

**North Central State College
Board of Trustees' Annual Planning Retreat
June 23, 2021**

I. CALL TO ORDER

Following a Zoom presentation by Ohio Department of Higher Education Chancellor, Randy Gardner, the Chair, Matthew Smith resumed the June meeting by calling the annual planning retreat to order at 4:45 p.m. in the ground floor conference room (164) of the James W. Kehoe Center.

II. ROLL CALL

The Recorder, Mr. Stephen Williams called the roll.

Present:

Mr. Mark Masters
Dr. Dwight McElfresh
Mr. Roger Miller
Ms. Elisabeth Morando
Ms. Pamela Mowry
Ms. Linda Nelson
Mr. Matthew Smith
Mr. Steven Stone
Ms. Kimberly Winkle

III. INTRODUCTION OF GUESTS – *Dr. Dorey Diab*

President Dorey Diab introduced Dr. Kelly Gray, Chief Academic Officer; Ms. Lori McKee, Chief Finance Officer; Ms. Christine Copper, Chief Development Officer.

**IV. PRESENTATION OF THE PRESIDENT'S MONITORING REPORT
– *by Dr. Dorey Diab***

President Diab began his Monitoring Report for the 2020-2021 Academic Year by presenting accomplishments summary of quantitative key performance indicators from the 2021 strategic plan. He reported that, overall, and as shown in the table below, the College exceeded the quantitative goals in five of the categories, remained the same in one of the categories and dropped below the goal in four of the categories.

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) the college has overcome over the past year as well as the uncertainty that the recovery from the pandemic presents in preparing for the coming year. He reported both Quantifiable data and Qualifiable rationale for each of the six Ends policies and ten Executive Limitations policies as part of his annual

monitoring report to the Board of Trustees and called for any further questions or points for clarification.

Accomplishments Summary of Quantitative Key Performance Indicators from Strategic Plan

ACCESS

Overall the total annual headcount of credit students dropped by 11% from 3,709 to 3,304; and the number of credit hours dropped by 10% from 51,196 to 46,184.

KPI	AY 2019-20	AY 2020-21	Difference	Color Code
Increase annual headcount/FTE by 1% for students under age 25	2,910/1,345	2,552/1,196	Drop 12%/11%	
Increase annual headcount/FTE by 2% for students age 25 and over	799/361	752/343	Drop 6%/5%	
Increase annual headcount/FTE by 1% for minority students	378/165	297/130	Drop 21%/21%	

SUCCESS

KPI	Entering Fall 2016 Cohort	Entering Fall 2017 Cohort	Difference	Color Code
Increase 3-year success rate (graduate, transfer or re-enroll) by 2.5%. On each and overall	47%	54%	8%	
Increase graduation rates by 2%	23%	30%	7%	
Increase re-enrollment rates in third fall term by 1%	14%	15%	1%	
Increase university transfer rates by 1%	19%	19%	0%	
Increase re-enrollment rates in the following fall term of entering fall minority student cohorts by 2% (1-year window, low numbers-60)	55%	40%	Drop 15%	

RESOURCES

KPI	FY 2018-19	FY 2019-20	Difference	Color Code
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)	5.0	5.0	full score	
Increase primary reserve level by 2%	0.51	0.64	26.1%	

V. COLLEGE SUSTAINABILITY POSITION - *Dr. Dorey Diab*

President Dorey Diab addressed the three areas of focus in the College’s sustainability position. They included, Human Resources, Fiscal Resources, and Physical / Environmental Resources.

Human Resources Sustainability

- A. By having a flexible schedule throughout the year, working remotely when needed, providing for longer time off over the weekend, the holidays, or the summer to allow employees to relax more and spend more time with their families.
- B. By continually providing raises and a good compensation and benefit package to our employees we are able to retain more current talent, enhance morale, and hire new people. Our employees’ exit interviews indicate strong satisfaction with employee benefits with a desire for better salaries. Our compensation package over the next three years will help address this situation.
- C. By restructuring the college and promoting internal personnel to grow our own and address positions that became vacant, we were able to maintain our strong momentum, address concerns about the lack of advancement and mobility at the college, while reducing cost and solving the issue of limited pool of qualified candidates who are willing to locate to Mansfield.
- D. By holding an internal Management and Leadership Institute for middle managers we are able to prepare the next generation of college leaders and enhance succession planning.

Fiscal Resources Sustainability

- A. Increasing Revenues:
 - 1. Increased the reserve again from 51% to 64% (an increase of 25%).
 - 2. Maintained the composite ratio above 4 (a full score of 5.0 again).
 - 3. Increased State Share of Instruction by \$218,000.
 - 4. Emerald Club brought in close to \$800,000 in donations.
 - 5. Received over \$2,800,000 in grants.
 - 6. We have been allocated over \$1,700,000 in state capital dollars.
 - 7. Using the federal and state stimulus dollar support, the College saved over \$430,000 to this point (from this past year budget) from course conversion to online and payroll

for summer adjunct and full-time faculty overload. Additional savings are currently being reviewed based on federal guidelines.

B. Reducing Cost:

1. Reduced college cost by ~ \$74,000 after restructuring due to retirement and the pandemic.
2. Continue to reduce/maintain a low shared services cost (\$900K/FY18, \$834/FY20).
3. Continued energy efficiency efforts at Kehoe and saved \$130,000 (more than covering debt interest).

Physical/Environmental Resources Sustainability

A. Energy management at Kehoe:

1. For Electricity:

- a. Implemented a time clock that turns off the parking lot lights (on 48 poles to be exact), and increased the energy savings by over \$800 dollars average for each month. The parking lot lights are turned off at 11 p.m., and turned back on for safety at 6 a.m., while leaving all the building attached lights on for security reasons.
- b. Total dollar amount from year to year saved on energy plan: \$151,822 (in 2019); \$142,901 (in 2020 even amidst the COVID Pandemic); and \$130,354 (in 2021) with an overall efficiency rating of 14.3% savings from 2019 to 2021.
- c. Replaced LED lighting in rooms 048-050 College Now engineering at Kehoe which increased light efficiencies and lumens per square foot, while producing a better learning environment.

2. For water:

- a. Installed a sub metering device that takes care of the cooling tower water consumption. We had previously been paying for sewage on water that was being evaporated at the rate of five gallons a minute for pumping the water to the fifth floor. This decreased the water bill by an average of 46% from year 2109 to 2021.
- b. Total dollar amount is \$10,489 for 2019, and \$6,159 for 2021.
- c. Changed to a more efficient flush valve on all toilets. The cost totaled \$8,000 from budget, but 50% of the project has been paid already with the savings of both projects.

3. For gas:

- a. With the lower temperature in February thru April, the gas savings was less (4% from 2019 to 2021).

B. Energy management on the Main Campus working with OSU-M:

1. For electricity:

- a. Reduced the use of electricity from 4,530,947 KWH (Kilo Watt Hours) in 2019-2020 to 3,948,416 in 2020-2021 (a decrease of ~13%); while reducing the cost

from \$362,178 to 322,839 respectively (a saving of ~11%). The trend continues to go down over the years.

2. For natural gas:
 - a. Reduced the use of natural gas from 27,889 MMBTU (Metric Million British Thermal Unit – one unit is the amount of heat required to raise the temperature of one pound of water by one degree Fahrenheit) to 23,651 from 2020 to 2021 (a decrease of ~15%); while reducing the cost from \$95,429 to \$83,540 respectively (a saving of ~12%).
 3. For water:
 - a. Meters have been installed recently and there is no full year comparison yet.
- C. We have increased awareness of paper recycling, cloud-based storage, and limited printing; and reduced the number of copiers on campus from 65 to 32. Switching to more online courses since March 2020, with faculty using mostly computer storage, helped tremendously in reducing paper consumption.
 - D. Continue to work with Shared Services to change pathway lights, classroom/restroom lights, roadway lights and parking lot lights to LED's to reduce energy used on the main campus, while doing the same at Kehoe.
 - E. Recycling is continuing on the main campus: plastics and aluminum cans are being collected. The effort to work with Phi Theta Kappa students is on pause due to COVID.
 - F. The Facilities team decreased the labor of cleaning all the classrooms by meeting with the Assistant Deans of each building and stacking classes into rooms with Plexiglas (installed nearly 400 pieces of plexiglas by the first day of Fall Semester 2020). This was done in keeping with college protocols of distancing and the safety and well-being of each of our students and faculty. As a result, Kehoe used only 22 classrooms, Fallerius used nine classrooms, and Health Sciences used nine classrooms. Facilities custodians concentrated on those spaces and deep cleaned all the rooms that were not used and then sealed them so they are not used the rest of the semester. By doing this, the labor efforts were reduced, and the safety and cleanliness were increased also by using Envirox 10, a hospital grade disinfectant, in the utilized rooms. Staff and Faculty were given bottles of the disinfectant to protect their areas when they left for the day, or between classes.
 - G. This Spring we installed Photo Hydro Ionization (PHI) into each of the buildings HVAC system at NCSC, because each unit produces hydrogen peroxide providing a layer of protection and will ultimately decrease the needed dry time of the Envirox product. This fall we will remove the Envirox spray bottles out of the classrooms, because of the units new protection devices. Classes will then be able to be staggered in a way that maximizes our efficiencies.
 - H. The Facilities team also made improvements in the equipment they use every day for vacuuming and waxing. They have gone to a high quality, HEPA filtered vacuum cleaner

using Envirox H2Orange cleaner, to be environmentally friendly with a hint of fragrance. Facilities also changed to a new wax floor program, using Buckeye Chemical from Cincinnati. The system will allow waxing to only be done once every five years instead of each year. It contains Microban technology which kills outside micro-organisms that may be brought into our clean environment on shoes or back pack. This has increased floor cleaning efficiency by two-fold, and reduces the money spent on upkeep (~\$4,000/year).

- I. We are reducing the number of computer workstations by redesigning some classrooms and labs for a better learning environment.
- J. College continues to lead 19 other colleges and universities in Open Education Resources to develop and use digital course materials instead of paper books (16 courses so far at NC State). We saved students statewide more than 6 million dollars over the last few years, while making a 5-time ROI on the state \$1.2 million grant.
- K. We have a beautiful green campus with many trees and an OSU urban agriculture.
- L. We have increased our utilization of e-signature for PO's and grants to a great extent. One positive outcome of working remotely due to the pandemic.
- M. Using the state capital dollars and/or the stimulus we will be replacing (or refurbishing) inefficient boilers and chillers with energy efficient models at Byron Kee and Fallerius.

VI. EXECUTIVE SESSION

The Chair called for an Executive Session at 8:12 p.m. Ms. Pamela Mowry made a motion and it was seconded by Ms. Linda Nelson to adjourn to Executive Session to discuss Employment and/or compensation of a public employee (The president's annual evaluation). Mr. Matthew Smith, Board Chair, explained that he did not expect any further business following the executive session. A roll call vote on the motion was approved unanimously by all members present.

Mr. Mark Masters – “yes”
Dr. Dwight McElfresh – “yes”
Mr. Roger Miller – “yes”
Mrs. Elisabeth Morando – “yes”
Mrs. Pamela Mowry – “yes”
Mrs. Linda Nelson – “yes”
Mr. Matt Smith – “yes”
Mr. Steve Stone – “yes”
Ms. Kimberly Winkle – “yes”

At 8:40 p.m., the Chair, Mr. Matthew Smith declared the Executive Session concluded and the Regular Session resumed.

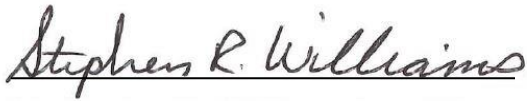
REGULAR SESSION RESUMED

VII. 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, Mr. Matthew Smith declared the annual planning retreat adjourned at 8:40 p.m.

Respectfully submitted:



Mr. Stephen R. Williams, Board Secretary



Mr. Matthew Smith, Board Chair