

**North Central State College  
Board of Trustees' Regular Meeting  
October 31, 2018**

**I. CALL TO ORDER**

The Chair, Ms. Elisabeth Morando called the meeting to order at 6:00 p.m. in the Board Room of Mansfield Engineered Components located at 1776 Harrington Memorial Drive, Mansfield, OH. At that time, she asked all to rise and join her in reciting the pledge of allegiance followed by her reading of the Global ENDS Policy for North Central State College.

**II. ROLL CALL**

The Secretary, Mr. Stephen Williams called the roll.

**Present:**

Mr. Mark Masters  
Dr. Dwight McElfresh  
Ms. Elisabeth Morando  
Ms. Pamela Mowry  
Ms. Shelly Niese  
Ms. Linda Nelson  
Mr. Matthew Smith  
Mr. Steven Stone

**Absent:**

Mr. Roger Miller

**III. INTRODUCTION OF GUESTS**

President Dorey Diab introduced Dr. Koffi Akakpo, CFO; Dr. Karen Reed, CAO; Mr. Ron Hedrick representing the student organizations of Phi Theta Kappa and Sigma Alpha Pi; and Ms. Teresa Purtiman representing The Ohio State University Mansfield Advisory Board.

**IV. FOCUS OF THE MEETING – Ms. Elisabeth Morando**

Ms. Elisabeth Morando explained that the primary focus of tonight's meeting was to take advantage of the Link-n-Learn opportunity provided by tonight's host organization, Mansfield Engineered Components. Tonight's meeting would also include the required approvals agenda and the Treasurer's Report for September. The Board will also conduct Board work by hearing information on the monitoring reports from President Diab

regarding Equal Opportunity, an update from the Nominating Committee, and a recap of the presentation delivered by Trustee Matthew Smith that will lead to continuing discussion by the Board on the subject of sustainability.

## **V. LINK-N-LEARN HOST PRESENTATION**

Following a tour of the facility, led by Mr. Bruce Cummins and Mr. Steve Cummins, they discussed activities they do with employees to help keep them get motivated, stay on task and to know how much they are valued.

## **VI. OSU-MANSFIELD BOARD OF TRUSTEES GUEST REPORT**

Chair Morando introduced Ms. Teresa Purtiman of the OSU-M Advisory Board and gave her the floor for some remarks. Highlights from Ms. Purtiman's update included the following:

- Digital Flagship – all incoming freshmen are being issued a free iPad through Apple.
- They recently held Legislator Day. Among those attending were Representative Mark Romanchuk who discussed the Engineering Program through both institutions and how they differ yet complement each other.
- Campus Gateway – Ms. Purtiman reported that the campus gateway project is making progress and should be open very soon.
- John Schuler is the Alumni Association representative and addressed the issues of student health and welfare. Many students have medical ailments that are not getting addressed as they should and called for discussion towards finding a solution to this issue.

## **VII. PRESIDENT'S REPORT – *Dr. Dorey Diab***

### **A. Phi Theta Kappa (PTK) and Sigma Alpha Pi (SAP) Updates**

Dr. Dorey Diab introduced Mr. Ron Hedrick who will be representing both student organizations of The Phi Theta Kappa and the National Society for Leadership and Success (Sigma Alpha Pi). The student reports are as follows:

#### **Sigma Alpha Pi**

- A. We have had two orientations (51 students attended) and one leadership training (11 students attended) so far this semester.
- B. We had six speaker broadcasts planned this semester. The new speakers for this semester are Dr. Oz, Carla Hall, and Adam Grant.
- C. We will be participating in Trunk or Treat

- D. One of our members, Lasha Winters is doing her practicum at the harmony House, so she is doing a drive for much needed supplies.
- E. We are planning to support the “Shop with a Hero” event held by the FOP of Wooster in December.
- F. Our leadership team is meeting bi-weekly to plan for upcoming events.
- G. We have had 66 join the NSLS in September.
- H. Four of our members attended the Propel Ohio Leadership Conference offered through Propel Ohio.

**Phi Theta Kappa**

- A. We are meeting each week to orient new members, and to train new officers.
- B. We are planning for a culture fair on November 16<sup>th</sup>. Two topics our members are planning to study and present are the culture of poverty and how the civil rights movement was depicted through art. To prepare, two of our members attended the Propel Ohio conference sponsored by Sherrod Brown’s office to learn about childhood poverty. One of the speakers was the author of the book Evicted, Matthew Desmond. One of our members read the book as part of her research. Also, we are planning to visit the Wex Museum of Art at the Ohio State University.
- C. We are planning to attend the Leadership in Action conference October 26<sup>th</sup>-27<sup>th</sup> at Antioch University.
- D. Our induction ceremony will be held in November, rather than in the spring in an effort to engage students earlier in the year.

Following his report, Chair Morando thanked Mr. Hedrick for his leadership and his report.

**B. North Central State College Foundation Development and Update**

Dr. Dorey Diab explained that Ms. Chris Copper was unable to attend tonight’s meeting and he would present the College Foundation Update on her behalf.

**Emerald Club:**

**Emerald Club Goal: \$250,000 with \$279,699 in so far this year.**

To date, our Top Level Emerald Club donors are:

**Leadership Circle**

Mechanics Bank

Robert & Esther Black Family Foundation

The Ralph E. Boyd Foundation

Richland Bank

Richland County Foundation

The Eleanor Searle Whitney McCollum Foundation John Q. Shunk Association

The Shelby Foundation

Gorman Rupp  
Of that amount:

- Unrestricted: \$49,848.74
- Special Programming: \$82,500
  - \$30,000 is for the LPN Program at the Crawford Success Center
  - \$50,000 is for the Health Sciences Chair
  - \$500 is for the Women in Leadership program
  - \$2,000 is for AED's at the Child Development Center
- Misc Sponsorships: \$100 (for Radiology T-shirts)
- Event Sponsorships:
  - Graduate Picnic: \$1,040
  - Hall of Excellence: \$7,140
  - Scholarship Luncheon: \$2,020
- Scholarships: \$137,050.27
  - Tuition Freedom: \$113,617.27
  - IPA Events: \$1,775
  - Misc Scholarships & Necessities Funds: \$21,658

### **General Announcements:**

- The Foundation was recently notified they will receive \$120,000 for the Smart Classroom initiative from the Richland County Foundation.
- The Shelby Foundation has donated \$2030 for a new piece of equipment in the Kehoe lab.
- The Board Development Committee met and considered Board members up for term renewals for the 2019 year with the opportunity to serve another term. Four of the 8 have already accepted.
- A debrief meeting is planned with Cedar Fair for Nov 13<sup>th</sup>. A request for support will be made at that time for the 2019 season.

### **Foundation Events:**

- FY19 Scholarship Luncheon was a success with 80 people attending. We had a Scholarship Luncheon in Feb 2018 after not having it in 2017. We are now back on track with the event to be in October each year.
- Next Passion into Action event - March 7, 2019 – Renaissance Theatre – sponsored/hosted by Mechanics Bank – Mamma Mia set
- Hall of Excellence is Friday, April 12, 2019
  - Honorees selected include Jeff Gorman and Dr. Joe Shadeed, who we are in the process of being notified.

### **C. Monitoring Report(s) (Ends/Executive Limitations)**

As part of his monthly monitoring report, Dr. Dorey Diab reported that he will be presenting on Ends Policy 1.20 Equal Opportunity.

**Ends Policy Statement:** “Equal Opportunity - The proportion of students from economically or educationally disadvantaged backgrounds is at least equivalent to the proportion in the local communities.”

**The CEO’s interpretation:** President Diab explained that enrollment equated to 3,800 in credit enrollment and 300 to 400 in non-credit enrollment. We generally have good representation of the population in our service region. The area of Equal Opportunity that required more emphasis was in Adult Enrollment. President Diab referred to the state at-risk access categories in the Performance Funding Model. The data showed that Access was lagging among the adult, low-income population. Although college readiness was a concern for this group, dropping developmental education from the formula is being considered. Development education served as a barrier to completion anyway and opened the door to more progressive (and positive) means through co-requisite classes and tutoring support to help overcome these barriers. It was more positive to work with students to overcome the major obstacles of Math and English within the first year that led to success.

**Lessons Learned:**

1. Focus on the Adult Population
  - a. Development of more fully online programs to accommodate busy lives.
  - b. Improve outreach to the prison
2. Support minorities through more initiatives like the GPS (Guided Pathways to Success) Model.

**D. President’s Update/Other**

Dr. Dorey Diab reported on a session he attended at the ACCT Leadership Congress on future trends impacting community colleges by Mr. Mark Milliron. Trends discussed were as follows:

- Compound Interest – The perfect storm of many factors impacting Community Colleges
- Extra Academic Innovation
- Pathways Power
- Eco System Urgency (clearer transfer)
- New Models for Infrastructure
- Culture of Optimization (Evidence)
- Living and Learning

Dr. Dorey Diab reported that student success at the College is moving positively as evidenced by the third highest SSI received by the College among the twenty-three community colleges of the OACC. The College is also expecting the reserve to be higher.

## VIII. REQUIRED APPROVALS AGENDA

### CONSENT AGENDA

The Chair presented the Consent Agenda and called for any items that needed removed for further discussion. On a motion by Ms. Shelly Neise and seconded by Dr. Dwight McElfresh and passing unanimously, the following items were approved:

**A. Approval of Minutes for September 26, 2018 “Regular Meeting”**

**B. Consideration of Approval of Contracts for Probationary and Non-Probationary Faculty – R-2018-38**

#### **CONSIDERATION OF APPROVAL OF CONTRACTS FOR PROBATIONARY FACULTY**

**R-2018-38**

*BE IT RESOLVED: by the Board of Trustees that approval is hereby given to the administration of the college for the “memo of intent” to be issued to the following faculty, recommended without reservation, for renewal of contract for the period stated below:*

#### **THREE-YEAR NON-PROBATIONARY 9-MONTH CONTRACT (Fall Semester 2019 through Spring Semester 2022)**

*Sara Woodruff*

### REGULAR AGENDA

**A. Consideration of Approval of North Central State College (NCSC) “Tuition Freedom” Scholarship Program to Waive Tuition for Student Selected for the Program. - R-2018-39 – Dr. Dorey Diab/Dr. Koffi Akakpo**

#### **CONSIDERATION OF APPROVAL OF NORTH CENTRAL STATE COLLEGE “TUITION FREEDOM” SCHOLARSHIP PROGRAM TO WAIVE TUITION FOR STUDENTS SELECTED FOR THE PROGRAM**

**R-2018-39**

*WHEREAS, North Central State College (NCSC) wishes to increase course and degree completions and to provide opportunities for qualified students to attend college full-time without financial barriers.*

*WHEREAS, the administration has recommended the North Central State College “Tuition Freedom” Scholarship Program annually provide a tuition waiver covering tuition only (i.e. instructional and general fees) in an amount up to \$5,997.6 per year (up to 36 credit hours each*

*year) to eligible graduating students from partnering high schools. Eligibility will be based on prior successful completion of at least nine College Credit Plus (CCP) credits at NCSC and/or Career Technical credits that articulate to NCSC and a 2.75 cumulative GPA. Including college or articulated credits completed during high school, the scholarship student shall be eligible for up to 64 total waived credit hours from NCSC.*

***WHEREAS***, under this scholarship model, NCSC anticipates approximately 100 entering students each academic year will have the opportunity to further their education.

***WHEREAS***, any federal, state or private monies granted to the student based on need or talent intended to help pay tuition shall be applied to the bill first.

***WHEREAS***, NCSC's initial goals related to the "Tuition Freedom" scholarship program include the following: encouraging local students to aspire to academic excellence and workforce preparedness by completing a major certificate in one year or associate's degree in two years; and, encouraging local students to transition to the workforce or to a four-year college program.

***WHEREAS***, the administration has recommended that the scholarship be awarded by the North Central State College Scholarship Committee consisting of NCSC staff. In determining eligibility, the Committee will evaluate CCP transcripts of its high-school based students, as well as applications and transcripts for students with other potential applicable credits. Students must maintain successful NCSC full-time status (12 to 18 hours) and have a 2.75 cumulative GPA to remain eligible for the scholarship. All students who meet the minimum qualifications will receive the waiver.

***WHEREAS***, NCSC proposes that the duration of the tuition waiver for the scholarship program be academic year 2018-2019. NCSC shall annually review the academic and financial impacts of the scholarship to determine continuance or adjustment of the scholarship for future graduating high school cohorts.

***WHEREAS***, the impact and success of this scholarship program will be reviewed annually.

***WHEREAS***, §375.30.30 of Am. Sub. H.B. 119 of the 127th General Assembly required any waiver of tuition for a student or class of students not otherwise permitted by law at a state-assisted institution of higher education be approved by the Chancellor of the Ohio Board of Regents (the "Chancellor"), and on April 17, 2009, the Chancellor signed OBR Directive 2009-011 establishing procedures for institutions to follow when requesting to waive standard tuition rates.

***WHEREAS***, §381.170 of Am. Sub. H.B. 49 of the 132nd General Assembly continues the authority of the Chancellor for the current biennium.

***WHEREAS***, consistent with the procedures set forth in OBR Directive 2009-011 NCSC will submit a tuition waiver request to the Chancellor of Higher Education.

***NOW, THEREFORE, BE IT RESOLVED***, that the NCSC Board of Trustees does hereby approve the NCSC "Tuition Freedom" Scholarship Program for the 2018-2019 academic year.

**ACTION TAKEN:** Ms. Pamela Mowry moved for approval of resolution R-2018-39 “Tuition Freedom Scholarship Program for the 2018-2019 Academic Year. Dr. Dwight McElfresh seconded the motion and the motion carried unanimously.

**B. Treasurer’s Report for September 30, 2018 – Dr. Koffi Akakpo**

Dr. Koffi Akakpo presented the Treasurer’s Report for the period ending September 30, 2018. He stated that revenues for the month totaled \$711,621 Expenditures were \$2,850,582 leaving a deficit of \$2,138,960. Year-to-date revenues totaled \$8,408,731. Year-to-date expenditures totaled \$4,970,876 leaving an excess of \$3,437,855. The Star Ohio month-end balance for September 2018 is \$5,116,428. Dr. Akakpo described the trends featured by the Tracking of Monthly Cash Flow and the dashboard indicator.

Dr. Dwight McElfresh inquired about the return on the StarOhio account. Dr. Akakpo responded that it is projected that in the coming months the amount of the return would begin to increase due to the rise in interest rate.

**ACTION TAKEN:** Mr. Mark Masters moved for approval of the Treasurer’s Report for the period ending September 30, 2018. Dr. Dwight McElfresh seconded the motion and the motion carried unanimously.

**IX. POLICY GOVERNANCE**

**A. Nominating Committee Appointments**

Board Chair, Ms. Elisabeth Morando called upon Ms. Linda Nelson, Chair of the 2019 Nominating Committee, to provide a report. Ms. Nelson reported that the recommendations for the local appointments have been submitted to the President of the Mansfield City Schools Board of Education for action. There was no further update.

**B. Discussion of Agenda Planning (IAW 02.72) – Ms. Elisabeth Morando**

1. Sustainability Presentation/Discussion – *Mr. Matthew Smith*

Ms. Elisabeth Morando called upon Trustee, Mr. Matthew Smith to provide a recap to his presentation on Sustainability.

NCSC Potential Global Ends Policy Review on Sustainability, by trustee Matt Smith

Draft: NCSC is committed to the integration of sustainable practices, methods and materials in the academic, financial and physical operations of the college.

## **Global Ends Policy**

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.

Policy 3.21 The board will develop policies instructing the CEO to achieve specified results

## **Academic**

OHDE - FY18 Efficiency Reporting Template Section II: Academic Practices

## **Financial**

- Cost of Governance policy 2.42 - sustaining of trustee work
- Agenda Planning policy 2.70 - re-exploration of ends policies annually
- GLOBAL LIMITATIONS (EXECUTIVE LIMITATIONS) policy 4.0
- Communication and support to the board policy 4.1
- Compensation and benefits policy 4.4 - CEO will not cause or allow jeopardy to fiscal integrity
- Financial Planning, Budgeting policy 4.5
- EXECUTIVE LIMITATIONS (FINANCIAL CONDITION AND ACTIVITIES) policy 4.6
- ASSET PROTECTION (EXECUTIVE LIMITATIONS) policy 4.7
- Strategic Plan: Align and optimize college assets and infrastructure

## **Physical operations**

Strategic Plan:

- See OSU 2016 Regional Campus report 4-11-17
- ODHE - FY18 Efficiency Reporting Template - ENERGY
- Energy Efficiencies seek to refine sustainable methods utilized by the college / university to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring. Savings included in 5A Cost Diagnostic – Operations of Maintenance and Plant. FY18 Projects/Initiatives Efficiencies Gained, including Monetary Impact Energy Project – Kehoe, Ohio Facilities Commission Project to reduce energy consumption by 24%, operational savings of \$106,144 Main Campus Shared Services Metering (FY 2018) Utility meters will be installed to gauge usage by buildings operated solely by NC State.

Mr. Matthew Smith concluded his presentation by stating that some work on sustainability is already taking place with North Central State College and The Ohio State University at Mansfield. Highlights of the ensuing discussion included:

- Strategic Plan vs. Ends Policy

- Some Student Initiatives could include refillable water bottles
- Mr. Matthew Smith shared an article on China’s import of plastic and paper
- OACC discussion as a track on sustainability
- On a national note, there is discussion of a carbon tax fee on the ballot in the state of Washington
- Might this topic be most effective as an Executive Limitation?
- News article – What would it take to make Colleges Tuition-free?
- Mr. Steve Stone asked, “Do we need an Ends statement to foster action on this issue?”
- Ms. Pamela Mowry asked, “What would be our next steps?”
- Dr. Dwight McElfresh added that there are already statements in place on sustainability that need to be included in the conversation.”
- Mr. Matthew Smith stated that he thought there would need to be some fashion of monitoring reports on sustainability in order to identify the current scope of activity on this issue as well as goals and plans to meet those goals.
- Dr. Diab pointed out the reference to sustainability in the strategic plan

## 2. Review of Actionable items from Previous Meetings – *Ms. Elisabeth Morando*

Ms. Elisabeth Morando called for a review of Actionable Items from previous meetings and called for the discussion of Sustainability to remain on the actionable items listing.

## 3. Owner’s Connections

Ms. Elisabeth Morando called for **Owner Connections** with recent activities to share.

- Mr. Matthew Smith – Lack of school Psychologist. He recently had a discussion with Superintendent Grubbs and the difficulty in finding a school Psychologist.
- Dr. Dwight McElfresh – The Scholarship Luncheon at another institution revealed an average of \$27,000 of student debt upon leaving the institution. This information points out the need for greater financial awareness.
- Ms. Pamela Mowry – At this year’s ACCT Leadership Congress, there were many different discussions on situations that are also challenges for us making it quite clear that some of our challenges are not unique to those faced by other institutions from across the nation.
- Ms. Linda Nelson – The Scholarship Luncheon was a delight. The stories from the students on overcoming barriers to achieve success were inspiring.

## **C. Board Policy Governance Training (IAW 02.70) – *Ms. Elisabeth Morando***

1. Policy Governance Rehearsal Scenarios –PolGov training includes a guided discussion/rehearsal of potential scenarios that trustees might expect to encounter in order to further enrich the board’s understanding of the principles of the Carver Policy Governance Model and to take their confidence in application to the next

level. Mr. Steven Stone led the case study of scenario 3.16 that asks “*Unrealistic Ends? Says Who?*.” *In the scenario, The Arts Council board has established Ends policies requiring results that the CEO believes are unattainable given available resources. The CEO has told the board of his opinion. What should the board do?*

2. Policy Governance Policy Review – training also includes a continuing review, refresher, and reassessment of current Policy Governance policies. The guided discussion and review of policy governance policies 4.3, 4.4, and 4.5 was led by Ms. Elisabeth Morando.

#### **D. Performance/Self-Evaluation (IAW 02.70(b)) – Ms. Elisabeth Morando**

Reflections on the Monthly Self-Assessment Survey (02.16) - Ms. Elisabeth Morando pointed out that it will be a standing discussion point on the agenda to review the input submitted from the Monthly On-line Self-Assessment Tool. It will be important to this discussion that all trustees present at a meeting submit to this instrument when it hits their email inbox. If any Trustee does not receive the email invitation following the regular Board meeting, they should contact Mr. Steve Williams right away.

### **X. BOARD CHAIRPERSON REPORT- Ms. Elisabeth Morando**

#### **A. Reflections from the ACCT Leadership Congress**

Ms. Elisabeth Morando called upon Trustees to share their “take-aways” from the Leadership Congress.

- Ms. Pamela Mowry – At this year’s ACCT Leadership Congress, there were many different discussions on situations that are also challenges for us making it quite clear that some of our challenges are not unique to those faced by other institutions from across the nation.
- Ms. Linda Nelson – She heard many positive comments from others on our successful implementation of the Policy Governance model.
- Mr. Steven Stone – Others approached him to say that ours was a good presentation.
- Dr. Dwight McElfresh – The attorney’s from the Pre-Congress Academy conveyed their kudos for such a successful presentation.
- Mr. Matthew Smith – Shared that he had several take-aways from the sessions that he attended and would place the information in the Trustee Library for others to view.
- Ms. Elisabeth Morando – Shared her experience as a voting delegate.

- Dr. Dwight McElfresh noted that many Trustees from other institutions had business cards to share while not all of ours had business cards. All Trustees should have College business cards to include web address. The cards should also contain the Global Ends Policy statement on the back and the College Slogan on the bottom.

### **B. Reflections from the Foundation Scholarship Luncheon (October 18, 2018)**

- Ms. Linda Nelson – The Scholarship Luncheon was a delight. The stories from the students on overcoming barriers to achieve success were inspiring.
- Ms. Shelly Neise – The event was well-attended and the student stories were awesome!
- Mr. Steven Stone – was impressed with the students’ initiative.

### **C. Upcoming Events**

Ms. Elisabeth Morando called Trustees’ attention to the upcoming events that include:

- ODHE Trustees Conference (November 15<sup>th</sup>)
- Employee Appreciation/Awards Event (December 6<sup>th</sup> 3:00pm – 5:00pm)
- Joint Ohio State University at Mansfield/North Central State College Board Gathering. Event to be held on Dec. 5<sup>th</sup> from 4:30pm-5:30pm prior to the Board’s December regular meeting.

## **XI. SUMMARY OF ACTIONABLE ITEMS – Ms. Elisabeth Morando**

Ms. Elisabeth Morando called for a summary of actionable items to carry forward

1. Continued discussion on Sustainability
2. Acquisition of Business Cards for all Trustees (Steve Williams)
3. Continued discussion on review interval of Monthly Self-Evaluation Survey

## **XII. MEETING EVALUATION – Ms. Elisabeth Morando**

Ms. Elisabeth Morando called for discussion of today’s meeting. Ms. Pamela Mowry commented that the Link-n-Learn activity was a great learning experience.

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

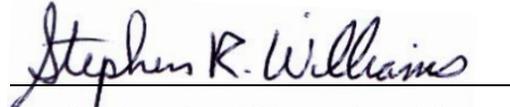
The next Regular meeting of the Board of Trustees is scheduled for Wednesday, December 5, 2018 in the Gorman Room (165) of Fallerius Building. The Trustees will meet with the Trustees of the OSU-M Advisory Board from 4:30pm – 5:30pm. The Trustees will meet with the Auditors from 5:30pm – 6:00pm and the Regular December Board meeting will commence at 6:00pm.

#### **XIV. ADJOURNMENT**

The Chair called for any additional business requiring Board action.

**ACTION TAKEN:** As there was no further business requiring the Board's consideration, the Board Chair, Ms. Elisabeth Morando declared the meeting adjourned at 7:54 p.m.

Respectfully submitted:



Mr. Stephen R. Williams, Board Secretary



Ms. Elisabeth Morando, Board Chair