



**Leading Higher Education in NC Ohio
Through Partnerships to Meet Student
and Business Needs while Preparing
for the Future of Higher Education**

Our Presenters



Mr. Matthew Smith, Board Chair
NCSC Trustee for 19 years



Dr. Dwight McElfresh, Board Vice Chair
NCSC Trustee for 12 years



Elisabeth Morando, Past Chair
NCSC Trustee for 10 years



Dr. Dorey Diab, College President
NCSC President for 10 years



ATD 2005
ATD Leader College 2009
ATD Leader College of Distinction
2019, 2022

Presentation Outline

I. Overview of NCSC

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

II. Policy Governance

- 1. Model, principles, Ends Policies, and Executive Limitations**

III. Context of landscape factors impacting region

IV. Meeting the needs through educational partnerships

I. Meeting the needs through economic partnerships

V. Becoming a Leader College of Distinction

VI. Preparation for the Future of Higher Education

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



Main Campus Location – Mansfield, Ohio



Major Area Employers (3 counties)

Description	2021 Jobs	Pct. Regional Jobs	Avg. Earnings Per Job
Manufacturing	15,470	17%	\$67,608
Health Care and Social Assistance	12,598	14%	\$59,531
Government	11,732	13%	\$67,969
Retail Trade	10,270	12%	\$36,387
Accommodation and Food Services	7,380	8%	\$20,043
Administrative and Support and Waste Management and Remediation Services	4,795	5%	\$35,474

College Profile 2021 - 22

1. Budget: \$20 - \$21 million
2. 3,158 unique students annually: 77% under 25; ~10% non-credit
3. 43,113 credit hours annually (1,437 FTE); Distance 28,790 credits (67%) if combining part of hybrid with online; or (50%) if combining part of hybrid with in-person
4. Early College: 42% HC, 35% FTE
5. Majors: Health (788, 25%); BIT (749, 24%); LA (390, 12%); Undeclared (1,231; 39%)
6. Programs: Health (LPN, RN, BSN, PTA, Radiology, Respiratory), BIT (Business, IT, Criminal Justice, Engineering, Baccalaureate), Liberal Arts (Transfer AA, AS)
7. Age: Overall 21; Part-Time 74%; Full-Time 26%; Gender: 62% Female; 39% Male. Race: 89% white, 11% minorities
8. 52% FTFT of students are Pell eligible (does not include early college)

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 – **What Good, For Whom, @ What Cost**)
 2. Executive limitations on CEO (**avoid prescribing means; reasonable interpretation**; based on legal/prudent/ethical principles)
 3. Board-CEO relationship (**Board focuses on What, CEO on How**)
 4. Board own governance process (**board holism; Below owners, above CEO**; future rather than past or present; proactive not reactive)

Changing Landscape Factors Impacting Service Region

Higher Learning Commission 2022 Trends:

- Higher education is changing rapidly as the forces facing today's colleges and universities become increasingly formidable. Yet within the vortex of those forces, there are many emerging opportunities for constructive and adaptable change. The acronym "VUCA" describes the environment well – it is filled with Volatility, Uncertainty, Complexity, and Ambiguity.
- There is no sector within higher education that is completely safe from the seismic changes taking place at this time.
- While it is human nature to debate, discuss and "repeat," now is the time to be flexible, nimble, expedient, and responsive.
- The innovative institutions will survive and thrive. Those that continue to look through the rearview mirror will likely be threatened by obsolescence.
- While statistics still demonstrate the benefits of a college education across a person's lifetime, many are questioning the return on investment.

Changing Landscape Factors Impacting Service Region

1. Underserved population

- Mostly rural environment where higher education is of low priority
- Low educational attainment (~20% below state and national level)
- Economically under-resourced area (~30% receiving food stamps)
- First generation students, working, caring for family, and going to college

2. Equity gaps in educational attainment

3. Declining student enrollment

4. Demographics Cliff (declining population & high school graduates)

5. Increasing college cost, rising student debt, and questioning the value of higher education

6. Future students with compromised education due to COVID

7. Great reset, resignation, retirement and loss of employees talent

Changing Landscape Factors Impacting Service Region

- 8. The pandemic and its lingering impact locally and globally**
- 9. The VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) world disarmed individuals' sense of security, and the lack of solutions exacerbated frustrations.**
- 10. Paradoxical economy (people without jobs, jobs without people – Ed Gordon), not to mention the low labor-force participation rate**
- 11. Too many adults with some college and no credentials and skills to compete in the knowledge economy**
- 12. Increasing competition from public, private, and online institutions**
- 13. Frozen or low state subsidies**
- 14. Keeping up with the accelerated pace of technology and associated cost**
- 15. Today's societal and political burdens and impact on campus**
- 16. Increased accountability and financial pressure of a state funding model based solely on performance and student completion**

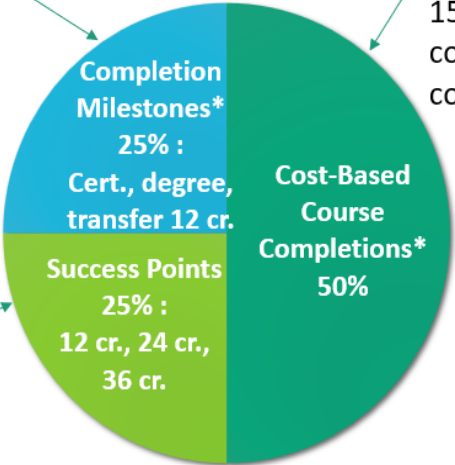
Ohio Department of Higher Education Performance Funding Model

* Access weight:

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

* Access weight:
15% on course completion

No access weight



All data averaged over three years

* Access Category Weights Applied

- **ADULT:** Age 25 or older at time of first enrollment at that college
- **LOW-INCOME:** Pell-eligible ever in college
- **MINORITY:** African American, Hispanic, Native American
- **ACADEMICALLY UNDERPREPARED:** using remediation free standards, math

Cost-Based Course Completions

- 15% premium for any student in one or more access category
- Uses 2019, 2020, and 2021 data for FY2022 SSI
- Excludes subsidy ineligible (mostly out-of-state) students

Cost-Based Completion Milestones

- Includes Associate degrees, long-term (30+ credit hours) certificates, and transfers with 12+ college level credit hours at this college
- Degrees or certificates are multiplied by 0.5, if there is a concurrent or prior award at the same level since FY 2010
- 25%/66%/150%/200% premiums for students in 1/2/3/4 access categories
- Uses 2018, 2019, and 2020 data for FY2022 SSI
- Excludes subsidy ineligible (mostly out-of-state) students as of FY2021 SSI.

Success Points

- Gateway Course Success: Number of students completing their first college-level math or English course within their first 30 hours of completed coursework
- Credit Hour Benchmarks: Number of students earning first 12/24/36 college-level credits at this college
- Uses 2018, 2019, and 2020 data for FY2022 SSI
- Excludes subsidy ineligible (mostly out-of-state) students as of FY2021 SSI.

Note: The fiscal calendar is from July 1 through June 30. Data for a fiscal year is based on summer, fall, and spring terms. For example, FY2020 includes Summer 2019, Fall 2019, and Spring 2020.

Kehoe Center of Excellence



- 1. Leading Higher Education Through Educational Partnerships**
- 2. Leading Higher Education Through Business Partnerships**

The Kehoe Center of Excellence

The educational partnerships and collaboration

- Collaboration with Pioneer on College NOW in engineering: junior and senior high school students participating in a dual enrollment program; and finishing their associate degree at the same they are graduating from high school, tuition free
- Post high school students can finish their associate degree in Integrated Engineering Technology, Manufacturing Technology Operations Management, or Mechanical Engineering Technology at the Kehoe Center
- **In 2018, NCSC was one of 6 community colleges (out of 23 in the state) who were approved to deliver a baccalaureate degree by the Ohio Department of higher Education after the approval of the legislature**
- **As a result, the College is delivering a Bachelor of Applied Science in Mechanical Engineering Technology**
- **And now the first community college in the state to be approved for BSN**
- Co-located OSU-Mansfield uses the lab, shop and equipment to deliver their baccalaureate degree in engineering

Making the Manufacturing Partnership Successful for the Workforce - Dual Enrollment

1. To students/graduates:
 - a. Dual Enrollment (College Credit Plus (CCP) with high schools), and College Now with career centers provide a head start with free tuition to earn an associate degree while in high school
2. 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
3. The College partners with more than 50 high schools, with ~1,100-1,300 student participating annually

Making the Manufacturing Partnership Successful for the Workforce

- Tuition Freedom

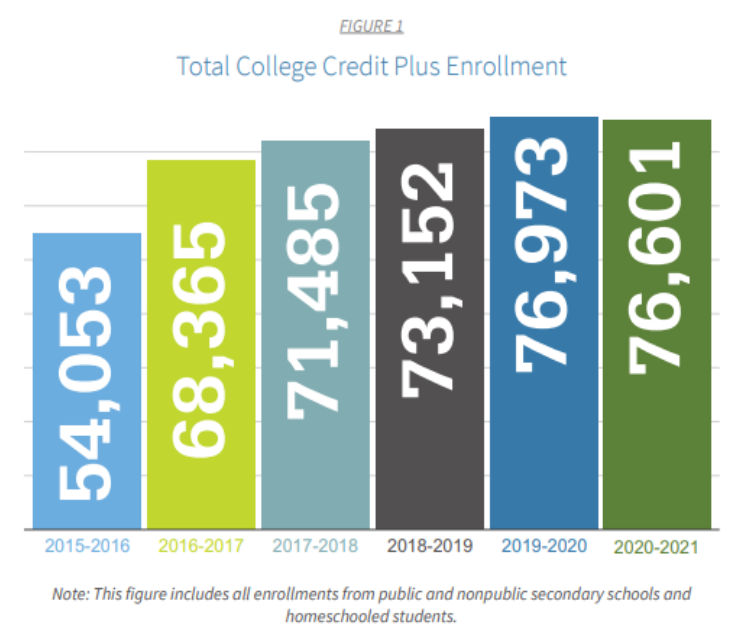
Provides free tuition to dual enrollment students until they finish 64 credit hours or their associate degree as they transition to the college from high schools with at least 9 credits and 2.75 GPA

1. Since fall 2016, we have been welcoming ~250 students per year of these Tuition Freedom Scholars
2. We have been averaging \$500k to \$600k annually for these scholarships.
3. These students are taking more credits, are being more persistent, and are being more successful than our average student.

Making the Manufacturing Partnership Successful for the Workforce

- Dual Enrollment

Since 2010 alone, NCSC served 8,265 unique high school students through some form of early college or dual enrollment, alone. These students have earned around 120,000 credits and saved close to 20 million dollars over the past 12 years in tuition cost.

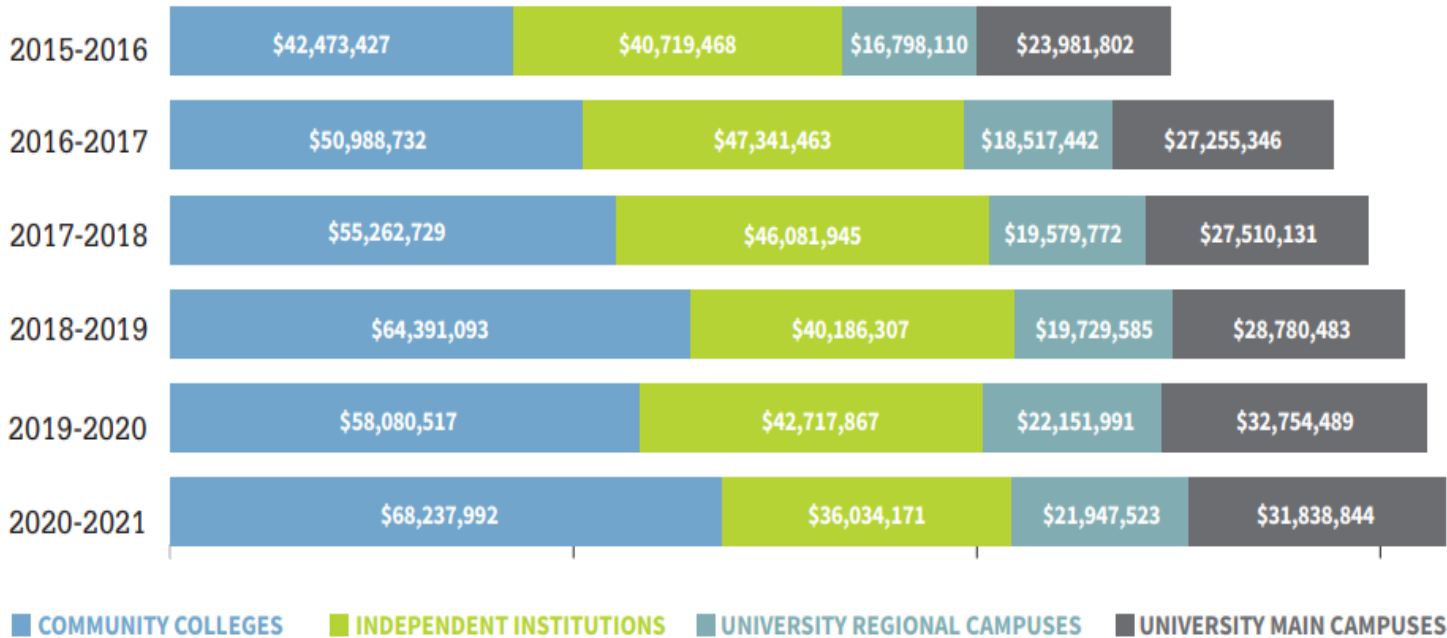


Tuition savings

Figure 19 provides the rates of savings for families. This has been calculated by multiplying the number of credits attempted at each institution type with the actual standard tuition rates the colleges reported to the Integrated Postsecondary Education Data System (IPEDS) for the corresponding academic year. For the 2020-2021 academic year, the total savings for students and families was \$158,058,530.

FIGURE 19
Tuition Savings

Over the six years of the College Credit Plus program, Ohio families have saved **\$883,361,230** in college tuition costs.



Making the Manufacturing Partnership Successful for the Workforce

- 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 \$7M 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

OER PROJECT PARTNERS

Lead Institution
& Fiscal Agent:



University
Partners:



Community College Partners:



Additional
Partners:



OhioLINK
Ohio's Academic Library Consortium



Making the Manufacturing Partnership Successful for the Workforce

Inviting manufacturers to train at the College shop



Making the Manufacturing Partnership Successful for the Workforce

- Taking Mobile Training Center to Manufacturers



Making the Manufacturing Partnership Successful for the Workforce

- Providing for large training in the Ralph Phillips Conference Center



Making the Manufacturing Partnership Successful for the Workforce
- Recognizing our entrepreneurs into the Hall of Excellence at the Kehoe Center



Kehoe Center of Excellence

**From project-based learning to industrial lab and manufacturing shop.
And from dual enrollment to associate degree to baccalaureate degrees**



The Kehoe Center of Excellence

The economic Partnership and Collaboration

- ~150 apprentices with area companies
- Internship program with local business and industry (603 students, 230 companies since 2013) in collaboration with OSU
- Workforce partnership in collaboration with Pioneer and Madison career centers for training – using space at Kehoe Center
- Integrated System Technology (IST) Lab (hydraulic, pneumatic, controls) and advanced manufacturing lab in CNC, automation and robotics
- Manufacturing shop with machines, robots, plastic blow mold, and injection molding for local manufacturers
- Project-based learning with 3-D printing capabilities
- Entrepreneurship program for community youth;
- Entrepreneur Hall of Fame / Leaders Hall of Excellence
- Conference Center for area businesses



**Robots: Fanuc,
Motomen...**

**Automation & Robotics
Technology**





RoboDrill

HAAS CNC Lathes & Turning Centers



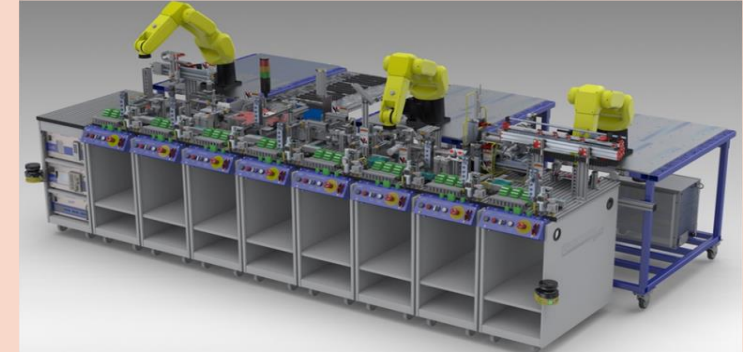
Connecting Applied Baccalaureate Engineering Technology to the Internet of things using information technology and data analytics



Automation & Robotics Technology

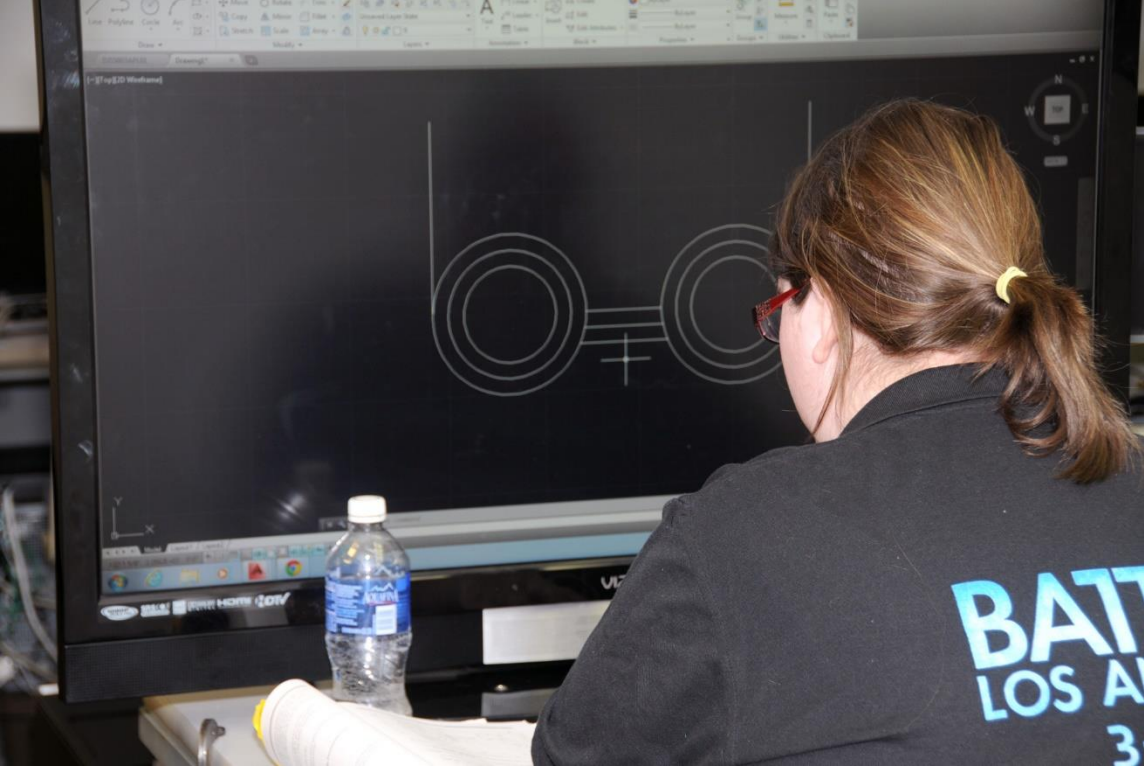


Assembly Cell



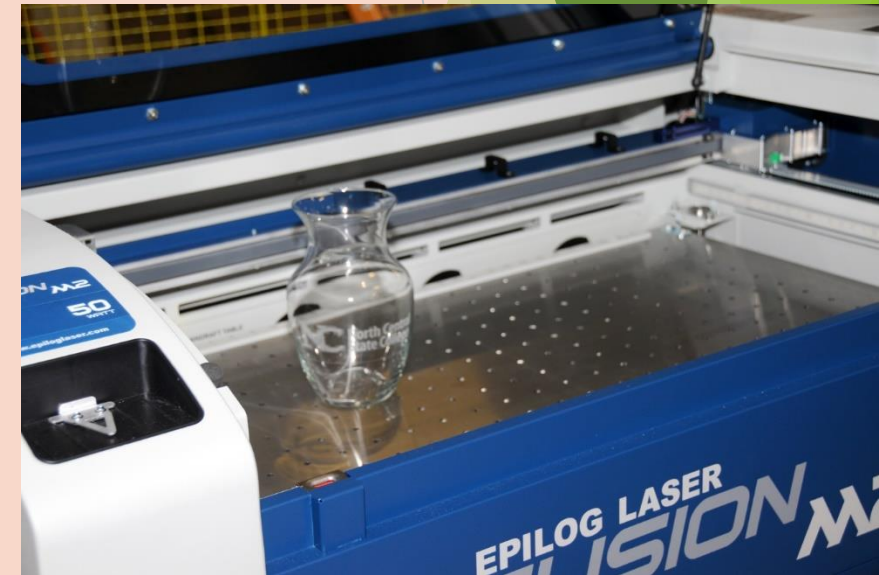
Data Analytics





Computer Assisted Design (CAD)

Laser Engraving Technology



Entrepreneurial maker movement. Piloting and prototyping new product

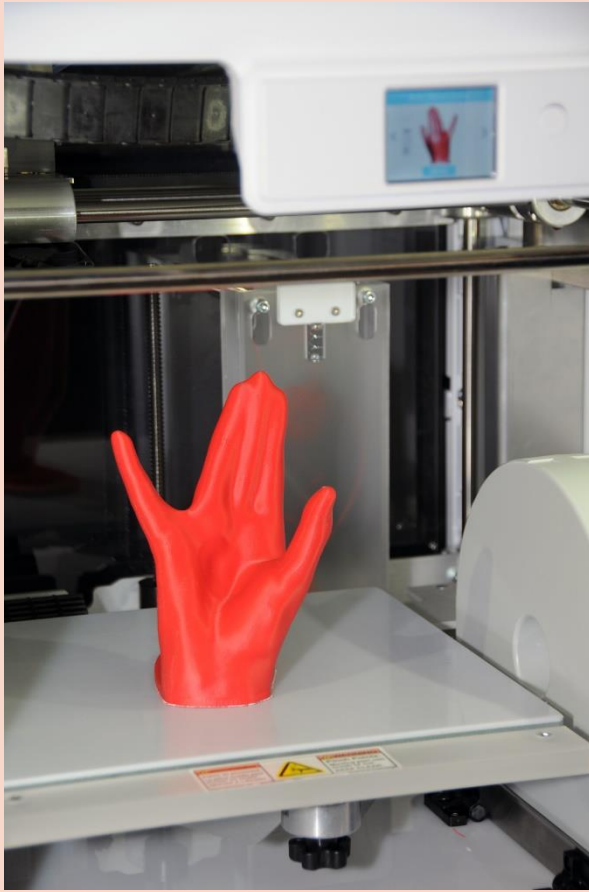
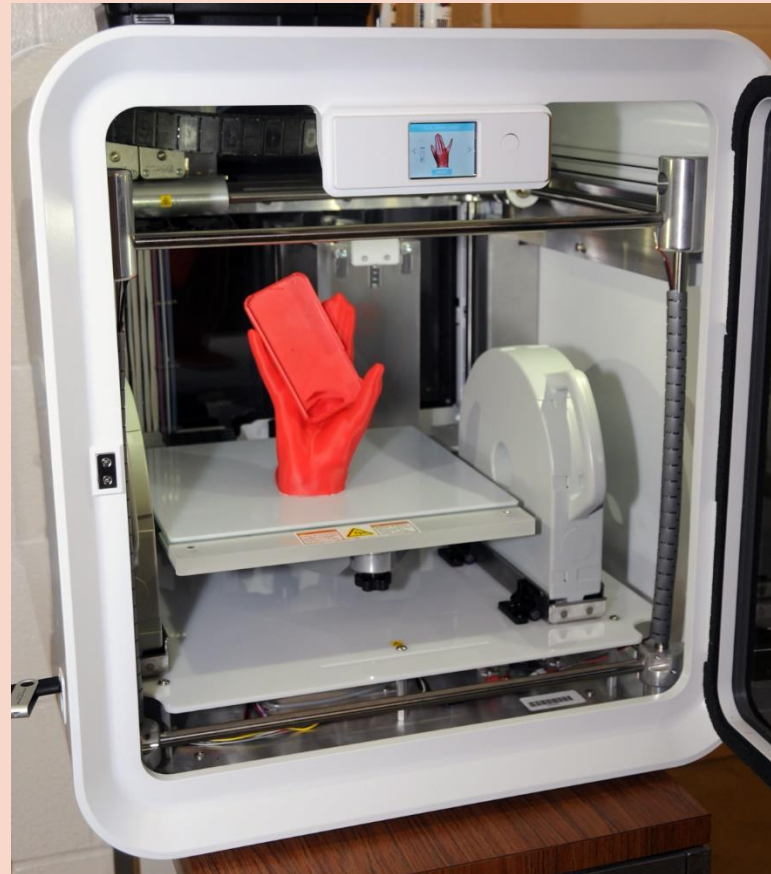


Image printed on 3D printer





Hydraulic systems



Piping Systems



Power Distribution
Systems



Electrical Wiring
Systems



Pneumatic Systems



Mechanical Drives



Motor Control
Systems

Integrated Systems Technology (IST) Laboratory

10 mph



Play the student video

20 mph



What Achieving the Dream said about evidence of Student Success when it recognized the College as 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. 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 Outcomes - ATD Reflection Report

1. Increased faculty/staff-initiated alerts in Aviso Engage by 84% from spring 2020 to spring 2021 (used for personal outreach and for identifying students requiring intervention).
2. Strong Start to Finish: Multiple Measures Placement adoption in 2020-21 increased the percentage of students placed directly into gateway English by 13% and into gateway mathematics by 14%.
3. Graduation rate (150% of normal time) increased by 8% to 34%.
4. Graduation rate (200% of normal time) increased by 7% to 38%.
5. Three-year success rate (graduate, transfer or re-enroll) increased by 8% to 54%.
6. Increased academic support (embedded tutoring, technology) and support for basic needs (food pantry, housing, utilities, transportation, day care, mental health) for students
7. Recent documentation shows a **289% return on investment** for an average NC State graduate:
 - Federal IPEDS (Integrated Postsecondary Education Data System) – Average cost for an associate degree at NC State: \$13,372
 - State ODJFS (Ohio Department of Job and Family Services) – Average annual wages of NC State graduates 6 months after graduation: \$38,689

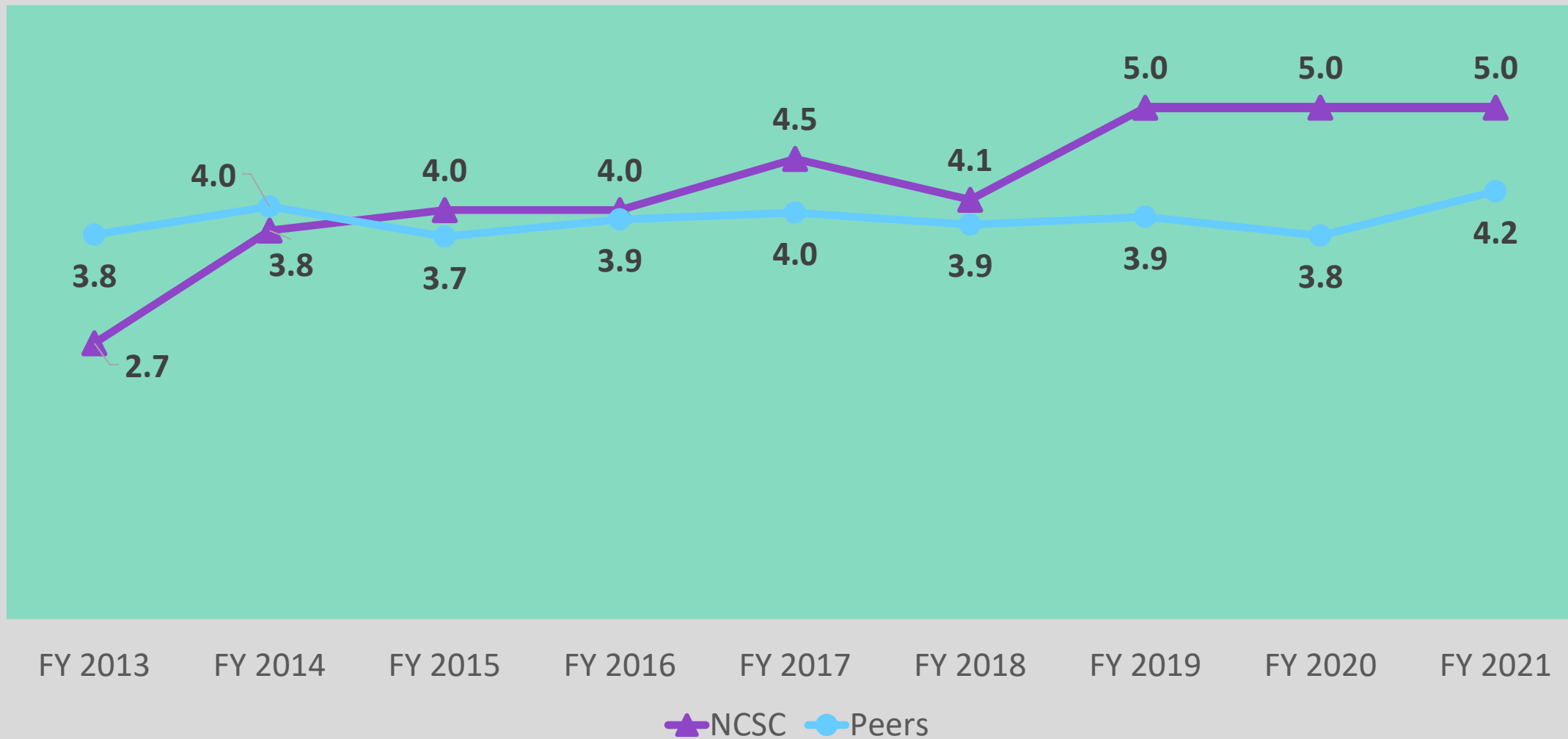
Evidence of winning in serving our region

1. ACCT central region (15 states) award recipients (2013-2020) for Faculty Member (2013), Board Member (2014), CEO (2017), and PBSN (2020).
2. CCRC recognition for being among the first colleges in the nation to take math pathway to scale (2018). Publish report July 2022 on student success.
3. Special recognition at Achieving the Dream (ATD) conference this year for being among the top three of more than 300 colleges in student success, and renewal of being an ATD Leader College of Distinction.
4. HLC full accreditation for 10 years – Open Pathway, with notification system for additional locations.
5. Baccalaureate BASMET program accreditation - Started in 2019, ~150 students between associate and baccalaureate programs. 29 graduates so far.
6. This year, the first community college in the state to be approved by HLC and Ohio Department of Higher Education for a Bachelor of Sciences in Nursing.
7. President awarded honorary Ph.D. in Community Leadership from Franklin University; US State Department Fulbright International Exchange Award.

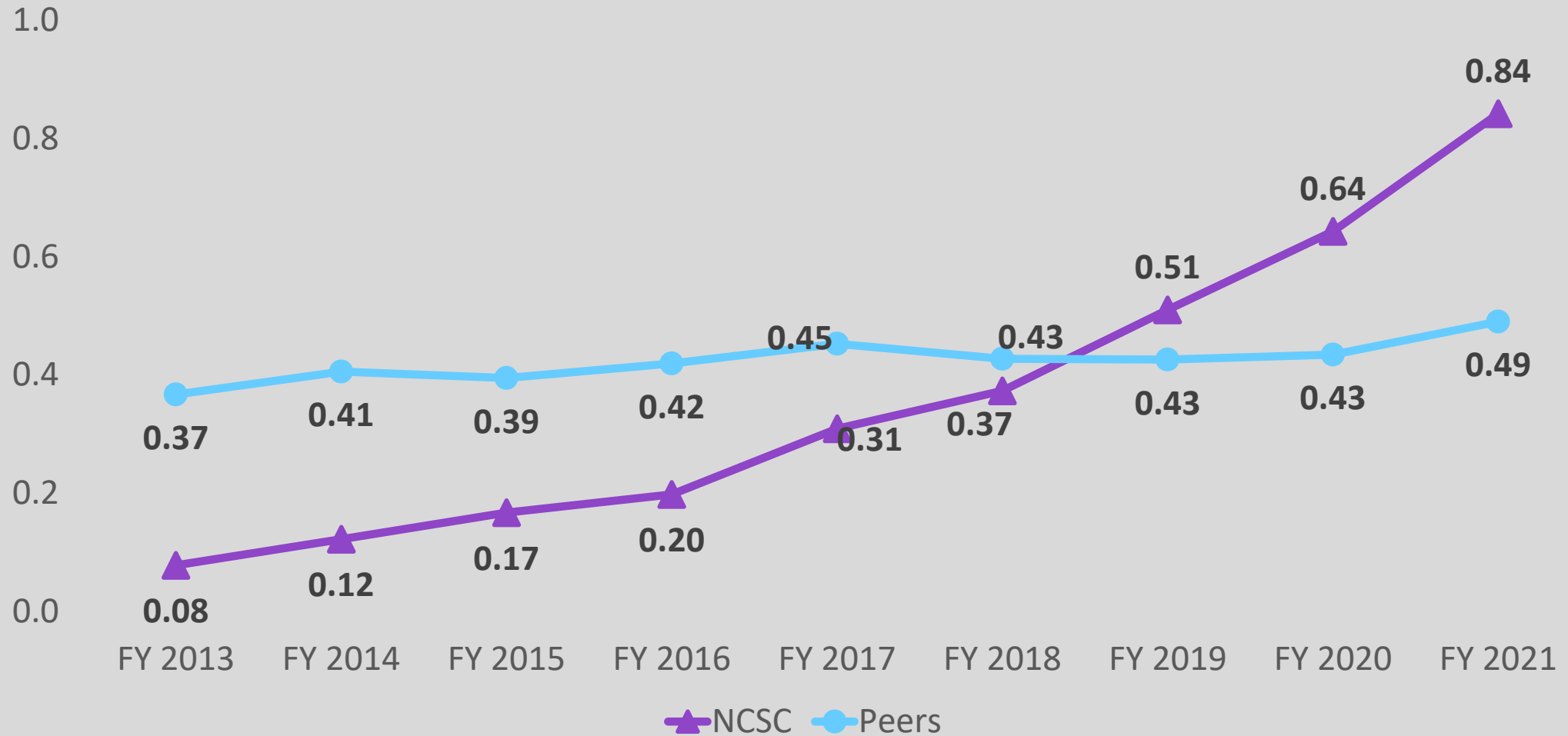
Evidence of winning in serving our region

8. Continually receiving millions of dollars in grants (DOL, DOE, NSF, OER)
9. Consecutive clean financial audits
10. Multiple local accolades from the chambers and social agencies
11. Board, president, faculty, and staff continually recognized by presenting at national, state, and local conferences and events
12. During the month of April (Community College Month), Board took a full page ad, in the newspaper and digital media, to show how proud they are of all of our accomplishments, and declaring April to be NC State College Month
13. Continually host “Hall of Excellence” to induct and recognize community leaders whose vision, creativity, boldness of purpose, and community involvement, exemplify excellence in our region
14. On June 2, we hosted the Ohio Association Community College Annual Conference for presidents, trustees, and administrators at the Kehoe Center
15. Lt. Governor visiting the College four times this past year (Tech Tower, Arts Event, Hall of Excellence, Cedar Point Scholarship Photo unveiling)

Financial composite score (1-5)

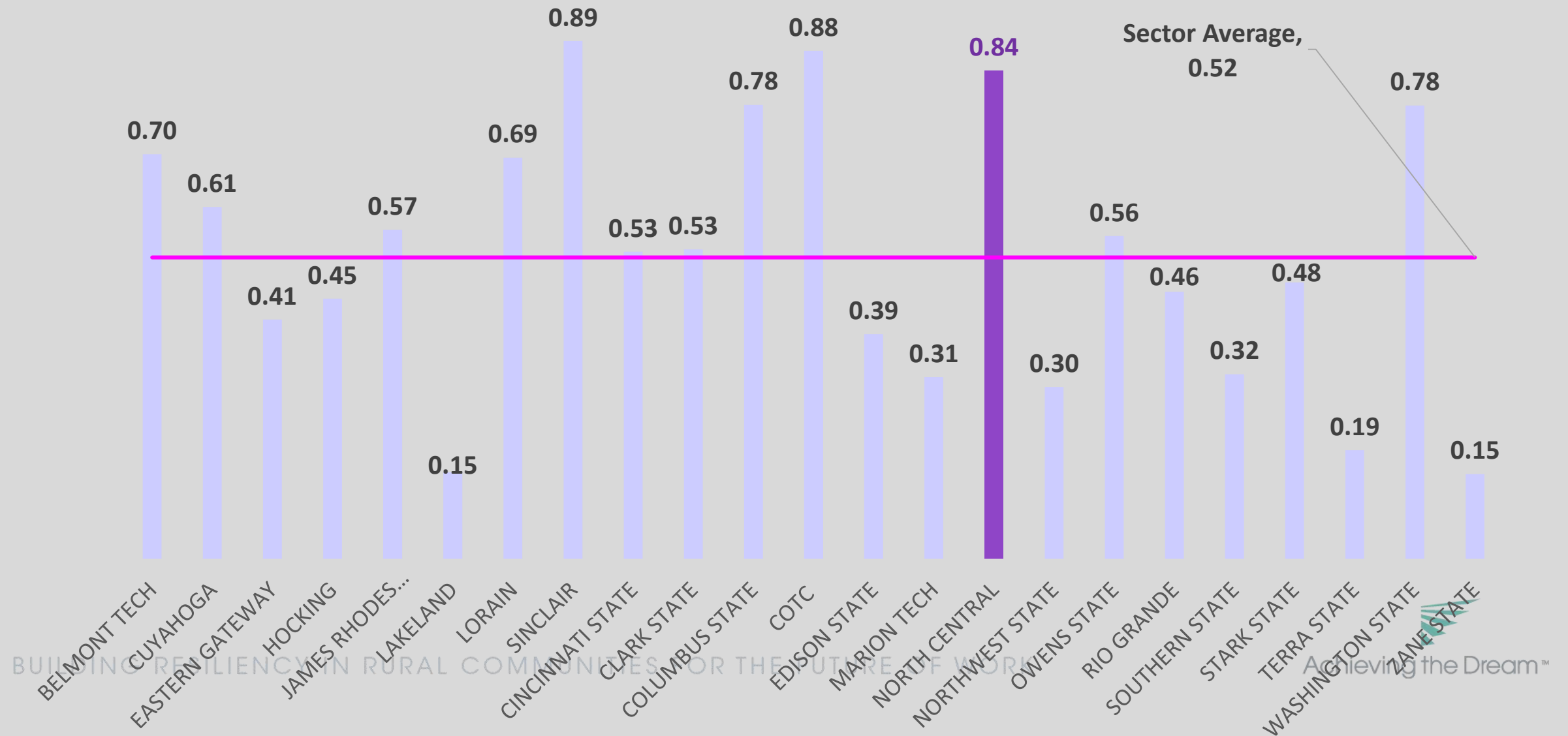


Primary Reserve Ratio



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

Financial Outcomes for Sustained Momentum



Lessons Learned & Guiding Principles

The pandemic could be the best experience to ever happen to community colleges

It was the urgent agent to help us change our culture

2020 was no vision. It was the year employees mastered other duties as assigned

It helped us build resiliency to overcome VUCA (volatility, uncertainty, complexity, ambiguity)

Jonas Salk: The reward for work well done is the opportunity to do more



The Future of Higher Education

Arthur Levine and Scott Van Pelt wrote in “The Great Upheaval, Higher Education’s Past, Present and Uncertain Future” about what colleges can do:

1. Don’t plan for business as usual (due to financial toll and enrollment losses). The pandemic was not an interrupter and a natural disaster, but rather an accelerator of changes that have been taking place
2. Recognize that higher education is in the education business, not the campus, degree, or credit business
3. Know tomorrow will not be a repeat of yesterday as we are in the midst of a transformation and we need to identify challenges and trends impacting the institution, and how to address them
4. Restore the connection with the street (work, employers, career education)
5. Make institutions distinctive, give them a value-add that distinguishes them from peers (ex: a signature program (BAS), center of excellence (Kehoe), or delivery focused on student success – co-req with tutors; 8-week programs)

The Future of Higher Education Leading in Challenging Times

Paul Leinwand, Mahadeva Matt Mani, and Blair Sheppard identified “Six Leadership Paradoxes in Post-Pandemic Era”:

- 1) Strategic Executor: due to complex, technological, and fast-paced environment. Need visionary leaders who are equally skilled at execution, translating strategy into actionable steps
- 2) Humble Hero: making bold decisions in times of uncertainty; humble to acknowledge what they don't know; bringing people with different relevant insights and inclusivity
- 3) Tech-Savvy Humanist: deeper understanding what technology can do for innovation and operations; yet care about people with empathy and authenticity to change
- 4) Traditional Innovator: clarity of mission and values have never been more important to guide the institution to try new things in a world of constant change and disruptions
- 5) High-Integrity Politician: integrity and trust are essential in advocating, negotiating, partnering, and overcoming resistance; backed by data-driven decision making
- 6) Globally-Minded Localist: technology has erased boundaries; need to think globally in the digital age; yet act locally to meet the need of their stakeholders

How to sustain the Present and Create the Future of our Colleges Externally?

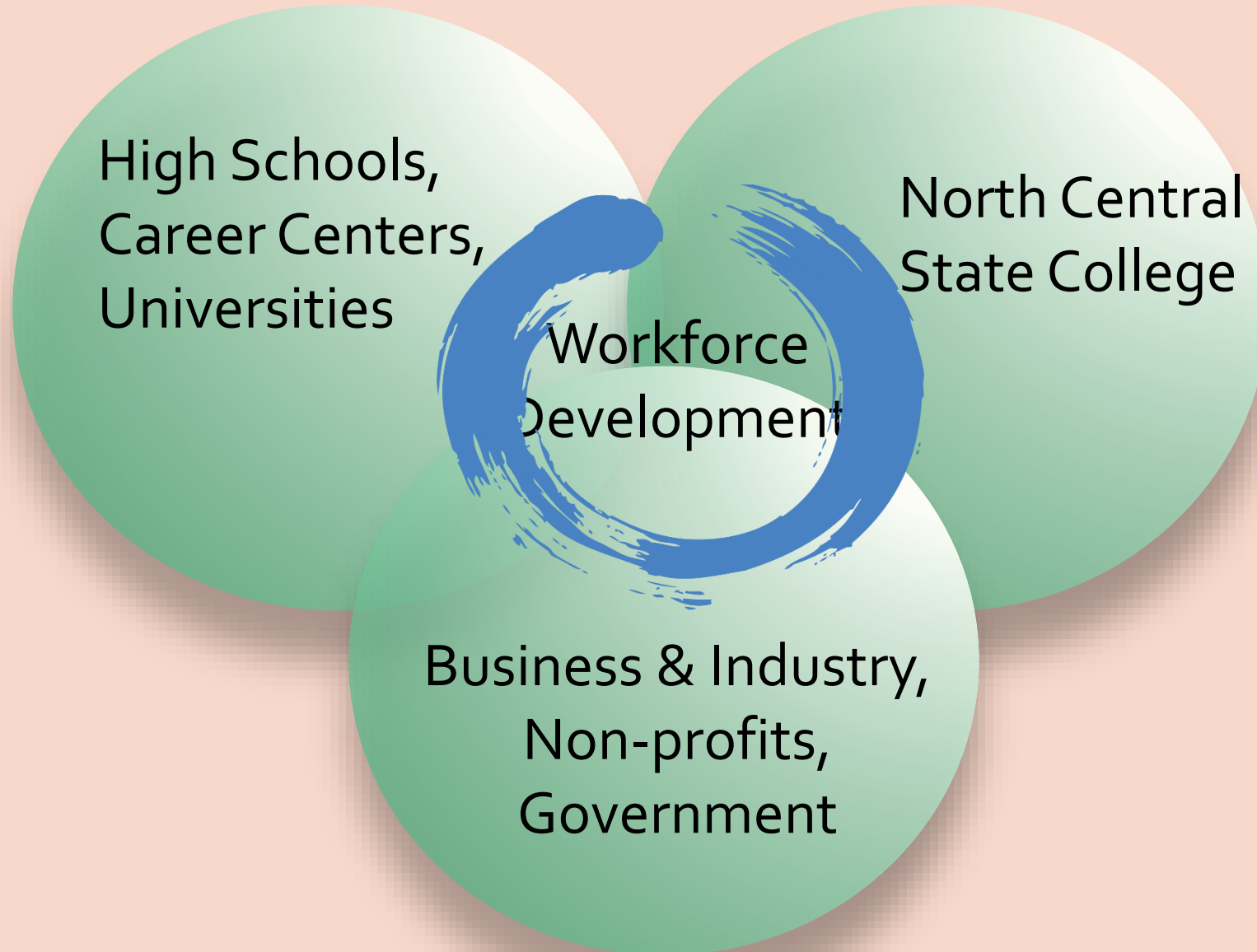
By advancing our partnerships with business, community and educational institutions through:

- *A mission driven, data informed, and equity minded culture*
- *Changing from time and process (seat time) to more outcomes and competency-based education*
- *With anytime and anyplace access for students, and available remote work for employees*
- *With a major shift to skills & certificates in the short term, and degrees in the long term*
- *With technical skills, soft skills, and work skills (project-based/experiential learning).*

To enhance the economic and social mobility of our students and employees, and the prosperity of our community.

Strong Partnerships Externally with our Community Partners

“employers are screaming for talent and skills”



How to sustain the Present and Create the Future of our Colleges Internally?

Through a culture of agility, caring, and nimbleness – our WHY



Agility in delivering in-person, hybrid, online, 8-weeks, 16 weeks, CBE...

“from high school to certificates, to associate and baccalaureate degrees (BASMET, BSN), tuition and debt Free (Tuition Freedom, 75% no loans, 289% ROI).”

Caring by supporting the academic (tutoring, advising) and basic need of students (food, transportation, technology), moving from transactional to relational collaboration

Nimbleness in maintaining our future financial viability that we built over the years

How are we fulfilling community needs internally?

The Three-Legged WHY

Technical skills

For in-demand jobs:
Engineering, IT/Cyber
Bioscience, Business, and
Healthcare



Human skills

AA, AS, Communication,
Critical Thinking, Work
Ethic, Teamwork,
Professionalism

Work skills

Establishing career readiness
through internships with
companies

How to further sustain the Present and Create the Future of our College?

Differentiating our brand

North Central State College (NCSC) is unique among higher education institutions in providing high quality, cost-effective opportunities to students of all ages who seek to learn, grow and thrive.

Whether a single course, a certificate program, an associate or bachelor's degree, NCSC aligns technical proficiency, interpersonal skills, and experiential learning to employers' needs.

As education after high school is vital to improve social and economic prosperity in a changing world, NCSC remains the College of value for all.

Reducing our Carbon footprint while enhancing safety

- In the process of combining two buildings into one (online courses, remote work)
- Providing flexibility of work schedule (3 days weekends, reduced utilities and cost)
- Enhancing filtration process throughout the buildings for safety



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

NC State continues to lead higher education in north central Ohio, and you are welcome!

We are proud of our students, alumni and partnerships. We truly believe that NC State is YOUR community college. And YOUR community college has been working tirelessly to meet the evolving needs of this community. In our roles as President and Trustees, we want you to always feel welcome at NC State.

Higher education is evolving and North Central State College is changing too. We provide relevant education solutions that meet the needs of our students and the businesses in north central Ohio, while providing value for all who entrust us with their time, talent and resources to make a difference.

Value and affordability remain key benchmarks

NC State remains one of the most affordable options for students who wish to pursue a college education. Our hallmark is the Tuition Freedom Scholarship (TFS) which allows hundreds of former CCP students to complete up to an associate degree at NC State tuition-free following their high school graduation.

TFS is just one example of our commitment to keeping college accessible. Working closely with every student to maximize their financial aid has paid tremendous dividends for our graduates. Around 75% of our graduates don't require student loans to complete their education at NC State. Of the 25% who do get loans, their total debt is far below the state and national average.

While affordability is important, return on investment is tremendous. Many graduates report earnings that total nearly three times (289%) the amount they invested in their education within their first year following graduation.

National leadership and recognition

In February, the College received Special Recognition from Achieving the Dream (AtD) at the national DREAM Conference. As proud AtD members since 2005, NC State has worked tirelessly to improve student success and equity for all students. This Special Recognition award confirms NC State as one of the top three institutions this year, out of the more than 300 institutions who participate.

NC State continues as a Leader College of Distinction – recognition that has been renewed for many years.

In March, NC State Marketing received a national Paragon award from the National Council of Marketing & Public Relations for their Workforce Training promotional materials.

We are providing leadership

Statewide, NC State is working with other community colleges to deliver on the skills needed by Intel and its suppliers, whether those entities are already located in Ohio or are planning to expand here as part of Intel's development just an hour away from the Mansfield Campus. It is a transformative time in the history of our state. We look forward to helping these companies prosper as Ohio transitions into the silicon heartland of America.

Successful launch of our first bachelor's degree

NC State is one of the first six community colleges in Ohio approved to deliver a bachelor's degree by the Department of Higher Education. This Bachelor of Applied Science in Mechanical Engineering Technology (BASMET) is meeting the needs of local employers and our students. Last year, eight students received the first bachelor's degrees conferred by NC State. This year, at least 20 students will receive this degree.

The idea of allowing Community Colleges to deliver bachelor's degrees is also financially beneficial for students and their families. Many BASMET graduates also enrolled in the College Now Engineering Academy, finishing their associate

degree at the same time as they finished their high school diploma. These students paid less than \$16,000 for their bachelor's degree, less than they would have paid for one year of instruction at a 4-year institution.

NC State continues to explore additional advanced degrees that will benefit our community by providing employees with additional skills to meet the expanding needs of area businesses. We look forward to sharing additional announcements about this very soon.

We are thankful for the support of our community

Local donations are making a significant impact on students as they prepare to lead engineering, IT, cybersecurity, manufacturing, business and healthcare institutions into a post-pandemic reality.

Education and economic growth are closely related. Local support, coupled with state and federal grant awards, are providing new opportunities for students close to home in areas like tower technician training and public service with local law enforcement agencies.

Recently, we have explored and/or been awarded grants from the US Department of Labor, the US Department of Education, the US Department of Defense, the US Economic Development Administration and the National Science Foundation.

NC State is committed to exploring partnerships and funding sources that allow us to meet the changing needs of our students and of employers who are interested in creating economic opportunities through education.

Welcoming our community back to campus

It is exciting to resume in-person events for our students and community:

- On April 8th, The Hall of Excellence will recognize leaders whose vision, creativity, boldness of purpose, and community involvement exemplify excellence in our region.
- On May 13th, we will celebrate graduation with approximately 360 NC State students and their families.
- On June 2nd, NC State will welcome more than 100 colleagues from across Ohio as we host the Ohio Association of Community Colleges annual conference at the Kehoe Center.

It's time to think differently about education

At NC State, we are creating the future of higher education:

- We remain mission driven, data informed, and equity minded.
- We provide flexible access to coursework anytime and anyplace.
- Programs combine technical skills, human and soft skills, and hands-on, project-based learning with internship opportunities that connect students to the real world.
- We encourage life-long learning – from high school dual enrollment to associate and bachelor's degrees.
- We continue to control college costs in many ways, so that the majority of our students graduate debt free.

At NC State, we are changing lives and transforming communities.

Dr. Dorey Diab
Dr. Dorey Diab
President
North Central State College

Matthew P. Smith
Matthew Smith, M.B.A.
Board Chair

Dwight McElfresh
Dwight McElfresh, Ed.D.
Board Vice Chair

Linda S. M. Nelson
Linda S. M. Nelson, M.S., R.N., C.N.S.
Secretary

Kristin Aspin
Kristin Aspin
Trustee

Dave Bush
Dave Bush
Trustee

Mark Masters
Mark Masters
Trustee

Elisabeth Morando
Elisabeth Morando, J.D.
Trustee

Steve Stone
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Kimberly Winkle
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Meet some of the diverse student personas we welcome at our campus.

Whitney

Age: 16 years old

Interest: College Credit Plus while finishing high school

Why NC State: Earning credit to qualify for Tuition Freedom

Outcome: invited to continue after high school. Completing an associate degree in business. Interning with a local bank. No college loan debt.

David

Age: 36 years old

Interest: Retraining/up-skilling for advancement

Why NC State: affordable classes. Flexible schedules. Relevant training to his employer.

Outcome: up to date skills and supervision training for management

Taylor

Age: 17 years old

Interest: College-NOW

Why NC State: Completing associate degree while in high school for free

Outcome: Two years of credit to transfer to a four-year college. Saving thousands of dollars using transferable credit.

Pat

Age: 18 years old

Interest: Graduating this spring. Time to decide what's next.

Why NC State: Training for a career in business, health or public service

Outcome: Associate degree and licensure that leads to a rewarding career.

Lisa

Age: That's not polite — single mom with school-age children

Interest: Ready for a career, not just a job

Why NC State: Starting with a certificate. Plans to continue toward an associate degree. Needs flexible scheduling for her work and family schedules. Needs financial aid.

Outcome: Employment opportunities at the completion of one semester. Opportunities to advance grow with each milestone.

Jake

Age: 20 years old

Interest: Returning to college after stopping out after high school. Training for a job in public service

Why NC State: Close to home. Affordable. Can keep his current job while finishing school.

Outcome: Graduated after two semesters with multiple job offers.

Ava

Age: 28 years old

Interest: Veteran, who wants to transition to a career in the real world

Why NC State: Has available, transferable credit from her military training. Can use the GI Bill as part of her financial aid package.

Outcome: Military credit reduced her time to graduation by 40%. Looking for bachelor's programs after completing her associate degree at NC State.



North Central
State College