

**Transforming the North Central State
College Community Through Policy
Governance (how can a board save a decade
worth of work and become a great board)**

Our Presenters



Dr. Dwight McElfresh, Board Chair
NCSC Trustee for 13 years



Ms. Elisabeth Morando, Past Chair
NCSC Trustee for 11 years



Mr. Steve Stone, Previous Chair
NCSC Trustee for 15 years



Dr. Dorey Diab, College President
NCSC President for 11 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**
- 3. Carver Model, principles, Ends Policies, and Executive Limitations**

II. Why Did the College Choose to Implement Policy Governance?

- 1. The earlier decade 2002-2009; and the anchored years 2009-2011**
- 2. Board and CEO transitions; educational and financial challenges**
- 3. Involving Miriam Carver**

III. Key Moments in Making the Transition

- 1. Hiring a new president (2012-2013), and assigning an internal training facilitator**
- 2. Providing board training**

IV. Effective Monitoring

- 1. Alignment with strategic planning; and improving boardsmanship**

V. Reaping the Benefits (2013-2023)

- 1. Improvements in performance and financials**
- 2. Presenting at national conferences**
- 3. Local, state, and national recognitions**

Vision

Vision North Central State College changes lives and transforms communities through exceptional and affordable education within a caring environment for continuous learning.

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 & Kehoe Center – Shelby, Ohio



Major Area Employers (3 counties)

Description	2022 Jobs	Pct. Regional Jobs	Avg. Earnings Per Job
Manufacturing	15,638	18.2%	\$69,844
Government	11,718	13.7%	\$70,784
Health Care and Social Assistance	11,505	13.4%	\$64,680
Retail Trade	10,105	11.8%	\$37,534
Accommodation and Food Services	7,631	8.9%	\$20,689
Construction	4,365	5.1%	\$66,921

College Profile 2022 - 23

1. Budget: \$20 - \$21 million
2. 3,158 unique students annually
3. 43,113 credit hours annually (1,437 FTE)
4. Early College: 41% HC
5. Majors:
 1. Health
 2. Business, Industry, Technology
 3. Liberal Arts
6. Programs: Health (LPN, RN, BSN, PTA, Radiology, Respiratory);
BIT (Business, IT, Criminal Justice, Engineering, Baccalaureate);
Liberal Arts (Transfer AA, AS)
7. Student Profile

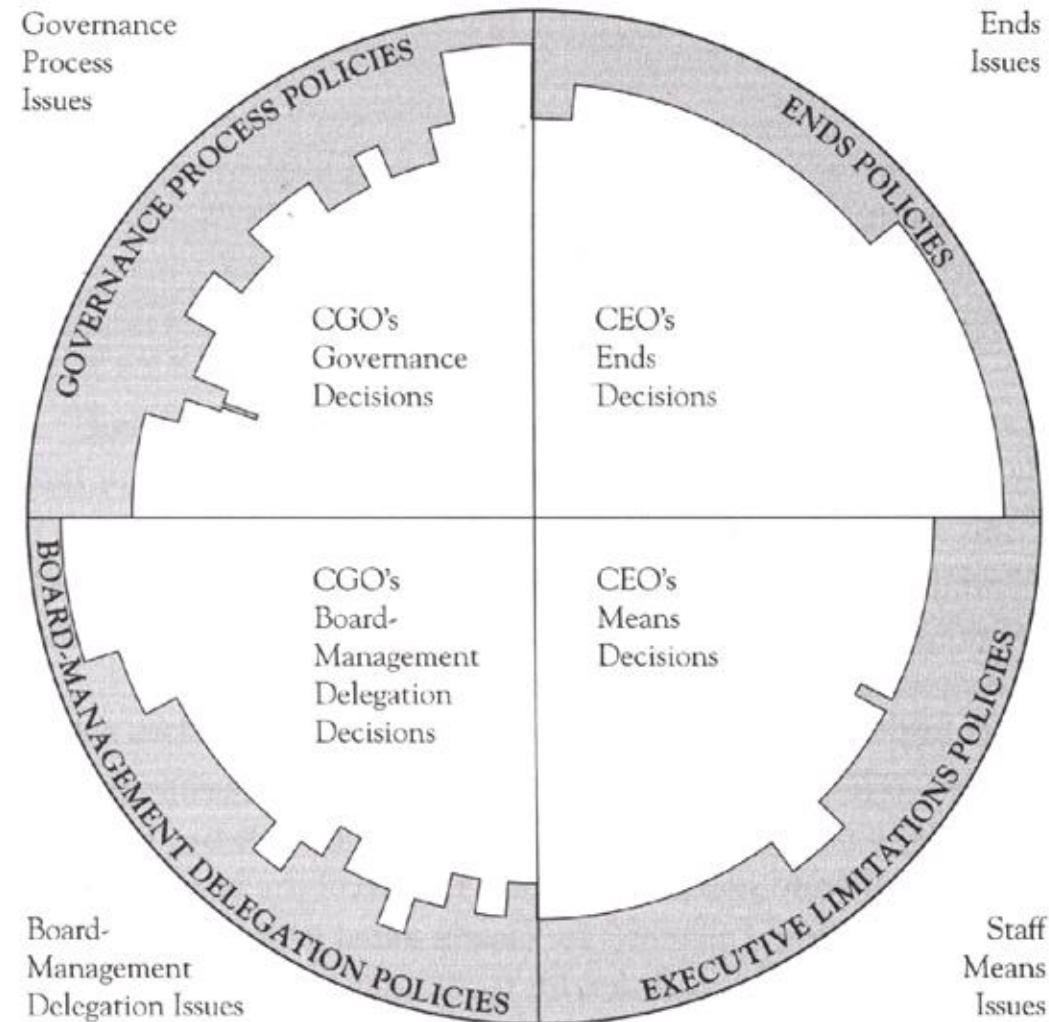
What is The Carver Policy Governance ® Model

- ❑ Created by Dr. John Carver

- ❑ The model enables board to be accountable for organization they govern while focusing 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/ethical/prudent principles)
3. Board-CEO relationship (**Board focus on What, CEO focus on How**)
4. Board owns governance process (**board holism; owners above and operation below**; future rather than past or present; proactive not reactive)

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



Key Elements of The Carver Policy Governance ® Model

- Act as a unit
- Operate by policy. Define decisions and directions in policy.
Delegate authority through policy
- Begin with fewer broadest policy statements. Narrow the focus as needed. Stop when accepting “any reasonable interpretation.”
- Define vision and goals as “ends” (obsessed by ends).
- Establish limits through “means” in policy (delegated to CEO).
- Define governing processes and standards.
- Monitor CEO performance against policy criteria.

Background - The Earlier Decade 2002-2009

Leadership Challenges

February 27, 2002 Board Meeting

After an executive session, the board passed resolution R-2002-09 to establish a subcommittee made of 3 trustees to create a document to balance the responsibilities of the Board members, Board Chairman, and the President of the College.

March 27, 2002 Board Meeting

An executive session was called to discuss the document, but no resolution to that discussion was submitted.

April 24, 2002 Board Meeting

After the last board meeting, two trustees tendered their resignations from the Board.

Background - The Earlier Decade 2002-2009

June 26, 2002, Board Meeting

Board and President agreed that the best approach would be to conduct a retreat in two phases.

- The first phase to bring in someone to work on Board Development.
- The second phase would be developing policies and procedures and defining the Board's roles and responsibilities.

The board ended up bringing in Ms. Sue Stratton who was a consultant for Carver Policy Governance to conduct the Board Development phase.

Summary

The start toward Policy Governance in 2002 was bumpy and it took many years before fully implementing the Carver Policy Governance in 2009

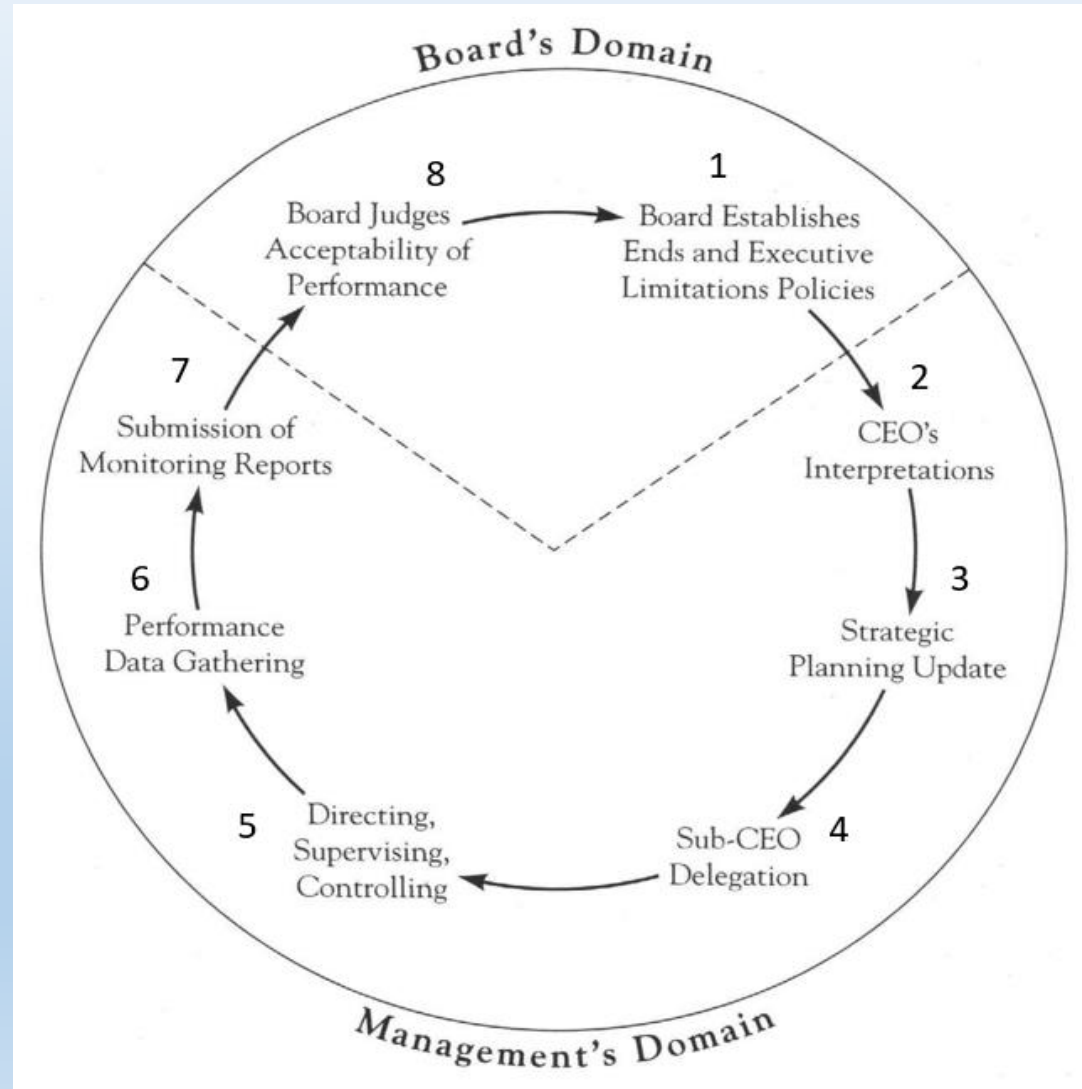
Background and Transitional Steps to Policy Governance - The Anchored Years 2009-2011

1. **January 21, 2009:** Renewed Commitment
2. **March 14, 2009:** Formal internal training
3. **July 25, 2009:** Board training with Miriam Carver
4. **December 12, 2009:** Owners' voice
5. **March 17, 2010:** New trustee training by Miriam Carver
6. **March 18-20, 2010:** Board policy retreat





Board and Management Policy Governance Domains





Background - The Anchored Years 2009-2011

Transition to Strategic Planning

- 1. June 21, 2010** – Planning Advisory Council committee meetings.
- 2. June 23, 2010** – College President reports input on ENDS development to the Board.
- 3. July 28, 2010** – Board of Trustees conducts its ENDS policy development retreat.
- 4. August 25, 2010** – Board of Trustees approves resolutions to adopt newly revised ENDS policies for the College and presents to the President/CEO for action.
- 5. Early September 2010** – President/CEO confers with President's Staff to develop interpretations of the Board's ENDS policies.
- 6. Late September 2010** – President/CEO presentation on his interpretations of the Board's ENDS policies to the Planning Advisory Council.
- 7. April 11-15, 2011** – Board Recorder, Mr. Stephen Williams, attends Policy Governance Academy #23 conducted by Miriam and John Carver in Atlanta, GA.

Background - Transitioning Years Challenges in 2011-2012

1. The College was switching from quarters to semesters
2. Fall enrollment dropped from 3,635 in Fall 2010 to 2,886 in 2012
3. The loss of the GM Plant and major manufacturers has had a tremendous impact on the local economy with the College losing a major funding source from workforce development
4. The College was withdrawing fund from its reserve to the point that it was down to 6%
5. The current president was retiring and the College was in process of hiring a new one

The Implementation Decade 2013-2023

1. New president
2. Beyond the academic focus, the new president had two main directions
 - a) The full implementation of Carver Policy Governance
 - b) Rebuilding the College fiscal viability
3. Establishing Policy Governance training schedule
4. 2013-2023 is the decade that has been a testament that the Carver Policy Governance Model at NC State has been successfully implemented

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

Each board member serves for 3 renewable years



Board Ends Policies

1.0 Global Ends

1.1 Diversity

1.2 Equal Opportunity

1.3 Career Readiness and Development

1.4 Transferability

1.5 Enrichment



Improving Boardsmanship - Change in Board Meetings Implementing Policy Governance at every board meeting

Board Meeting 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



Implementing Policy Governance at every board meeting

NORTH CENTRAL STATE COLLEGE BOARD OF TRUSTEE'S MEETING

Wednesday, June 28, 2023 4:00pm-5:00pm

4:00 pm – James W. Kehoe Center – Conference Room (164-Kehoe)

I. CALL TO ORDER – Dr. Dwight McElfresh

- 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 – Dr. Dwight McElfresh

V. OSU-MANSFIELD ADVISORY BOARD GUEST REPORT

No Report for this meeting (next meeting September 21, 2023)

VI. PRESIDENT'S REPORT– Provided as part of the retreat Pages 8, 47 Preview BOT Annual Planning Retreat Agenda



Implementing Policy Governance at every board meeting

VII. REQUIRED APPROVALS AGENDA (IAW 2.73) – Dr. Dwight McElfresh

Consent Agenda

Minutes:

A. Approval of Minutes for May 24, 2023 Regular Meeting

Pages 10-27

Personnel Actions:

B. Consideration of Approval of Status Change(s) – R-2023-26

Page 28

C. Consideration of Approval of Employment of College Personnel
– R-2023-27

Page 29



Implementing Policy Governance at every board meeting

Regular Agenda

- | | |
|---|--------------------|
| A. Treasurer's Report for May 31, 2023 – Ms. Lori McKee | Pages 30-36 |
| B. Consideration of Approval of 2023-2024 Budget – R-2023-28
– Dr. Dorey Diab/Ms. Lori McKee | Pages 37-38 |
| C. Consideration of Approval of policy 17-04 Investment Policy
– R-2023-29 – Dr. Dorey Diab/Ms. Lori McKee | Pages 39-41 |



Implementing Policy Governance at every board meeting

VIII. POLICY GOVERNANCE

A. Discussion of Agenda Planning (IAW 02.72) – Dr. Dwight McElfresh

1. Discussion of PolGov Policy 2.70 Agenda Planning Policy **Pages 42-45**
2. Review of Actionable Items **Page 46**
3. Owner Connections (IAW 2.72a.)
4. Annual BOT Self-Assessment Survey Results



Implementing Policy Governance at every board meeting

IX. BOARD CHAIRPERSON'S REPORT – Dr. Dwight McElfresh

- 1. Follow up from OACC Annual Meeting (June 8, 2023)**
- 2. ACCT Leadership Congress (October 9-12, 2023)**

X. MEETING EVALUATION (IAW 02.06) – Dr. Dwight McElfresh

XI. TIME AND PLACE OF NEXT MEETING

- Wednesday, August 23, 2023 – (Hybrid) Fallerius Technical Education Center, BOT Conference Room 165-F & Zoom**

XII. ADJOURNMENTS



Implementing Policy Governance at board annual retreat

CEO Interpretation and Submission of Monitoring Report

- 5:00pm – 5:30pm** Vision, Mission, Strategic Goals (30 minutes)
Global Ends Policy 1.0
- 5:30pm – 5:40pm** Break (10 minutes)
- 5:40pm – 6:10pm** Ends Policies (30 minutes)
Diversity Policy 1-10
Equal Opportunity Policy 1-20
Career Readiness and Development Policy 1-30
Transferability Policy 1-40
Enrichment Policy 1-50
- 6:10pm – 6:40pm** Executive Limitations (30 minutes)
Global Limitations 4.0
Communication and Support to the Board 4-10
Treatment of Consumers 4-20
Treatment of Employees 4-30
Compensation and Benefits 4-40



Implementing Policy Governance at board annual retreat

CEO Interpretation and Submission of Monitoring Report

6:40pm – 6:50pm	Break (10 minutes)
6:50pm – 7:20pm	Executive Limitations (continued-30 minutes) Financial Planning / Budgeting 4-50 Financial Condition and Activities 4-60 Asset Protection 4-70 Focus of Grants and Contracts 4-80 Emergency CEO Succession 4-90
7:20pm – 7:50pm	College Sustainability Position Monitoring Report – Summary
7:50pm – 8:00pm	Break (10 minutes)
8:00pm – 8:30pm	Board Executive Session
8:30pm	Adjournment



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)

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 Annual Survey

BOT Retreat held on: _____

Rate the Board's general meeting behavior by assigning a numerical rating using the following scale:

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.

Annually (to be sent before the retreat & becomes part of the retreat agenda):

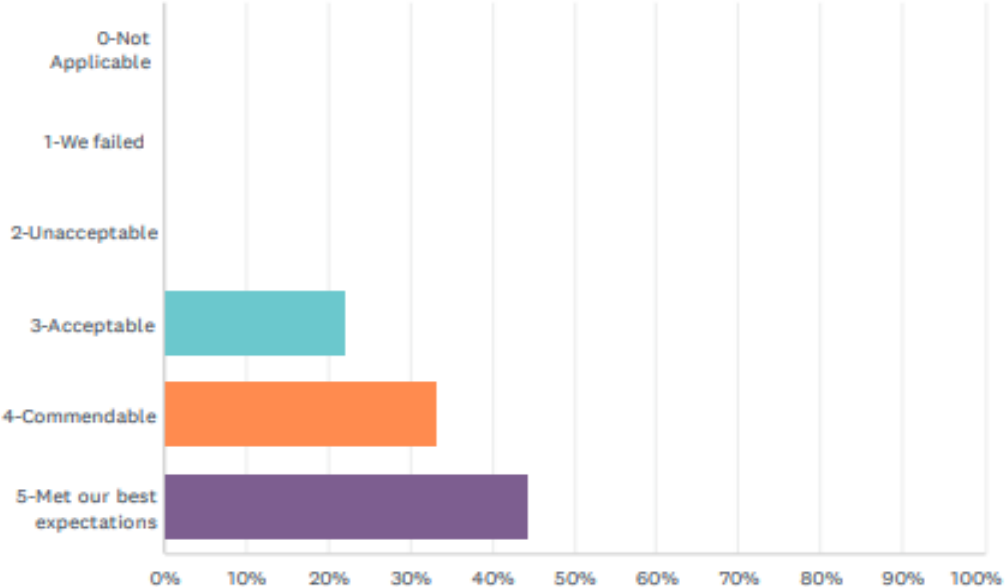
	1. Most Board actions occur at the policy level rather than at the operational level.
	2. The Board reviews what it has already said in its policy about each specific topic before discussion on that issue.
	3. The Board regularly deepens its understanding and application of the process through discussion of case studies.
	4. The Board routinely spends time monitoring and improving its own process.
	5. The Board works on clarifying Board priorities/values among the range of potential Outcomes (what good?), beneficiaries (for whom?) and costs of outcomes (at what cost).
	6. Ends policies are clearly and logically stated and support the mission.
	7. The Board follows an annual calendar based on a plan for accomplishing its job.
	8. The Board Chair helps the Board get its job done rather than supervision or becoming involved in staff work.
	9. The Board spends most of its time debating, defining and clarifying its vision and in linking with its owners and public as opposed to "fixing things."

COMMENTS:



Q9 The Board spends most of its time debating, defining and clarifying its vision and in linking with its owners and public as opposed to "fixing things."

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
0-Not Applicable	0.00%	0
1-We failed	0.00%	0
2-Unacceptable	0.00%	0
3-Acceptable	22.22%	2
4-Commendable	33.33%	3
5-Met our best expectations	44.44%	4
TOTAL		9





North Central State College

BOARD OF TRUSTEES 2023 Policy Governance 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 18, 2023	Principle 2 <i>"Governance Position"</i>	E. Morando	4.9 Executive Limitations	S. Stone
February 22, 2023	Principle 3 <i>"Board Holism"</i>	D. Bush	2.0, 2.1, 2.2 Governance Process	D. McElfresh
March 22, 2023	Principle 4 <i>"Ends Policies"</i>	M. Masters	2.3, 2.4, 2.5 Governance Process	K. Winkle
April 26, 2023	Principle 5 <i>"Board Means Policies"</i>	L. Nelson	2.6, 2.7, 2.8, 2.9 Governance Process	D. Bush
May 24, 2023	Principle 6 <i>"Executive Limitations Policies"</i>	P. Williams	3.0, 3.1, 3.2 Board-CEO Relationship	E. Morando
June 28, 2023	<i>None Scheduled</i>	<i>Planning Retreat</i>	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	<i>Planning Retreat</i>
August 23, 2023	Principle 7 <i>Policy "Sizes"</i>	K. Aspin	3.3, 3.4 Board-CEO Relationship	L. Nelson
September 27, 2023	Principle 8 <i>"Delegation to Management"</i>	D. McElfresh	4.0, 4.1, 4.2 Board-CEO Relationship	P. Williams
October 25, 2023	Principle 9 <i>"Any Reasonable Interpretation"</i>	K. Winkle	4.3, 4.4, 4.5 Executive Limitations	M. Masters
December 6, 2023	Principle 10 <i>"Monitoring"</i>	S. Stone	4.6, 4.7, 4.8 Executive Limitations	K. Aspin

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



North Central State College

BOARD OF TRUSTEES 2024 Policy Governance 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 17, 2024	Rehearsal Scenario 3.6	E. Morando	4.9 Executive Limitations	D. McElfresh
February 28, 2024	Rehearsal Scenario 3.14	D. Bush	2.0, 2.1, 2.2 Governance Process	K. Winkle
March 27, 2024	Rehearsal Scenario 5.6	M. Masters	2.3, 2.4, 2.5 Governance Process	S. Stone
April 24, 2024	Rehearsal Scenario 3.2	L. Nelson	2.6, 2.7, 2.8, 2.9 Governance Process	E. Morando
May 22, 2024	Rehearsal Scenario 4.7	P. Williams	3.0, 3.1, 3.2 Board-CEO Relationship	D. Bush
<i>June 26, 2024</i>	<i>None Scheduled</i>	<i>Planning Retreat</i>	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	<i>Planning Retreat</i>
August 28, 2024	Rehearsal Scenario 4.5	K. Aspin	3.3, 3.4 Board-CEO Relationship	M. Masters
September 25, 2024	Rehearsal Scenario 3.4	D. McElfresh	4.0, 4.1, 4.2 Board-CEO Relationship	L. Nelson
October 23, 2024	Rehearsal Scenario 3.16	K. Winkle	4.3, 4.4, 4.5 Executive Limitations	P. Williams
December 4, 2024	Rehearsal Scenario 3.5	S. Stone	4.6, 4.7, 4.8 Executive Limitations	K. Aspin

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

Effective Monitoring - Global Ends 1-00 (Mission / Strategic Goals)

North Central State College exists for the citizens of its service region
(strategic “access” goal, for Whom)

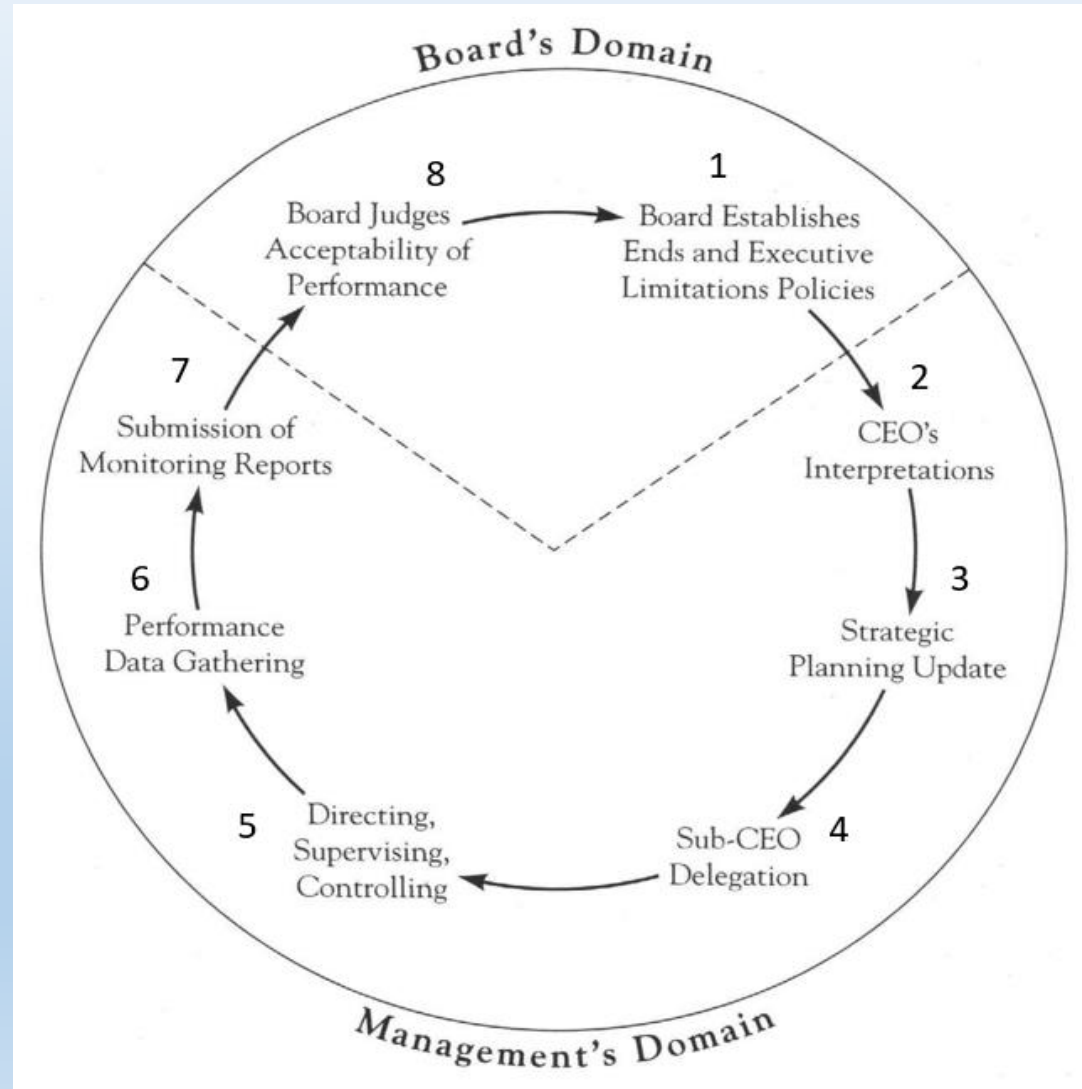
to attain the knowledge and skills to succeed in their chosen path for
learning, work, or enrichment, (strategic “success” goal, What Good)

sufficient for the college to justify available resources. (strategic
“resources” goal, at What Cost)

Aligning Policy Governance & Strategic Planning

1. Access
2. Success
3. Resources

Board and Management Policy Governance Domains



In all we do, we value a culture of integrity, inclusion, and excellence.

We value our students
and are committed to an exceptional learner-centered environment that is caring, supportive, inclusive, accessible, and affordable.

We value our employees
and are committed to an appreciative environment that is culturally diverse, collaborative, and respectful.

We value our communities
and are committed to an engaging environment and partnerships that are innovative, responsive, and impactful.



North Central State College

Changing lives. Transforming communities.

North Central State College (NCSC) is exceptional among higher education institutions in providing high quality, affordable opportunities to people who seek to learn, grow, and thrive. NCSC program offerings align technical proficiency, interpersonal skills, and experiential learning to employers' needs.

As educational attainment is vital to improve social and economic prosperity in a changing world, NCSC remains the College of value for all.

North Central State College Board of Trustees

Chair, Dwight McElfresh, Ed.D.

Vice Chair, Linda S. M. Nelson, M.S., R.N.

Secretary, Mark Masters, C.P.A.

Kristin Aspin, M.S.W.

Steven Stone, M.A.

David Bush, M.A.

Patrick Williams, M.P.A.

Elisabeth Morando, J.D.

Kimberly Winkle, M.B.A.

NCSC President and President's Staff

Dr. Dorey Diab

President

Christine Copper

Vice President, Foundation, Government Affairs & Grants

Dr. Kelly Gray

Vice President, Academic Services

Doug Hanuscin, *Executive Director, Human Resources,
Labor Relations & Organizational Development*

Lori McKee

Vice President, Business Services

Tom Prendergast

Vice President, Student Services & Institutional Effectiveness

Keith Stoner, *Executive Director, Marketing, Public Relations
& Creative Services*

Steve Williams

Executive Assistant to the President and Secretary to the Board

NCSC President's Cabinet

Paul Allen

Lori McKee

Chris Copper

Donna Niederkohr

Dorey Diab

Tom Prendergast

Kelly Gray

Melinda Roepke

Doug Hanuscin

Sara Rollo

Steve Haynes

Keith Stoner

Laurie Jackson

Brandon Stover

Toni Johnson

Wendy Thompson

Anthony Johnston

Dan Wagner

Gina Kamwithi

Steve Williams

www.ncstatecollege.edu

Vision

North Central State College changes lives and transforms communities through exceptional and affordable education within a caring environment for continuous learning

Mission

Providing individuals with the knowledge, skills and inspiration to succeed in their chosen path.

Strategic Plan

The strategic plan is the pathway for the achievement of the college's mission of student access and success through the alignment of the human, fiscal and physical resources.



Strategic Plan

(FY 2024 – 2026)

Strategic Goal: Access

- 1. Deliver affordable and relevant learning opportunities**
–in high demand and emerging technologies, continuing education, workforce development and transfer, financial aid and scholarships, face-to-face, online/hybrid
- 2. Ensure equitable and inclusive outreach and engagement**
–equitable and inclusive culture, open-access environment for all; community activities, face-to-face, online/hybrid, early college outreach & activity, cohort, block and flexible scheduling (day, evening, certificates, associate and baccalaureate degrees), mobile unit, marketing, recruiting
- 3. Foster a welcoming, supportive, and collaborative culture for students and community**
–synergistic and streamlined processes; prior learning assessment; partnering with high schools, career centers, universities, businesses, government/military/correctional entities, and community organizations

Access Goal Metrics*

- Affordability: trends and comparison to peers where available for
 - Financial aid recipients and average amounts
 - Tuition amounts
 - Course book savings using OER
 - Applicant yield trends by demographic factors, including CCP
 - Disaggregated enrollment trends:
 - Credit hours and unduplicated headcount
 - Program enrollment trends
 - Comparison to peers where available
 - Other measures
 - Trends in number of new programs, program levels, and closed programs
 - Trends in number of partnering entities by type
 - Other measures as they become relevant
- * **Major Key Performance Indicator:** increase headcount and credit hours by 2% early college, 1% traditional, 2% non-traditional, and 5% minority.

Strategic Goal: Success

- 1. Support early career guidance, student goal development and achievement**
–success factors: career planning & advising, credit accumulation, overall course completion, gateway (math, English) early completion, term-to-term and year-to-year retention, and degree/certificate completion; transfer; licensure pass rates; and jobs placement/internships
- 2. Provide a student-centered, inclusive learning environment inside and outside the classroom**
–academic alert, holistic support and basic needs services, proactive advising, mandatory orientation, closing achievement gaps, First-Year Experience, mentoring, tutoring, TRIO, pathways and stackable credentials; financial aid and scholarships; technical, professional/soft skills, and experiential learning
- 3. Perpetuate a culture of excellence**
–quality, high standards of teaching and learning, customer service, assessment, actionable data-informed metrics and decisions, continuous improvement, accreditations, program review, honors college /programs, curricular development, co-curricular activities, and relevant program offerings

Success Goal Metrics*

- Credit hour (course) completion trends overall and
 - by access categories
 - by department
 - with peer comparisons
 - Student persistence trends: Fall to spring and Fall to next fall overall and cohorts
 - by access categories
 - with peer comparisons
 - Completions trends (degrees, certificates, transfers) overall and
 - by access categories
 - by program/department (including gateway English and Math)
 - with peer comparisons
 - credit accumulation of 12, 24, 36 hours for full-time and part-time
 - Post graduate success trends:
 - Job placement and earnings - grads vs. high school
 - University transfer
 - Program debt to earnings ratio
 - Licensure and Certification pass rates as applicable
 - Student (and other stakeholder) engagement and satisfaction trends
 - Survey results re: engagement and satisfaction as available
 - Participation in practicum, co-ops, apprenticeships, and internships
 - College Quality measures
 - Transfer assurance guide (TAG) and Ohio Transfer 36 and C-TAG approval
 - College and program accreditation
- * **Major Key Performance Indicator:** Increase 3-year success rate (graduation 2%, transfer 1%, still enrolled 1%); and minority and adult persistence from fall-to-spring by 2%.

Strategic Goal: Resources

- 1. Be a great place to work**
–valuing people, integrity, dignity, civility, trust, fairness, respect, open communication, shared governance, team spirit, work ethic, flexibility, diversity, equity and inclusivity, accountability, job satisfaction, professional development, safety and security, supportive environment, and well-being
- 2. Secure and manage fiscal resources responsibly**
–revenues, alternative revenues, tuition, state share of instruction, capital fund, fund-raising and endowment growth, grants, scholarships, efficiencies, balanced budget, adequate reserve, financial aid processes, student debt reduction, institutional debt
- 3. Optimize assets and infrastructure**
–facilities, technology, equipment, space utilization, energy conservation, environmental and financial stewardship, process optimization, automation, and adaptability

Resources Goal Metrics*

- Human Resources Trends:
 - Comparison of staff and faculty diversity to that of service area
 - Employee satisfaction (survey results as available)
 - Fiscal Resource Trends
 - Ohio Department of Higher Education fiscal accountability measures (Trends)
 - Costs per student FTE
 - Total financial aid awards
 - Shared services (personnel, utilities, grounds, space utilization)
 - Foundation annual net position, year-ending endowment, and grants
 - Facilities and Information Technology Infrastructure
 - Reduction of carbon footprint from space optimization and use of electricity, gas and recycling
 - Investment in information technology to provide access through broadband capacity, wireless connectivity, mobile solutions, and cyber security attack prevention
- * **Major Key Performance Indicator:** maintain a reserve above that of our peers, maintain a composite ratio of at least 4.0, and have an SSI share greater than FTE share.

Reaping The Benefits - 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

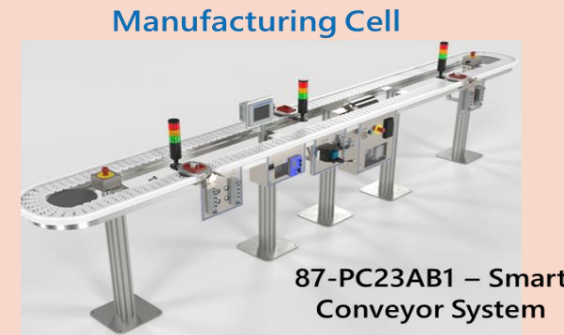
The economic Partnership and Collaboration

- ~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

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



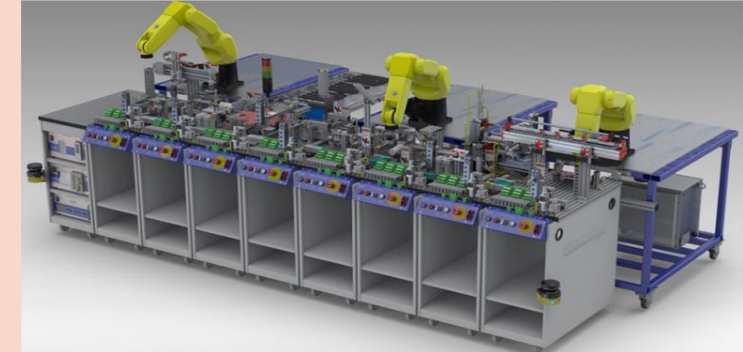
Automation & Robotics Technology



87-AR13 – Autonomous Robot System



Assembly Cell



Data Analytics



Making the Manufacturing Partnership Successful for the Workforce

- Taking Mobile Training Center to Manufacturers



OER PROJECT PARTNERS

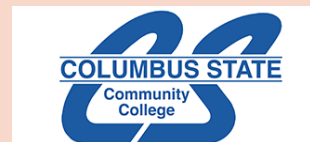
Lead Institution
& Fiscal Agent:



University
Partners:



Community College Partners:



Additional
Partners:

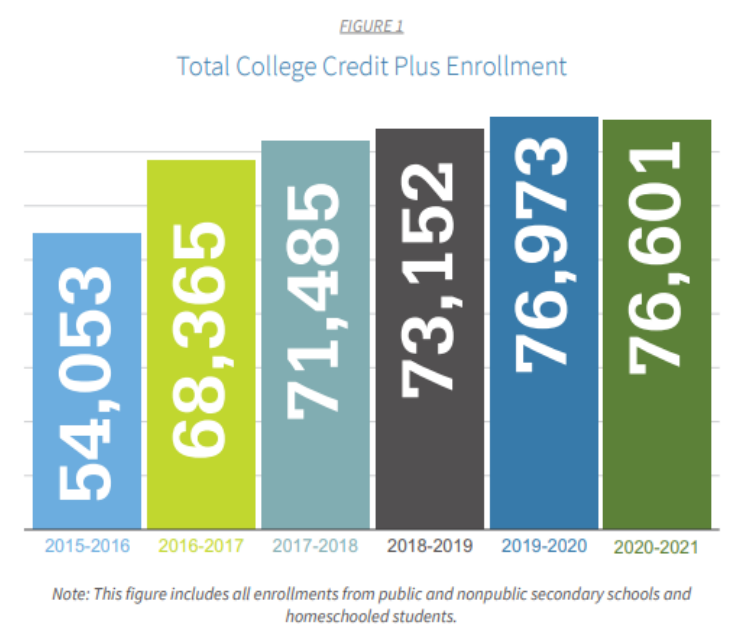


OhioLINK
Ohio's Academic Library Consortium



College Now & 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.

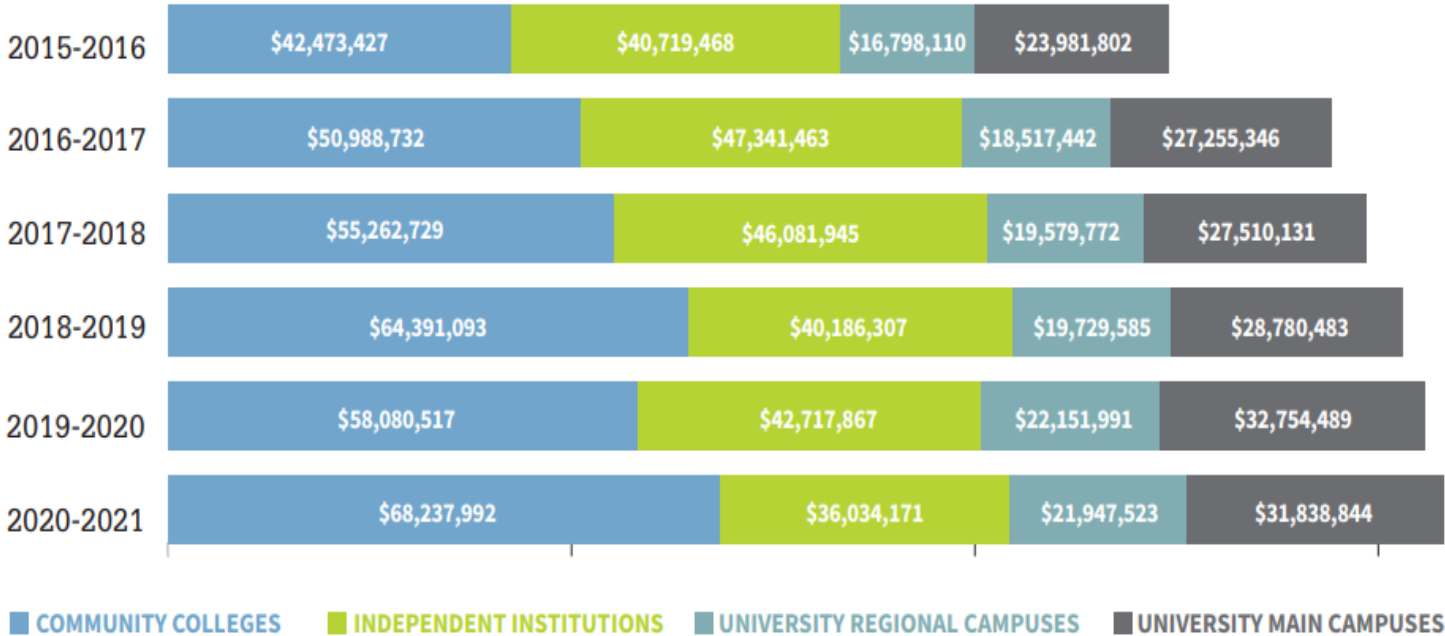


Tuition savings

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.

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

FIGURE 19
Tuition Savings

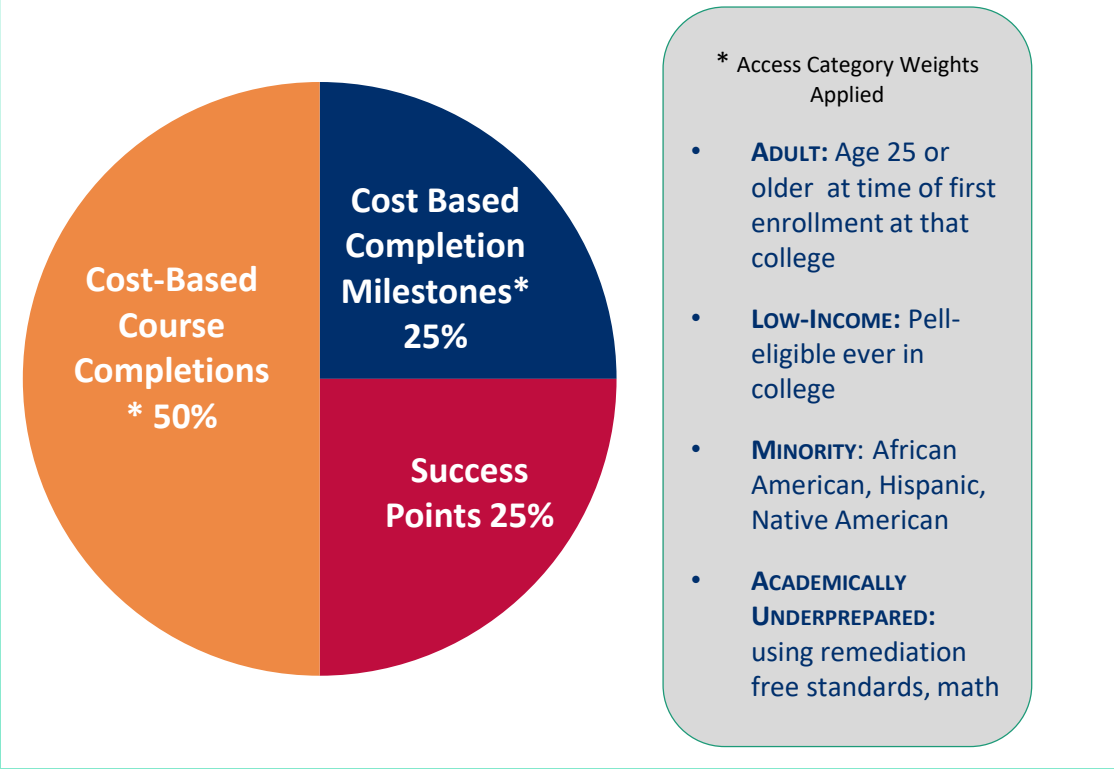


Student Success Outcomes - ATD Reflection Report



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 **413% return on investment** for an average NC State graduate:
 - Federal IPEDS (Integrated Postsecondary Education Data System) – Average Cost of Attendance for 2 years (Associate Degree equivalent) as reported for 2022-23: \$11,248.
 - State ODJFS (Ohio Department of Job and Family Services) –Average annual wages of 2-year technical associate degree (AAS or AAB) graduates 6 months post-graduation for 2021-22 grads who were employed: \$46,408.

Student Success - PERFORMANCE FUNDING MODEL



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.

Evidence of winning in serving our region

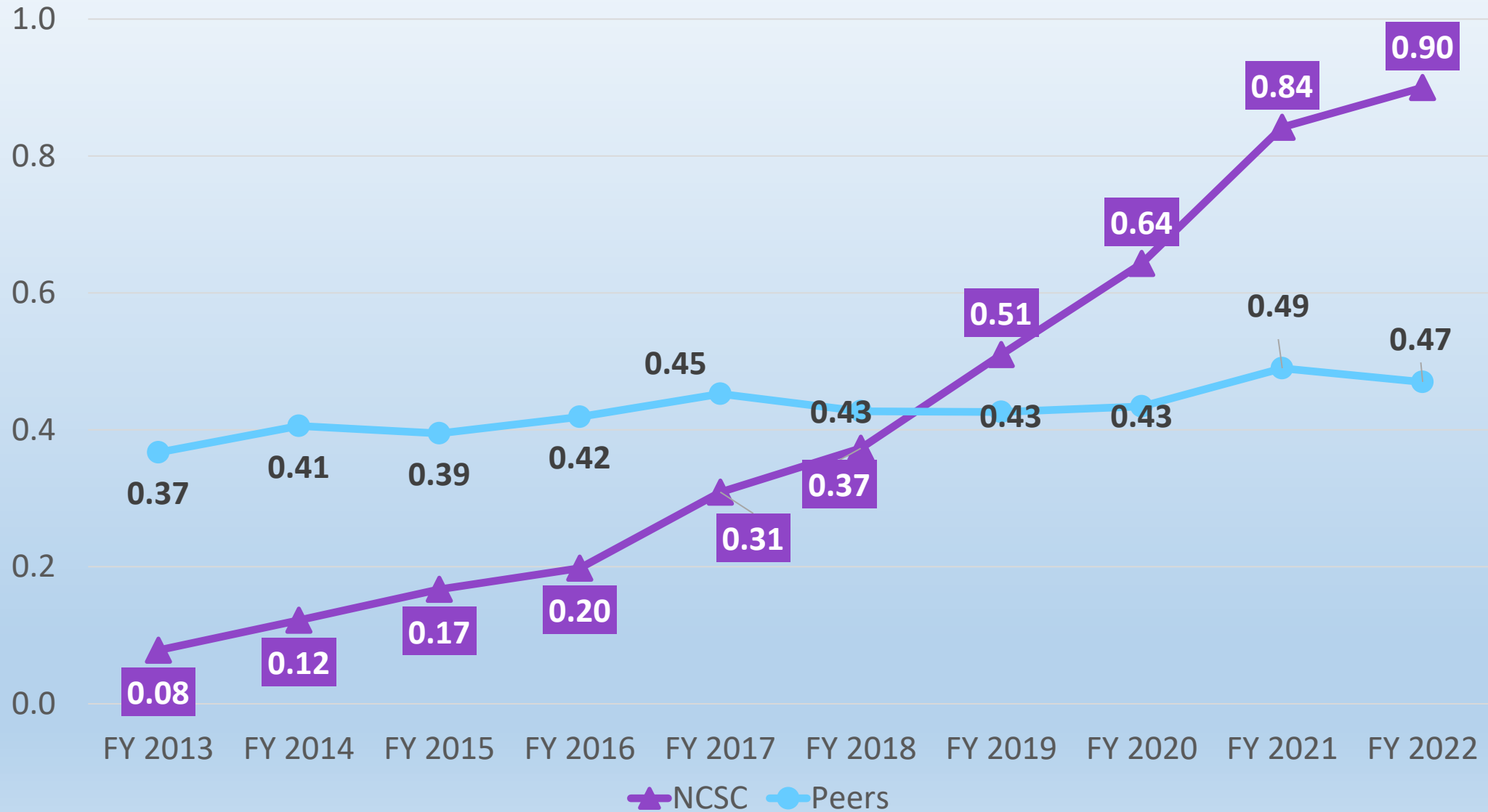
1. ACCT central region (15 states) award recipients (2013-2020) for Faculty Member (2013), Board Member (2014), CEO (2017), and PBSN (2020).
2. CCRC recognition for being among the first colleges in the nation to take math pathway to scale (2018). Publish report July 2022 on student success.
3. Special 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

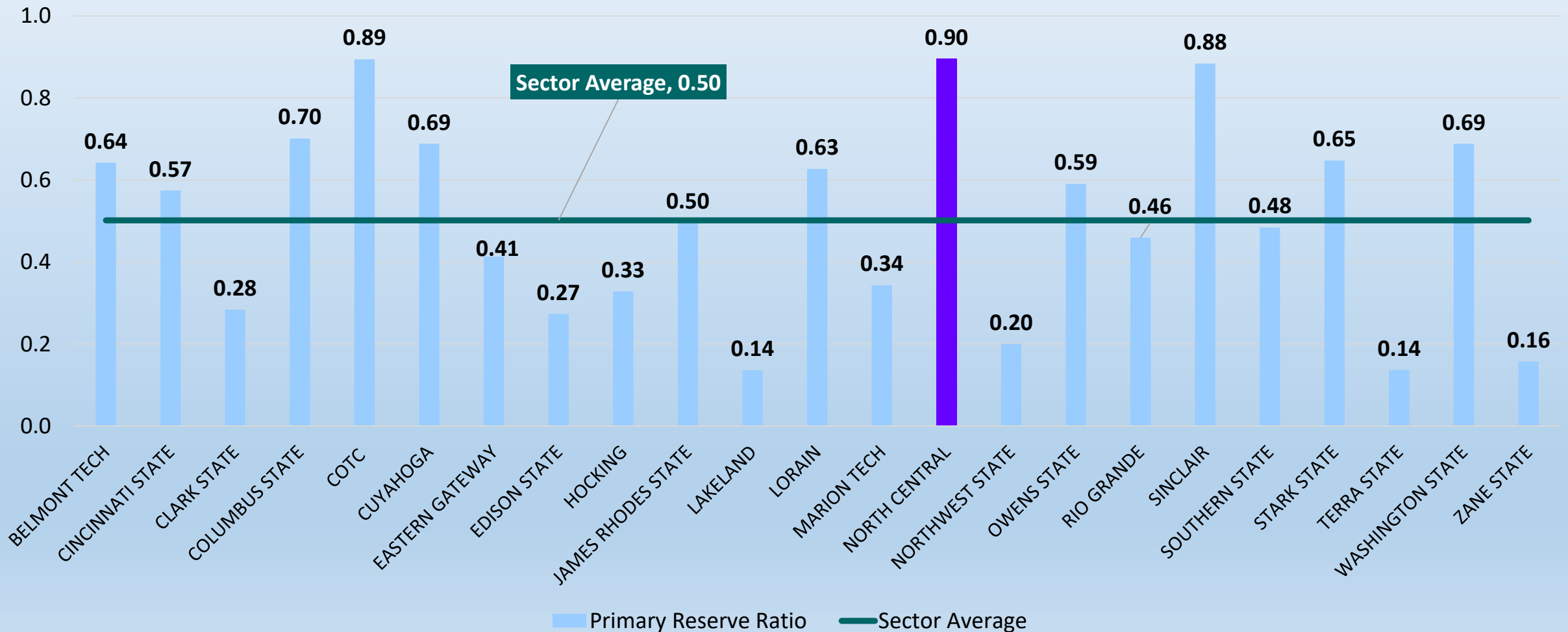
8. Continually receiving millions of dollars in grants (DOL, DOE, NSF, OER)
9. Consecutive clean financial audits
10. Multiple local accolades from the chambers and social agencies
11. Board, president, faculty, and staff continually recognized by presenting at national, state, and local conferences 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)

Primary Reserve Ratio

Financial Conditions and Activities, Executive Limitations 4-60



Primary reserve ratio (expendable net position at year-end divided by operating expenses)



How to Sustain the Present and Create the Future for our College and our Community

OUR WHY - a Culture of Agility, Caring, and Nimbleness



Agility in delivering:

- Tech skills, soft/human skills, work/experiential skills, in-person, hybrid, online, 8-weeks, 16 weeks, competency-based education to expedite completion...
- From high school pathways, to certificates, to associate and baccalaureate degrees (BASMET, BSN)...
- Tuition and debt Free for students (Tuition Freedom, 75% no loans, 413% ROI)."

Caring by supporting the academic (tutoring, advising, Open Education Resources); and basic needs of students (food, transportation, technology), moving from transactional to relational collaboration

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

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



@
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, J.D.
Elisabeth Morando, J.D.
Trustee

Steve Stone
Steve Stone
Trustee

Kimberly Winkle
Kimberly Winkle
Trustee

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

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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).

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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/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

