

North Central State College
ACCT Leadership Congress -2025
New Orleans - LA

Transforming Lives Through Workforce and Community Partnerships

WELCOME



Presentation Outline

I. The Context: Overview of NCSC (1-12 slides by Mark)

1. The challenges and the opportunities
2. Vision, mission, strategic goals
3. Service area, demographics and employers, college profile

II. Meeting the workforce needs through educational partnerships (13-19 slides by Dwight)

1. Dual enrollment, certificates, associate, and baccalaureate degrees
2. Tuition Freedom and exceptional affordability

III. Meeting the workforce needs through business partnerships (20-27 slides by Kim)

1. Working with manufacturers
2. Working with health care entities
3. Working with state and community organizations

IV. Choosing to be exceptional – no going back to normal (28-44 slides by Dorey)

1. The leadership opportunity to make a difference
2. Success in serving our students and our community
3. National, state, and local recognitions

Challenges & Opportunities

The challenges: community Colleges are facing a tsunami of challenges: demographic cliff, decline in enrollment, economy doing relatively well (available jobs, with adults not returning to college), financial challenges due to strong competition from public and private institutions and low state support, political interventions with colleges and accreditors, unprecedented change in technology, creative destruction by AI, state subsidies based on performance funding, culture unappreciative of higher education due to perceived high cost and low value with rising student debt, not to mention the lingering impact of the pandemic with compromised high school education...

The opportunities: What is a college to do to drive economic growth in Ohio, change lives, and transform communities? Would workforce strategies, and industry & community partnerships, and student-focused education make a difference?

The Outcomes:

1. Learn strategies developed to meet workforce needs in a changing economy.
2. Learn how NCSC took part in regional and state partnerships to address advanced manufacturing needs and health care needs.
3. Learn how academic programs were developed to meet the challenges and opportunities provided by local and regional employers.

Our Presenters



Dr. Dwight McElfresh, Past Board Chair
NCSC Trustee for 15 years



Mr. Mark Masters, Vice Chair
NCSC Trustee for 9 years



Ms. Kim Winkle, Trustee
NCSC Trustee for 5 years



Dr. Dorey Diab, College President
NCSC President for 13 years



ATD 2005
ATD Leader College 2009
ATD Leader College of Distinction
2019, 2022, 2025

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**
–high demand and emerging technologies, continuing education, workforce development and transfer, financial support, face-to-face, online/hybrid
- 2. Ensure impactful outreach and engagement**
–open-access environment for all; community activities, face-to-face, online/hybrid, early college outreach, cohort, block and flexible scheduling, certificates, associate and baccalaureate degrees, mobile unit, marketing, and recruiting
- 3. Foster a welcoming, supportive, and collaborative environment 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 by 2% for non-traditional students and 5% for minoritized students. Increase credit hours by 2% for both early college/CCP and post-HS students.

Strategic Goal: Success

- 1. Support early career guidance, student goal development and achievement**
–career guidance & advising, credit accumulation, overall course completion, gateway (math, English) in first year, (term-to-term and year-to-year) retention, degree/certificate attainment; transfer; licensure pass rates; and internships
- 2. Provide a student-centered learning environment inside and outside the classroom**
–academic alert, holistic support and basic needs services, proactive advising, orientation, closing achievement gaps, First-Year Experience, mentoring, tutoring, TRIO, pathways and stackable credentials; financial support; 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 and department
 - with peer comparisons
- Student persistence trends:
 - Fall to spring and to next fall overall and cohorts
 - by access categories
 - with peer comparisons if possible
 - Early completion of Gateway math and English
 - Credit accumulation of 12, 24, 36 hours (Success Points)
- 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/bachelor's attainment
 - 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 Indicators: Increase fall-to-fall persistence of new, post-HS students and of new adult and minoritized students by 2%. Increase overall success rate (graduation, transfer and/or still enrolled) and graduation rate by 2%. Median wages of applied program graduates will be at or above 100% of the area median wages.

Strategic Goal: Resources

- 1. Cultivate an exceptional workplace**
–valuing people, integrity, dignity, civility, trust, fairness, respect, open communication, shared governance, collaboration, work ethic, flexibility, diversity, equity, inclusivity, accountability, job satisfaction, professional development, safety and security, supportive and positive environment, total compensation and benefits, and well-being
- 2. Secure and manage fiscal resources responsibly**
–revenues, tuition, state share of instruction, capital fund, grants, scholarships, alternative revenues. Efficiencies, balanced budget, adequate reserve, financial aid processes, student debt, institutional debt. Foundation fund-raising and endowment growth.
- 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 demographics 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 and have an SSI share greater than FTE share.

Vision

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

Mission

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

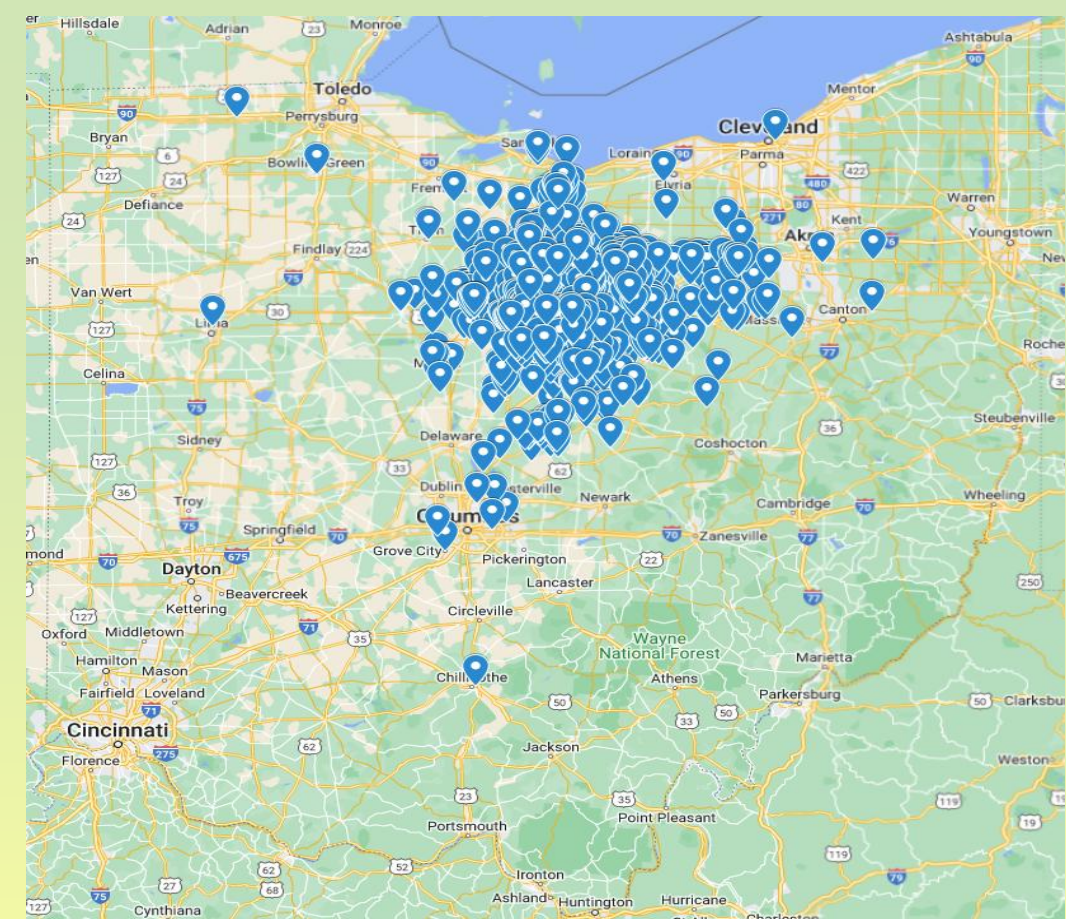
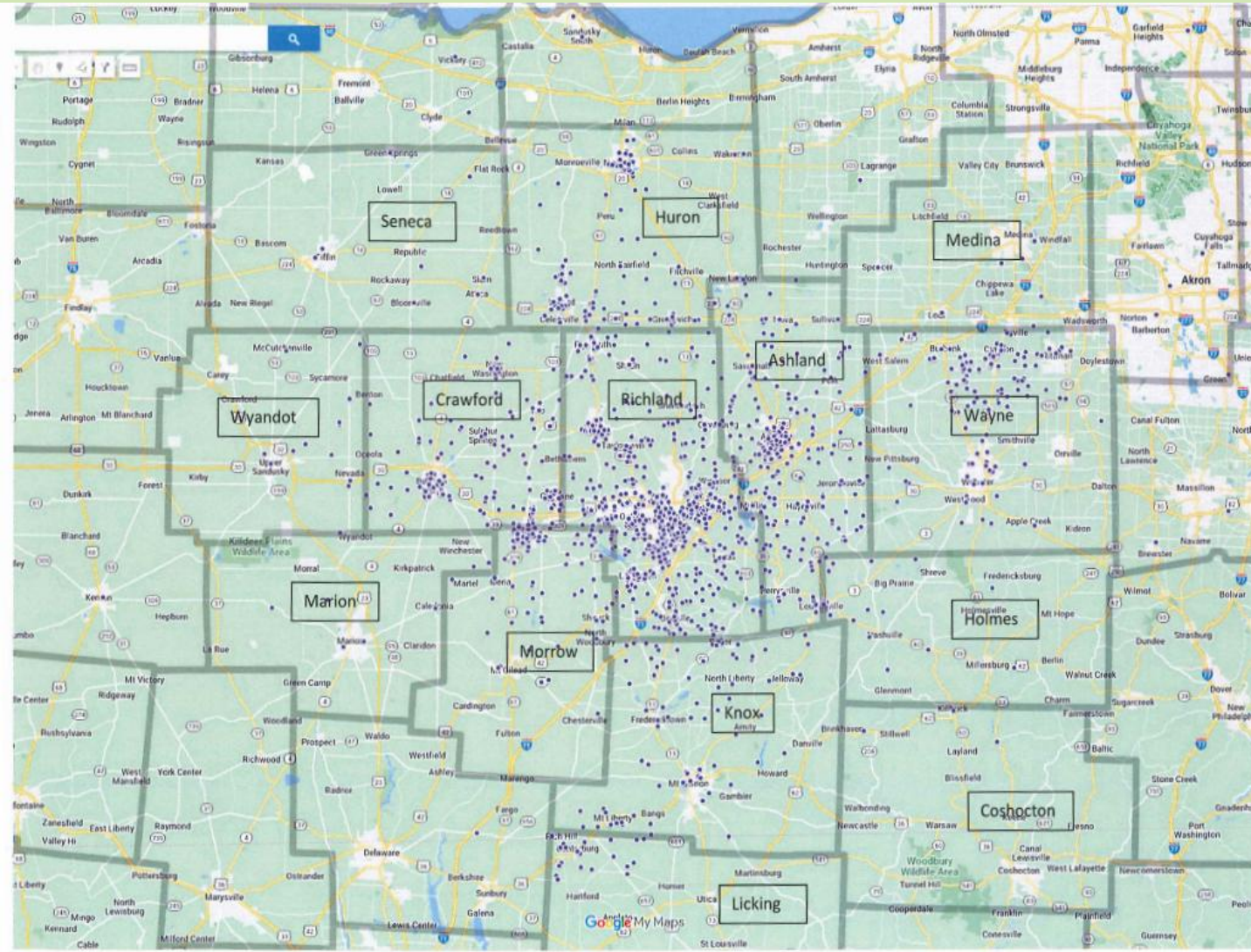
Strategic Plan

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

ACCESS



Serving our students goes beyond our three-county official service region and extends to 15 different counties.

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





North Central State College

- Located in north central Ohio
- Formally serving 3-county region of Ashland, Crawford & Richland
- Population > 220,000



Access- General Student Characteristics, 2024-25

➤ 3,132 headcount

➤ 79% under 25

➤ 55% Early College

➤ Average Age is 21, 26 post-HS

➤ 62% Female

➤ 74% Part-Time

➤ Majors:

➤ 797 HSCI (25%)

➤ 729 EBC (23%)

➤ 251 LA (8%)

➤ 1,355 undeclared (43%)

➤ 44,076 credit hours (1,469 FTE)

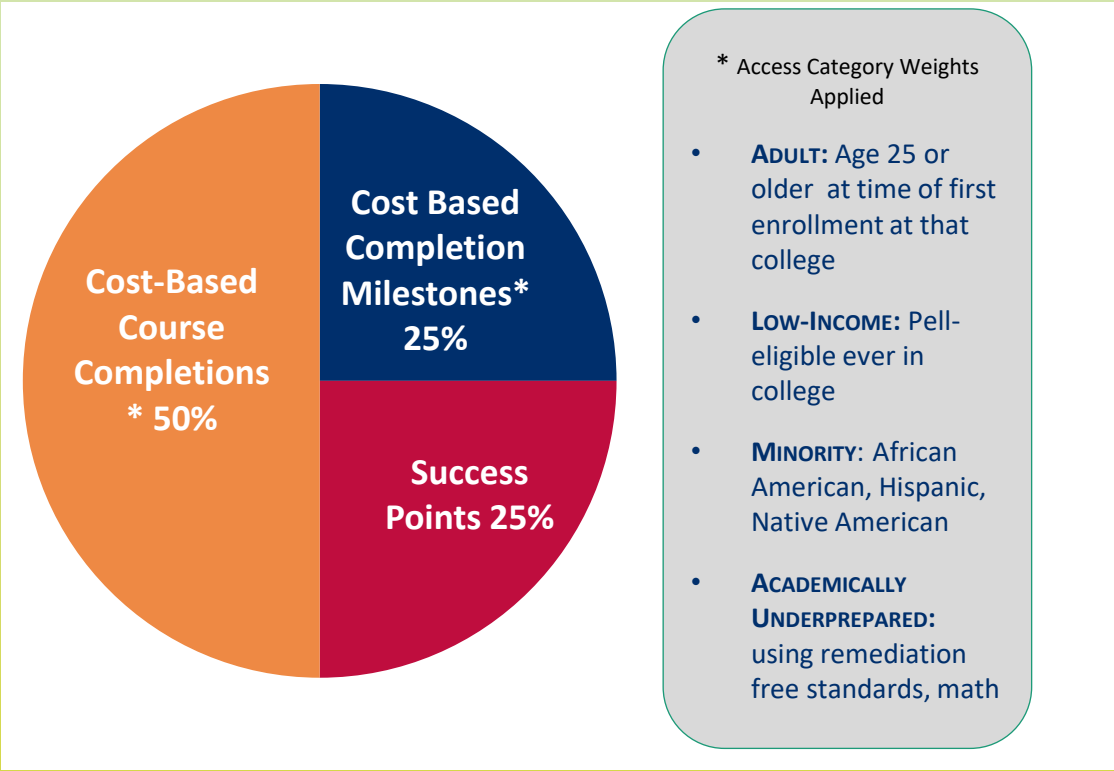
➤ Distance (online/hybrid) : 27,105 credits (62%)

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%

Data source: Lightcast

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.

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

- 43% 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

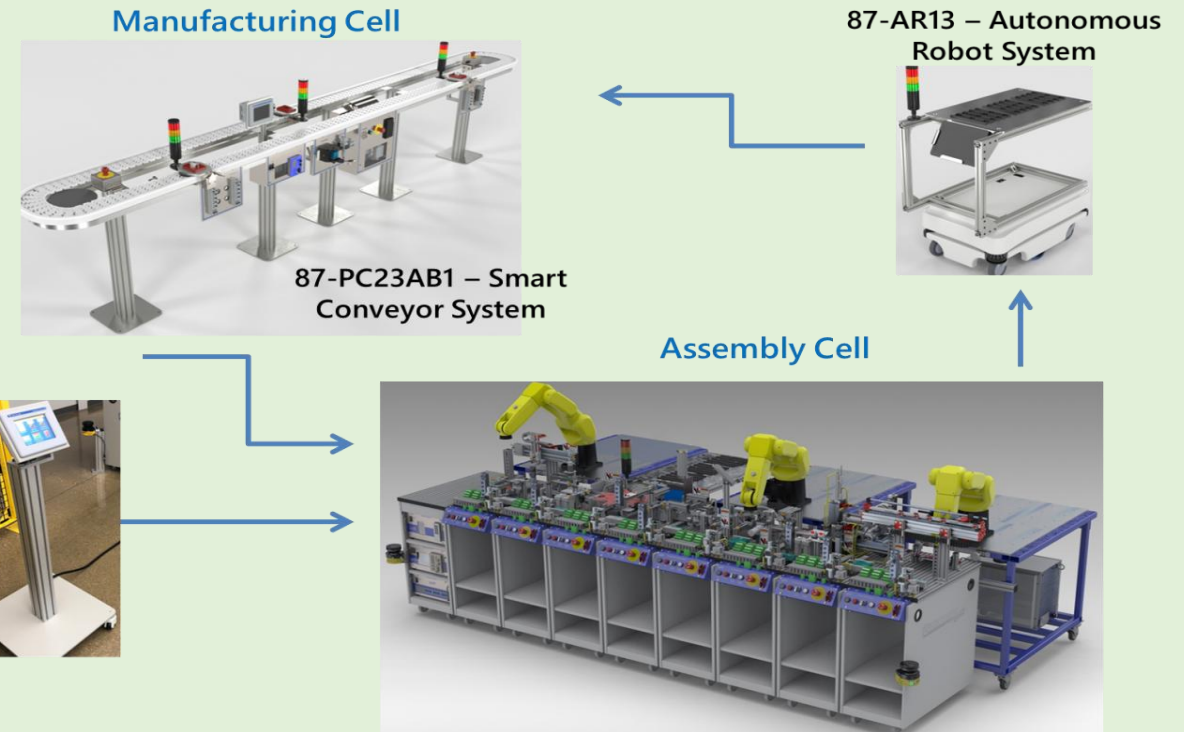
dual enrollment, to associate degrees, to baccalaureate degrees

- 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.
- Early on, 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). Now BASMET students go tuition-free.
- 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.

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



Automation & Robotics Technology



Data
Analytics



RoboDrill



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



**HAAS CNC Lathes &
Turning Centers**





Hydraulic systems



Piping Systems



Power Distribution Systems



Electrical Wiring Systems



Pneumatic Systems



Mechanical Drives



Motor Control Systems

Integrated Systems Technology (IST) Laboratory

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 (731 students, 267 companies since 2013) in collaboration with our co-located OSU
- Job & internship fairs since 2019: 515 students, 361 employers
- 53 for-credit apprentices with 12 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

Educational Workforce Partnerships

more than 30 certificates that can be completed in a year or less

Careers in Business

[Business Analytics](#)
[Certified Bookkeeping](#)
[CNC Operations & Programming](#)
[Cyber Security Fundamentals](#)
[Cyber Security Network Defense](#)
[Electrical Maintenance](#)
[Help Desk Desktop Support](#)
[Manufacturing Foundations](#)
[Manufacturing Tool & Die](#)
[Microsoft Applications](#)
[Network Administration Management](#)
[Network Security Essentials](#)
[Network Support](#)
[Operations Management](#)
[Security Essentials](#)
[Supervision](#)

Healthcare Careers

[Agriculture Management](#)
[Dental Assisting](#)
[Emergency Medical Technician](#)
[Paramedic](#)
[Pharmacy Technician](#)
[Phlebotomy & EKG](#)
[Practical Nursing \(LPN\)](#)
[State Tested Nursing Assistant \(STNA\)](#)

Public Service Careers

[Chemical Dependency Counselor](#)
[Assistant](#)
[Emergency Medical Technician](#)
[Paramedic](#)
[Police Academy](#)
[Social Work Substance Abuse](#)
[Water Technology](#)

- 44% of students taking pathways 5 to 10 courses, equaling about 15 to 30 credits:
 - Allied Health
 - Associate of Science
 - Business
 - Criminal Justice
 - Education
 - Engineering
 - Human and Social Work Services
 - Information Technology
 - Liberal Arts
 - Nursing
 - Psychology

Business & Community Partnerships



LPN Graduates in partnership with hospitals



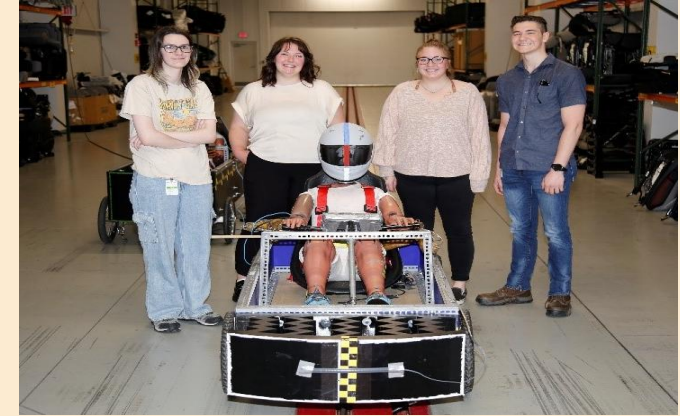
First graduation from business certificate program at Richland Correctional Institution



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



If they don't come to us, we go to them



Workforce partnership with Honda: 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.





20 mph



Making the Business Partnership Successful for the Workforce

- Taking Mobile Training Center to the Companies When Needed





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**



TYPES OF BOARD POLICY

Directions to the Board

GOVERNANCE PROCESS

The philosophy,
approach, and processes
of governing

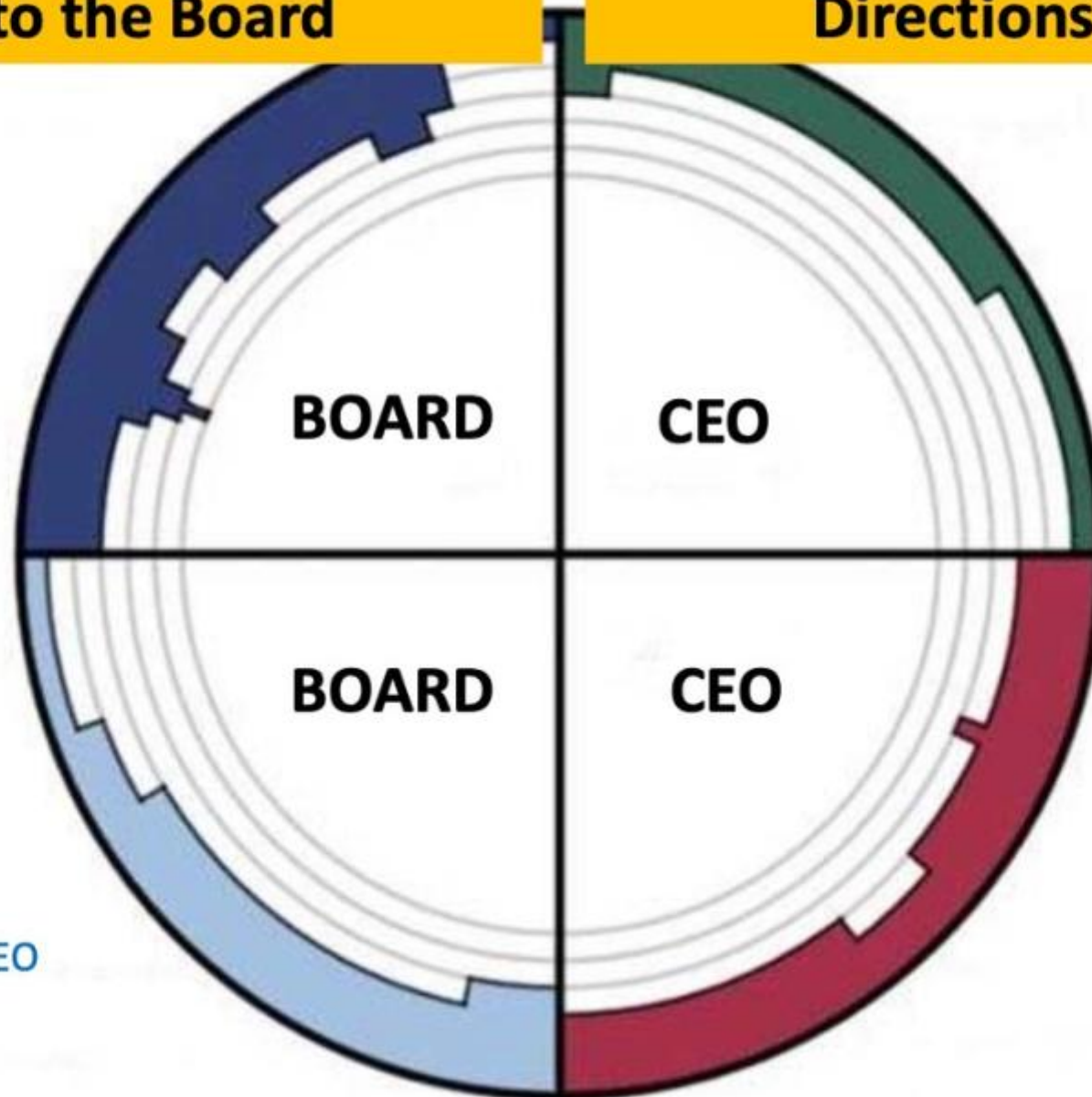
BOARD-CEO RELATIONSHIP

Delegation, accountability,
support, evaluation of the CEO

Directions to the CEO

ENDS
(Critical Outcomes)
Results for who at what
value

**EXECUTIVE
LIMITATIONS**
Operational boundaries
governing risk



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

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

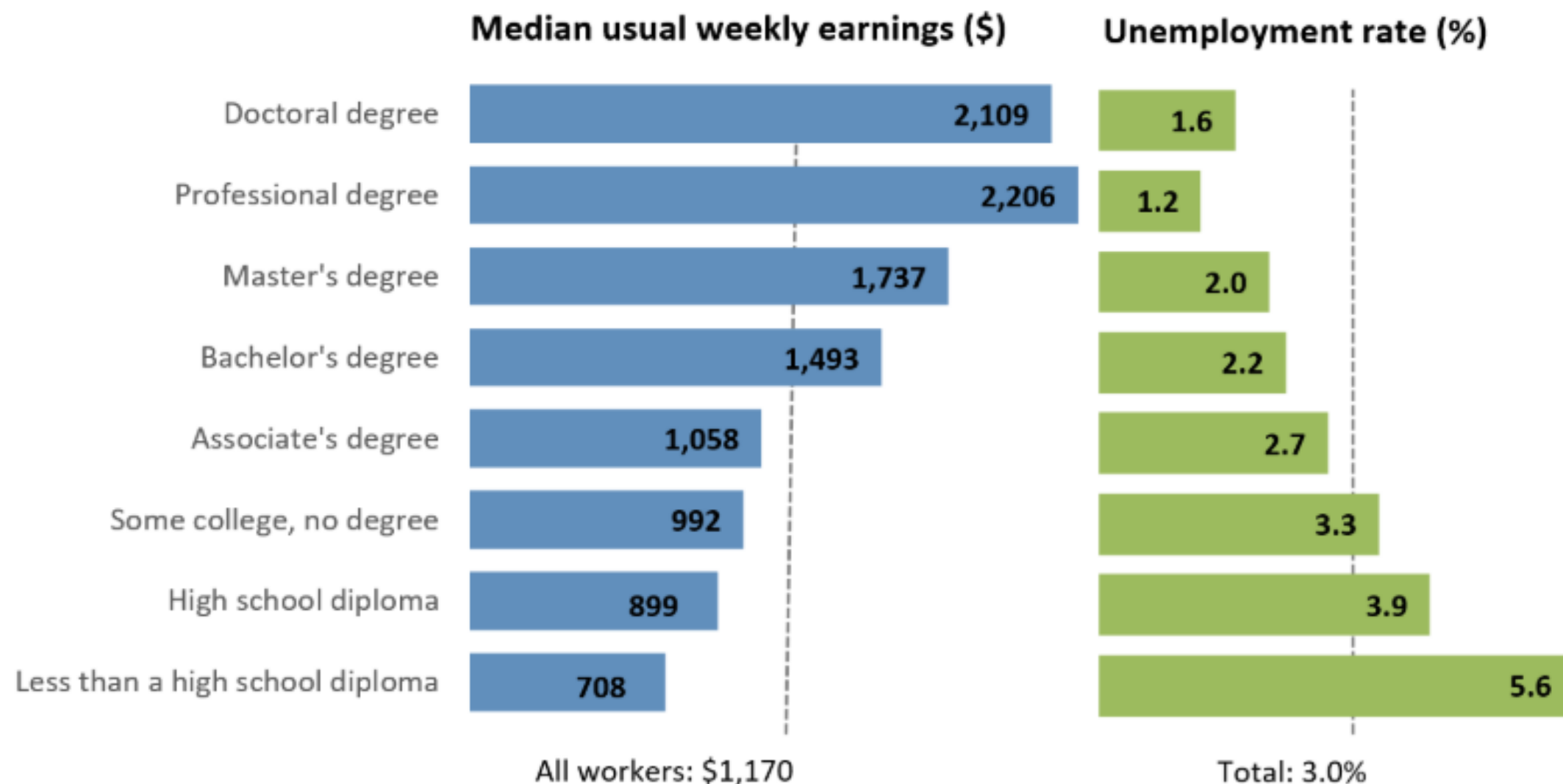
Opportunities - Lumina 2024 “A Stronger Nation”: Post-High School Educational Attainment
of Working-Age Americans (25-64) – Updated 1/30/25 (based on latest 2023 data)

Sources: U.S. Census Bureau QuickFacts, American Community Survey

Location (88 counties in OH)	Educational Attainment (2022) vs (2023)		Educational Attainment change	Population (2022 estimates)	Educational Attainment Rank (2022 vs. 2021)
Ashland Co., OH	32.3%	32.6%	+0.3%	52K	44 th (was 43 rd)
Richland Co., OH	29%	29.2%	+0.2%	125K	63 rd (was 61 st)
Crawford Co., OH	26.7%	28.6%	+1.9%	42K	66 th (was 73 rd)
Delaware Co., OH	68.2%	68.7%	+0.5%	232K	1 st (same)
Holmes Co., OH	14.6%	14.6%	no change	44K	88 th (same)
USA	54.3%	54.3%	no change	~340M	
Ohio	52.3%	52.8%	+0.5%	11.8M	35 th (same)
Washington D.C.	75.4%	75.4%	no change	679K	1 st (same)
Nevada	42.7%	42.7%	no change	3.2M	50 th (same)

Median household income (2018-2022 estimates): USA \$78K. Ohio \$70K. Delaware \$147K. Ashland \$77K. Richland \$72K. Crawford \$65K. [ODHE: 5% increase in educational attainment \(split between associate and bachelor's degrees\) would improve the state's financial position by \\$500 million per year.](#)

Earnings and unemployment rates by educational attainment, 2023



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.

Source: U.S. Bureau of Labor Statistics, Current Population Survey.

Advances in Performance by Choosing to be Exceptional
OUR WHY – an Entrepreneurial Execution Culture of Agility, Caring, and Resiliency



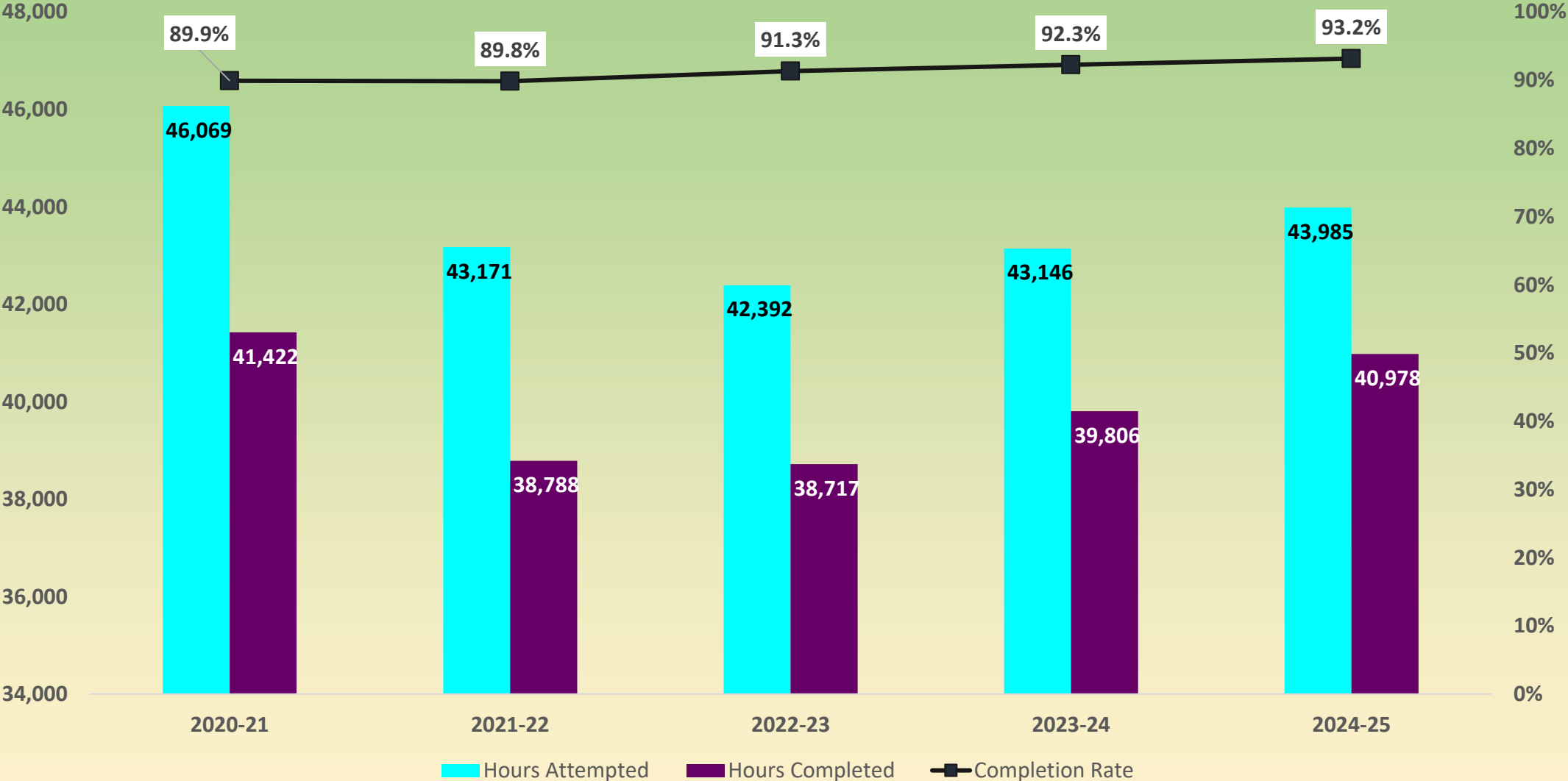
Agility

- 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, 70% no loans).*

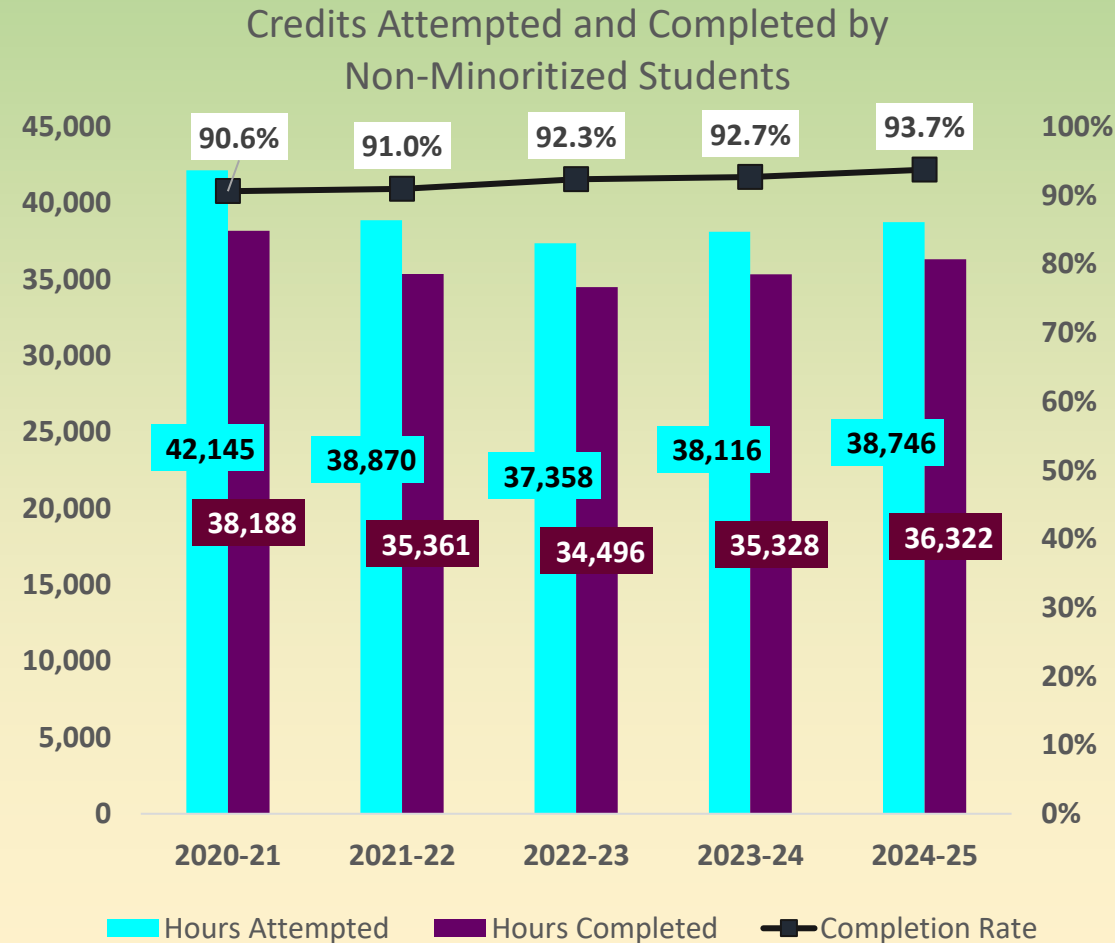
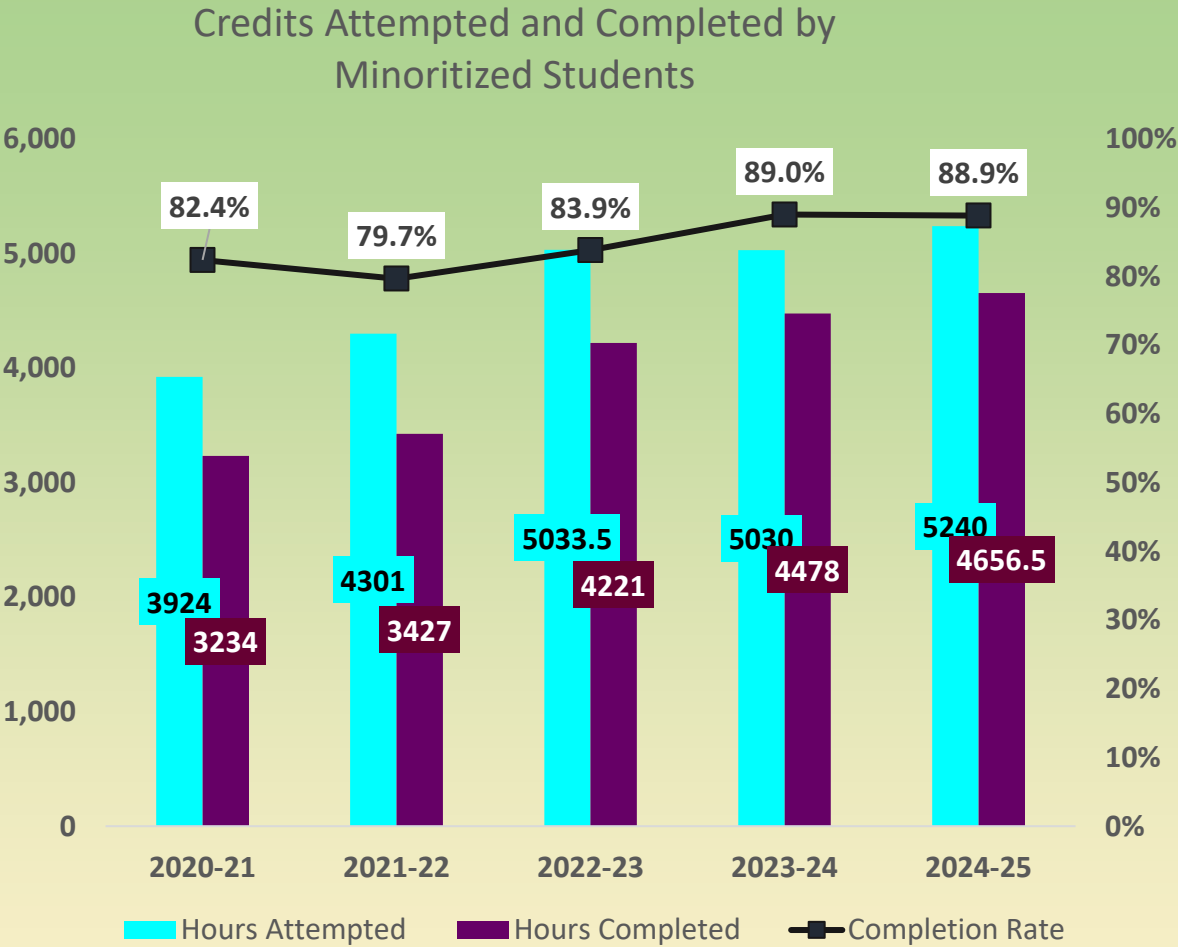
Caring *by supporting the academic (faculty coaching, tutoring, advising, Open Education Resources); and basic needs of students (food, transportation, technology), moving from transactional to relational and transformational collaboration*

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*

Credits Attempted and Completed by Year

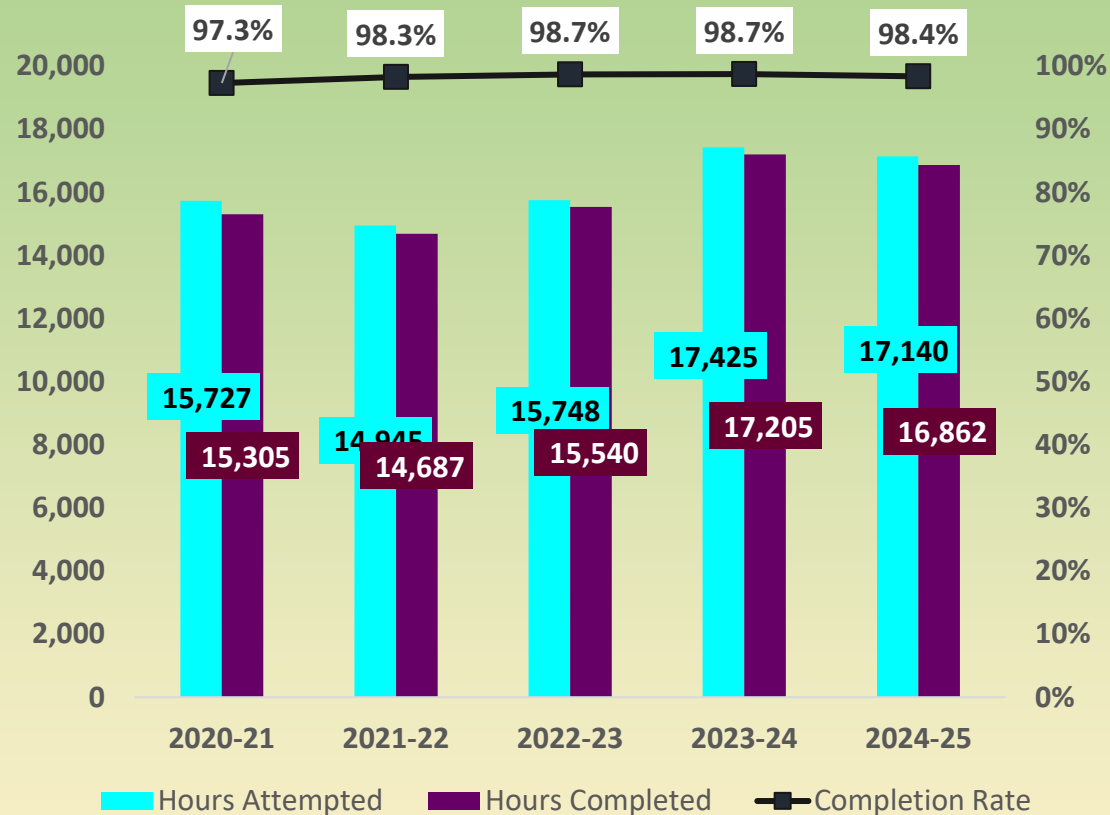


Credits Attempted and Completed by Year and Minoritized Status

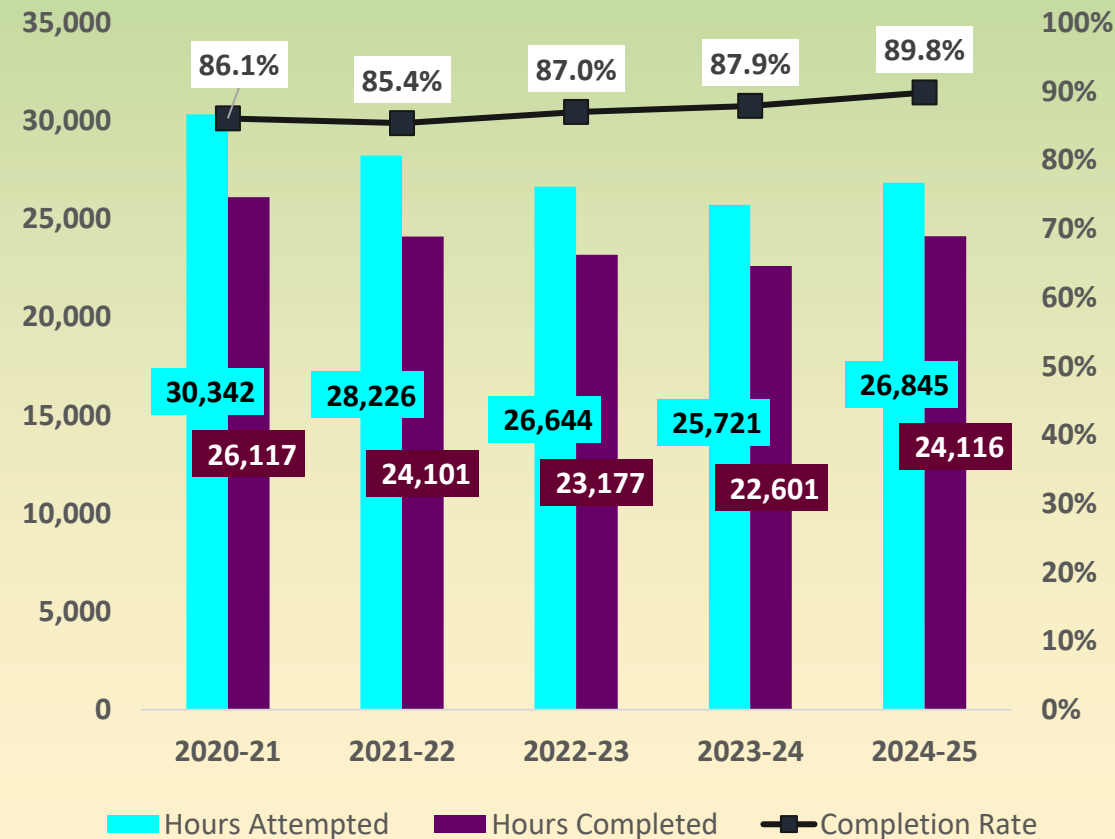


Credits Attempted and Completed by Year and High-School Status

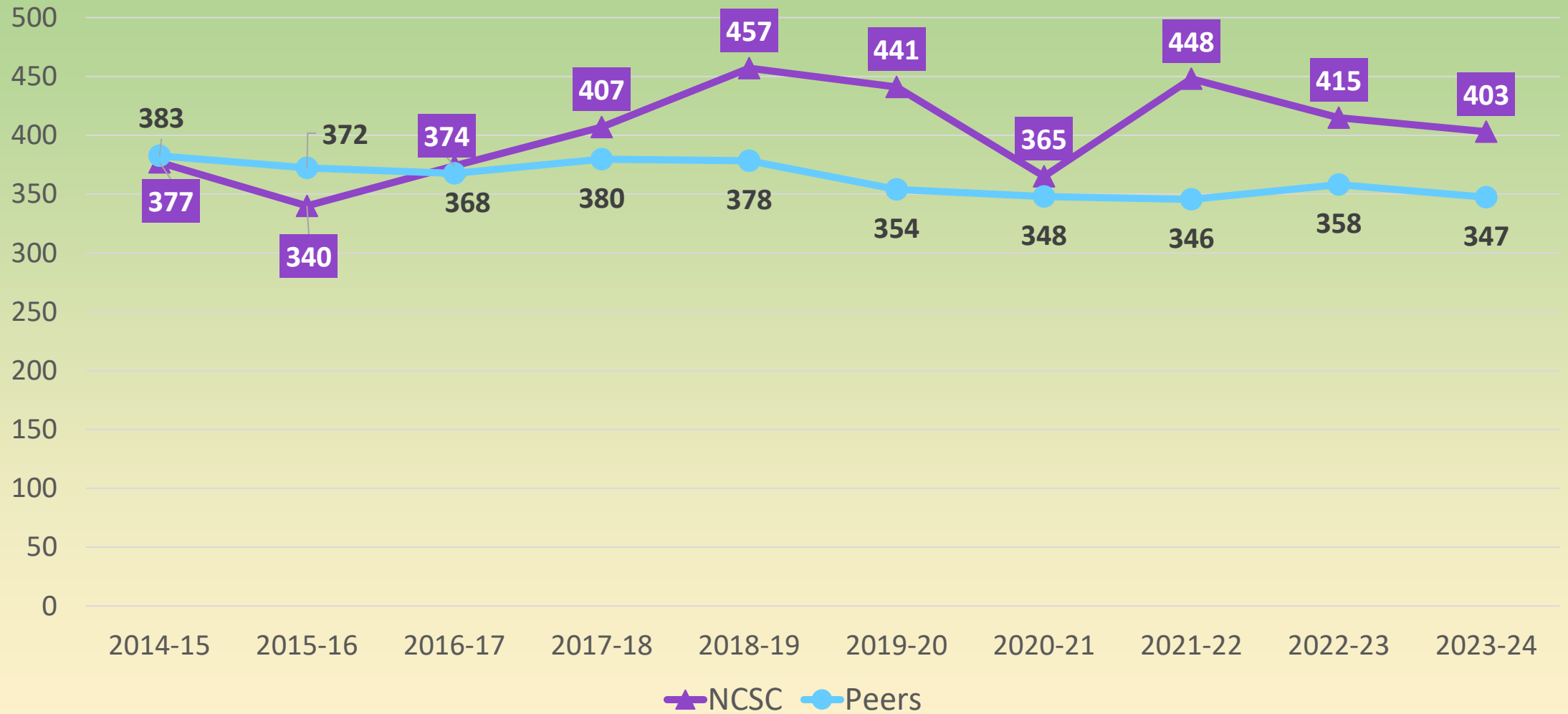
Credits Attempted and Completed by High-School Students



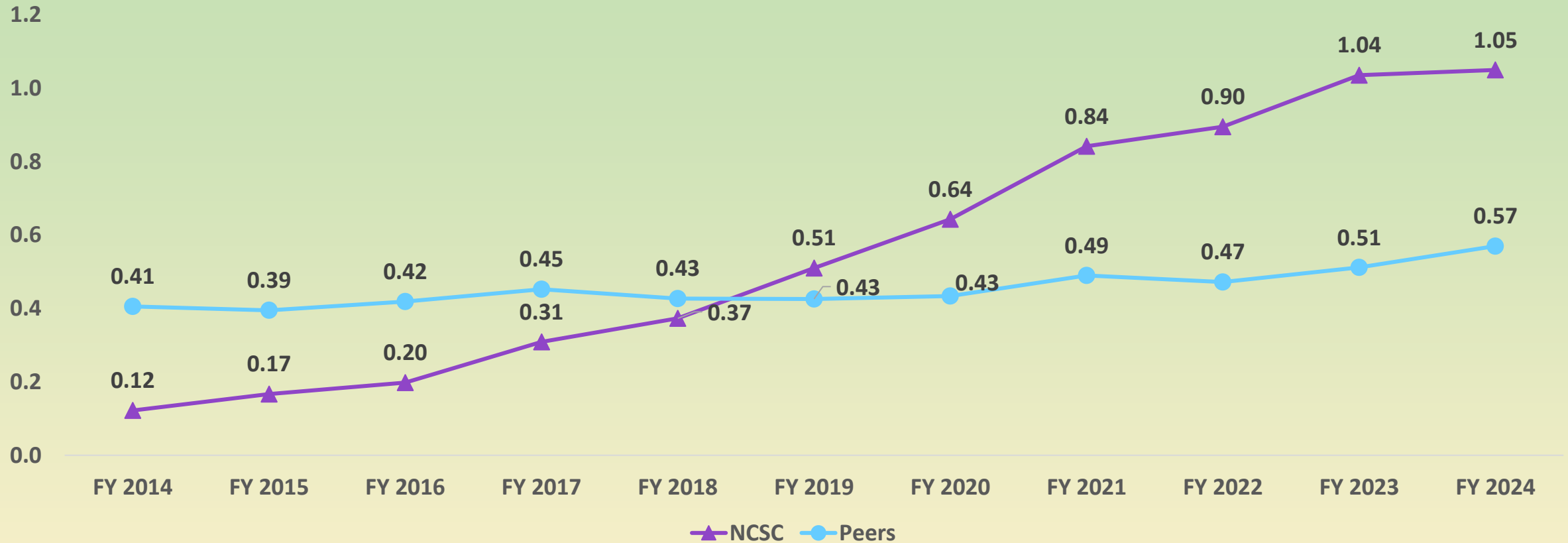
Credits Attempted and Completed by Post-HS Students



Success: Degrees & Major Certificates Awarded



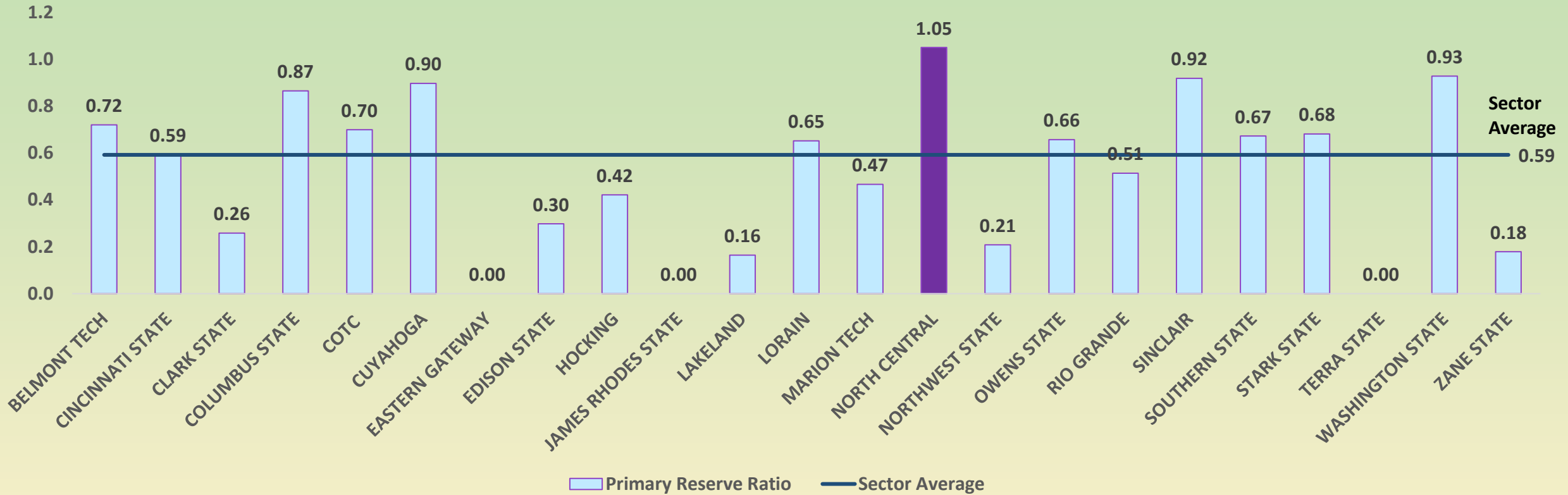
Primary Reserve Ratios In Comparison to Peers



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 Ratios in Comparison to All Community Colleges



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

There is no “back to normal”
There is “building our changing normal together”



“Toto, I have a feeling; we are not in Kansas any more”

Times are A' Changing

There is no “back to normal”

There is “building our changing normal together”

- Focus on Students and employees,
- Lead with Values & Purpose,
- Act with Courage & Strategic Foresight
- to achieve the Mission of Student Access & Success
- through intentional Alignment of Human, Fiscal, and Physical Resources

Good is no longer good enough. If there is any evidence of “there is no back to normal,” it is Artificial Intelligence (AI) and its impact on the future. AI is changing everything; it is moving at the “speed of light.” It took Facebook five years to reach 100 million people, and only two months for ChatGPT to do the same. AI can be very positively disruptive by helping us manufacture intelligence to advance our cognitive skills.

Develop faculty to be a blend of being a scholar and a technologist. Just lecturing no longer meet the needs of students and employers. Businesses are telling us they want graduates with tech skills, soft skills, and experiential skills. We all know what happened to Blockbuster, Blackberry, Kodak, Polaroid, Xerox, Nokia; or the colleges that close or laid off employees when they are were willing to change.

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

We value our students.

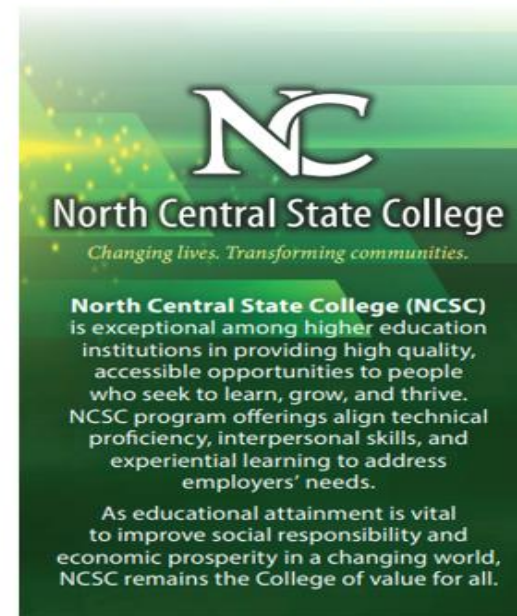
We are committed to an exceptional learner-centered environment that is caring, supportive, responsive, and accessible.

We value our employees.

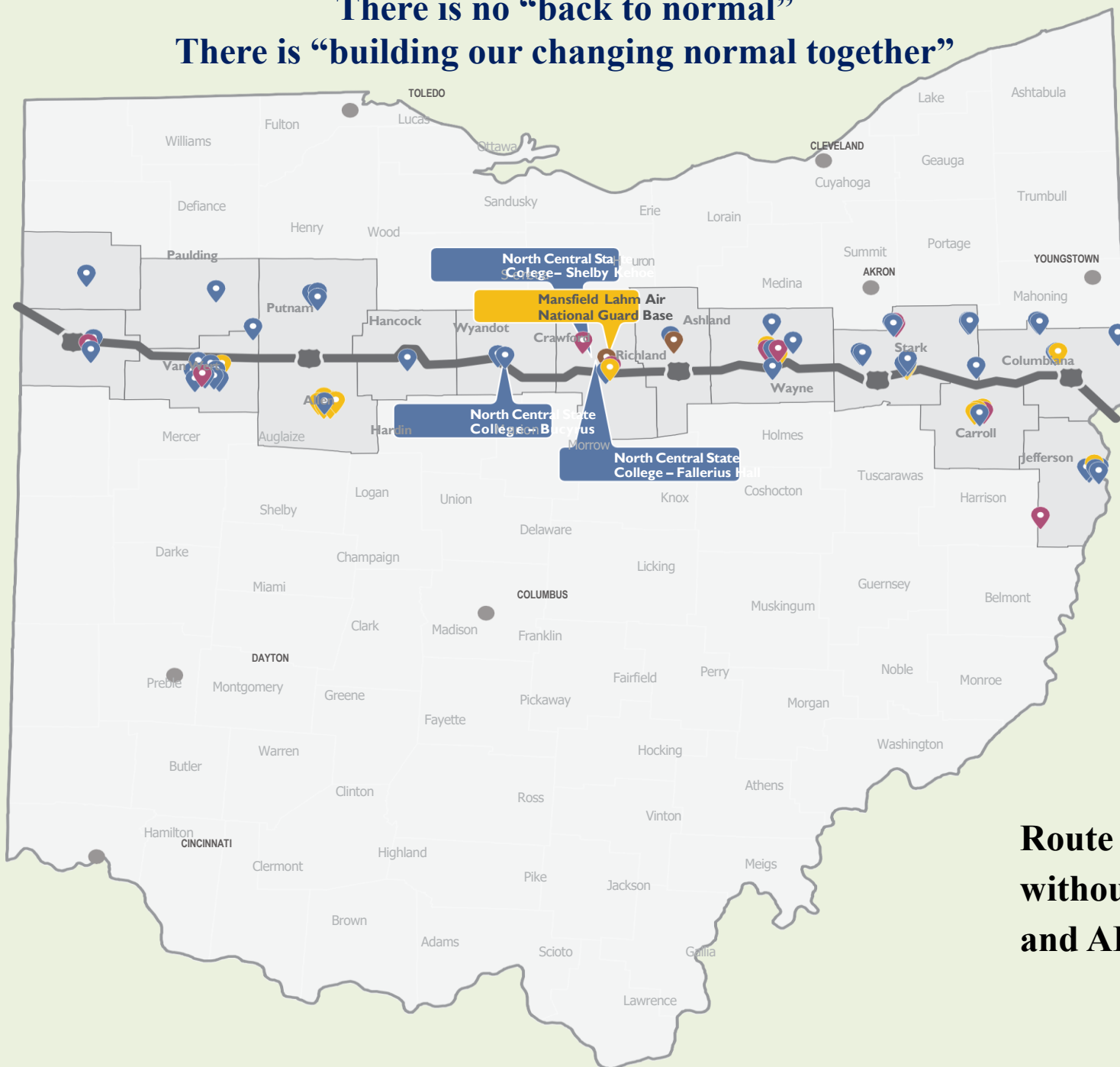
We are committed to an appreciative environment that is reflective of our region, collaborative, supportive, and respectful.

We value our communities.

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



**There is no “back to normal”
There is “building our changing normal together”**



CLIENTS NEAR US ROUTE 30

LEGEND

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

Broadband Capacity Project Objective:
Expand internet and WIFI capacity from East to West along Route 30 for economic development. Working with Ohio Department of Development, Richland County and 15 other counties, Mansfield Air National Guard – Cyber Command; and North Central State College along Route 30

Route 30 Broadband project: Students and employees without broadband, computer devices, digital literacy, and AI will be left behind.

What is the WHY for our community?

Continuous advocacy to change the culture because a more educated citizen is one with:

1. Better jobs with higher salary and benefits
2. Increased employment, consumption and tax revenues
3. Increased charitable giving and community service
4. More engagement and participation in our community
5. More improved health and life expectancy
6. Decreased reliance on government financial support
7. More social cohesion and appreciation of diversity
8. Less dependence on drugs with reduced crime rates and incarceration
9. Higher standards of living and better quality of life for everyone in our community

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. Approved to offer two Baccalaureate degrees: applied MET (since 2019), and BSN (since 2022).
8. Consecutive clean financial audits.
9. Multiple local accolades from the chambers and social agencies.
10. Board, president, faculty, and staff continually recognized by presenting at national, state, and local conferences and events.
11. President awarded honorary Ph.D. in Community Leadership from Franklin University; US State Department Fulbright International Exchange Award.
12. Lt. Governor visiting the College multiple times (Tech Tower, Arts Event, Hall of Excellence, Cedar Point Scholarship, Commencement Speaker).
13. Continually receiving millions of dollars in grants (DOL, DOE, NSF, OER).



**Exemplary CEO/Board Relationship
2024 Winner
North Central State College**

In preparing for the future , we chose to be Exceptional
in differentiating our human, fiscal, and physical resources
to serve our region, in spite of the incredible challenges that we face



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

