North Central State College
OACC Governing Board Meeting
November 13, 2025

Carver Policy Governance Model



Our Presenters



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



Mr. Steve Stone, Previous Chair
NCSC Trustee for 17 years



Steve Williams, Executive Assistant to the President / Board Secretary/Policy Governance Coach
27 years

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

Presentation Outline

I. Overview of NCSC
   1. Vision, Mission, Strategic Goals
   2. Service area, Demographics and Employers, College profile

II. Why Did the College Choose to Implement Policy Governance?
   1. The earlier decade 2002-2009; and the anchored years 2009-2011
   2. Board and CEO transitions; educational and financial challenges
   3. Involving Miriam Carver

III. Key Moments in Making the Transition
   1. Hiring a new president (2012-2013), and assigning an internal training facilitator
   2. Providing board training

IV. Policy Governance pillars
   1. Model, principles, Ends Policies, and Executive Limitations

V. Effective Monitoring
   1. Alignment with strategic planning; and improving boardsmanship

V. Reaping the Benefits (2013-2023)
   1. Improvements in performance and financials
   2. Presenting at national conferences
   3. Local, state, and national recognitions

Effective Monitoring - Global Ends 1-00 (Mission / Strategic Goals)

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)

Aligning Policy Governance & Strategic Planning

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.*

NCSC Statement of Commitment can be found at ncstatecollege.edu July 2025

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.

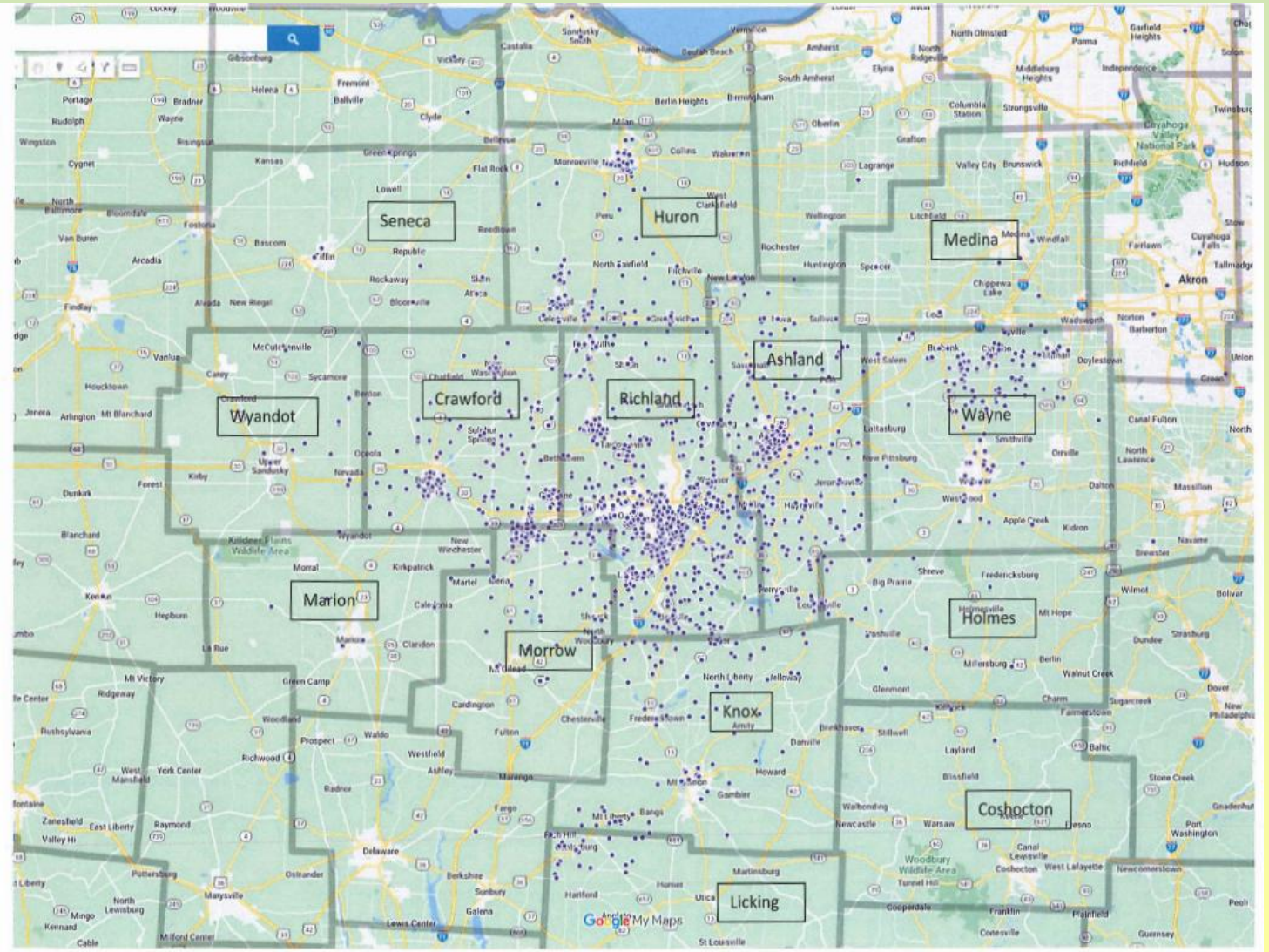
Strategic Plan

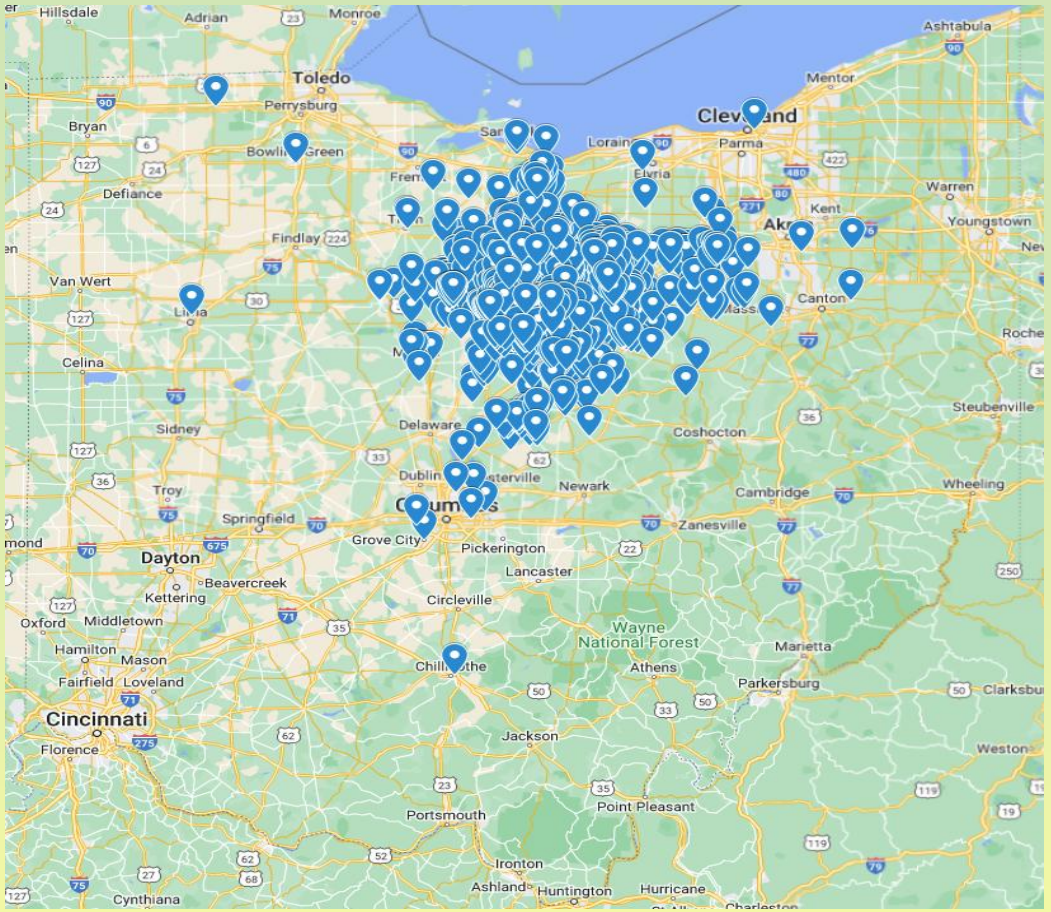
The strategic plan is the pathway for the achievement of the college's mission of student access and success through the alignment of the human, fiscal and physical resources.

NORTH CENTRAL STATE COLLEGE 1969 NC

Strategic Plan

ACCESS





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

North Central State College



- Located in north central Ohio
- Serves the three-county district of Ashland, Crawford & Richland
- Population ~ 220,000











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



Major Area Employers (3 counties)

Description	2022 Jobs	Pct. Regional Jobs	Avg. Earnings Per Job
Manufacturing	15,638	18.2%	$69,844
Government	11,718	13.7%	$70,784
Health Care and Social Assistance	11,505	13.4%	$64,680
Retail Trade	10,105	11.8%	$37,534
Accommodation and Food Services	7,631	8.9%	$20,689
Construction	4,365	5.1%	$66,921

College Profile 2024-2025

- 3,132 credit headcount ; ~700 non-credit

- 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%)

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)

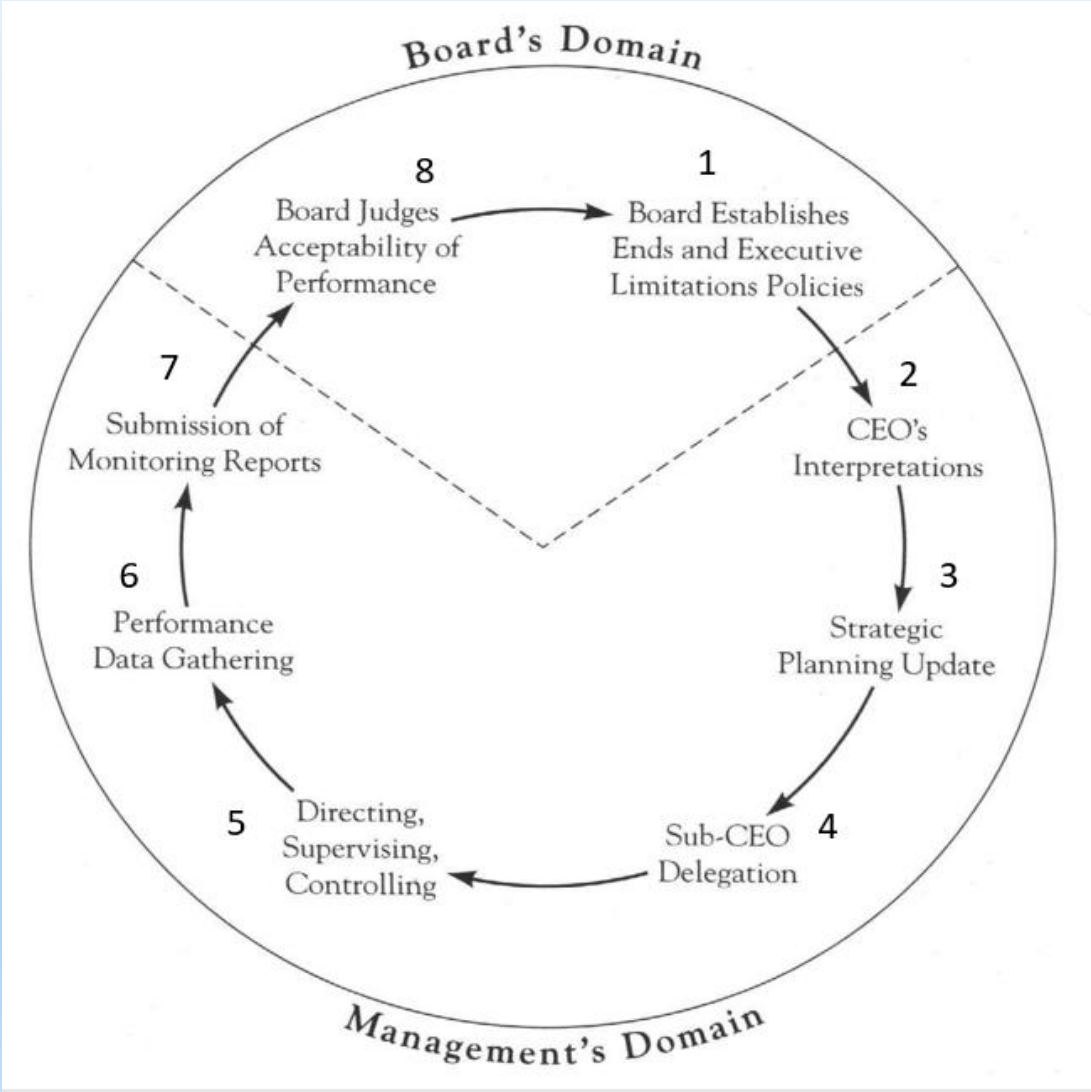
Six Ends Policies

Global Ends Policy
Valuing and Respecting Individuals
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

Board and Management
Policy Governance Domains



TYPES OF BOARD POLICY

Directions to the Board

Directions to the CEO

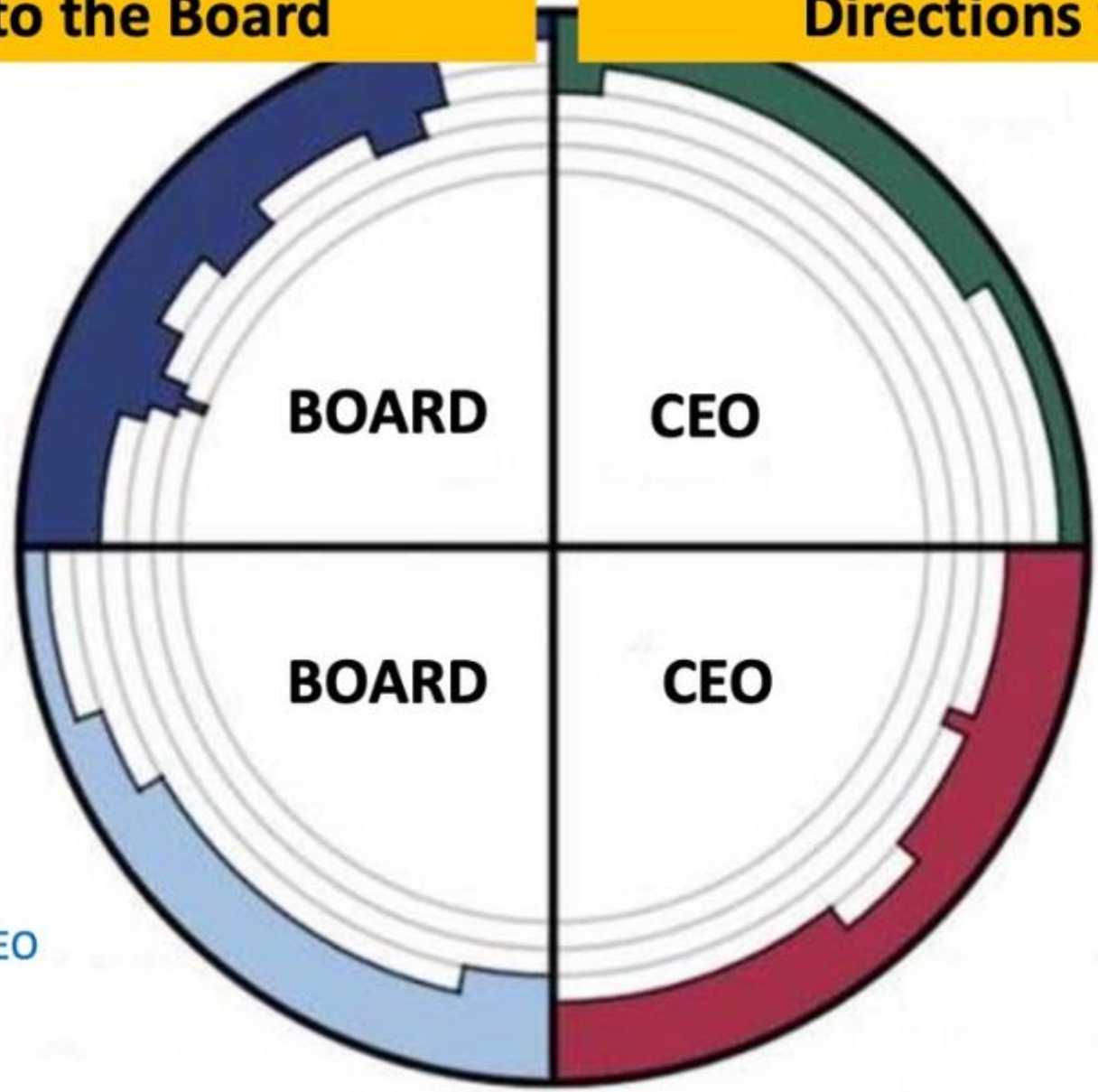
GOVERNANCE PROCESS

The philosophy, approach, and processes of governing

ENDS

(Critical Outcomes)

Results for who at what value



BOARD-CEO RELATIONSHIP

Delegation, accountability, support, evaluation of the CEO

EXECUTIVE LIMITATIONS

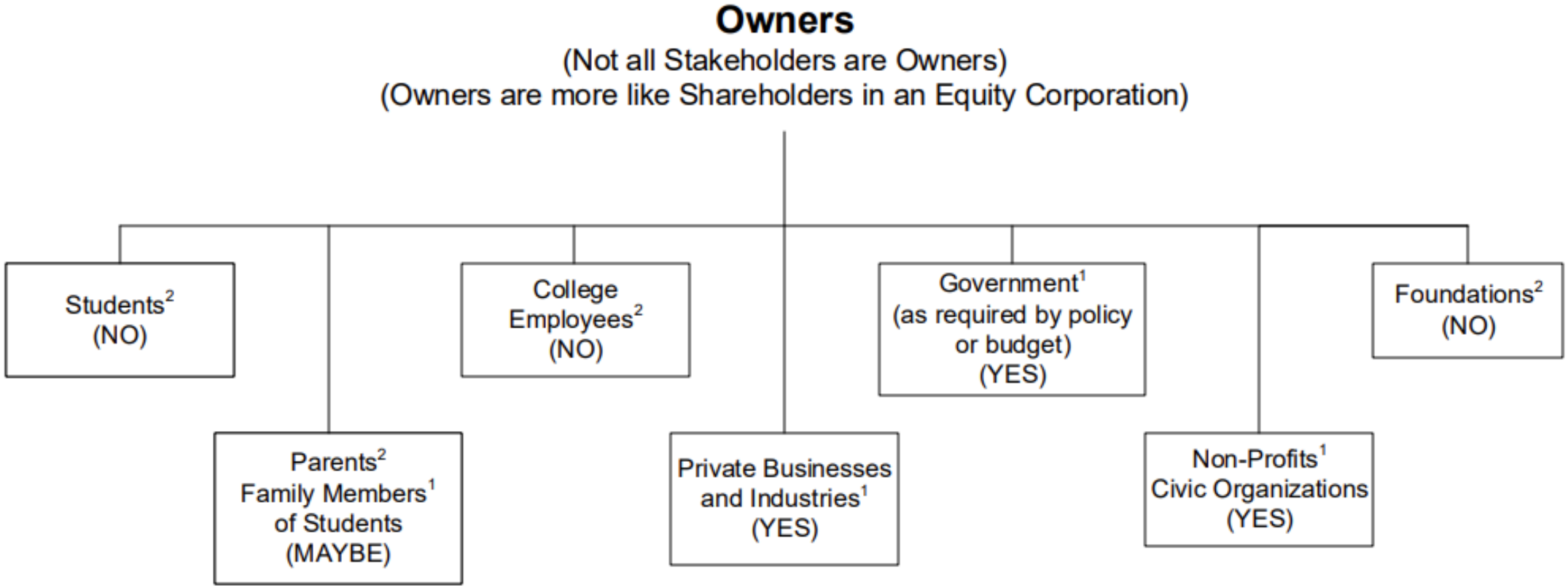
Operational boundaries governing risk

Key Elements of The Carver Policy Governance ® Model

- Act as a unit
- Operate by policy. Define decisions and directions in policy. Delegate authority through policy
- Begin with fewer broadest policy statements. Narrow the focus as needed. Stop when accepting “any reasonable interpretation.”
- Define vision and goals as “ends” (obsessed by ends).
- Establish limits through “means” in policy (delegated to CEO).
- Define governing processes and standards.
- Monitor CEO performance against policy criteria.

Carver Policy Governance ® Model Fundamentals

1. Board Job #1 is identifying the owners and obtaining the "owner's voice" in order to steer the college on their behalf.
2. Moral legitimacy and accountability is derived from owners, and as such, the board is the steward of organizational resources on behalf of owners. Legal authority/fiduciary responsibility is derived from Legislative Action (ORC 3357) Technical Colleges
3. Board decides the difference the organization is to make in the world through the establishment of ENDS policies based on the principle of: - "what good" ; - "for whom" ; - "at what cost"
4. All owners are stakeholders, but only some stakeholders are owners
5. Owners are equivalent to "shareholders" in for-profit organizations (set organizational purpose and direction)
6. Owner's input influences the organization's justification of its existence through purpose, direction, vision, and values. Civic leaders, Community individuals, business sectors (manufacturing, health care, financial institutions, professional organizations, school boards) …tend to provide Owner's input.
7. Consumer's input addresses the success or failure of a benefit that the consumer feels is deserved. Students, parents acting on behalf of their students, businesses seeking training, Employees of the College, product or service vendors …tend to provide Consumer's (non-owner) input.
8. Depending on the message and the situation, owners and consumers can exchange roles



Owners (moral or legal) issues are more board issues, while consumer/customer issues are more CEO issues
High Schools and Universities can be both
Generally, a community member can also be both, depending on the situation

About the Board

Appointed by the Local Board of Education	=	6
Appointed by the Governor	=	3
Total seats on the Board of Trustees	=	9

Current Board Composition

Ashland County = (2) Locally Appointed, (1) Governor Appointed
Crawford County = (2) Locally Appointed, (1) Governor Appointed
Richland County = (2) Locally Appointed, (1) Governor Appointed

Each board member serves for 3 renewable years

Improving Boardsmanship - Change in Board Meetings
Implementing Policy Governance at every board meeting

Board Meeting Agenda:

1. Focus on Results not Activity
2. Preview - Do - Review
3. Policy Governance Early in the Agenda
4. Required Approvals Agenda
5. Staff Reports (Supplemental)
6. Board Chair's Report
7. Meeting Evaluation

Implementing Policy Governance at every board meeting

NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, June 28, 2023 4:00pm-5:00pm
4:00 pm – James W. Kehoe Center – Conference Room (164-Kehoe)

I. CALL TO ORDER – Dr. Dwight McElfresh
- **Pledge of Allegiance, Global Ends Policy Statement**

II. ROLL CALL – Mr. Stephen Williams

III. INTRODUCTION OF GUESTS – Dr. Dorey Diab

IV. FOCUS OF THE MEETING – Dr. Dwight McElfresh

V. OSU-MANSFIELD ADVISORY BOARD GUEST REPORT
No Report for this meeting (next meeting September 21, 2023)

VI. PRESIDENT'S REPORT– Provided as part of the retreat Pages 8, 47
Preview BOT Annual Planning Retreat Agenda

Implementing Policy Governance at every board meeting

VII. REQUIRED APPROVALS AGENDA (IAW 2.73) – Dr. Dwight McElfresh

Consent Agenda

Minutes:

A. Approval of Minutes for May 24, 2023 Regular Meeting **Pages 10-27**

Personnel Actions:

B. Consideration of Approval of Status Change(s) – R-2023-26 **Page 28**

C. Consideration of Approval of Employment of College Personnel – R-2023-27 **Page 29**

Implementing Policy Governance at every board meeting

Regular Agenda

A. Treasurer's Report for May 31, 2023 – Ms. Lori McKee — Pages 30-36

B. Consideration of Approval of 2023-2024 Budget – R-2023-28 – Dr. Dorey Diab/Ms. Lori McKee — Pages 37-38

C. Consideration of Approval of policy 17-04 Investment Policy – R-2023-29 – Dr. Dorey Diab/Ms. Lori McKee — Pages 39-41

Implementing Policy Governance at every board meeting

VIII. POLICY GOVERNANCE

A. Discussion of Agenda Planning (IAW 02.72) – Dr. Dwight McElfresh

1. Discussion of PolGov Policy 2.70 Agenda Planning Policy — Pages 42-45

2. Review of Actionable Items — Page 46

3. Owner Connections (IAW 2.72a.)

4. Annual BOT Self-Assessment Survey Results

Implementing Policy Governance at every board meeting

IX. BOARD CHAIRPERSON'S REPORT – Dr. Dwight McElfresh

1. Follow up from OACC Annual Meeting (June 8, 2023)

2. ACCT Leadership Congress (October 9-12, 2023)

X. MEETING EVALUATION (IAW 02.06) – Dr. Dwight McElfresh

XI. TIME AND PLACE OF NEXT MEETING

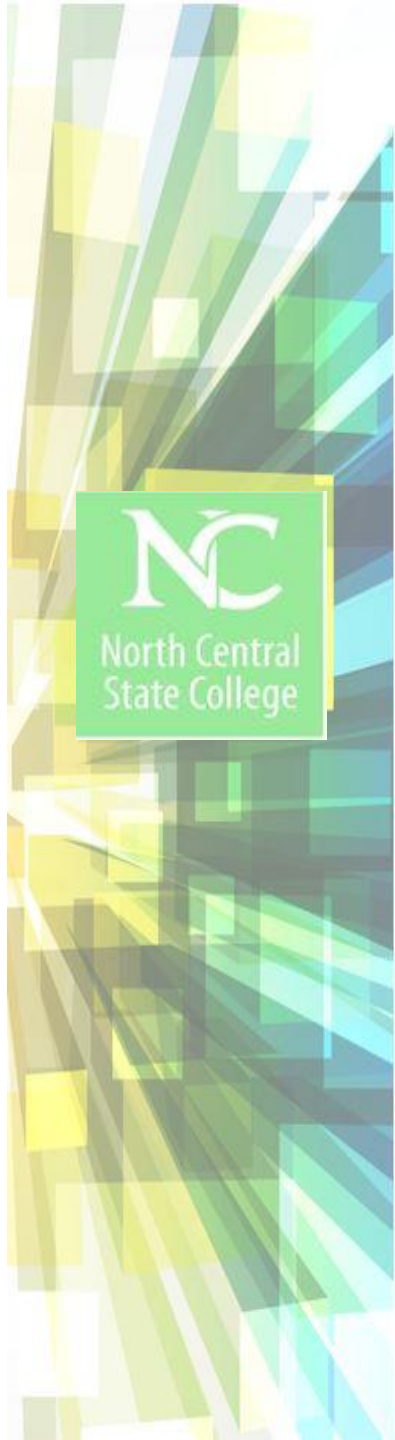
- Wednesday, August 23, 2023 – (Hybrid) Fallerius Technical Education Center, BOT Conference Room 165-F & Zoom

XII. ADJOURNMENTS

North Central State College

Implementing Policy Governance at board annual retreat
CEO Interpretation and Submission of Monitoring Report

5:00pm – 5:30pm	Vision, Mission, Strategic Goals (30 minutes) Global Ends Policy 1.0
5:30pm – 5:40pm	Break (10 minutes)
5:40pm – 6:10pm	Ends Policies (30 minutes) Valuing and Respecting Individuals 1-10 Equal Opportunity Policy 1-20 Career Readiness and Development Policy 1-30 Transferability Policy 1-40 Enrichment Policy 1-50
6:10pm – 6:40pm	Executive Limitations (30 minutes) Global Limitations 4.0 Communication and Support to the Board 4-10 Treatment of Consumers 4-20 Treatment of Employees 4-30 Compensation and Benefits 4-40



Implementing Policy Governance at board annual retreat
CEO Interpretation and Submission of Monitoring Report

6:40pm – 6:50pm	Break (10 minutes)
6:50pm – 7:20pm	Executive Limitations (continued-30 minutes) Financial Planning / Budgeting 4-50 Financial Condition and Activities 4-60 Asset Protection 4-70 Focus of Grants and Contracts 4-80 Emergency CEO Succession 4-90
7:20pm – 7:50pm	College Sustainability Position Monitoring Report – Summary
7:50pm – 8:00pm	Break (10 minutes)
8:00pm – 8:30pm	Board Executive Session
8:30pm	Adjournment

North Central State College

Evaluation Post Meeting

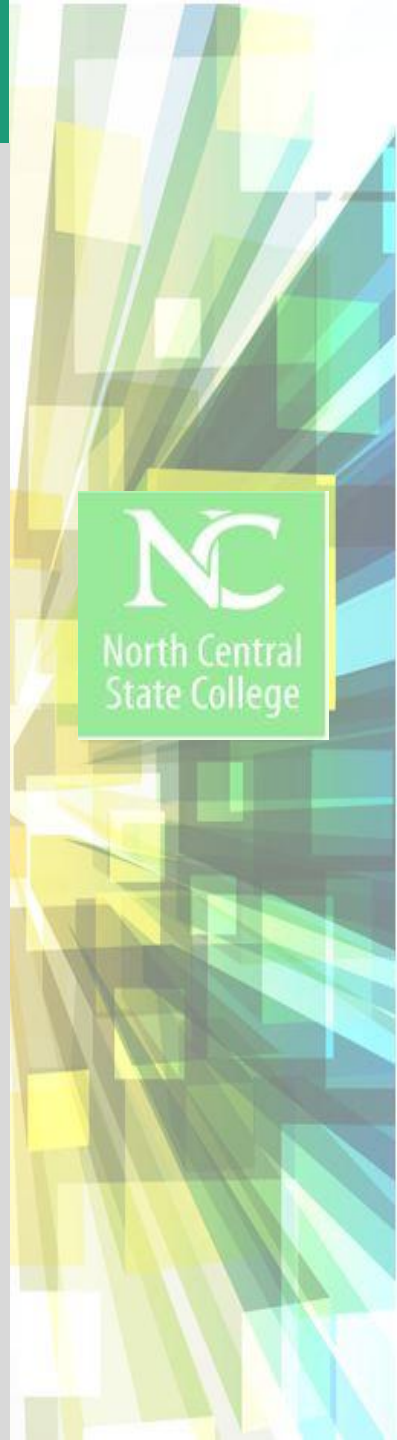
Board Self-Assessment

BOT Meeting held on: _____

Rate the Board's general meeting behavior by assigning a numerical rating using the following scale: (*When finished filling out the survey, "Save as" Change the filename date to the date of the Board meeting you are responding on (example: February 23, 2011 Board meeting would be Board Self-Assessment Survey_022311) and send as an email attachment to:* sstone@ashlandmhrb.org)

0	1	2	3	4	5
Not Applicable	We failed	Unacceptable	Acceptable	Commendable	Met our best expectations

Note: Please comment on all ratings of 1 or 2 in addition to other comments you may have to offer.



Evaluation Post Meeting

General meeting behavior:

1. The board followed its agenda and did not allow itself to get sidetracked
2. The agenda was well planned to focus on the real work of the board
3. The meeting was well attended
4. The meeting proceeded without interruptions or distractions
5. The board's decision-making processes were understood and were implemented appropriately
6. Participation was balanced. Everyone participated, no one dominated
7. …

Board Self-Assessment Annual Survey

BOT Retreat held on: _____

Rate the Board's general meeting behavior by assigning a numerical rating using the following scale:

0	1	2	3	4	5
Not Applicable	We failed	Unacceptable	Acceptable	Commendable	Met our best expectations

Note: Please comment on all ratings of 1 or 2 in addition to other comments you may have to offer.

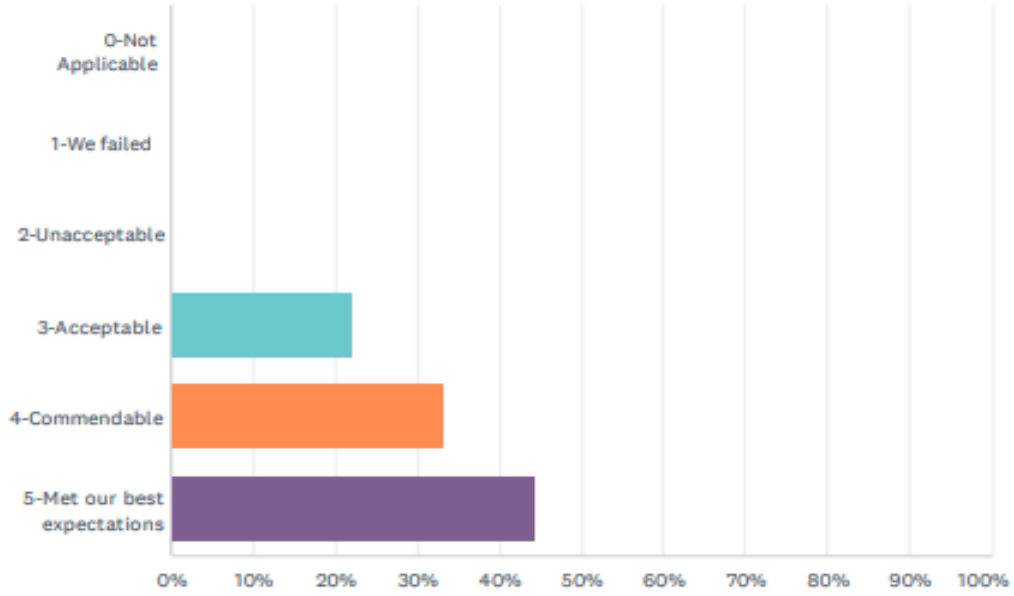
Annually (to be sent before the retreat & becomes part of the retreat agenda):

_____ 1. Most Board actions occur at the policy level rather than at the operational level.
_____ 2. The Board reviews what it has already said in its policy about each specific topic before discussion on that issue.
_____ 3. The Board regularly deepens its understanding and application of the process through discussion of case studies.
_____ 4. The Board routinely spends time monitoring and improving its own process.
_____ 5. The Board works on clarifying Board priorities/values among the range of potential Outcomes (what good?), beneficiaries (for whom?) and costs of outcomes (at what cost).
_____ 6. Ends policies are clearly and logically stated and support the mission.
_____ 7. The Board follows an annual calendar based on a plan for accomplishing its job.
_____ 8. The Board Chair helps the Board get its job done rather than supervision or becoming involved in staff work.
_____ 9. The Board spends most of its time debating, defining and clarifying its vision and in linking with its owners and public as opposed to "fixing things."

COMMENTS:

Q9 The Board spends most of its time debating, defining and clarifying its vision and in linking with its owners and public as opposed to "fixing things."

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
0-Not Applicable	0.00%	0
1-We failed	0.00%	0
2-Unacceptable	0.00%	0
3-Acceptable	22.22%	2
4-Commendable	33.33%	3
5-Met our best expectations	44.44%	4
TOTAL		9

North Central State College

BOARD OF TRUSTEES 2023 Policy Governance Training Schedule

NCState Meeting Date	Principle Discussion	Discussion Leader	PolGov Policy Review	Discussion Leader
January 18, 2023	Principle 2 *"Governance Position"*	E. Morando	4.9 Executive Limitations	S. Stone
February 22, 2023	Principle 3 *"Board Holism"*	D. Bush	2.0, 2.1, 2.2 Governance Process	D. McElfresh
March 22, 2023	Principle 4 *"Ends Policies"*	M. Masters	2.3, 2.4, 2.5 Governance Process	K. Winkle
April 26, 2023	Principle 5 *"Board Means Policies"*	L. Nelson	2.6, 2.7, 2.8, 2.9 Governance Process	D. Bush
May 24, 2023	Principle 6 *"Executive Limitations Policies"*	P. Williams	3.0, 3.1, 3.2 Board-CEO Relationship	E. Morando
June 28, 2023	*None Scheduled*	*Planning Retreat*	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	*Planning Retreat*
August 23, 2023	Principle 7 *Policy "Sizes"*	K. Aspin	3.3, 3.4 Board-CEO Relationship	L. Nelson
September 27, 2023	Principle 8 *"Delegation to Management"*	D. McElfresh	4.0, 4.1, 4.2 Board-CEO Relationship	P. Williams
October 25, 2023	Principle 9 *"Any Reasonable Interpretation"*	K. Winkle	4.3, 4.4, 4.5 Executive Limitations	M. Masters
December 6, 2023	Principle 10 *"Monitoring"*	S. Stone	4.6, 4.7, 4.8 Executive Limitations	K. Aspin
NOTE: ENDS Policies 1.0, 1.1, 1.2, 1.3, & 1.4 will be reviewed throughout the year and discussed at the June BOT Planning Retreat.				

North Central State College

BOARD OF TRUSTEES 2024 Policy Governance Training Schedule

NCState Meeting Date	Principle Discussion	Discussion Leader	PolGov Policy Review	Discussion Leader
January 17, 2024	Rehearsal Scenario 3.6	E. Morando	4.9 Executive Limitations	D. McElfresh
February 28, 2024	Rehearsal Scenario 3.14	D. Bush	2.0, 2.1, 2.2 Governance Process	K. Winkle
March 27, 2024	Rehearsal Scenario 5.6	M. Masters	2.3, 2.4, 2.5 Governance Process	S. Stone
April 24, 2024	Rehearsal Scenario 3.2	L. Nelson	2.6, 2.7, 2.8, 2.9 Governance Process	E. Morando
May 22, 2024	Rehearsal Scenario 4.7	P. Williams	3.0, 3.1, 3.2 Board-CEO Relationship	D. Bush
June 26, 2024	*None Scheduled*	*Planning Retreat*	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	*Planning Retreat*
August 28, 2024	Rehearsal Scenario 4.5	K. Aspin	3.3, 3.4 Board-CEO Relationship	M. Masters
September 25, 2024	Rehearsal Scenario 3.4	D. McElfresh	4.0, 4.1, 4.2 Board-CEO Relationship	L. Nelson
October 23, 2024	Rehearsal Scenario 3.16	K. Winkle	4.3, 4.4, 4.5 Executive Limitations	P. Williams
December 4, 2024	Rehearsal Scenario 3.5	S. Stone	4.6, 4.7, 4.8 Executive Limitations	K. Aspin
NOTE: ENDS Policies 1.0, 1.1, 1.2, 1.3, & 1.4 will be reviewed throughout the year and discussed at the June BOT Planning Retreat.				

Reaping The Benefits - Kehoe Center of Excellence
From project-based learning to industrial lab and manufacturing shop.
And from dual enrollment to associate degree to baccalaureate degrees



Making the Manufacturing Partnership Successful for the Workforce - Taking Mobile Training Center to Manufacturers







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





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



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



CLIENTS NEAR US ROUTE 30

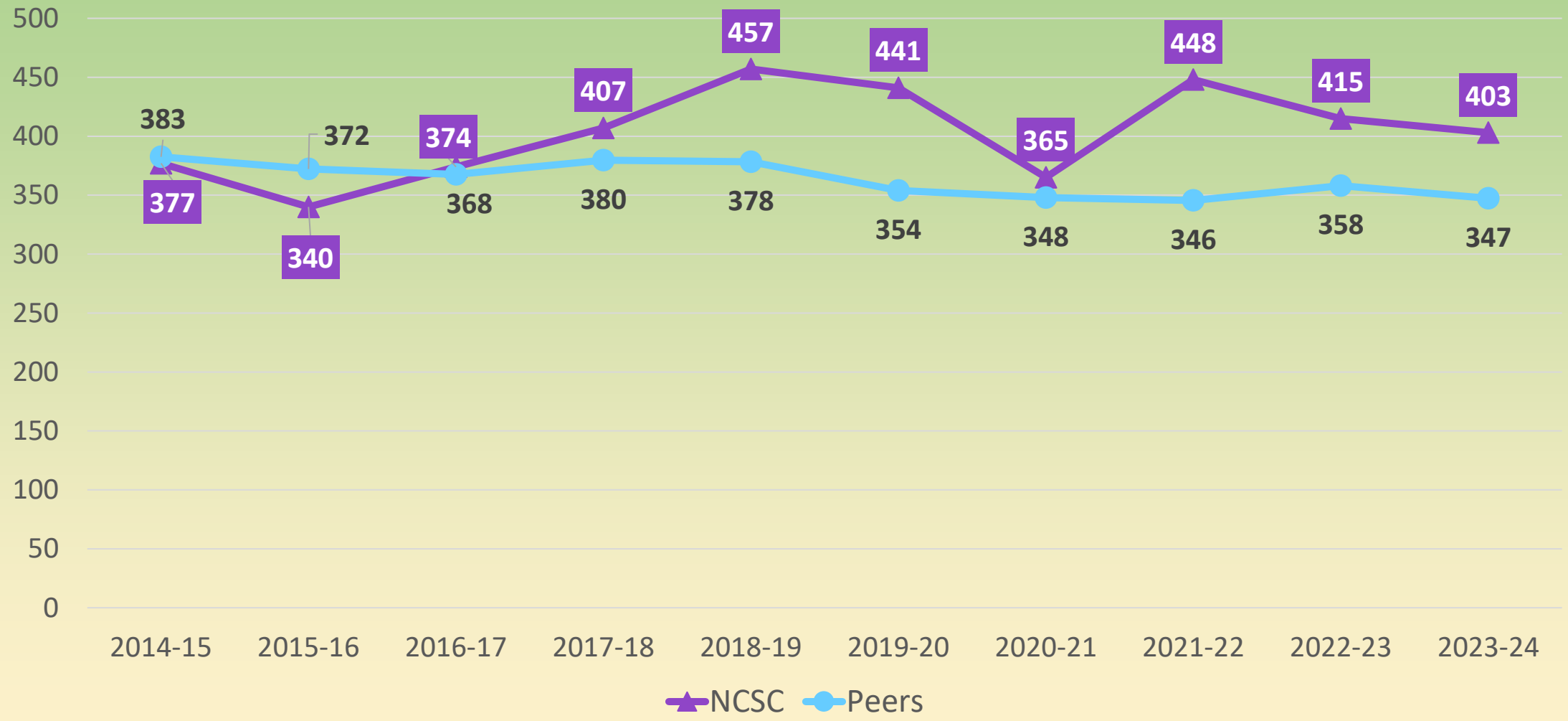
LEGEND

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

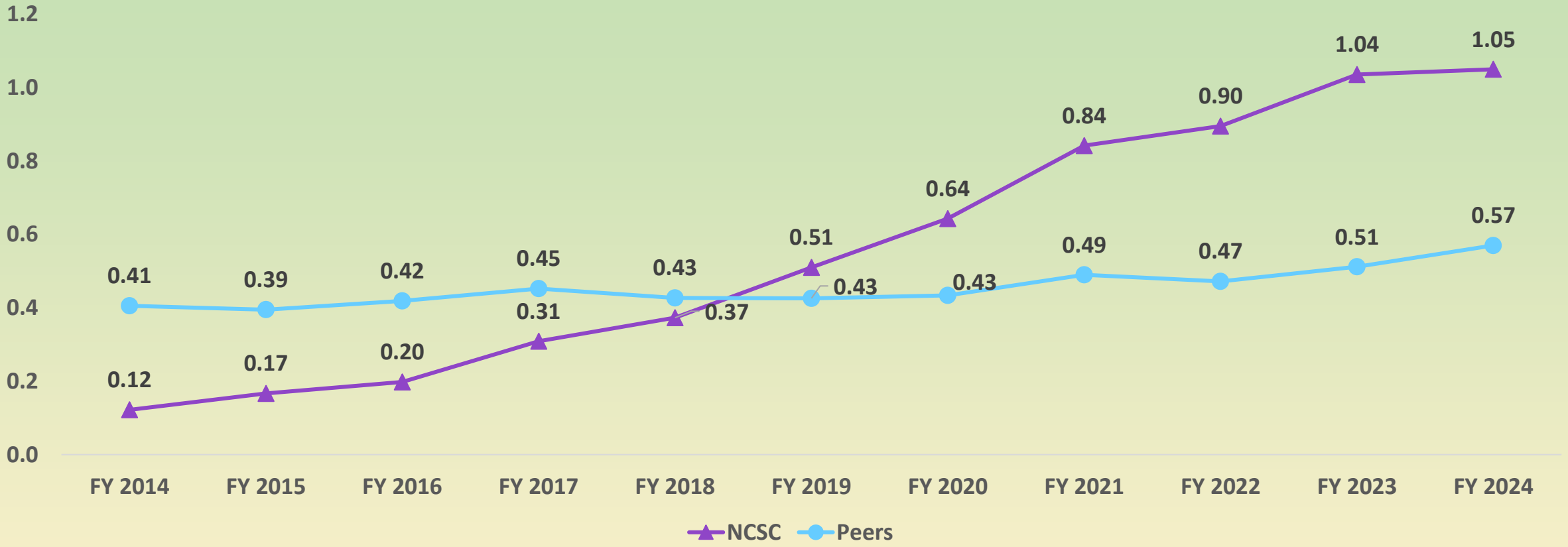
<u>Broadband Capacity Project Objective</u>: Expand internet and WIFI capacity from East to West along Route 30 for economic development. Working with Ohio Department of Development, Richland County and 15 other counties, Mansfield Air National Guard – Cyber Command; and North Central State College along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

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

Success: Degrees & Major Certificates Awarded



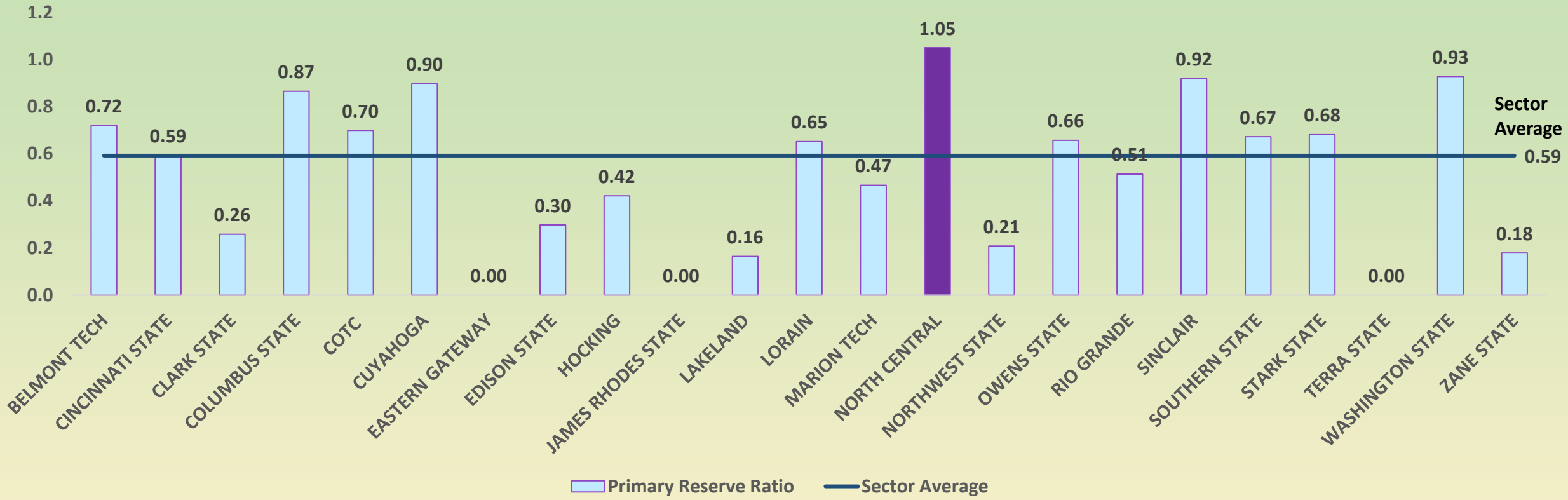
Primary Reserve Ratios In Comparison to Peers



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

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



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It’s all about the students