

**North Central State College
Board of Trustees' Meeting
October 27, 2021**

I. CALL TO ORDER

This meeting was held in a hybrid format with some participants attending in-person in the Board Room (165-Fallerius) and others online via Zoom.

Chair Mr. Matthew Smith called the meeting to order at 5:30 p.m. and asked all to rise and join him in reciting the pledge of allegiance followed by his reading of the Global ENDS Policy for North Central State College.

II. ROLL CALL

The Secretary, Mr. Stephen Williams called the roll.

Present (in person):

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

Present (online):

Mr. Mark Masters

III. INTRODUCTION OF GUESTS

Board Chair, Mr. Matthew Smith asked President Dorey Diab to introduce the guests present. President Diab acknowledged the presence of: Dr. Kelly Gray, Vice President of Academic Services; Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Vice President of Students Services; Ms. Chris Copper, Vice President of Development; Ms. Sara Rollo representing the Faculty Caucus; Ms. Barb Keener and Mr. Gaven Remy representing Student Organizations; and Ms. Kelly Blay representing the OSU-M Advisory Board.

IV. FOCUS OF THE MEETING – *Dr. Dwight McElfresh*

Chair Smith explained that the primary focus of tonight's meeting will include: Attendance to our Required Approvals Agenda that will include consideration of the

Consent Agenda and Treasurer's Reports for September 2021 as well as our Policy Governance Agenda.

V. OSU-MANSFIELD ADVISORY BOARD REPORT

Chair Smith explained that since The Ohio State University at Mansfield Advisory Board does not meet in October, there will not be a report from OSU-M; however, we will need a representative to attend their November 18th Advisory Board meeting and called for a volunteer. Dr. Dwight McElfresh volunteered to represent the NCSC BOT at the November 18th meeting of the OSU-M Advisory Board.

VI. PRESIDENT'S REPORT – *Dr. Dorey Diab*

1. Student Organizations Report – *Mr. Gaven Remy*

Dr. Dorey Diab presented Ms. Barb Keeber, Director of Academic Support Services, and Mr. Gaven Remy, Chapter President for The National Society of Leadership and Success (NSLS/Sigma Alpha Pi). Mr. Remy gave the following report for Student Organizations:

NSLS

We recruited 57 students this semester. We have had two orientations and two speaker broadcasts so far this semester. The first was Gabrielle Union, a famous actress; and Dr. Anita Hill, advocate for gender equality.

PTK

We are recruiting new members. We sent out 1200 invitations. So far, we have had 12 students send back their applications.

We are working on training and recruiting new officers for both societies.

We are participating in Project More at Sherman Elementary, which is a program for students who are struggling in reading. We have about 20 students and 5 staff participating. The administration has graciously offered to pay students who qualify for work-study, which will satisfy our service requirement for the work-study fund. For those who do not qualify, they are being offered a free class next summer for their contribution. These individuals were trained last week. The program started on October 11th and will go through the whole school year.

We are going to participate in Trunk or Treat at Lincoln Park this weekend. The trick or treaters will be driving by in their cars, which will aid us in social distancing and protecting everyone who volunteers.

2. North Central State College Foundation Development and Update – *Ms. Christine Copper*

Dr. Dorey Diab introduced Ms. Chris Copper to present the Foundation Report. Ms. Copper presented the Foundation Development and Update Report as follows:

Emerald Club 2021/2022

Goal: \$350,000

Total: \$300,000

2021/22 percent to goal: 89%

Committed

- \$50,000 Coming this month
- \$10,000 – 3 companies have committed for \$30,000
- Total with committed to receive \$378,000

Avita-Preferred Partner Plan-Moving Forward

- Off cycle PN spring start
- 2021/2022 – one onsite training, cert or non cert, for 2 employees
- Book and fees covered for 3 or more students (up to \$300)
- Tuition Deferment for 30 days
- Video from the Crawford Partnership to feature this program

Grant Coordinator

- Paula Waldruff-Working on three new grants

Community Engagement Committee

- FY22 Scholarship luncheon will be virtual and held on October 7, 2021
- Arts for Success is planned for live right now and is on March 3, 2022
- Hall of Excellence nominations are live, the event is on April 8, 2022

Workforce

- Plan to cover second day in Pearson Vue Testing lab
- Testing for apprenticeships, ArcelorMital, Weir Industries, electrical training
- New programs - Requesting grant support with Newman Tech and ArcelorMital is confirmed, ShelbyWelded Tube-Supervisors, Major Metals-Diversity, Leadership training, National Pride Car Wash, Supervision, Gorman Rupp leadership and machinist training Next Gen, Ptech,

C. Monitoring Report: ENDS Policy – Enrichment (1.50)

Dr. Dorey Diab explained that the monitoring report discussion is continuing by going over the six Ends policies and the 10 Executive Limitations.

This report focuses on the work of the College to meet College objectives for Enrichment. Policy 1.50 Enrichment Ends policy states:

“Enrichment - Enrichment opportunities exist to reflect community needs and values.”

President Diab reported the following items related to Enrichment:

1. Following up on the Workforce report, one of the big things needed in today's environment is "Supervision" in so many of our companies. Due to the inability of finding good talent and employees, many companies have been hiring/promoting from within. As a result of that, we have been asked to provide more supervision instruction and training. Most of this training is taking place at the Kehoe Center whenever we can meet the safety protocols or we are conducting these classes at the companies depending on conditions.
2. From last year's monitoring report, we had over 300 people doing this kind of training with around 200 companies and several thousand training hours with over 100 apprentices taking place. In addition to Supervision, we had training in Customized Machinist, Occupational Safety and Health Administration (OSHA), Plastic Technician, Sexual Harassment and Diversity, in addition to all of the training taking place in our integrated technologies lab with advanced manufacturing and industry.

D. Updates/Other

President Diab provided the following College Updates and Other Information:

1. College Open Forum
 - a. We conveyed the importance of enrollment. Higher education is facing tremendous challenges especially at the community college level. Basic wages are up without additional education beyond high school. The value of higher education is being questioned. Many people are getting stressed out about the Covid situation. Many people are reconsidering their current job or changing job with more jobs being available than candidates. All of these situations are affecting the job market and are impacting enrollment at community colleges.
 - b. We were hoping something would be done about the free community college but it looks like that has been taken out of the federal budget initiatives. However, the increase in the Pell Grant will help out with that. We also thought that the monies we received from the pandemic stimulus and distributed to our students would help encourage enrollment but it didn't seem to make much of a difference.
 - c. The issue is more in the environment and culture caused by Covid. There are more jobs available than people to fill them, and they are questioning the need for higher education.
 - d. Presidents and Superintendents are saying that we need to focus on the long-term and not the short-term. The benefit of higher education lies in the lifetime wage earning potential rather than just the wage of today. Taking this message to the

parents may have more impact on the value higher education brings to their children over the course of their lifetime. So, sending the information not only to the students but to the parents of the student as well may have a better impact.

- e. At the open forum, we also talked about other factors impacting enrollment such as:
 - i. Outreach to the high schools
 - ii. Outreach to businesses
 - iii. Doing more general marketing than we have done before
 - iv. Pushing the notion to college employees that “Everyone is a Recruiter”
 - v. How can we simplify the process to admit our students?
 - vi. Developing new programs to attract more students
 - f. While Higher Education has been going through some major changes, especially related to technology over the past decade, Covid was the catalyst that expedited that process virtually overnight. The more resilient and adaptive we become the better situated we will be to handle the situation and circumstances that may come our way. This has been our lesson from surviving the pandemic.
2. Co-located Campus Audit
- a. The Auditor of the State has been conducting the co-located campus audits. We have (7) co-located campuses in Ohio. Five are with The Ohio State University, Stark State is with Kent State University and Belmont is with Ohio University.
 - b. The auditor was looking into operational areas such as student services, programs that we share, staff that we share, what kind of things we have done for the online changes, how many students we have that have transferred between the two institutions, and the financial aid consortium between the two institutions. They asked about the budgeting process, the institution’s financial position, our strategic plan and the metrics used to measure that progress.
 - c. We are awaiting their recommendation.
3. OACC Presidents Meeting. The following topics were discussed:
- a. At the last meeting the OACC Presidents met with the Chancellor. The discussion centered around different topics:
 - The “Anti-hazing Bill (Collin’s Law)
 - College Credit Plus (CCP) expectations
 - More funding for Short-term Certificates (especially to support employers)
 - Second-chance vouchers for those who stopped out

- The development of a Capital Budget (campus construction, maintenance, and renovation)

4. AACC President’s Academy

- a. Dr. Diab is on the Executive Committee of the AACC President’s Academy (which is professional development for all community college presidents across the nation).
- b. The AACC Executive Committee met recently to begin their planning for the upcoming conference. Some topics they are considering for professional development include:
 - i. The future of higher education post-Covid
 - ii. Leading in a Crisis
 - iii. How to use the federal stimulus dollars
 - iv. Training new CEOs on the key components of a successful presidency
 - v. Diversity, Equity, and Inclusion
 - vi. Campus Technology and Cyber Security
 - vii. Mental Health and Trauma Informed Campus
 - viii. Working with Unions
 - ix. Making Systemic Changes
 - x. Media Relations
 - xi. The Great Resignation (taking place nationally)

5. Efficiency Report to be submitted for consideration of approval at next Board meeting.

VII. REQUIRED APPROVALS AGENDA – *Mr. Matthew Smith*

CONSENT AGENDA

The Chair presented the Consent Agenda and called for any items that should be removed from the consent agenda for further discussion. On a motion by Ms. Pamela Mowry and seconded by Dr. Dwight McElfresh, the roll was called:

Ayes: Mr. Masters, Dr. McElfresh, Mr. Miller, Ms. Morando, Ms. Mowry, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

Passing unanimously, the following items were approved.

A. Approval of Minutes for September 22, 2021 “Regular Meeting”

B. Consideration of Approval of Employment of College Personnel – *R-2021-28*

***CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL***

NEW HIRES

BE IT RESOLVED: by the Board of Trustees that the following staff members are hereby employed at the dates stipulated below:

BEGINNING September 12, 2021

Casey Randall, Success Coach CCP
Ashland University, BS, Social Work

BEGINNING September 22, 2021

Merideth Etwiler, Professional Tutor
North Central State College, Associates of Arts, Human Services

BEGINNING September 28, 2021

Monica Gearheart, Professional Tutor
Walden University, Master Degree, Forensic Psychology

BEGINNING October 11, 2021

Jeremy Swank, Office Assistant, Business, Industry and Technology
Ohio University, AAB, Business Administration

BEGINNING October 18, 2021

Debra Loyd, Center Support Specialist
North Central State College, Early Childhood Education/Management/Infant Toddler

BEGINNING October 25, 2021

Karley Binger, Student Accounts Specialist
Ohio University, BS, Health Services Administration/Business Administration

BEGINNING October 25, 2021

Justin Beeman, Academic Advisor & Testing Proctor
Youngstown State University, Business Administration

BEGINNING November 1, 2021

Alicia Camak, Career Pathway & Internship Coordinator
Mount Vernon Nazarene University, MBA

BEGINNING November 1, 2021

Anthony Johnston, Facilities Assistant
Golf Academy of America, AAB, Golf Complex Operations & Management

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2021-28

Casey Randall is hired as Success Coach CCP.

Merideth Etzwiler is hired as a Professional Tutor.

Monica Gearheart is hired as a Professional Tutor.

Jeremy Swank is hired as Office Assistant, Business, Industry and Technology to replace Lori Brown.

Debra Loyd is hired as Center Support Specialist to replace Karey Borden.

Karley Binger is hired as Student Accounts Specialist to replace Kade Sayre.

Justin Beeman is hired as Academic Advisor & Testing Proctor to replace Casey Randall.

Alicia Camak is hired as Career Pathway & Internship Coordinator to replace Paula Waldruff.

Anthony Johnston is hired as Facilities Assistant.

REGULAR AGENDA

A. Treasurer's Report for September 30, 2021 – Ms. Lori McKee

Ms. Lori McKee presented the Treasurer's Report for the period ending September 30, 2021. She stated that revenues for the month totaled \$898,477. Expenditures were \$1,417,488 leaving a deficit of \$519,010. Year-to-date revenues totaled \$8,062,346. Year-to-date expenditures totaled \$3,737,622 leaving an excess of \$4,324,723. The Month End Investment Balance for September 30, 2021 was \$6,110,053 (\$3,051,839 in Star Ohio and \$3,058,214 in Richland Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of the Treasurer's Report for the period ending September 30, 2021. Ms. Kimberly Winkle seconded the motion and the roll was called:

Ayes: Mr. Masters, Dr. McElfresh, Mr. Miller, Ms. Morando, Ms. Mowry, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The motion passed unanimously.

Ms. McKee also informed all Trustees that they would be receiving the Fraud Questionnaire from the Auditor that will be required before the audit can be completed. Trustees who also serve on the College Foundation Board will similarly receive a questionnaire regarding the Foundation audit. Therefore, those Trustees will be required to submit two questionnaires, one for the College and one for the Foundation.

B. Consideration of Approval of Tuition Increase – R-2021-29

– Dr. Dorey Diab/Ms. Lori McKee

CONSIDERATION OF APPROVAL OF TUITION INCREASE

WHEREAS: *the Board of Trustees of North Central State College is committed to providing access to a high quality and affordable education, and*

WHEREAS: *HB 110 of the 134th Ohio General Assembly allows Ohio public colleges to increase in-state undergraduate instructional and general fees by not more than five dollars per credit hour each academic year of the biennium, and*

WHEREAS: *tuition has remained flat over the last two years and there is a continuous need to balance the budget especially with drop in enrollment, and to maintain a healthy reserve in response to the vulnerabilities and uncertainties facing the institution currently and into the future (pandemic, demographics, employment, technology, and facilities)*

WHEREAS: *North Central State College tuition remains very affordable especially in comparison to other nearby colleges and universities, and*

WHEREAS: *Tuition waivers for Tuition Freedom, Adult Tuition Freedom, and Home Schooled/Private Schooled College Credit Plus students will increase along with the tuition increase.*

NOW, THEREFORE, BE IT RESOLVED: *that the Board of Trustees hereby authorizes an increase in base tuition by five dollars per credit hour each academic year of the biennium as approved by HB 1106 of the 134th General Assembly starting spring semester 2022.*

ACTION TAKEN: Ms. Kimberly Winkle moved for approval of resolution R-2021-23. Mr. Steven Stone seconded the motion, the roll was called:

Ayes: Mr. Masters, Dr. McElfresh, Mr. Miller, Ms. Morando, Ms. Mowry, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The motion passed unanimously.

VIII. POLICY GOVERNANCE – Mr. Matthew Smith

A. Nomination Committee Report – Mr. Steven Stone

Board Chair, Mr. Matthew Smith called upon Mr. Steven Stone, nominating committee chair, to provide a report on their progress. Mr. Stone reported that the nominating committee confirmed officers for next year at the September meeting and submitted a recommendation for reappointment for Trustees Dr. Dwight McElfresh and Mr. Mark Masters. The committee has begun its search for a replacement for Trustee, Roger Miller but is asking the assistance of the other Trustees as well. The committee would like to recruit a Board member from Crawford County. Preferred characteristics would be a young person, a minority, with an accounting background. These characteristics are

certainly not exclusionary but would like to be considered in the selection process. The committee would like to solicit other Trustees who may have names for consideration that the committee could then follow up with. The committee will follow-up with any names, numbers or other contact information they may receive and will carry out the standard screening process with established questions. The hope is to come back with a recommendation by the December meeting although it is more likely to be at the January meeting.

B. Discussion of Agenda Planning – Mr. Matthew Smith

1. Review of Actionable Items.

Board Chair, Mr. Matthew Smith reviewed the listing of Actionable Items which Included:

- a. Memo for Record filed with AG office for reporting to Governor’s Office for 2021 Ethics Training Requirement – This item was completed.
- b. Send recommendations for re-appointment of local position(s) to Mansfield City Schools Board of Education for action. – This item was completed.
- c. Send recommendation for re-appointment of governor-appointed position to Office of Boards and Commissions – This item was completed.
- d. BOT to receive Performance/Self-Evaluation Trend Analysis for 3rd Quarter Report (July, August-September) at October BOT Meeting – This item will be addressed later in the agenda
- e. Executive Committee to decide if October meeting will be Zoom, in-person, or hybrid – This item was done in preparation for the meeting.
- f. Reach out to OSU-M regarding location and setting for Joint Board Meeting – This item was done in preparation for the meeting.
- g. 2020 vs. 2021 Fiscal Year comparison after numbers are finalized before the audit – This item will be done following the official audit results.
- h. Discuss reschedule of BOT Meeting for October 2022 due to conflict with ACCT – This item will be discussed at a future board meeting in 2022.

2. Owners Connections.

Ms. Linda Nelson – Invited to Knox Community to interview students who are graduating. This gave her an opportunity to push NC State and help raise awareness of the attributes they could benefit from at our college. She heard from a student who is currently taking classes but is disappointed that their classes are not in-person.

Ms. Pamela Mowry – in the course of her candidate activities for the Ashland School Board and hearing some of the community issues, there is a desire for coding and cyber-security. It is clear that many people of Ashland are not aware of what we offer at NC State. Ms. Mowry also shared that Trustee, Dr. Dwight McElfresh was inducted into the Ashland County Community Foundation Hall of Fame. Kudos to Dwight for his involvement and commitment to the Ashland community.

Mr. Matthew Smith – shared that he heard similar comments in Galion that they are looking for programs in Coding and Cyber-Security. Mr. Smith also shared some information from the Annual Crawford County Foundation.

Dr. Dwight McElfresh – reported that Ms. Kimberly Washington is working with the Ashland County Community Foundation that needs help with learning about child care.

Mr. Mark Masters – Mechanics Bank was involved in the latest Campus Job Fair. Many company participants expressed their disappointment that while there were some 45 potential employers present, there were only 7 students who showed up.

C. Board Policy Governance Training (IAW 02.70) – Mr. Matthew Smith

1. Mr. Matthew Smith led the discussion of policy governance principle 8 (Delegation to Management).

Principle 8 states, ***Delegation to Management:** If the board chooses to delegate to management through a chief executive officer, it honors the exclusive authority/accountability of that role as the sole connector between governance and management.*

2. Policy Governance Policy Review (IAW 02.14) – training will continue to include a review, refresher, and reassessment of current Policy Governance policies. Ms. Kimberly Winkle led the discussion and review of Executive Limitations policies 4.3 – Treatment of Employees, 4.4 – Compensation and Benefits, and 4.5 Financial Planning/Budgeting.

In the discussion of each policy, the Board concluded that all policies were still accurate as written and relevant to the Board's current governance process/practice. Mr. Matthew Smith questioned whether or not it warranted considering raising the five percent budget contingency to perhaps ten percent, some other increase, or maintaining the current minimum? Following discussion, the Board called upon Chief Fiscal Officer, Ms. Lori McKee for her recommendation. Ms. McKee responded that she would like to have some time to review the history and other considerations before rendering her recommendation on this issue at the next Board meeting.

D. Performance/Self-Evaluation (IAW 02.70) (b)) – Mr. Matthew Smith

1. Mr. Matthew Smith called for a review and discussion of the self-evaluation trends analysis report for the 3rd quarter of 2021. Following review and discussion, no trends of significant value were noted.

IX. BOARD CHAIRPERSON REPORT- *Mr. Matthew Smith*

A. Reflections on the 2021 ACCT Leadership Congress (October 13-16, 2021)

Mr. Matthew Smith, Dr. Dwight McElfresh, Ms. Kimberly Winkle, and Ms. Elisabeth Morando reflected on the learning and sharing of board experiences that took place at the ACCT Leadership Congress.

B. NCSC/OSU-M Joint Board Meeting (December 1, 2021)

Mr. Matthew Smith announced that NCSC Board members will meet with the OSU-M Board at 4:00pm – 5:00pm via Zoom. Upon conclusion, we will disconnect from the Zoom meeting, and continue own meeting with the Auditor(s) in the board room between 5:00pm and 5:30pm. Following that meeting, we will call the December Regular Board meeting to order at 5:30pm in 165-Fallerius board room and via a separate Zoom link. President Dorey Diab called upon the Board for topics of interest for discussion at the Joint Board meeting, which likely to include common programs between the two institutions.

C. Employee Appreciation/Awards Event (December 2, 2021 @ 3:00pm via Zoom)

Mr. Matthew Smith announced the date for the employee appreciation/awards event is Thursday, December 2nd from 3:00pm – 5:00pm. Trustees were encouraged to attend as their schedules permit.

X. MEETING EVALUATION (IAW 02.16) – *Mr. Matthew Smith*

Board Chair, Mr. Matthew Smith called for a discussion on tonight’s meeting evaluation. Trustees commented that it was a good report with good participation. The meeting stayed on track and followed the agenda.

XI. TIME AND PLACE OF NEXT MEETING

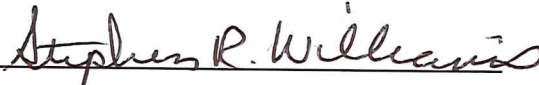
The next regular meeting of the Board of Trustees is scheduled for Wednesday, December 1, 2021 at 5:30 p.m. in the Board Room (165-Fallerius) with a meeting with the Auditor at 5:00pm for any Trustees interested in hearing the report.

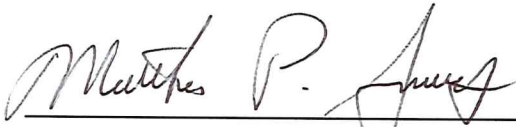
XII. ADJOURNMENT

The Chair called for any additional information items.

ACTION TAKEN: As there was no further business or information items, Board Chair, Mr. Matthew Smith declared the meeting adjourned at 7:25 p.m.

Respectfully submitted:


Mr. Stephen R. Williams, Board Secretary


Mr. Matthew P. Smith, Board Chair