorey Diab  
President & C.E.O.  
North Central State College



### Hands-on learning environment:



- Many programs at NC State require laboratory work, and clinical experiences. We have prepared lab spaces to accommodate students safely, building physical barriers between work stations in some labs, and increasing space between students in other areas.
- You will be required to wear masks while in laboratory settings.
- Hand sanitizer and/or hand washing stations will be provided for your use upon entering and before exiting the laboratories.
- Instructors will disinfect any work stations used between classes.
- Deep cleaning of all laboratory spaces will occur every evening.



NC North Central  
State College

# COVID-19 Response

## Safety Measures



### Before coming to campus:

- Be aware of your personal health, especially if you have flu-like symptoms—fever, chills, or sore throat.
- If you are sick, stay home.
- If you have traveled outside Ohio to a Level 3 country ([www.cdc.gov/coronavirus/2019-ncov/travelers/map-and-travel-notice.html](https://www.cdc.gov/coronavirus/2019-ncov/travelers/map-and-travel-notice.html)), or a domestic hotspot for COVID-19 (<https://coronavirus.ohio.gov/wps/portal/gov/covid-19/families-and-individuals/covid-19-travel-advisory/covid-19-travel-advisory>), please fill out and submit an expanded form at <https://ncstatecollege.edu/health-travel-information/>



### When students, faculty and staff arrive on campus each day:

- You will be required to enter through a single door for each NC State Building
  - “A1” at Fallerius
  - “A1” at Byron Kee
  - A2” at Kehoe Center
  - “A1” at Health Science (“C1” for faculty at Health Sciences)
  - “B1” at the Crawford Success Center.
- Upon entering, your temperature will be taken.
- You will be required to wear a face mask.
- You will be asked a series of travel and health screening questions.
- If you complete the health screening successfully, you will be given a wrist band that will need to be worn for the rest of the day. This visual will signify that you have been screened, however, your temperature will be taken each time you enter a building.
- If you answer yes to any of these questions, or if your temperature is above 100.4° F, you will be asked to fill out and submit an expanded form at <https://ncstatecollege.edu/health-travel-information/>





# College Recognitions

1. Board recognized on coordinating/presenting the pre-conference on Board Governance at ACCT for several years. Publications in ACCT trustee magazine. Five current and previous chairs continue to serve on the board.
2. President awarded honorary PhD in Community Leadership from Franklin University; US State Department Fulbright International Exchange Award
3. ACCT faculty, board member, president, and staff are central region (15 states) award recipients (2013-2020)
4. CCRC recognition for being among the first colleges in the nation to take math pathway to scale (2018)
5. Achieving the Dream Leader College of Distinction
6. HLC full accreditation for 10 years – Open Pathway
7. **Baccalaureate BASMET program accreditation (Started last year. 80 students already. Graduating class this coming year)**
8. Consecutive clean financial audits







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**North Central State College**  
**It's all about the students**



# North Central State College References

For more information visit our Website at:

College - [www.ncstatecollege.edu](http://www.ncstatecollege.edu)

Board of Trustees - [www.ncstatecollege.edu/cms/administration/board-of-trustees.html](http://www.ncstatecollege.edu/cms/administration/board-of-trustees.html)

President - [www.ncstatecollege.edu/cms/administration/president.html](http://www.ncstatecollege.edu/cms/administration/president.html)

For personal contact call:

Steve Williams, Secretary to the Board at 419-755-4811  
or toll-free at 888-755-4899 ext. 4811,

Email: [swilliam@ncstatecollege.edu](mailto:swilliam@ncstatecollege.edu)

