Transforming the North Central State College Community Through Collaborative Solutions to Address the Workforce Needs in North Central Ohio

Our Presenters

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

Mr. Steve Stone, Former Chair
NCSC Trustee for 16 years

Ms. Kim Winkle, Trustee
NCSC Trustee for 4 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**

II.   **Meeting the workforce needs through educational partnerships**
   1.   **Dual enrollment, certificates, associate, and baccalaureate degrees**
   2.   **Tuition Freedom and exceptional affordability**

III.   **Meeting the workforce needs through business partnerships**
   1.   **Working with manufacturers**
   2.   **Working with health care entities**
   3.   **Working with state and community organizations**

IV.   **Choosing to be exceptional**
   1.   **Advances in governance and performance**
   2.   **National, state, and local recognitions**

Vision

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

Mission

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) .

Strategic Goals

1. Access
2. Success
3. Resources

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 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% and fall-to-fall 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, inclusivity, accountability, job satisfaction, professional development, safety and security, supportive environment, total compensation and benefits, 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, institutional debt

3. **Optimize assets and infrastructure**
   –facilities, technology, equipment, space utilization, energy conservation, environmental and financial stewardship, processes, 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.*

July 2024

North Central State College

- Located in north central Ohio

- Formally serving 3-county region of Ashland, Crawford & Richland

- Population > 220,000

Main Campus Location – Mansfield, Ohio
& Kehoe Center – Shelby, Ohio

Major Area Employers - Top 6 Industries: Most Jobs in 2024

Description	2024 Jobs	Pct Regional Jobs	Avg. Earnings Per Job	2022 - 2024 Job Growth /Loss
Manufacturing	15,595	14.1%	$71,844	(2%)
Health Care and Social Assistance	13,874	12.5%	$63,991	3%
Retail Trade	12,152	11.0%	$34,845	(0%)
Government	11,889	10.7%	$71,398	1%
Accommodation and Food Services	8,489	7.7%	$22,195	3%
Other Services (except Public Administration)	6,538	5.9%	$29,663	2%
Agriculture, Forestry, Fishing and Hunting (13th)	3,442	3%	$39,241	1%

Data source: Lightcast

College Profile - General Student Characteristics, 2023-24

➢ 3,211 headcount (credit students) + 752 non-credit

➢ 42,914 credit hours (1,430 FTE)

➢ 79% under 25
➢ 55% Early College
➢ Average Age is 21
➢ 61% Female
➢ 74% Part-Time

➢ Majors:
  ➢ 726 EBC (23%)
  ➢ 765 HSCI (24%)
  ➢ 318 LA (10%)
  ➢ 1,400 undeclared (44%)

➢ Students receiving PELL: ~ 47%

➢ Distance (online/hybrid) : 24,981 credits, (58%)

  ❑ 69% (2020-21) ; 66% (2021-22) ; 65% (2022-23)

➢ Budget ~$21M

STUDENT SUCCESS – STATE PERFORMANCE FUNDING MODEL

Pie chart:
- Cost-Based Course Completions * 50%
- Cost Based Completion Milestones* 25%
- Success Points 25%

* 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.

Meeting the workforce needs through educational partnerships
From dual enrollment to associate degrees to baccalaureate degrees;
From project-based learning to industrial lab and manufacturing shop.

Educational Workforce Partnerships
dual enrollment, to associate degrees, to baccalaureate degrees

- 44% of students taking college level courses from middle school to high school through a dual enrollment process called College Credit Plus (CCP)

- Students can take general education courses that transfer to any university in Ohio or they can follow a pathway toward a degree

- A pathway is list of 5 to 10 courses, equaling about 15 to 30 credits that align with either a degree at the College or with Ohio Guaranteed Transfer Pathways (OGTP)

- OGTP's provide a clear pathway to associate degree completion and then to bachelor's degree completion

- OGTP pathways include:

  - Allied Health
  - Associate of Science
  - Business
  - Criminal Justice
  - Education
  - Engineering

  - Human and Social Work Services
  - Information Technology
  - Liberal Arts
  - Nursing
  - Psychology

Educational Workforce Partnerships
dual enrollment, to associate degrees, to baccalaureate degrees

1. In choosing to be exceptional in providing affordable and accessible higher education, back in 2015 the college established the Tuition Freedom Scholarship (TFS-64) for students who want to finish an associate degree with 64 credits

2. TFS-64 is designed for students who complete 8 to 9 credit hours as CCP student, achieve a 2.75 GPA, complete the FAFSA as it is a last dollar scholarship, and maintain a full-time status at the college (12 to 18 credit hours per semester)

3. In 2024 we started two new TFS's:

   - a TFS-32 for students who earned 6 or 7 credit hours at high school (who filled out the FAFSA) and want to go for a certificate with up to 32 credits

   - A TFS-adult for students who are 24 or older (who are independent and filled out the FAFSA) who could receive 18 hours of tuition-free education toward a career advancement certificate.

   - Certificate majors include: business (management, supervision, bookkeeping, Microsoft, analytics), manufacturing, IT (network, server, security), social & human services

4. In the past four years, we have welcomed 878 of these TFS from 50 different high schools, and have invested more than $4 million in their scholarships.

Educational Workforce Partnerships
dual enrollment, to associate degrees, to baccalaureate degrees

- College Now is the Pinnacle Pathway

- In Collaboration with the local career center, students can take an engineering pathway and a business pathway during their junior and senior years on campus

- They finish their associate degree one month before they finish high school (630 since 2010)

- The advantages are that they are ready for the workforce, saved two years worth of college, and they did not pay any tuition that is covered by the state, the high schools, and the College

- The College also delivers a bachelor degree of applied science in mechanical engineering technology (BASMET), so students can basically finish a bachelor degree in two years.

- The highest amount any student has paid for their bachelor degree is ~17,000; an amount that is paid for simply room and board at a university. The lowest amount paid by a student was simply few hundred dollars (~$500)

- Since 2010, NCSC served 11,000 unique high school students through some form of early college or dual enrollment, alone. These students have earned around 165,000 credits and saved close to 30 million dollars over the past 12 years in tuition cost.

Statewide Dual Enrollment

Total College Credit Plus Enrollment
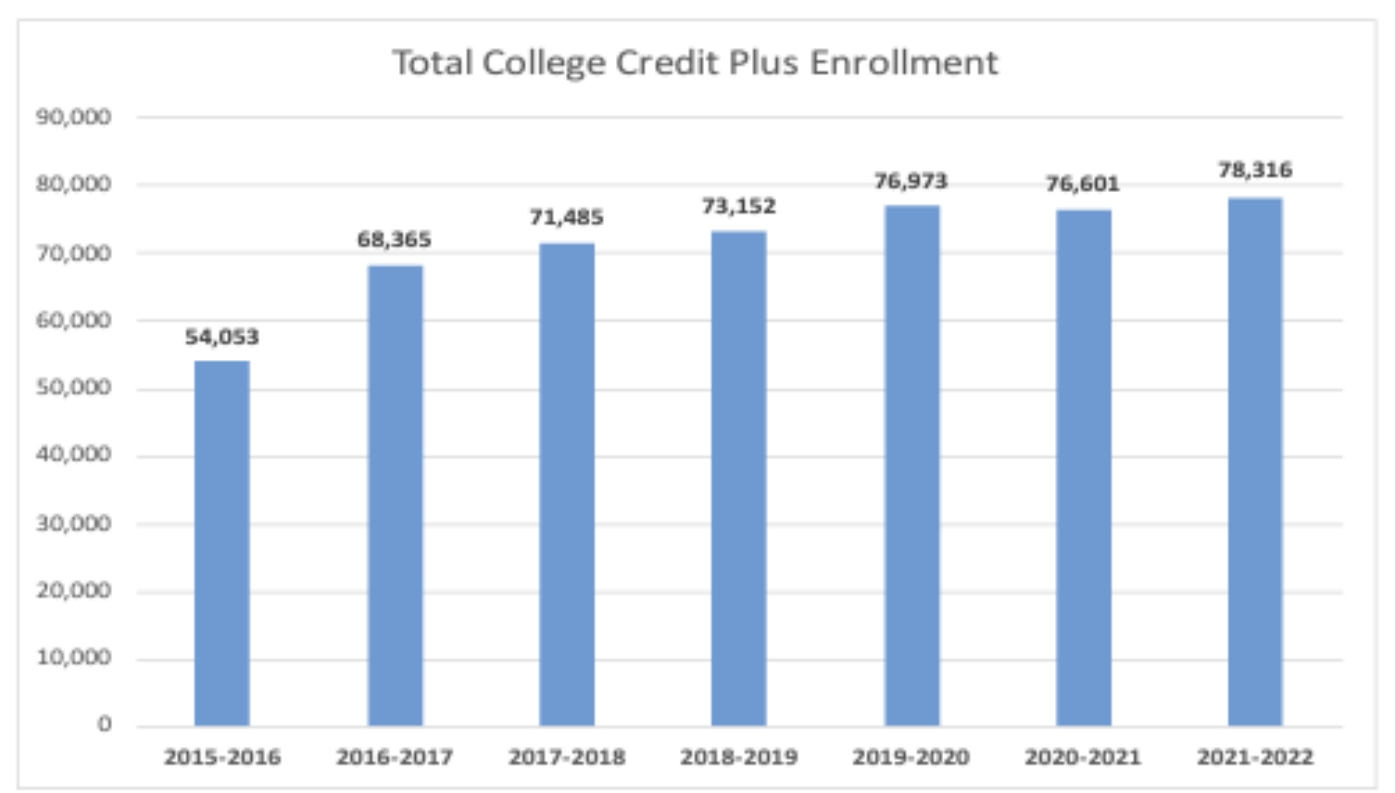
For the 2022-23 academic year, 80,000 Ohio students enrolled in CCP, representing 206,000 course completions, and saving over $193 million in college costs. Since its start in 2015, CCP has helped families save over $1 billion.

Led a statewide project on open education resources (OER; free online textbooks)

1. 2019-2021 total headcount 104,233
2. 2019-2021 total credits 368,600
3. 2019-2021 cost savings $12,507,989

OER PROJECT PARTNERS

Lead Institution & Fiscal Agent:	University Partners:	Community College Partners:	Additional Partners:

Lead Institution & Fiscal Agent: North Central State College

University Partners: The Ohio State University, Ohio Dominican University

Community College Partners: OACC, Northwest State Community College, Edison State Community College, Terra State Community College, Central Ohio Technical College, Southern State Community College, Clark State Community College, Washington State Community College, Rhodes State College, Stark State College (Established 1960), Columbus State Community College, Hocking College, Lorain County Community College (LCCC), Lakeland Community College, Sinclair Community College, Marion Technical College

Additional Partners: OhioLINK Ohio's Academic Library Consortium, Achieving the Dream — Community Colleges Count

ADOPT + SHARE + CREATE + LEAD

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

Automation & Robotics Technology

Manufacturing Cell

87-AR13 – Autonomous Robot System

87-PC23AB1 – Smart Conveyor System

Assembly Cell
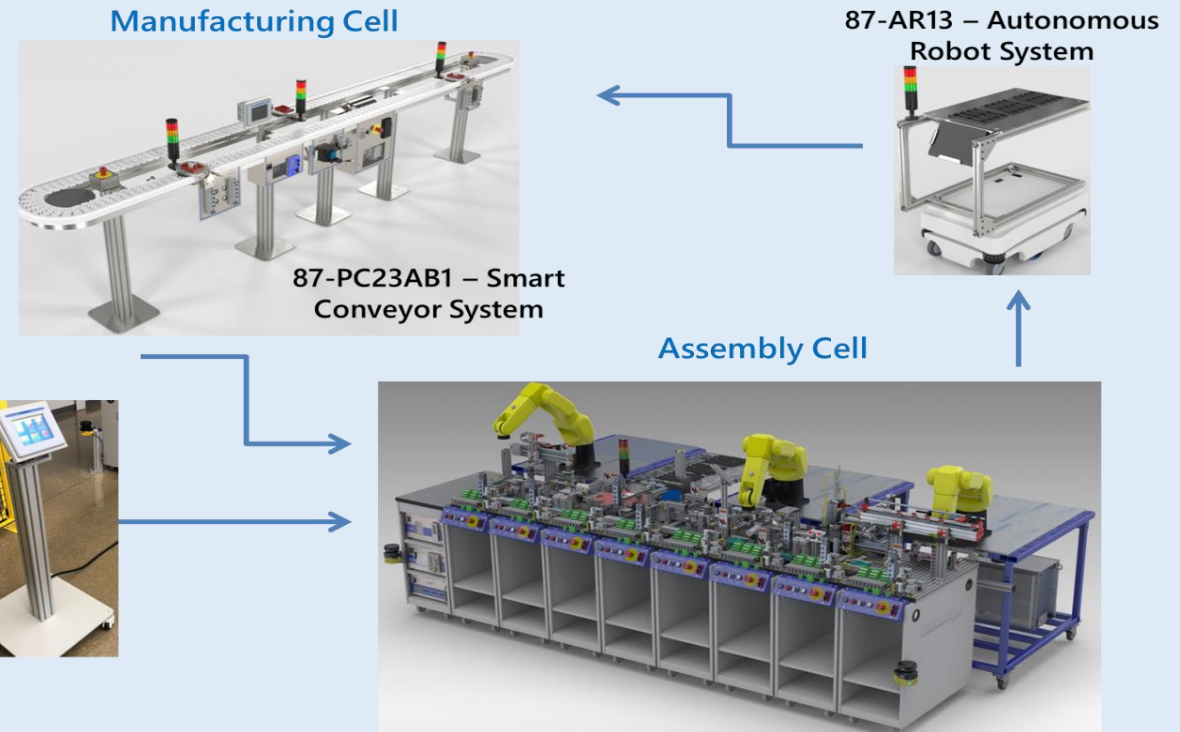
Data Analytics
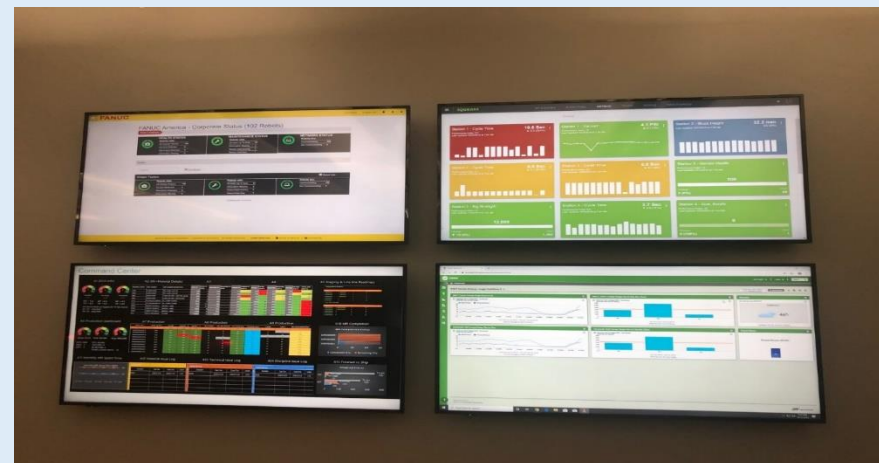
RoboDrill

Robots: Fanuc, Motomen…

HAAS CNC Lathes & Turning Centers

Hydraulic systems

Integrated Systems Technology (IST)

Laboratory

Piping Systems

Power Distribution Systems

Electrical Wiring Systems

Pneumatic Systems

Mechanical Drives

Motor Control Systems
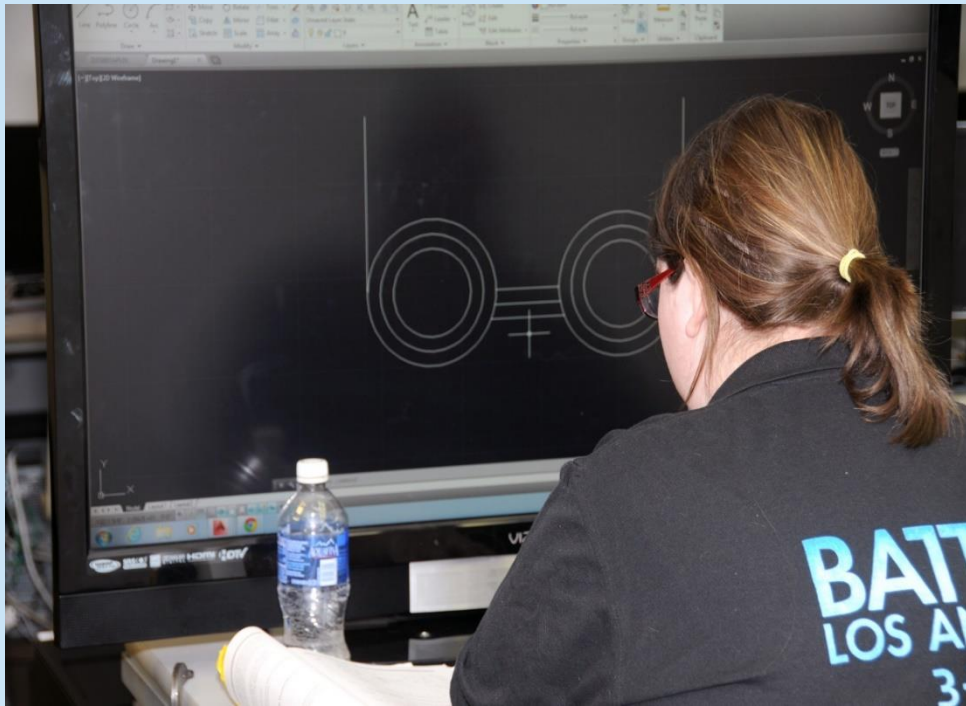
Computer Assisted Design (CAD)
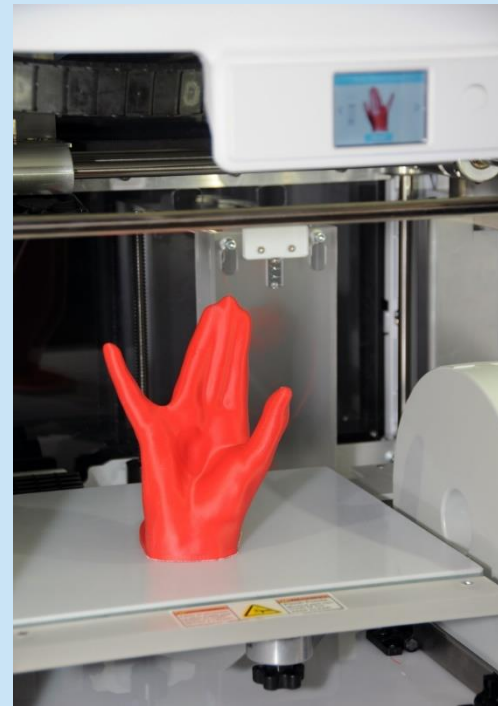
Image printed on 3D printer

Laser Engraving Technology
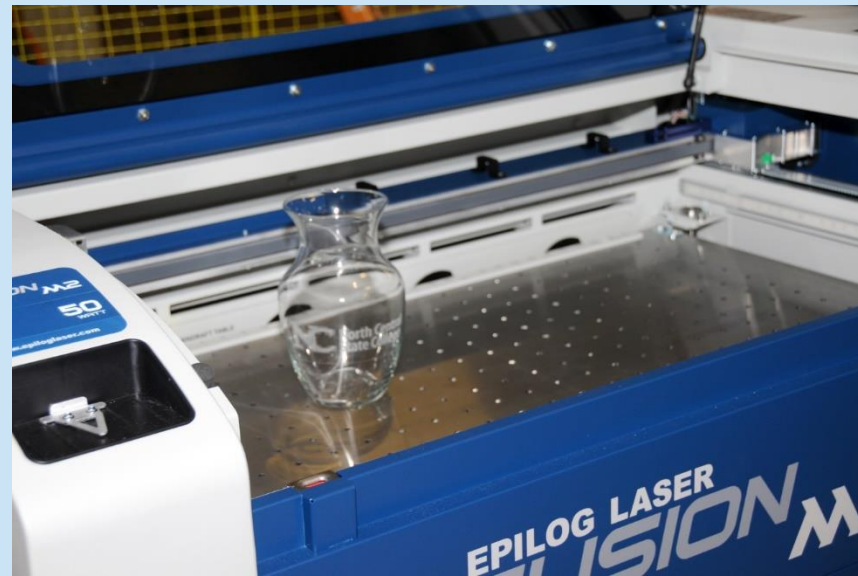
College Kehoe Center of Excellence
Meeting the workforce needs through business partnerships

College Kehoe Center of Excellence

The economic Partnerships and Collaborations

- Partnerships with manufacturers (RMC), health care facilities, and prisons
- Internships with local business and industry (679 students, 248 companies since 2013) in collaboration with our co-located OSU
- Job & internship fairs since 2019: 438 students, 313 employers
- 88 for-credit apprentices with 17 area companies last year
- 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

10 mph

20 mph

North Central State College
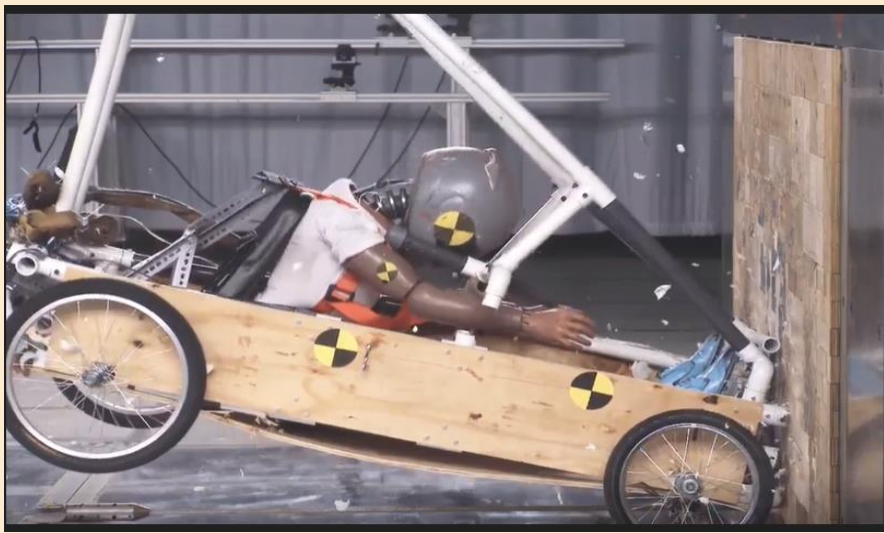
Workforce Partnership with Honda

Students Crash Test Vehicles

The objective was to design a vehicle that would pass the major injury criteria from the National Highway Traffic Safety Administration (NHTSA) for the head, thorax, and knee of a passenger if the vehicle was involved in a 19 MPH crash.
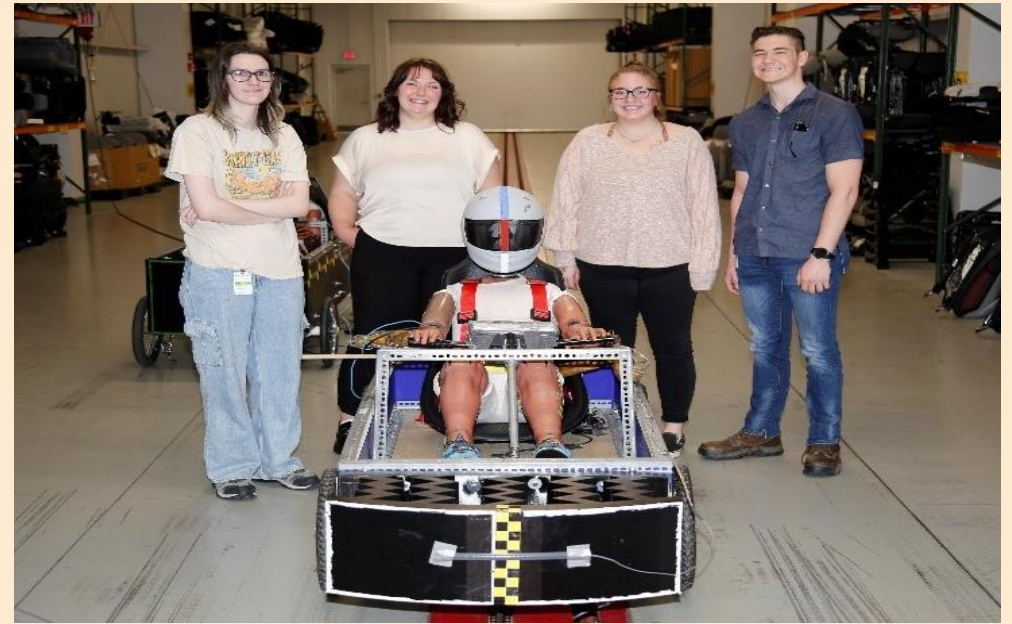
On May 2, 2024, cutting-edge 3D printed vehicles, designed by engineering students from North Central State College, underwent crash testing at the Honda Marysville facility. This marks the first time the students designed and produced their vehicles using 3D printers.

During the tests, the vehicles were equipped with fully instrumented crash test dummies provided by Honda. The students' vehicles showcased advanced safety features including custom belt systems and collapsible steering columns.

Making the Business Partnership Successful for the Workforce
- Taking Mobile Training Center to the Companies When Needed

September 9th, 2022

- Intel Groundbreaking event
- Semiconductor Education and Research Program Announcement

$17.7M across 8 Ohio led institutions
Thank you Intel!

OACC
OHIO ASSOCIATION OF
COMMUNITY COLLEGES

Overview of Regional Strategies

intel

Intel® Semiconductor Education and Research Program for Ohio

Phase one of Intel's $50 million investment in Ohio higher education institutions will include:

$17.7M in funding

8 projects by leading Ohio institutions

2,300+ scholarships provided

9,000 students educated

80+ collaborating higher education institutions

Investing in our Future Workforce

- Curriculum
  - Technician (1 Year Certificate)
  - Classroom Tapeouts
  - Semiconductor and Design
- Faculty Training
- Experiential Opportunities
- Reskill/Upskill
- Equipment Donations
- Undergraduate and Graduate Research
- University Shuttle Program

Curriculum Development

Faculty Training

Laboratory Equipment Upgrades

Novel Research to Advance Semiconductor Fabrication

Student Experiential Opportunities

Goals:
Ensure a skilled semiconductor workforce at all levels – Technicians to Research Scientists
Increase Student Enrollment with a focus on Under-represented Populations
Strengthen collaboration between institutes

intel

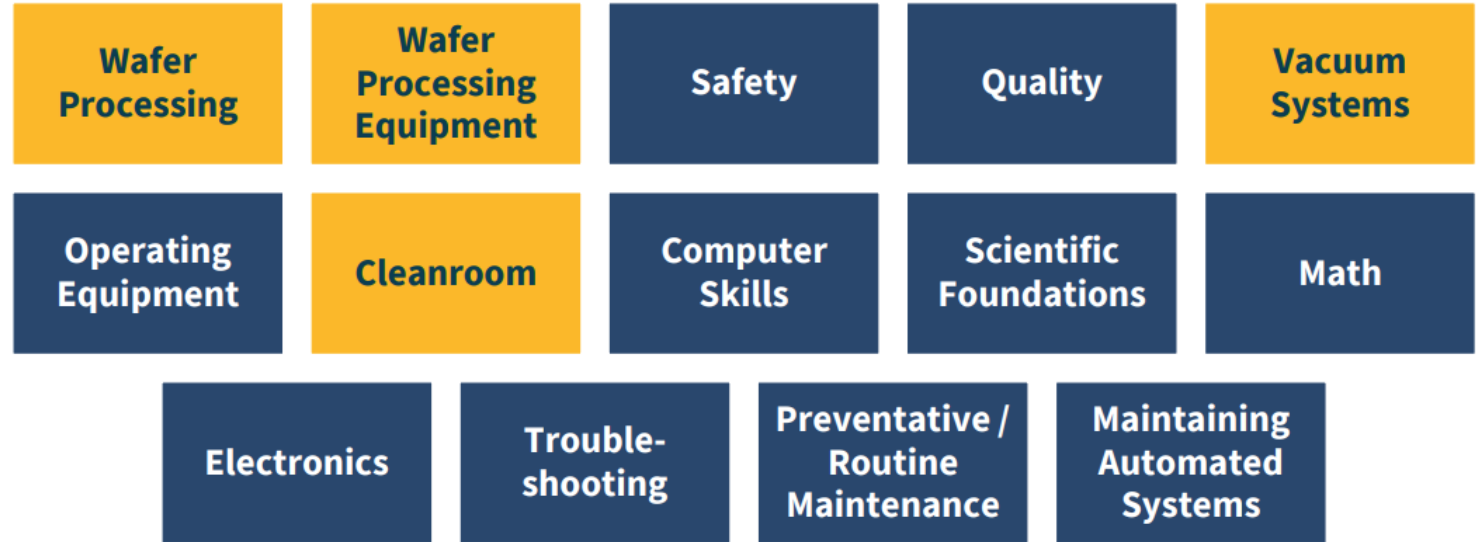## OACC Statewide Collaboration Network Structure

Steering Committee
- Builds a collaborative educational ecosystem for the semiconductor industry to maximize opportunity and talent.

Industry Partners
- The collaboration network serves as the state's primary liaison to semiconductor employers.

Curriculum Committee
- Works in collaboration and with Intel SME's to develop semiconductor content to be deployed across the state

70% of employees to be technicians

Grant Activity Areas:

- **Curriculum Enhancement and Development**

- **Faculty Professional Development and Training**

- **Experiential and Project-Based Learning**

Core Knowledge & Skill Areas

Wafer Processing	Wafer Processing Equipment	Safety	Quality	Vacuum Systems
Operating Equipment	Cleanroom	Computer Skills	Scientific Foundations	Math

Electronics	Trouble-shooting	Preventative / Routine Maintenance	Maintaining Automated Systems

Blue = *80% of the technician skillset reside in current statewide EET associate degree programs*

Yellow = *Semiconductor specific skillsets, targeted for curriculum development*

Workforce Development in Healthcare with local hospitals to deliver on the local needs for nurses and reduce dependence on traveling nurses.
Hospitals and the College Foundation paid for the students LPN tuition and provided clinical sites

Nursing Partnership

Pre-LPN Training

Licensed Practical Nursing (LPN) Training

Registered Nursing (RN) Training

Bachelors of Nursing

Avita Hospital - Ontario

Ohio Health
Mansfield Hospital

P: (419) 526-8000

335 Glessner Ave
Mansfield, OH 44903

Making the Business Partnership Successful for the Workforce - Providing for large training in the Ralph Phillips Conference Center

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

Delivering to justice impacted students

NC State visit to the Ohio Reformatory for Women

- Visit to a prison or a jail.
- Engaging with the re-entry community, both at the statewide and local level.

Achieving the Dream
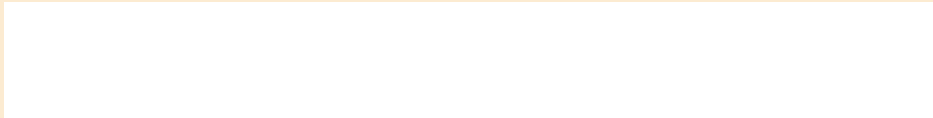
Engage the "recovery community" to understand needs and priorities

Extremely active grassroots recovery effort in Mansfield

- Including the "recovery community" as part of our efforts. This community can be very grassroots, ranging from drug courts to community-based corrections to ongoing support groups.

- Developing relationships and open communication to begin to understand the right supports and measures.

- Being patient – "We are here when you are ready."

Being honest about institution's strengths and weaknesses

First graduation from business certificate program at Richland Correctional Institution

- Evaluating whether we have the capacity and resources (including the right training and talent) to meet the need for serving justice-impacted.

- Finding community partners, and not overreaching just to get FTE.

Commit to providing the services needed

Students from **Richland Correctional Institution** taking part in NC State training to become 5G cell tower technicians

- Colleges must be willing to dedicate the time and resources to listening and responding to the nuanced needs of the justice-impacted.

- Following the Community Vibrancy playbook, this doesn't mean it has to develop all the support structures in-house.

CLIENTS NEAR US ROUTE 30

LEGEND

- US-30 Route
- Higher Education Site(s)
- K-12 Site(s)
- Healthcare Site(s)
- Local Government Site(s)

Map labels: North Central State College– Shelby Kehoe; Mansfield Lahm Air National Guard Base; North Central State College – Bucyrus; North Central State College – Fallerius Hall

Ohio counties labeled including Toledo, Cleveland, Akron, Youngstown, Columbus, Dayton, Cincinnati, Richland, Stark, Wayne, Ashland, Carroll, Columbiana, Jefferson, and others.

Broadband Capacity Project Objective: Expand internet and WIFI capacity from East to West along Route 30 for economic development

State & County Partnerships:

1. Ohio Department of Development - Broadband Ohio
2. Richland County and 15 other counties along Route 30
3. Main Anchors in Richland County: Mansfield Air National Guard – Cyber Command; and North Central State College

Preparing the College for the Future

Choosing to be Exceptional

in differentiating our human, fiscal, and physical

resources to serve our region,

in spite of the incredible challenges that we face

Context of landscape factors impacting the region - challenges & the risks

1. Potential continuous decline in enrollment
2. Changing demographics (declining population & high school graduates from the Great Recession and the Pandemic)
3. Underserved population
   - Mostly rural environment where people have doubt about the value of higher education with concerns about increasing college cost and rising student debt
   - 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
3. Current/future college students with compromised high school education due to COVID
4. Historical loss of major business and industry
5. Paradoxical economy (people without jobs, jobs without people – Ed Gordon)
6. A shrinking talent market for employees hard hit by the Great Resignation, high wages and benefits especially from the private sector, remote work flexibility
7. Increasing competition from public, private, and online institutions
8. A state funding model based solely on performance and student completion
9. Keeping up with the accelerated pace of technology and associated cost
10. Frozen or low state subsidies (~37% of students, ~25% of subsidies)

Leading in Challenging Times in Rural Environment – ACCT

ACCT Research: the divide is widening for rural community colleges due to the demographic cliff, labor market changes, and poverty. Recommended solutions:

1) Bold regional leadership
2) Creating a college going mindset
3) Acting boldly to build financial solvency
4) Cultivating partnerships to support students basic needs
5) Diversifying faculty to represent student population
6) Redesigning advising and support services
7) Collaborating to create regional economic opportunity

Choosing to be Exceptional through The Carver Policy Governance ® Model

The board represents the owners, acts as a unit, operates by policies, while focusing on the larger issues:

1. Define goals as **Ends** (expected results while acting on behalf of ownership – **What Good, For Whom, @ What Cost**)
2. Establish limits through **Means** to monitor CEO performance - Executive limitations on CEO (**avoid prescribing means; accepts reasonable interpretation;** based on ethical/legal/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)

Six Ends Policies

Global Ends Policy
Diversity Policy
Equal Opportunity Policy
Career Readiness and Development Policy
Transferability Policy
Enrichment Policy

Ten Executive Limitations

Global Limitations
Communication and Support to Board
Treatment of Consumers
Treatment of Employees
Compensation and Benefits

Financial Planning / Budgeting
Financial Condition and Activities
Asset Protection
Focus of Grants and Contracts
**Emergency CEO Succession**

AGILITY **Y** RESILIENCY

CARING

Agility
-In delivering tech skills, human/professional skills, work/experiential skills, in-person, hybrid, online, 8-week
 courses, 16- week courses, Open Education Resources, competency-based education to expedite completion
-High school CCP pathways, College Now, certificates, associate & baccalaureate degrees (BASMET, BSN)
-Workforce and strong business partnerships to meet the talent needs of employers
-Tuition, scholarships, and debt Free for students (Tuition Freedom for high schoolers; Tuition Freedom for
 Adults,75% no loans, 413% ROE/ROI).''

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

Resiliency to develop, respond, and overcome disruptive surprises to augment our financial viability and
enhance the economic and social mobility of our students and employees, and the prosperity of our region

Primary Reserve Ratios
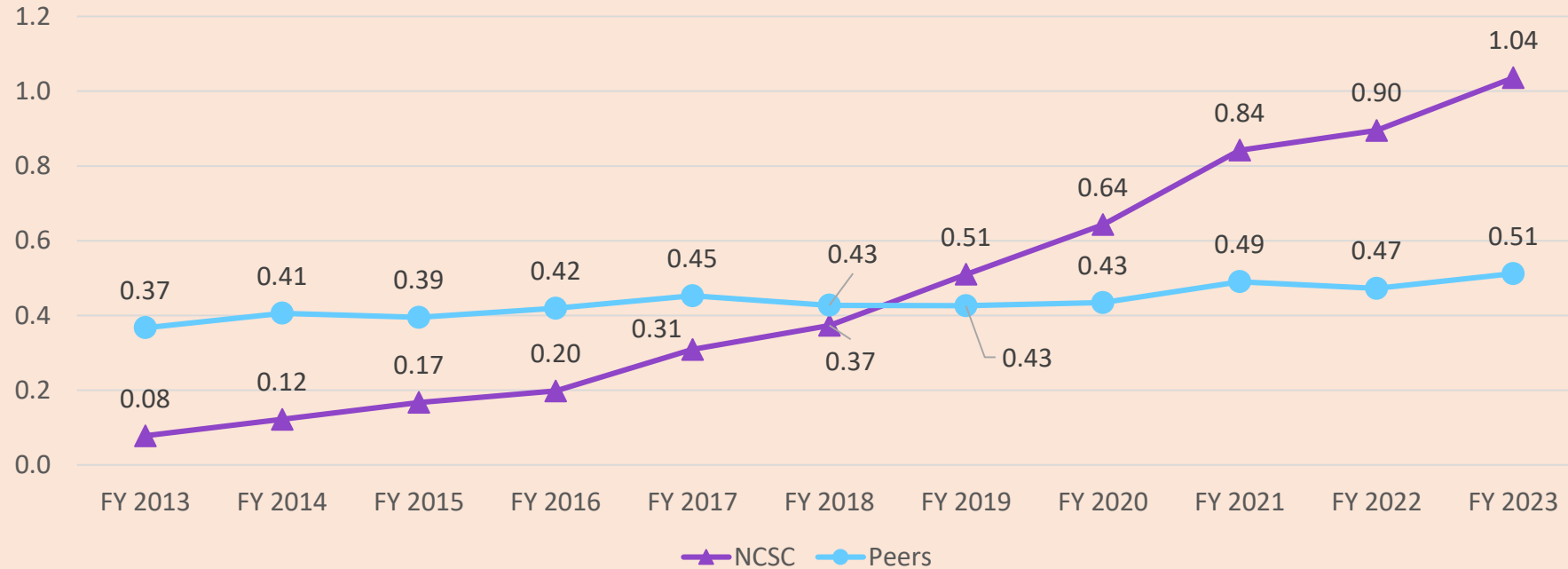
These ratios are calculated by the state per Senate Bill 6 based on the following formulae:
- Primary reserve ratio = expendable net position/operating expenses
- Net income ratio = Change in total net position/revenues
- Viability ratio = expendable net position/plant debt

Primary reserve ratio (expendable net position at year-end divided by operating expenses)
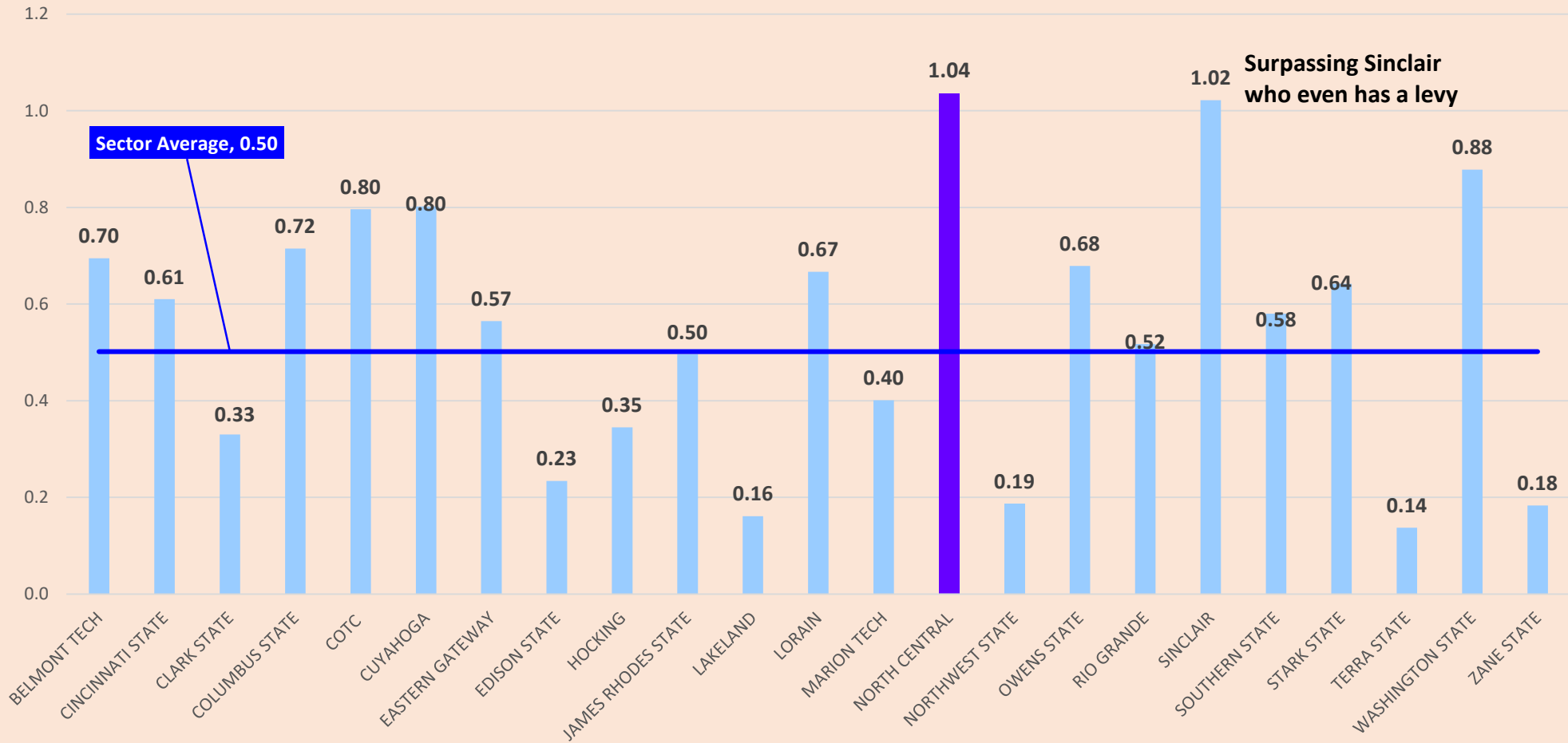
National – State – & Local Recognitions

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. Two years ago, 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.
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. President awarded honorary Ph.D. in Community Leadership from Franklin University; US State Department Fulbright International Exchange Award.
13. Lt. Governor visiting the College four times this past year (Tech Tower, Arts Event, Hall of Excellence, Cedar Point Scholarship Photo unveiling)

Exemplary CEO/Board Relationship
2024 Winner
North Central State College

Choose to be exceptional – by aiming not just for success, but also for significance and impact, adding value to our students, each other, and the region

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