



# North Central State College



B O A R D P A C K E T  
February 25, 2026

**NORTH CENTRAL STATE COLLEGE  
BOARD OF TRUSTEE'S MEETING  
Wednesday, February 25, 2026  
5:30 pm – Gorman Room (165-Fallerius) or Zoom**

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- I. **CALL TO ORDER** – *Acting Board Chair, 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 REPORT** – *Dr. Dwight McElfresh*
  - No Report this month - Next OSU-M Advisory Board Meeting March 19, 2026

**VI. PRESIDENT'S REPORT**

- A. Student Government/Phi Theta Kappa Update
- B. North Central State College Foundation/Development Update
- C. Monitoring Report(s): Executive Limitations; Financial Planning/Budgeting (04.50)
- D. Updates/Other Page 47

**VII. REQUIRED APPROVALS AGENDA (IAW 02.73) – Dr. Dwight McElfresh**

**Consent Agenda** **(Action Required)**

Minutes:

- A. Approval of Minutes for January 21, 2026 “Regular Meeting” Pages 9-23

Personnel Actions:

- B. Consideration of Approval of Status Changes – *R-2026-04* Page 24
- C. Consideration of Approval of Employment of College Personnel Page 25
  - *R- 2026-05*

**Regular Agenda**

- A. Treasurer’s Report for January 31, 2026 – *Ms. Lori McKee* Pages 26-33  
**(Action Required)**
- B. Consideration of Approval of 2025-2026 Operating Budget Amendment #1 Pages 34-35  
**(Action Required)**
  - *R-2026-06 – Ms. Lori McKee*

**VIII. POLICY GOVERNANCE**

- A. Discussion of Agenda Planning – Annual Agenda (IAW 02.70) – *Dr. Dwight McElfresh* Pages 37-38
1. Review of Actionable Items Page 39
2. Community Connections
- B. Board Training (IAW 02.70(b)) Page 40
1. Discussion of Rehearsal Scenario 5.5 (Case Study) – *Mr. Patrick Williams* Pages 41-42
2. Governance Policy Review (2.0, 2.1, and 2.2) – *Ms. Kristin Aspin* Page 43-46

**IX. BOARD CHAIRPERSON’S REPORT – *Dr. Dwight McElfresh***

- A. 2025 Financial Disclosure Statement Filing Deadline Monday, May 15, 2026
- B. Follow-up from ACCT National Legislative Summit (Feb 8-11) – Washington D.C.
- C. Leader Richland Commitments (May 14, 15, and 18 – Boys this year)
- D. Employee In-Service date February 27<sup>th</sup> (Annual Ethics Training by OEC, 8:00am-9:00am) - Ralph Phillips Conference Center
- E. Upcoming Events:
- Arts for Success (Scholarships for Success) (March 5, 2026 – Crawford Success Center)
  - Joint Academic Program Advisory Committee Meeting (March 19, 2026 (7:30am-9:30am))
  - NCO Hall of Excellence (April 16, 2026 – Ralph Phillips Conference Center)

**XI. MEETING EVALUATION (IAW 02.13 & 02.16) – *Dr. Dwight McElfresh***

**XII. TIME AND PLACE OF NEXT MEETING – *Dr. Dwight McElfresh***  
- Wednesday, March 25, 2026 – (Gorman Room, 165-Fallerius)

**XIII. ADJOURNMENT – *Dr. Dwight McElfresh***



## North Central State College

### **BOARD OF TRUSTEE MEETING DATES 2026**

**All meetings will be held either at NC State Main Campus  
Fallerius Technical Building Board Room (Room 165) or via Zoom or in a  
Hybrid Environment offering both options beginning at 5:30 pm  
(unless otherwise announced)**

<u>NCState Rep.</u>	<u>OSU-M Meeting Date</u>	<u>NCState Meeting Date</u>	<u>OSU-M Rep.</u>
		January 21, 2026	
		February 25, 2026	
TBD	March 19, 2026	March 25, 2026	TBD
		April 22, 2026	
TBD	May 21, 2026	May 27, 2026	TBD
		July 22, 2026	
		August 26, 2026	
TBD	September 17, 2026	Sept. 23, 2026	TBD
TBD	November 19, 2026	October 28, 2026	
		December 2, 2026	TBD

**OSU-M 2026 Meeting Information:**

Meetings are 4:30p.m. – 6:00 p.m. via Zoom or Eisenhower 113 (Board Room)

# North Central State College

## ENDS Policy Statements

**1.0 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.

**1.1 Valuing and Respecting Individuals** - The College fosters a welcoming environment that values individual differences, promotes mutual respect, and ensures that all individuals have meaningful opportunities to participate and contribute.

**1.2 Equal Opportunity** - The proportion of students from economically or educationally disadvantaged backgrounds is at least equivalent to the proportion in the local communities.

**1.3 Career Readiness and Development** - Students acquire and enhance relevant business and industry credentials, job skills, work habits, job leads and pathways to economic self-sufficiency especially in high demand technologies.

**1.4 Transferability** - Students prepared for advanced academic success will have the ability and the prerequisite academic experience sufficient for entry into a four-year college or university.

**1.5 Enrichment** - Enrichment opportunities exist to reflect community needs and values.



# North Central State College

## **Vision**

North Central State College changes lives and transforms communities through exceptional and accessible education within a caring environment for continuous learning. *(Revised July 2, 2025)*

## **Mission**

Providing individuals with the knowledge, skills and inspiration to succeed in their chosen path. *(Revised June 28, 2017)*

## **Values** *(Revised July 2, 2025)*

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

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

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

**We value our communities** and are committed to an engaging environment and partnerships that are innovative, responsive, and impactful.

## **Differentiating Value**

North Central State College (NCSC) is exceptional among higher education institutions in providing high quality, accessible opportunities to people who seek to learn, grow, and thrive. NCSC program offerings align technical proficiency, interpersonal skills, and experiential learning to address employers' needs. As education after high school is vital to improve social and economic prosperity in a changing world, NCSC remains the College of value for all. *(Revised July 2, 2025)*

**North Central State College Board of Trustees  
(2025-2026 COLLEGE ACTIVITIES/PLANNING CALENDAR)**

<b>February 2026</b>	<b>8-11 ACCT National Legislative Summit (Washington, D.C.) Calendar 25 – Regular Board of Trustees Meeting (Fallerius) 27 – Employee In-Service Day (Ethics Training)(Kehoe Center)</b>
<b>March 2026</b>	<b>5 – Scholarships for Success (Crawford Success Center) 19 – Joint Academic Program Advisory Committee Meeting 19 – Ohio State Mansfield Advisory Board Meeting 25 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>April 2026</b>	<b>16 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center) 22 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>May 2026</b>	<b>7 – Graduate Picnic 8 – Commencement (Graduation) 14, 15, &amp; 18 – LeaderRichland (7<sup>th</sup> &amp; 8<sup>th</sup> Grade Boys) 20 – OACC Governing Board Meeting (Clark State College, Springfield) 21 – Ohio State Mansfield Advisory Board Meeting 27 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>June 2026</b>	<b>No Regular Board meeting scheduled for June 2025</b>
<b>July 2026</b>	<b>22 – Regular Board of Trustees Meeting/Annual Planning Retreat (Kehoe)</b>
<b>August 2026</b>	<b>26 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>September 2026</b>	<b>?? – 2026 ODHE Trustee Conference (Columbus) 17 – Ohio State Mansfield Advisory Board Meeting 23 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>October 2026</b>	<b>8 – Foundation Scholarship Luncheon (Kehoe) 21-24 ACCT Leadership Congress (Chicago, IL) 28 – Regular Board of Trustees Meeting (Fallerius)</b>
<b>November 2026</b>	<b>No Regular Board meeting scheduled for June 2025 19 - Ohio State Mansfield Advisory Board Meeting</b>
<b>December 2026</b>	<b>2 – Regular Board of Trustees Meeting (Fallerius) 2 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall) 3 – NCSC Employee Appreciation Event (Ralph Phillips Conf. Ctr.)</b>

## **Required Approvals Agenda**

### **Consent Agenda**

#### Minutes:

- A. Approval of Minutes for January 21, 2026 “Regular Meeting”

#### Personnel Actions:

- B. Consideration of Approval of Status Changes – *R-2026-04*
  
- C. Consideration of Approval of Employment of College Personnel  
– *R- 2026-05*

### **Regular Agenda**

- A. Treasurer’s Report for January 31, 2026 – *Ms. Lori McKee*
  
- B. Consideration of Approval of 2025-2026 Operating Budget Amendment #1  
– *R-2026-06 – Ms. Lori McKee*
  
- C. Consideration of Approval of a Resolution in Recognition of Exceptional  
Service to the College – *R-2026-07 – Dr. Dwight McElfresh*

**North Central State College  
Board of Trustees' Meeting  
January 21, 2026**

**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. Trustee participation was eight in person and one online.

Chair, Ms. Linda Nelson called the meeting to order at 5:30 p.m., asked all to rise and join her in reciting the pledge of allegiance followed by the reading of the Global ENDS Policy for North Central State College.

**II. ROLL CALL**

The Secretary, Mr. Stephen Williams called the roll.

**Present:**

Ms. Kristin Aspin  
Mr. Mark Masters  
Dr. Dwight McElfresh  
Ms. Elisabeth Morando (online)  
Ms. Linda Nelson  
Ms. Duana Patton  
Mr. Steven Stone  
Mr. Patrick Williams  
Ms. Kimberly Winkle

**III. INTRODUCTION OF GUESTS**

President Dorey Diab introduced Dr. Kelly Gray, Vice President of Academic & Student Services; Ms. Lori McKee, Vice President of Business Services; Ms. Chris Copper, Vice President for Development; Mr. Tom Prendergast, Executive Director for Institutional and Strategic Transformation, and Ms. Sara Rollo representing the Faculty (online). Dr. Diab also introduced Ms. Kimberly Lybarger, Director of the Honors College and Ms. Isabella Schoonover, Honors College Student.

**IV. FOCUS OF THE MEETING – Ms. Linda Nelson**

Ms. Linda Nelson explained that the primary focus of tonight's meeting will include: hearing a project presentation from one of our Honors College Students, administering the oath of office to Mr. Stone and Mr. Williams, and hearing College updates from our president. We will conduct the routine business of the College and conduct policy governance training. There will be no executive session.

## **V. OATH OF OFFICE**

The Board Secretary, Mr. Stephen Williams, administered the oath of public office to Mr. Steven Stone and Mr. Patrick Williams who have been re-appointed by the NCSC Trustee Selection Committee to their locally appointed terms for another three years on the Board of Trustees.

## **VI. OSU-MANSFIELD ADVISORY BOARD REPORT**

Chair, Ms. Linda Nelson announced that the next OSU-M Advisory Board meeting, would be held on March 19<sup>th</sup> and called for a volunteer to represent the North Central State College Board of Trustees at that meeting. Hearing none, she stated that she would inquire again at the February meeting for a volunteer to represent the NCSC BOT at the OSU-M Advisory Board meeting on March 19<sup>th</sup>.

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

### **A. Honors College Student, Ms. Isabella Schoonover to Present her Honors College Project.**

#### **Introduction and Context**

The presentation introduced Feng Shui as a philosophical practice that, while not grounded in extensive empirical science, continues to influence modern thinking, particularly in environmental psychology.

#### **Core Principles of Feng Shui**

Three central concepts were outlined: chi, described as the energy that flows through a space; yin and yang, representing balance, and intentional organization. Emphasis was placed on reducing clutter, selecting appropriate furniture, and using a placement map that aligns space arrangement with personal traits such as personality, birth details, and behavior.

#### **Connection to Environmental Psychology**

Isabella linked Feng Shui principles to contemporary environmental psychology, explaining how physical environments affect emotions and productivity. Examples included the use of natural light, thoughtful organization, and spatial layout to improve mood and energy. She noted that settings such as medical offices, businesses, and therapy practices often use environmental psychology to enhance comfort.

#### **Health and Stress Impacts**

The presentation cited claims that Feng Shui and related environmental practices can reduce cortisol levels by up to 27 percent, supporting stress reduction and overall bodily function. As an example, Isabella referenced a conversation with Diana Garber, CEO of Intuitive Concepts, who has consulted for institutions including the Ohio State University Wexner Center. Anecdotal accounts were shared of individuals who felt health improvements after reducing stress through environmental changes.

## **Personal Application and Future Goals**

In response to questions, Isabella described applying Feng Shui concepts in her own living space and finding them aligned with her preferences. She concluded by explaining her career goal of becoming a pediatric physical therapist and eventually opening a child-friendly private practice designed to make young patients feel comfortable and engaged.

## **B. Student Organizations Update**

Dr. Diab delivered the Student Organizations Update as follows:

### **Psi Beta – Psychology Fraternity**

- Psi Beta: the desire is to try to rebrand this group as a Psychology Club and have Psi Beta as a component to that group. This way, students who are not eligible for full Psi Beta membership (lack enough credit hours or do not have the minimum GPA) can be involved.
- Since the faculty advisor is teaching a class at Clear Fork High School during Spring '26, she hopes to leverage some interest from students in that class and hold meetings with those students 1-2xs a month.

### **Phi Theta Kappa Update:**

- The Chapter Advisor is pleased to report significant progress with the Phi Theta Kappa chapter at NCSC. Membership has grown dramatically: there are now more than 15 active students, compared to just two last year. The chapter has also established an engaged student governing body that is already generating strong ideas for community involvement and service.
- The group meets every Friday via Zoom, and the next meeting will take place on Friday, January 17th. The chapter president is Jesse Halfhill, a College-NOW high school senior in the business program. Jesse also serves as the student representative on the Honors Council and has been an excellent leader in guiding the chapter's renewed momentum.
- This level of student engagement represents a major step forward for PTK at NCSC, and there is excitement about the direction the chapter is heading.

### **Honors College Update:**

- The Honors College Information meeting will be Thursday, January 15 at 4:00 p.m. There will be more details on student interest for spring semester after that meeting.

## **C. North Central State College Foundation Development and Update - Dr. Dorey Diab**

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

### **Foundation & Major Gifts**

FY26 Goal: Increase gifts by 5% year-over-year

- \$400,168 received toward a \$442,560 goal (FY26 plan reflects a 5% YOY increase).
- New gifts received:
  - \$75,000 – OB mannequin
  - \$75,000 – Respiratory Therapy Scholarship
  - \$27,884 – Lathe equipment
  - \$7,500 – Foundation nursing support (LPN to RN program)
  - \$20,000 – Emerald Club gifts
- New \$150,000 pledge secured, with \$50,000 received as the first installment toward a matching Innovation Grant.
- Scholarships increased by 5%:
  - \$75,000 for Respiratory Therapy
  - New ask submitted on 12/31 for \$35,000 Crawford County Public Safety Criminal Justice Scholarship
- Grant-funded equipment: 10 workforce laptops received.
- Community Drone Program launches January 2026.
- Holiday gifts are distributed to major and principal gift donors.
- Rapid Response Job & Education Fair results:
  - 22 business partners
  - 78 job seekers signed in
  - Avita hired three individuals from the event
  - Nate assisted with registering prospective students at NCSC
  - Evaluating a repeat event in 2026 due to regional job downsizing.
- Hall of Excellence honorees: Mark and Zoi Romanchuk and David Eichinger (all accepted). Table sales are underway

### **Rentals Income**

- FY26: \$39,000 on a \$38,000 target
- FY27 booked to date: \$3,475

### **Foundation Nursing Program – Spring 2026 Coverage**

- PN: 19 students
- RN: 20 students
- BSN: 8 students

### **Workforce Development**

Goals: Increase workforce revenue by 5% and credit apprenticeships by 5%

- Spring 2026 TurboCert launched with 24 Crawford County students at the CSC.
- Phlebotomy program: 15 students YTD, including 9 high school students.
- Charter Next Generation Films (CNG):
  - Early-stage discussions underway for apprenticeships, CollegeNow/CCP pipelines, and plastics/advanced materials pathways.
  - Strong employer interest; next meeting planned later with Dr. Diab and Dan Niss.
- Timken Lab:
  - AC/DC Electrical course demand continues to rise.
  - First full cohort completed December 2025.
  - Monthly offerings planned, supported by an employer needs survey to expand into PLCs, motors, pneumatics, and industrial safety.
- Drone Program:
  - Community cohort launches January 12, 2026 with 5 confirmed applicants (all online curriculum).
  - New MOESC cohort includes 8 participants.
- Leadership & Supervision Series:
  - Launching at Brethren Care Village for community offerings, complementing employer-specific leadership programs.
- Microsoft Excel Training:
  - Demand remains strong.
  - Excel 2.0 scheduled for December 11 at CSC.
  - Excel 1.0 scheduled for back-to-back sessions in Richland and Crawford.

#### Crawford Success Center

Goals: Increase non-CCP headcount and credit hours by 5% each and raise \$35,000 in scholarships by June 2026

- Recruiting efforts:
  - Facilitated an application day for high school TurboCert students at the CSC.
  - Conducted December visits to all six Crawford County high schools in partnership with the Community Foundation for Crawford County.
- Scholarships for Success Event:
  - Honoring Fred Fischer with the Leadership Award for his contributions as a local entrepreneur, CSC advocate, and leader of the Bucyrus Airport Museum and renovation.
  - Auction items are being gathered, table sponsors engaged, and the committee has finalized the leadership award recipient.

## C. Monitoring Report: Executive Limitations Policies – Compensation and Benefits (4-40)

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

This report focuses on Compensation and Benefits (Executive Limitations policy 04-40).

Policy 04-40 Compensation and Benefits policy states,

### COMPENSATION AND BENEFITS (EXECUTIVE LIMITATIONS)

Policy No. 3357:13-04-40

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the CEO will not cause or allow jeopardy to fiscal integrity or to public image.

The CEO will not

4.41 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

4.42 Create obligations over a longer term than revenues can be safely projected.

*Our employees (both faculty and staff) feel that their salaries should be higher. This is usually stated in employees exit interviews or communicated directly. However, there is a higher level of satisfaction when the whole compensation package of salaries and benefits are considered together.*

*As stated in this policy, the reasonable interpretation for this executive limitation is a balance between meeting “geographic or professional market” and “not creating obligations over a longer term than revenues can be safely projected.” The details below further explain this interpretation.*

*For the 2024-2025 salaries, the average salary for faculty was \$51,670 while working two semesters. With overload work (courses taught beyond requirement), W-2 statements show faculty earning 18% over base salary (~\$9,500) (\$61,214 vs. \$51,670) while working mostly for the two semesters of fall and spring. For the 2024-2025 salaries, the average salary for staff was \$53,810 (when including positions up to the VP’s; otherwise, it is \$51,257) while working three semesters, which include summer. The staff salary is not much different than their W-2 statements (higher by 1%) as they don’t usually do overtime or teaching courses, but some do take advantage of some vacation payout and tuition reimbursement; and increase their salaries through professional growth or promotion.*

*Overall, we have a great compensation package for our employees. The package is weighed more on benefits and affordable insurance. Geographically, considering these employees’ salaries are for individual incomes (and not family), they are well within the median family income in our geographic 3-county region that ranges between \$52k (mostly Crawford) and*

*\$62k annually (mostly Ashland). Richland's is around \$56k. Faculty officially work 157 days per year (mainly no summer, and around one month off between fall and spring semesters), while staff work around 230 days and have several weeks of vacation.*

*In looking at it from the perspective of the professional market, i.e. other colleges, NCSC salaries are lower. Hence the higher increases we have provided over the past two years, i.e. 4% employee raises when we were contractually obligated to provide 3% in addition to stipends that we provide every now and then, which get reflected eventually in the W-2 forms and the related pensions.*

*Beyond the salaries, we continue to strive to be an employer of choice in the community, while allowing for more work-life balance and remote work for our faculty and staff throughout the year as stated previously.*

*As mentioned previously, we have a great work and compensation package for our people considering that many other colleges and universities have either closed or downsized due to low enrollment, laid-off employees, and salary cuts.*

*I believe, while acknowledging the complaints of some, and due to our strong financial viability with increased reserve, we have done well by our employees under extremely extenuating circumstances - a perfect storm - caused by:*

- 1. Declining demographics and student enrollment, with declining birth rates, resulting in fewer people enrolling.*
- 2. Under-resourced population: location in rural environment where higher education is of low priority; low educational attainment; first generation students, working, and caring for family; with low matriculation to college, in a culture that is questioning the value of higher education.*
- 3. Concerns about increasing college cost and rising student debt caused mostly by 4-year institutions*
- 4. Equity gaps in educational attainment especially among first generation and minorities*
- 5. Keeping up with the accelerated pace of technology, associated cost, and crowded alternative credentials delivered by a variety of organizations.*
- 6. Beyond the remanence impact of the health pandemic, there are social, environmental, cultural and political pandemics with negative dispositions toward everything.*

*In summary, over the past several years, we cared for our college family during tough times, we maintained employment and provided flexibility with remote work. We backed that up with 4% salary increase in the previous year, which is the highest we have done, while increasing salary ranges by 10%.*

*While desiring to provide additional compensation to our hard-working employees, I believe we have done a tremendous job balancing the pros and cons of the College fiscal and future viability, while caring for our employees as a family, and adhering to the principle of "not creating obligations over a longer term than revenues can be safely projected."*

#### **D. Updates/Other**

1. Thanks to great college team efforts over the years, we were informed on December 9 that the College will be receiving the Achieving the Dream highest honor, the Leah Myer Austin Award. For the first time, it also comes with \$100,000 financial recognition. It is based on continuous accomplishments in the areas of student success and caring for underrepresented and under resourced students and becoming a Leader College and a Leader College of Distinction three times. We were interviewed on January 6 for a publication later, and the public announcement will be made at the ATD's DREAM Annual Conference in Portland, Oregon on March 2.
2. The Route 30 Broadband project request for proposal was issued in December 2025 with many bidders lately requesting extension to submit their proposals (a good sign).
3. On December 4, the College held the Employee Recognition Event for people with longevity of 5 to 30 years. There were 24 employees being recognized, with much participation from the College community.
4. On December 9, the College sponsored and hosted the Richland Area Chamber of Commerce Small Business of the Year Award at the Kehoe Center. The third floor was fully occupied.
5. On December 18, we held a reception for Traci Lykins, the administrative assistant for Academic and Student Services after 30 years of service to the institution in multiple departments.
6. On December 19, the College held our annual Staff-in-Service meeting with more than 70 staff participating. Topics included: college update and future direction by the president, providing great customer care for each other and the students by Assistant Dean Miller, interdepartmental communication through a panel of the vice presidents, and student retention data from the IR department.
7. Our employees enjoyed a holiday break during the college shutdown, with badly needed rest and relaxation, between December 22, 2025, and January 2, 2026.
8. The health division held a graduation ceremony for the Practical Nursing class on January 8, with 23 students graduating, thus meeting the need of our health care facilities in the community.

## **VIII. REQUIRED APPROVALS AGENDA**

### **CONSENT AGENDA**

Ms. Linda Nelson, presented the Consent Agenda and called for any items that should be removed from the consent agenda for further discussion. On a motion by Mr. Mark Masters and seconded by Dr. Dwight McElfresh the roll was called:

Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

Passing unanimously, the following items were approved.

**A. Approval of Minutes for December 3, 2025 “Regular Meeting”**

**B. Consideration of Approval of Employment of College Personnel – R-2026-01**

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

**R-2026-01**

**NEW HIRES**

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

**BEGINNING December 8, 2025**

*Corisa Welch, Part Time Facility Program Coordinator, Correctional Education  
North Central State College, Associate of Applied Science, Criminal Justice  
Wilberforce University, Bachelor of Science, Organizational Management  
Champlain College, Master of Business Administration*

**BEGINNING January 12, 2026**

*Greer Gledhill, Academic Liaison, Engineering Technology, Business and Criminal Justice  
Division  
North Central State College, Associate of Arts, Business Administration  
University of Cincinnati, Bachelor of Business Administration*

**BEGINNING January 20, 2026**

*Mackayla Cox, Part Time Institutional Research Analyst  
North Central State College, Associate of Arts, Business Management  
Kent State University, Master of Arts, Economics*

**EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-01**

Corisa Welch is hired as Part Time Facility Program Coordinator, Correctional Education to replace Michael Fuddy.

Greer Gledhill is hired as Academic Liaison, Engineering Technology, Business and Criminal Justice Division to replace Ashley Hedrick.

Mackayla Cox is hired as Part Time Institutional Research Analyst.

**C. Consideration of Approval of College Personnel Professional Growth  
Recognition – R-2026-02**

**CONSIDERATION OF APPROVAL OF**

**COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION**

**R-2026-02**

*Shane Smith has completed a Master of Science in Social Work degree at Indiana Wesleyan University.*

**THEREFORE, BE IT RESOLVED:** *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective December 21st in accordance with the policy adopted under resolution 1991-30 for “Professional Growth Recognition.”*

**D. Consideration of Approval of Contracts for Non-Probationary Faculty**  
– R-2026-03

**CONSIDERATION OF APPROVAL OF CONTRACTS FOR  
NON-PROBATIONARY FACULTY**

**R-2026-03**

**BE IT RESOLVED:** *by the Board of Trustees of North Central State College that approval is hereby given to the Administration of the College for the “memos of intent” issued to the following faculty, recommended without reservation, for renewal of contracts for the period stated below:*

**THREE-YEAR NON-PROBATIONARY 9-MONTH CONTRACT**  
**(Fall Semester 2026 through Spring Semester 2029)**

*Karen Danielson*

*Dorie Ford*

*Mohamed Ghonimy*

*Travis Green*

*David Koepke*

*Michelle Slattery*

*Tonya Stanger*

*Justin Tickhill*

**REGULAR AGENDA**

**A. Treasurer’s Report for November 30, 2025 – Ms. Lori McKee**

Ms. Lori McKee presented the Treasurer’s Report for the period ending November 30, 2025. She stated that revenues for the month totaled \$4,843,714. Expenditures were

\$1,148,662 leaving an excess of \$3,695,052. Year-to-date revenues totaled \$15,414,024. Year-to-date expenditures totaled \$7,519,127 leaving an excess of \$7,894,897. The Month End Investment Balance for November 2025 was \$14,884,905 (\$3,285,840 in Star Ohio and \$11,599,065 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:** Ms. Duana Patton moved for approval of the Treasurer’s Report for the period ending November 30, 2025. Ms. Kristin Aspin seconded the motion and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

**B. Treasurer’s Report for December 31, 2025 – Ms. Lori McKee**

Ms. Lori McKee presented the Treasurer’s Report for the period ending December 31, 2025. She stated that revenues for the month totaled \$2,012,813. Expenditures were \$1,301,668 leaving an excess of \$711,144. Year-to-date revenues totaled \$17,426,836. Year-to-date expenditures totaled \$8,820,795 leaving an excess of \$8,606,041. The Month End Investment Balance for December 2025 was \$14,950,921 (\$3,296,902 in Star Ohio and \$11,654,019 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:** Mr. Patrick Williams moved for approval of the Treasurer’s Report for the period ending December 31, 2025. Dr. Dwight McElfresh seconded the motion and following some further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

**IX. POLICY GOVERNANCE**

**A. Discussion of Agenda Planning – Ms. Linda Nelson**

1. Review of Annual Calendar.

Chair, Ms. Linda Nelson reviewed the Annual Agenda for the upcoming months.

2. Review of Actionable Items.

Chair, Ms. Linda Nelson reviewed the listing of Actionable Items which Included:

- a. Send recommendation for re-appointment of Ms. Kimberly Winkle to governor-appointed position to Office of Boards and Commissions (2<sup>nd</sup> submission) – This item will be completed following the expiration of her current term on January 16, 2026.
- b. Revise Asset Protection Policy (04-70): 1) 04-73 increase to \$50k  
2) 04-77 amend to include “except as required by federal guidelines”– This item will be brought forward as appropriate.
- c. Evaluate prudence in attending 2026 ACCT-NLS with OACC & ACCT – This item will be addressed later in the agenda.
- d. BOT to receive Performance/Self-Evaluation Trend Analysis for 4th Quarter Report (October, November, December) at January BOT Meeting – This item will be addressed later in the agenda.

### 3. Community Connections.

**Ms. Linda Nelson** – shared a recent community interaction that highlighted the growing demand for skilled trades, particularly electricians. While speaking with an electrician working for a new and rapidly expanding business, she learned of the employer’s need for additional workers with specialized skill sets. She used the opportunity to promote North Central’s apprenticeship programs as a pathway to help businesses develop talent and provided a contact for future engagement when the employer is ready to participate. She also referenced discovering information about a new electrical training program through Pioneer and shared those details to further support workforce development. Ms. Nelson emphasized the importance of community members helping one another by sharing knowledge about available local resources and encouraging outreach.

**Dr. Dwight McElfresh** – shared the Ashland Airport Expansion – Renovation Partnership with Kent State. The partnership was not for flight training or mechanics. The motivation is for terminal operations. They were also considering a similar partnership with Mansfield Lahm.

**Ms. Elisabeth Morando** – shared a sad story of students at a different college found dead in their vehicle. This was a warning for carbon monoxide poisoning in the cold while sitting in your car for extended periods of time with the car running.

### **B. Board Policy Governance Training (IAW 02.70) – Ms. Linda Nelson**

- 1. Mr. Steve Stone led the discussion of Rehearsal Scenario 6.3 “Results on Whose Benefit?”

Scenario: In the Association of Independent Hardware Stores, a small group of members specializes in selling electronic goods. This group needs public awareness of its specialty. Members of this group feel that their focus is not sufficiently prominent in the trade

association's priorities. They are considering setting up their own organization. What should the board do?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Mr. Mark Masters led the discussion and review of Governance Process policy 4.9. Emergency CEO Succession Plan. The Board concurred that policy 4.9 is still relevant and still accurate.

3. Annual Emergency Executive Succession Statement. President Diab announced that in the case of emergency executive succession, the members of his executive staff who are capable of taking on that role and their order of precedence are: 1. Dr. Kelly Gray, Vice President for Academic and Student Services, and 2: Ms. Lori McKee, Vice President for Business Services.

### **C. Board Performance/Self-Evaluation Survey Trend Analysis for 4<sup>th</sup> Quarter**

Reflections on 4<sup>th</sup> Quarter 2025 Self-Evaluation Survey Trends:

Ms. Linda Nelson asked if all trustees had the opportunity to review the Board Performance/Self-Evaluation Survey Trend Analysis for the 4<sup>th</sup> Quarter of 2025. The Board reviewed each survey topic, discussed trend analysis results, and considered areas for improvement.

## **X. BOARD CHAIRPERSON REPORT- *Chair, Ms. Linda Nelson***

### **A. 2025 Financial Disclosure Statement Filing Deadline: Monday, May 15, 2026**

Ms. Linda Nelson reminded trustees of the required financial disclosure statement filing deadline of May 15, 2026. Trustees have a plenty of time but should complete as soon as is practical for them before the prescribed deadline.

### **B. ACCT National Legislative Summit (February 8-11, 2026)**

Ms. Linda Nelson called upon President Diab to provide discussion on the consideration of this event. Dr. Dorey Diab reported that while he, Dr. Dwight McElfresh and Ms. Elisabeth Morando would not be registering for the Legislative Summit, they plan on joining other Ohio Community College leaders in meeting with legislators as a show of force and resilience in carrying the issues that matter to two-year colleges to our leaders in Washington, D.C.

### **C. Leader Richland Dates (May 14, 15, and 18) (7<sup>th</sup> & 8<sup>th</sup> grade Boys this year).**

Ms. Linda Nelson explained the rotation between boys and girls for the activity and stated that we were looking for those who would like to participate in this year's activity. She explained the importance of positive encouragement for these young people to take a role in community involvement and civic leadership. Further, it is an important calling

for schools to get involved in this leadership building activity. She asked Trustees to think about their schedules and what they may be able to contribute.

**D. Employee In-service date February 27<sup>th</sup> (Annual Ethics Training by OEC).**

Ms. Linda Nelson called upon Dr. Dorey Diab for some discussion on this topic. Dr. Diab explained that the employees of the College will be holding their spring in-service day activities on February 27<sup>th</sup>. One of the items on the agenda for that day is the annual college-wide ethics training. Trustees are invited to join this activity if they choose to do so in order to fulfill their annual requirement for annual qualifying ethics training. This training will fulfill that requirement. More information on the activity will be provided as it gets closer to time but for now, trustees are encouraged to mark their calendar and save the date if there are interested in getting their annual ethics training out of the way. He noted that this year's training will likely be in-person so Trustees will need to attend that portion of the in-service day training if they choose to do so.

**E. Upcoming Events**

Ms. Linda Nelson reminded Trustees of:

1. The Crawford Success Center's Scholarships for Success event taking place on March 5, 2026.
2. The North Central Ohio Hall of Excellence taking place on April 16, 2026 at the Ralph Phillips Conference Center.

**XI. MEETING EVALUATION (IAW 02.16) – Ms. Linda Nelson**

Chair, Ms. Linda Nelson called for a discussion on tonight's meeting evaluation. Trustees commented that the student delivered a nice presentation.

**XII. TIME AND PLACE OF NEXT MEETING**

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, February 25, 2026 at 5:30pm. Meeting location and setting to be announced.

**XIII. ADJOURNMENT**

Chair, Ms. Linda Nelson 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. Linda Nelson declared the meeting adjourned at 6:42 p.m.

Respectfully submitted:

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Mr. Stephen R. Williams, Board Secretary

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Ms. Linda S. M. Nelson, Board Chair

**CONSIDERATION OF APPROVAL OF  
STATUS CHANGES**

**R-2026-04**

**STATUS CHANGE**

***BE IT RESOLVED:*** by the Board of Trustees that the following staff members are hereby awarded the following status change:

***BEGINNING February 9, 2026***

*Leah Bisel*

- *Leah Bisel is moving from Manager, Development and Special Events to Manager, Foundation Development and Workforce Contract Training.*

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

**R-2026-05**

**NEW HIRES**

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

***BEGINNING February 23, 2026***

*Amy Borders, Full-Time Custodian at the Kehoe Center.*

***EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-05***

*Amy Borders is hired as full-time Custodian to replace Karen Minnear.*

**The Treasurer's Report**  
**with Dashboard Analysis**

**for the Period Ending**

**January 31, 2026**

North Central State College  
 Analysis of Current Revenue and Expenditures  
 Period Ending January 31, 2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Current YTD	Budget Release	Variance Favorable / Unfavorable	Beginning Budget	Prior YTD	Current vs. Prior
<b>Revenues:</b>													
State Share of Instruction	\$830,619	\$830,619	\$830,619	\$830,619	\$830,619	\$830,618	\$850,411	\$5,834,124	5,922,031	(\$87,907)	10,152,053	\$5,484,258	\$349,866
Student Tuition and Fees	5,237,346	\$1,130,061	\$84,902	\$53,676	\$3,853,688	\$1,007,681	\$668,625	12,035,980	11,253,407	782,573	11,253,407	11,156,097	879,883
Other Revenues	14,956	\$146,022	\$114,347	\$63,271	\$110,623	\$108,596	\$38,084	595,900	372,283	223,616	638,200	600,262	(4,362)
University Center	0	\$0	\$0	\$0	\$0	\$0	\$0	0	0	0	0	0	0
Capital Debt Service	0	\$0	\$0	\$0	\$0	\$0	\$0	0	0	0	40,000	71,945	(71,945)
Child Development Center	71,700	50,785	138,508	66,231	45,460	49,252	52,991	474,927	387,419	87,508	667,964	478,658	(3,731)
Workforce & Community Development	3,579	1,817	36,816	14,736	2,704	9,909	817	70,378	196,942	(126,564)	337,615	99,522	(29,144)
Facilities	9,495	240	\$6,040	\$3,305	\$620	\$6,756	\$239	26,695	28,567	(1,872)	48,972	25,545	1,150
Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>\$6,167,695</b>	<b>\$2,159,544</b>	<b>\$1,211,232</b>	<b>\$1,031,838</b>	<b>\$4,843,714</b>	<b>\$2,012,813</b>	<b>\$1,611,167</b>	<b>\$19,038,003</b>	<b>\$18,160,649</b>	<b>\$877,354</b>	<b>\$23,138,211</b>	<b>\$17,916,286</b>	<b>\$1,121,717</b>
<b>Expenditures:</b>													
Payroll	\$235,173	\$779,440	\$722,678	\$720,065	\$744,347	\$741,958	\$940,028	4,883,689.00	4,959,993	\$76,304	\$8,921,141	\$4,792,332	(\$91,357)
Fringes	85,890	\$443,880	\$273,912	\$245,555	\$115,551	\$293,590	\$415,675	1,874,052.97	2,341,270	\$467,217	4,348,073	1,757,066	(116,987)
Printing	3,861	\$5,564	\$4,298	\$1,011	\$4,387	\$746	\$376	20,243.65	18,288	(\$1,956)	31,350	9,321	(10,922)
Advertising	1,900	\$13,008	\$5,781	\$8,125	\$13,951	\$7,033	\$9,706	59,504.55	92,167	\$32,662	158,000	59,427	(78)
Postage	0	\$266	\$0	\$370	\$11,000	\$0	\$266	11,901.18	29,167	\$17,265	50,000	368	(11,533)
Shared Campus Expense	0	\$273	\$137	\$16,638	\$0	\$0	\$495	17,542.44	0	(\$17,542)	1,100,000	1,884	(15,658)
Professional Development	6,432	\$9,336	\$7,449	\$5,436	\$32,251	\$7,760	\$13,130	81,794.10	215,679	\$133,885	369,735	65,597	(16,197)
Grants and Scholarships	23,865	\$393	\$117,298	\$111,606	\$0	\$85	\$0	253,296.91	1,283,333	\$1,030,036	2,200,000	242,260	(11,037)
Equipment Lease and Rental	8,919	\$4,460	\$4,460	\$4,459	\$5,782	\$1,323	\$4,560	33,962.06	60,783	\$26,821	104,200	38,322	4,360
New Equipment	2,489	\$18,317	\$1,275	\$5,147	\$38,368	\$171	\$13,631	79,398.53	191,437	\$112,038	328,177	40,919	(38,479)
Professional Fees	26,183	\$18,824	\$14,051	\$24,790	\$19,717	\$13,088	\$24,493	141,145.48	205,930	\$64,784	353,022	102,760	(38,386)
All Other Expenses	819,498	239,432	604,273	76,427	29,890	99,578	57,321	1,926,419.32	1,659,334	(\$267,085)	2,844,573	1,855,990	(70,429)
Child Development Center	12,098	98,582	57,330	55,843	43,265	50,635	78,428	396,181.00	392,297	(\$3,884)	721,586	355,629	(40,552)
Corporate	8,617	15,201	17,319	14,445	24,708	12,787	29,788	122,865.00	113,031	(\$9,834)	203,875	103,103	(19,762)
Facilities	68,678	128,485	80,243	90,981	65,393	72,914	183,057	689,751.00	753,172	\$63,421	1,354,479	688,820	(931)
<b>Total Expenditures</b>	<b>\$1,303,603</b>	<b>\$1,775,460</b>	<b>\$1,910,504</b>	<b>\$1,380,898</b>	<b>\$1,148,662</b>	<b>\$1,301,668</b>	<b>\$1,770,952</b>	<b>\$10,591,747</b>	<b>\$12,315,880</b>	<b>\$1,724,132</b>	<b>\$23,088,211</b>	<b>\$10,113,798</b>	<b>(\$477,949)</b>
<b>Excess (Deficit)</b>	<b>\$4,864,093</b>	<b>\$384,084</b>	<b>(\$699,272)</b>	<b>(\$349,060)</b>	<b>\$3,695,052</b>	<b>\$711,144</b>	<b>(\$159,785)</b>	<b>\$8,446,256</b>	<b>\$5,844,770</b>	<b>\$2,601,486</b>	<b>\$50,000</b>	<b>\$7,802,488</b>	<b>\$643,768</b>

Total Investment Balance - \$14,951,500 (\$3,307,652 - Star Ohio and \$11,643,848 - Park National)

North Central State College  
All Other Expenses  
Period Ending January 31, 2026

	<u>Jul-25</u>	<u>Aug-25</u>	<u>Sep-25</u>	<u>Oct-25</u>	<u>Nov-25</u>	<u>Dec-25</u>	<u>Jan-26</u>	<u>Current YTD</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Beginning Budget</u>
Office Supplies	292.36	28.50	932.24	71.00	133.65	1,703.31	8.00	3,169.06	7,481.25	4,312.19	12,825.00
Instructional Supplies - Lecture	27.49	15.33	0.00	248.26	(213.26)	95.75	0.00	173.57	14,418.25	14,244.68	24,717.00
Paper Supplies	0.00	0.00	0.00	3,922.40	0.00	0.00	0.00	3,922.40	7,000.00	3,077.60	12,000.00
Other Supplies	0.00	23,242.98	940.58	4,045.44	681.26	468.00	687.59	30,065.85	17,275.42	(12,790.43)	29,615.00
Instructional Supplies - Lab	58,708.13	43,587.22	67,042.22	23,463.67	4,279.42	42,801.17	19,168.93	259,050.76	290,883.31	31,832.55	498,657.10
Travel	40.00	1,248.11	151.27	472.24	1,881.45	414.55	204.82	4,412.44	15,359.17	10,946.73	26,330.00
Non-Inventory Software (501)	9,216.18	0.00	0.00	0.00	500.00	0.00	0.00	9,716.18	8,828.75	(887.43)	15,135.00
Non-Inventory Books	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	875.00	875.00	1,500.00
Equipment Maintenance	0.00	0.00	0.00	1,100.00	0.00	0.00	4,000.00	5,100.00	29,289.75	24,189.75	50,211.00
Software Upgrade/Maintenance	660,293.75	125,232.72	388,811.78	6,660.13	2,181.00	77.00	985.00	1,184,241.38	626,777.59	(557,463.79)	1,074,475.87
Building Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,750.00	8,750.00	15,000.00
Vehicle Maintenance	0.00	94.30	225.60	162.64	297.04	166.02	359.65	1,305.25	7,000.00	5,694.75	12,000.00
Telephone	0.00	15,229.16	1,106.12	1,106.12	1,110.12	1,110.12	1,107.78	20,769.42	74,083.33	53,313.91	127,000.00
Cell Phones	0.00	920.25	920.54	923.16	923.12	475.97	684.36	4,847.40	7,583.33	2,735.93	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Security	0.00	439.45	0.00	0.00	0.00	0.00	0.00	439.45	1,750.00	1,310.55	3,000.00
Internet Connection	0.00	3,660.88	2,080.44	2,080.44	2,480.44	6,495.36	2,580.44	19,378.00	46,666.67	27,288.67	80,000.00
License Fees	205.50	0.00	274.00	114.00	65.00	73.50	0.00	732.00	2,413.25	1,681.25	4,137.00
Bank Fees - General	725.45	1,099.58	1,103.27	842.13	1,190.33	733.29	735.58	6,429.63	5,366.67	(1,062.96)	9,200.00
Bank Fees - Credit	0.00	1,809.58	7,250.96	9,585.34	3,840.67	3,949.39	1,957.88	28,393.82	30,333.33	1,939.51	52,000.00
Insurance	0.00	0.00	98,051.00	0.00	0.00	28,745.00	0.00	126,796.00	103,961.67	(22,834.33)	178,220.00
Shipping/Freight	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,333.33	2,333.33	4,000.00
Sponsored/Donated	800.00	315.00	1,500.00	2,375.00	50.00	835.00	725.00	6,600.00	7,116.67	516.67	12,200.00
Commencement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,058.33	14,058.33	24,100.00
Catering	0.00	132.07	910.83	100.92	2,064.82	586.50	746.82	4,541.96	6,699.00	2,157.04	11,484.00
Subscriptions	0.00	2,023.23	14.99	14.99	1,214.99	9.68	10.00	3,287.88	5,366.67	2,078.79	9,200.00
Dues	86,637.48	19,871.81	50.00	2,050.00	5,844.00	1,029.50	175.00	115,657.79	88,898.83	(26,758.96)	152,398.00
Program Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	291.67	291.67	500.00
Recruitment	0.00	1,000.00	0.00	0.00	0.00	0.00	0.00	1,000.00	2,333.33	1,333.33	4,000.00
Other Expense	3,147.67	78.99	27,722.19	17,257.79	1,559.34	10,042.66	23,186.41	82,995.05	164,889.68	81,894.63	282,668.03
Bad Debt Expense	(3.00)	1.00	2,144.59	108.65	0.00	0.00	(2.64)	2,248.60	61,250.00	59,001.40	105,000.00
Collection Costs	(593.35)	(598.49)	3,040.84	(277.02)	(193.13)	(233.42)	0.00	1,145.43	0.00	(1,145.43)	0.00
	819,497.66	239,431.67	604,273.46	76,427.30	29,890.26	99,578.35	57,320.62	1,926,419.32	1,659,334.25	(267,085.07)	2,844,573.00

North Central State College  
 Period Ending January 31, 2026

	<u>Jul-25</u>	<u>Aug-25</u>	<u>Sep-25</u>	<u>Oct-25</u>	<u>Nov-25</u>	<u>Dec-25</u>	<u>Jan-26</u>	<u>Current YTD</u>	<u>Beginning Budget</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Prior YTD</u>	<u>Current vs. Prior</u>
<b>Child Development Center</b>													
Revenues	\$ 71,700	\$ 50,785	\$ 138,508	\$ 66,231	\$ 45,460	\$ 49,252	\$ 52,991	474,927	\$ 667,964	\$ 387,419	\$ 87,508	\$ 478,658	\$ (3,731)
Payroll	6,683	50,841	32,607	33,249	33,403	29,915	49,071	235,769	384,723	\$ 207,159	(28,610)	225,967	(9,802)
Fringes	3,218	44,451	15,993	16,092	5,317	15,585	24,042	124,698	253,273	\$ 136,378	11,680	103,625	(21,073)
Non-Payroll	2,197	3,290	8,730	6,502	4,545	5,135	5,315	35,714	83,590	\$ 48,761	13,047	26,037	(9,677)
Total Expenses	12,098	98,582	57,330	55,843	43,265	50,635	78,428	396,181	721,586	392,297	(3,884)	355,629	(40,552)
Excess (Deficit)	\$ 59,602	\$ (47,797)	\$ 81,178	\$ 10,388	\$ 2,195	\$ (1,383)	\$ (25,437)	\$ 78,746	\$ (53,622)	\$ (4,878)	\$ 83,624	\$ 123,029	\$ (44,283)
<b>Corporate</b>													
<b>Workforce &amp; Community Development</b>													
Revenues	\$ 3,579	\$ 1,817	\$ 36,816	\$ 14,736	\$ 2,704	\$ 9,909	\$ 817	70,378	\$ 337,615	\$ 196,942	\$ (126,564)	\$ 99,522	\$ (29,144)
Payroll	1,553	11,400	8,966	10,262	14,008	10,254	14,359	70,802	102,921	\$ 55,419	(15,383)	59,193	(11,609)
Fringes	453	3,690	1,385	2,062	2,200	2,533	3,846	16,169	28,474	\$ 15,332	(837)	15,091	(1,078)
Non-Payroll	6,611	111	6,968	2,121	8,500	0	11,583	35,894	72,480	\$ 42,280	6,386	28,820	(7,074)
	8,617	15,201	17,319	14,445	24,708	12,787	29,788	122,865	203,875	113,031	(9,834)	103,104	(19,761)
Excess (Deficit)	(5,038)	(13,384)	19,497	291	(22,004)	(2,878)	(28,971)	(52,487)	133,740	83,911	(136,398)	(3,582)	(48,905)



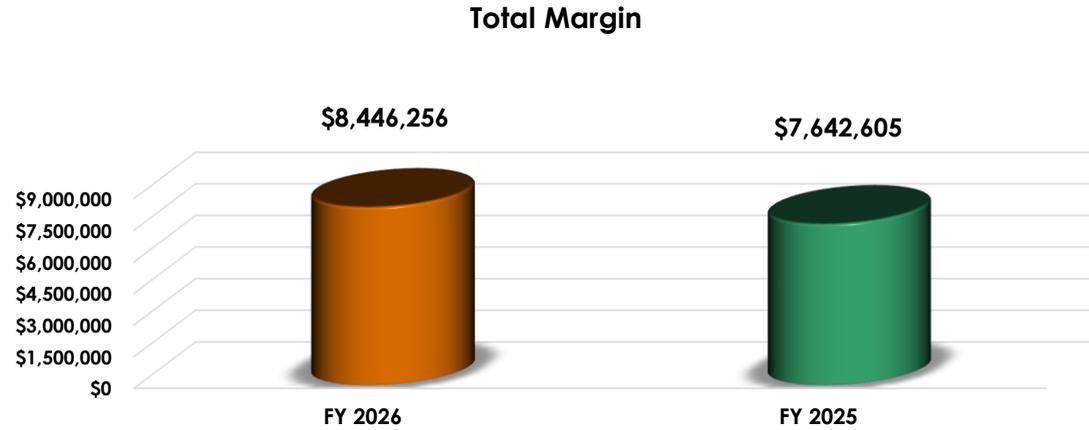
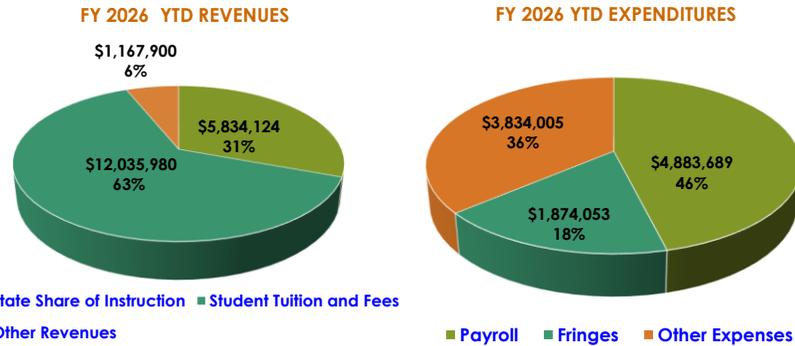
# North Central State College

## Fiscal Year 2026

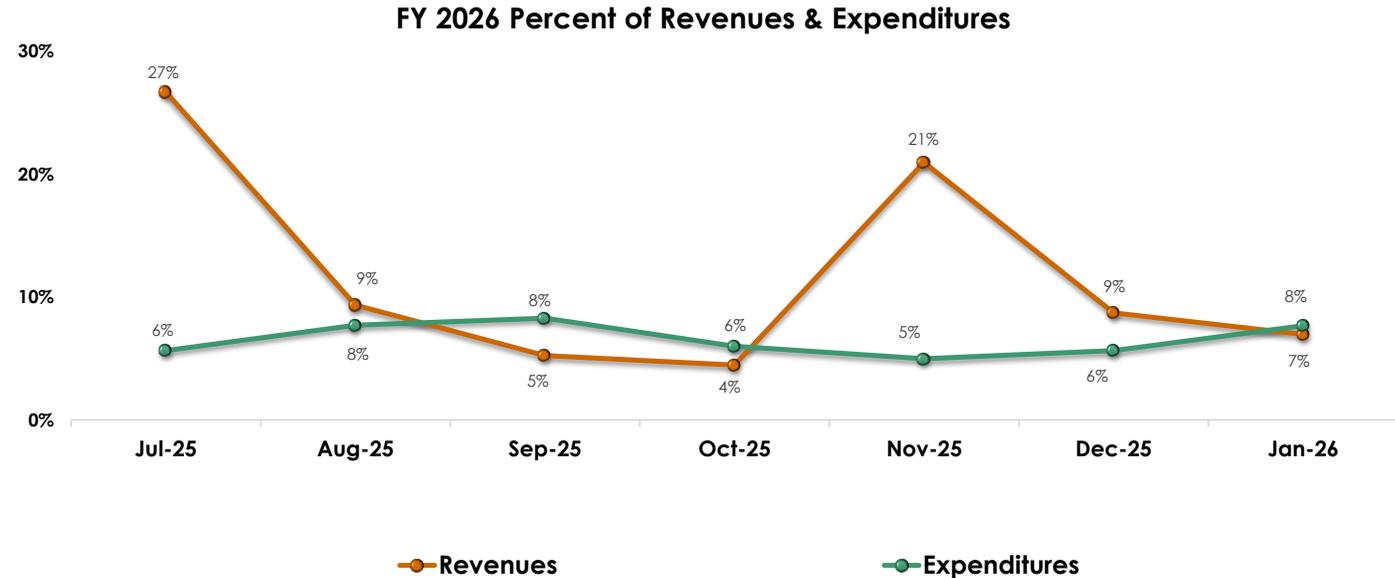
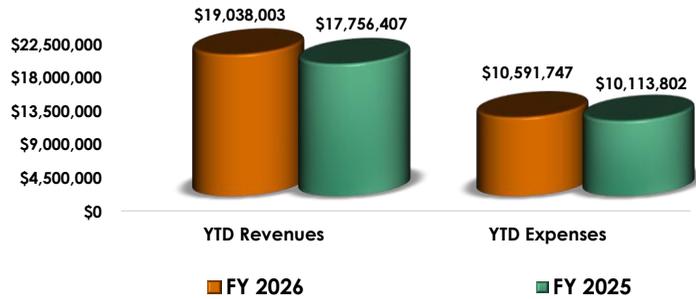
### Financial Update

#### Revenues - Expenditures Summary

	Approved Budget	January	YTD	% of Total
<b>REVENUES</b>	\$23,138,211	\$1,611,167	\$19,038,003	82.3%
<b>EXPENDITURES</b>	\$23,088,211	\$1,770,952	\$10,591,747	45.9%
<b>TOTAL MARGIN</b>		(\$159,785)	\$8,446,256	



#### Year-To-Date Revenues & Expenditures Update





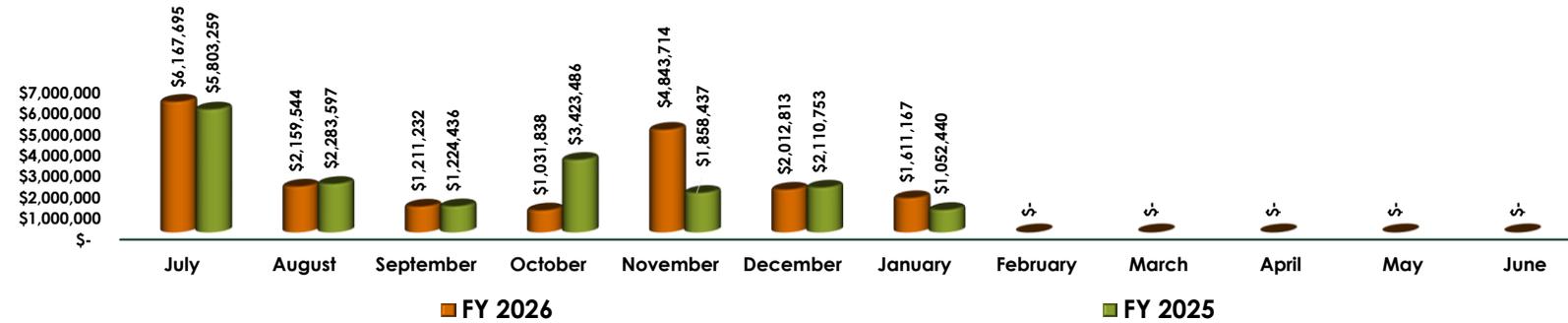
# North Central State College

Fiscal Year 2026

## YTD Thru January 2026 Financial Update

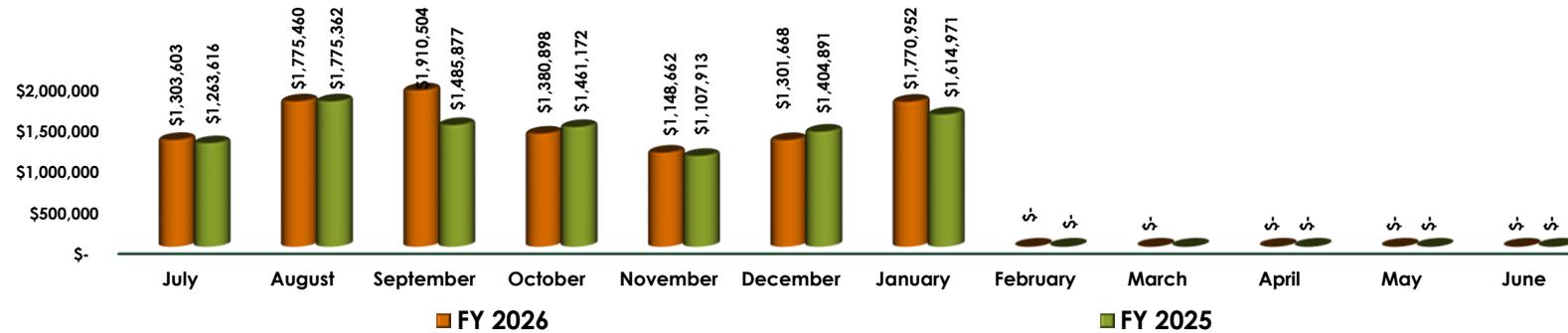
### Revenues

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	\$ 6,167,695	\$ 2,159,544	\$ 1,211,232	\$ 1,031,838	\$ 4,843,714	\$ 2,012,813	\$ 1,611,167	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2025	\$ 5,803,259	\$ 2,283,597	\$ 1,224,436	\$ 3,423,486	\$ 1,858,437	\$ 2,110,753	\$ 1,052,440	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
% Variation	6%	-5%	-1%	-70%	161%	-5%	53%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

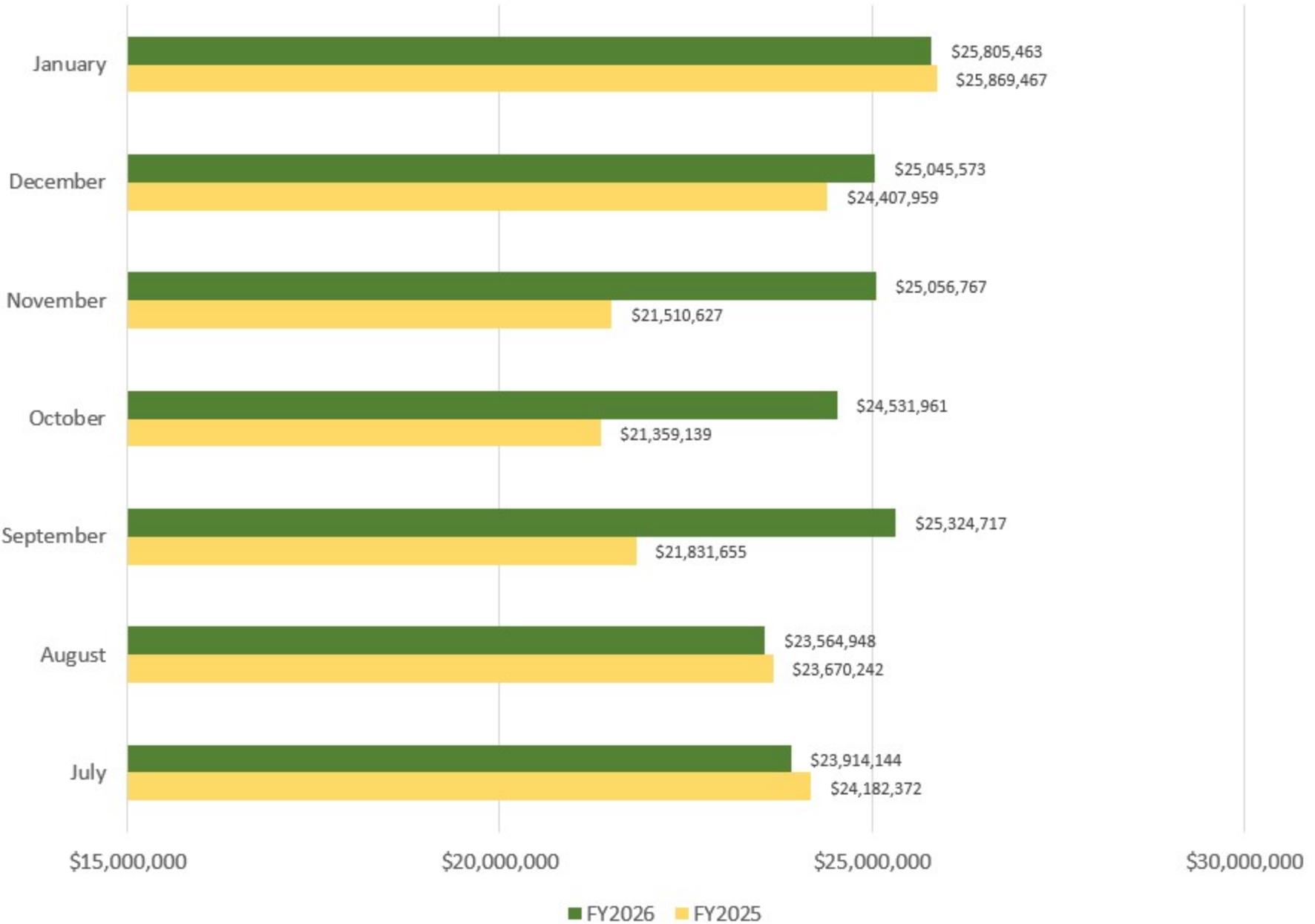


### Expenditures

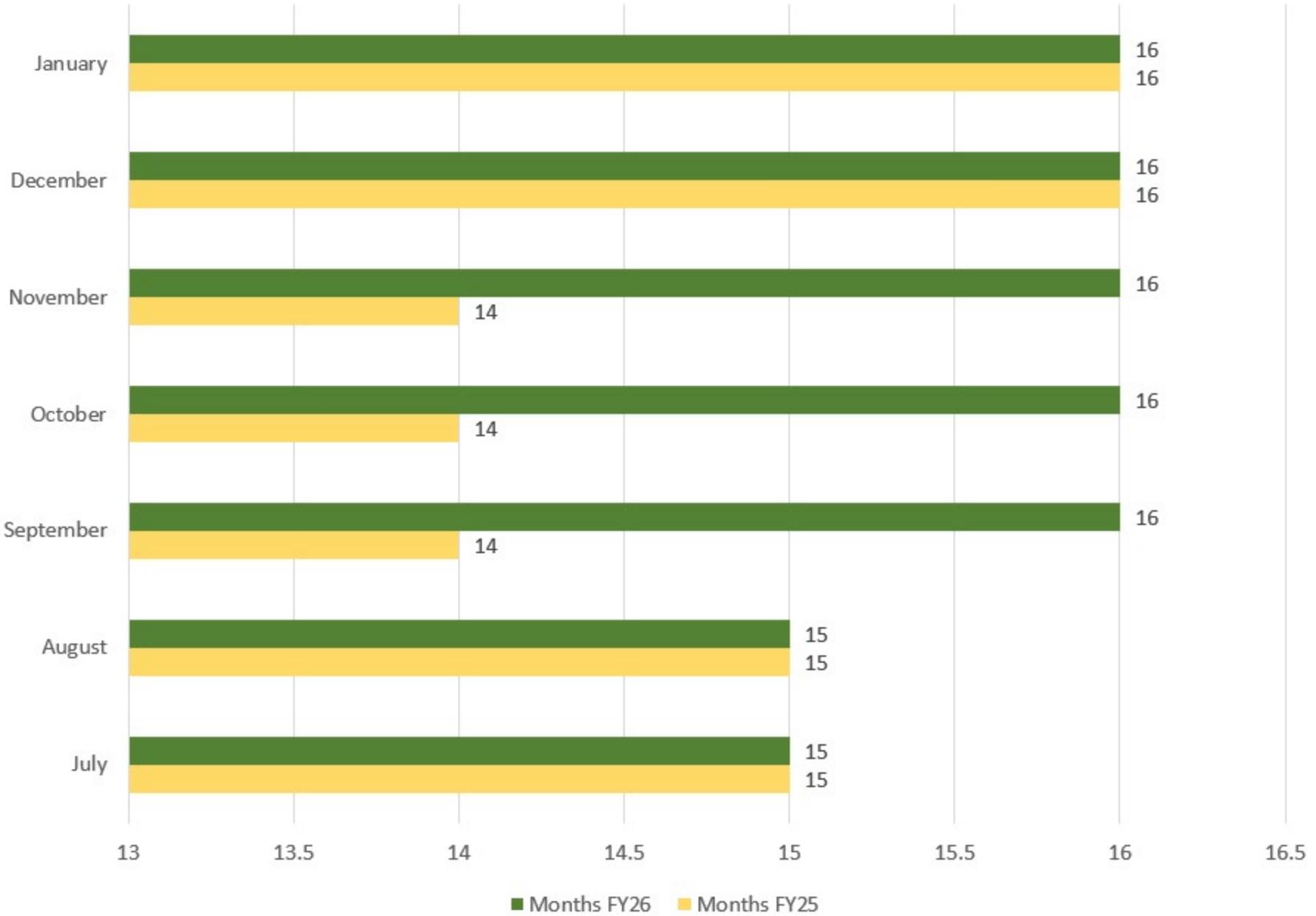
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	\$ 1,303,603	\$ 1,775,460	\$ 1,910,504	\$ 1,380,898	\$ 1,148,662	\$ 1,301,668	\$ 1,770,952	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2025	\$ 1,263,616	\$ 1,775,362	\$ 1,485,877	\$ 1,461,172	\$ 1,107,913	\$ 1,404,891	\$ 1,614,971	\$ -	\$ -	\$ -	\$ -	\$ -
% Variation	3%	0%	29%	-5%	4%	-7%	10%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!



# Total Cash on Hand



# Months of Cash on Hand



**CONSIDERATION OF APPROVAL OF 2025-2026  
OPERATING BUDGET AMENDMENT #1**

**R-2026-06**

**WHEREAS:** *North Central State College has reviewed its 2025-2026 Operating Budget revenue and expenditure projections, and*

**WHEREAS:** *based upon this review, North Central State College needs to amend its 2025-2026 Operating Budget, and*

**WHEREAS:** *the Board of Trustees of North Central State College has reviewed the income and expense portion of the 2025-2026 Operating Budget Amendment #1, and*

**WHEREAS:** *the Board of Trustees approves the income and allocation of payroll and non-payroll expenditures of this budget amendment.*

**NOW, THEREFORE, BE IT RESOLVED:** *by the Board of Trustees that the 2025-2026 Operating Budget Amendment #1 of the College is hereby adopted as presented.*

*(See attached budget sheet)*

**NORTH CENTRAL STATE COLLEGE**  
**FY26 Budget Development Summary Worksheet**

<b><u>Revenues:</u></b>	Proposed FY 2026	Amended FY2026
State Appropriations	10,152,053	10,086,182
Student Tuition and Fees	11,253,407	11,353,382
Other Revenues	638,200	638,200
University Center		
Capital Debt Service	40,000	40,000
Child Development Center	667,964	719,217
Workforce & Community Dev.	337,615	337,615
Facilities	48,972	48,972
<b>Total Revenues</b>	23,138,211	23,223,568

<b><u>Expenditures:</u></b>		
Payroll (excludes CDC/Workforce/Facilities)	8,921,141	8,829,175
Fringes (excludes CDC/Workforce/Facilities)	4,348,073	4,155,588
Printing	31,350	31,350
Advertising	158,000	158,000
Postage	50,000	50,000
Shared Campus Expense	1,100,000	1,100,000
Professional Development	373,872	373,872
Grants and Scholarships	2,200,000	2,200,000
Equipment Lease and Rental	104,200	104,200
New Equipment	328,177	688,926
Professional Fees	353,022	353,022
All Other Expenses	2,840,436	2,840,436
Child Development Center	721,586	719,217
Corporate	203,875	224,438
Facilities	1,354,479	1,345,344
Contingency		
<b>Total Expenditures</b>	23,088,211	23,173,568

	50,000	50,000
--	--------	--------

<b>Total Payroll and Benefits</b>	14,861,864	14,586,472
	0.64	0.63

**RESOLUTION IN RECOGNITION  
OF EXCEPTIONAL SERVICE TO THE COLLEGE  
CHRISTINE L. COPPER**

**R-2026-07**

***WHEREAS**, Ms. Christine L. Copper has served North Central State College with distinction as Vice President of Development, College Foundation and Government Relations, providing exemplary leadership, vision, and commitment to advancing the mission of the College; and*

***WHEREAS**, throughout her tenure, Ms. Copper demonstrated unwavering dedication to strengthening institutional development, cultivating meaningful relationships with donors, alumni, community partners, and public officials, and elevating the visibility and reputation of the College locally, regionally, and statewide; and*

***WHEREAS**, Ms. Copper played a pivotal role in stewarding the College Foundation, promoting philanthropic investment in student success, academic excellence, and campus growth, and ensuring that private support aligned with the College's strategic priorities and community needs; and*

***WHEREAS**, through her leadership in government relations, Ms. Copper effectively advocated for the interests of the College, fostering constructive partnerships with elected officials and public agencies, and contributing to a strong foundation of trust and credibility in support of public higher education; and*

***WHEREAS**, Ms. Copper's work has had a lasting impact on students by expanding access to scholarships, enhancing educational opportunities, and supporting initiatives that remove barriers to completion and workforce readiness; and*

***WHEREAS**, Ms. Copper has exemplified professionalism, integrity, and collegiality, earning the respect and admiration of the College Board of Trustees, the Foundation Board, College leadership, faculty, staff, donors, and community stakeholders;*

***NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of North Central State College hereby commends Ms. Christine Copper for her exceptional service and outstanding contributions to the College; and*

***BE IT FURTHER RESOLVED**, that the Board of Trustees expresses its sincere appreciation for Ms. Copper's leadership, dedication, and lasting legacy, and extends its best wishes for continued success, fulfillment, and good health in her well-earned retirement; and*

**NORTH CENTRAL STATE COLLEGE**  
**GOVERNANCE PROCESS POLICY 2.7**  
**BOARD OF TRUSTEES ANNUAL AGENDA/CALENDAR**  
**Fiscal Year 2026**

*NOTE: Highlighted areas are months/activities that have already passed*

June 2025:	BOT does not meet in June for summer break
July 2025:	Campus Completion Plan Update (due in even numbered years) Board of Trustees Annual Planning Retreat President/CEO's Monitoring Report/Sustainability Presentation PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5) Acceptance of Annual Monitoring Report Review Board Annual Self-Assessment Survey Trends Results Development/Approval of Board Annual Agenda/Calendar for 2025-2026
August 2025:	President's Performance Evaluation/Contract/Compensation PolGov Rehearsal Scenario (4.6) PolGov Policy Review (3.3 & 3.4) BOT Self-Assessment Survey Trends Report (2 <sup>nd</sup> Quarter) Low Enrollment and Duplicative Courses and Program Report (every 3 years; Next Report Due in August of 2028) Board-Ownership Linkage Activity: David Baime, Senior Vice President, Government Relations for AACC ( <a href="#">See About Information</a> )
September 2025:	PolGov Rehearsal Scenario (6.5) PolGov Policy Review (4.0, 4.1 & 4.2) Review Remaining Annual Ethics/SB1 Training Requirements Board-Ownership Linkage Activity: Ohio Trustees Conference
October 2025	Nominating Committee reports <i>expiring terms</i> to the Board Nominating Committee reports <i>Confirmation of Officers</i> for 2026 Annual Report of Efficiency Review (every year, routinely in October) PolGov Rehearsal Scenario (4.9) PolGov Policy Review (4.3, 4.4 & 4.5) BOT Self-Assessment Survey Trends Report (3 <sup>rd</sup> Quarter) Board-Ownership Linkage Activity Discussion
November 2025	No regular board meeting in November for Thanksgiving break OACC Annual Conference
December 2025	Audit Report presented to Board (privately) and (publicly) Conclude Confirmation of BOT Officers & Approvals for Reappointment Annual Report of Efficiency Review (every year, routinely in October) PolGov Rehearsal Scenario (5.11) PolGov Policy Review (4.6, 4.7 & 4.8) Board-Ownership Linkage Activity: Employee Appreciation Banquet Board-Ownership Linkage Activity: NCSC/OSU-M Joint Board Meeting Deadline for BOT Annual Ethics Training

- January 2026: All Board appointments are official and begin on the 17th  
Installation/Confirmation of BOT Officers (installation - odd year)  
Reorganization of Board Committees (Nominating & Executive)  
PolGov Rehearsal Scenario (6.3)  
PolGov Policy Review (4.9) Emergency Executive Succession Plan  
Emergency Executive Succession Plan Statement (President/CEO)  
BOT Self-Assessment Survey Trends Report (4<sup>th</sup> Quarter)  
Develop Plan for Trustee Ethics & SB1 Training for 2026  
Board-Ownership Linkage Activity Discussion
- February 2026: PolGov Rehearsal Scenario (5.5)  
PolGov Policy Review (2.0, 2.1 & 2.2)  
Board-Ownership Linkage Activity Discussion
- March 2026: PolGov Rehearsal Scenario (4.2D)  
PolGov Policy Review (2.3, 2.4 & 2.5)  
Board-Ownership Linkage Activity Discussion
- April 2026: PolGov Rehearsal Scenario (3.7)  
PolGov Policy Review (2.7, 2.8 & 2.9)  
Community Connections Activity: NCO Hall of Excellence  
BOT Self-Assessment Survey Trends Report (1<sup>st</sup> Quarter)  
Determine BOT Annual Evaluation Tool to be used at retreat  
Board-Ownership Linkage Activity Discussion  
Student Interaction: Honors College Presentation(s)
- May 2026: Operating Budget Presentation/Approval for coming fiscal year  
Investment Policy Approval  
PolGov Rehearsal Scenario (6.10)  
PolGov Policy Review (3.0, 3.1 & 3.2)  
Distribute Board Annual Self-Assessment Tool  
Review/Draft Board Annual Calendar (Official adoption at July Retreat)  
Deadline for filing Annual Financial Disclosure Statements (May 15<sup>th</sup>)  
OACC Annual Event for Board Members  
Board-Ownership Linkage Activity Discussion
- June 2026: BOT will not meet in June for summer break
- July 2026: Approval/Submission: College Campus Completion Plan (even years)  
Board of Trustees Annual Planning Retreat  
President/CEO's Monitoring Report Presentation  
PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5)  
Review Board Self-Assessment Tool Results  
Development/Approval of Board Annual Calendar for coming year

**Board-Ownership Linkage Activities for Future Consideration:**

1.





# North Central State College

## BOARD OF TRUSTEES 2026 Policy Governance Training Schedule

<u>NCState Meeting Date</u>	<u>Principle Discussion</u>	<u>Discussion Leader</u>	<u>PolGov Policy Review</u>	<u>Discussion Leader</u>
January 21, 2026	Rehearsal Scenario 6.3	S. Stone	4.9 Executive Limitations	M. Masters
February 25, 2026	Rehearsal Scenario 5.5	P. Williams	2.0, 2.1, 2.2 Governance Process	K. Aspin
March 25, 2026	Rehearsal Scenario 4.2	E. Morando	2.3, 2.4, 2.5 Governance Process	L. Nelson
April 22, 2026	Rehearsal Scenario 3.7	K. Winkle	2.6, 2.7, 2.8, 2.9 Governance Process	D. Patton
May 27, 2026	Rehearsal Scenario 6.10	M. Masters	3.0, 3.1, 3.2 Board-CEO Relationship	D. McElfresh
<i>July 22, 2026</i>	<i>None Scheduled</i>	<i>Planning Retreat</i>	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	<i>Planning Retreat</i>
August 26, 2026	Rehearsal Scenario 3.19	K. Aspin	3.3, 3.4 Board-CEO Relationship	S. Stone
September 23, 2026	Rehearsal Scenario 5.9	L. Nelson	4.0, 4.1, 4.2 Board-CEO Relationship	P. Williams
October 28, 2026	Rehearsal Scenario 3.10	D. Patton	4.3, 4.4, 4.5 Executive Limitations	E. Morando
December 2, 2026	Rehearsal Scenario 3.17	D. McElfresh	4.6, 4.7, 4.8 Executive Limitations	K. Winkle

NOTE: ENDS Policies 1.0, 1.1, 1.2, 1.3, & 1.4 will be reviewed throughout the year and discussed at the July BOT Planning Retreat.

# REHEARSAL WORKSHEET

## Rehearsal 5.5

**TITLE:** Why Are We Spending So Much Time Talking About This?

**SCENARIO:** Certain board members are becoming frustrated by the fact that not enough board meeting time is being devoted to ends. What should they do?

**Resolve this scenario by answering the following questions:**

1. What has the board already said in its relevant policies?

**Ends:** N/A

**Executive Limitations:** N/A

**Board-Management Delegation:** N/A

**Governance Process:** The board will govern with outward vision rather than internal preoccupation (4.1). The board will cultivate a sense of group responsibility and will be responsible for excellence in governing (4.1.1). The board will emphasize intended long-term impacts outside the staff organization (4.1.2). The board will monitor and discuss its performance at each meeting (4.1.6). The board writes Ends policies (4.2.2.A). The board will complete a reexploration of its Ends policies annually (4.3). The CGO must ensure that the board behaves consistently with its own rules (4.4.1).

2. According to the board's policies, does this scenario refer to anything that has been delegated to the CEO?

(underline)    Yes    No

The CEO is not responsible for the board's agenda content.

**IF YES:**

- 2a. Does this scenario suggest that the CEO is in compliance with a reasonable interpretation of the board's Ends and Executive Limitations policies?

(underline)    Yes    No    Unsure

(*Explain your answer.*)

**IF NO:**

**2b. Does this scenario reflect behavior consistent with the board's Governance Process and Board-Management Delegation policies?**

**(underline)    Yes    No    Unsure**

**(Explain your answer.)** The board's agendas may not reflect its governance commitments.

**3. What action, if any, should the board or board member now take? (Specify the board or board member actions that you believe would be consistent with governance process and Board-Management Delegation policies.)** All board members have an obligation to notice whether the board is doing the job it has committed to in its policies. The board should remind itself that all members are accountable for good governance. If insufficient attention is being paid to ends issues, the board should address the apparent failure of the CGO to enforce the board's policies, especially agenda planning. Group responsibility required by the governance process policies would suggest that frustrated board members should voice their frustrations to the CGO and the board. The board should review its agenda planning policy to ascertain if meetings are planned in a manner consistent with this policy. It should consider making more explicit plans for information collection and consideration of Ends policy alternatives.

**4. If the action you propose involves a possible board policy change:**

**4a. What amendments or additions do you suggest?** The board may add to the specificity of its plans for meetings by developing a policy that outlines an annual agenda detailing the ends issues about which the board wishes to study or make determinations.

**4b. What further information, if any, does the board need before deciding on this change?**

**You are now ready for full board discussion and decision.**

3357:13-02-00 Global Governance Commitment Policy (Governance Process)

The purpose of the board, on behalf of the citizens of the North Central State College District, is to see to it that North Central State College (a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in board Ends policies), and (b) avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).

Effective: August 25, 2010

Next Review: February 25, 2026

Review Dates: 8/25/10, 7/30/11, 1/18/12, 3/27/13, 3/26/14, 3/25/15, 2/17/16, 2/22/17, 2/28/18,  
2/27/19, 2/26/20, 2/24/21, 2/23/22, 2/22/23, 02/28/24, 02/26/25

## 3357:13-02-10 Governing Style Policy (Governance Process)

The board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) pro-activity rather than reactivity.

Accordingly:

2.11 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.

2.12 The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.

2.13 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability as similarly set forth in state mandated guidelines. Although the board can change its governance process policies at any time, it will observe those currently in force scrupulously.

2.14 Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.

2.15 The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling group obligations.

2.16 The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-CEO Linkage categories.

Effective: August 25, 2010

Next Review: February 25, 2026

Review Dates: 8/25/10, 7/30/11, 1/18/12, 3/27/13, 3/26/14, 3/25/15, 2/17/16, 2/22/17, 2/28/18,  
2/27/19, 2/26/20, 2/24/21, 2/23/22, 2/22/23, 2/28/24, 2/26/25

## 3357:13-02-20 Board Job Description Policy (Governance Process)

Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the board has direct responsibility to create:

### 2.21 The link between the ownership and the operational organization.

The board-ownership relationship is the essential, defining relationship of an organization. As such, the board provides the legitimate link between the owners of North Central State College (wherever they may be located), the residents of Ashland, Crawford, and Richland Counties and the operating organization.

2.211 In order to ascertain the desires of the Ownership of the institution (owner's voice), the Board will establish methods for gaining ownership input that may include but are not limited to:

- (a) Community Connections: An opportunity for Trustees to report on those community activities they have taken part in or participated in to gain a better perspective on the "owner's voice" and can share those experiences with the rest of the Board.
- (b) Owners Linkage: An opportunity to invite any owner or owner representative individual or group to attend a regular or special board meeting for the purpose of providing some discussion to enrich the Board's understanding of the "owner's voice" or other service consideration for the College (Board) to consider when planning for the future direction of the institution.
- (c) Link and Learn: An opportunity for the board to visit an Owner organization or community partner to help enrich the Board's understanding of its relationship to the organization and how the service of the College can impact those sectors of the Ownership.

2.212 To assist the Board in its re-exploration of Ends policies, the Board will include board-ownership activities into the development of its annual policy governance agenda.

2.22 Written governing policies that address the broadest levels of all organizational decisions and situations.

- a. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
- b. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
- c. Governance Process: Specification of how the board conceives, carries out, and monitors its

own task.

d. Board-CEO Linkage: How power is delegated and its proper use monitored; the CEO role, authority and accountability.

2.23 Assurance of successful organizational performance on Ends and Executive Limitations.

Effective: January 18, 2023

Next Review: February 25, 2026

Review Dates: 8/25/10, 7/30/11, 1/18/12, 3/27/13, 3/26/14, 3/25/15, 2/17/16, 2/22/17, 2/28/18,  
2/27/19, 2/26/20, 2/24/21, 2/23/22, 2/22/23, 3/22/23, 2/28/24, 2/26/25

**SEPARATION REPORT**

***Report for February 2026***

*Effective February 5, 2026*

***Cory Monica, Workforce Development Director***

*Reason: Resigned*

*Effective February 19, 2026*

***Denise Harned, Payroll Staff Accountant***

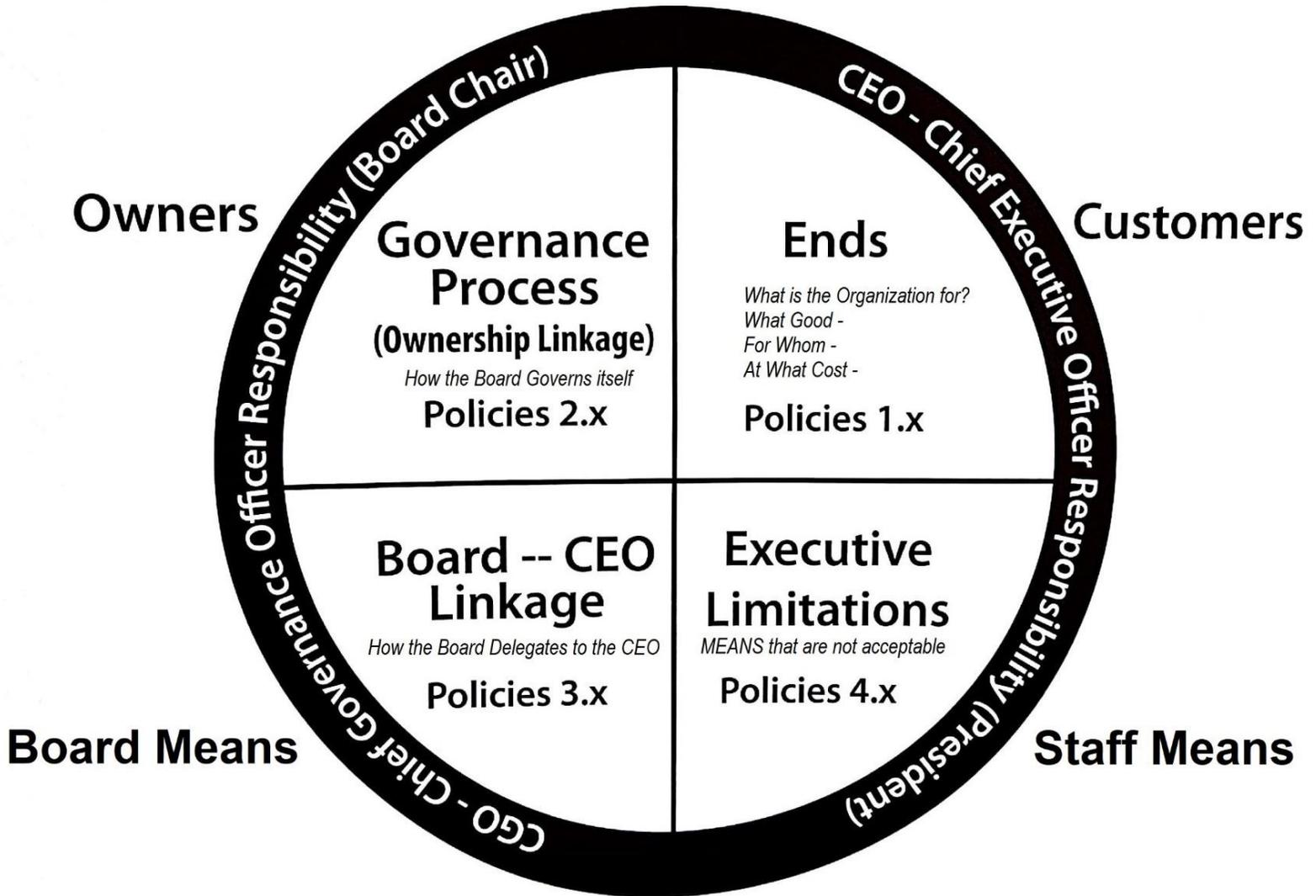
*Reason: Resigned*

*Effective February 27, 2026*

***Karen Minnear, Custodian, Kehoe Center***

*Reason: Retired*

# Policy Governance® Model



# 2026

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## January

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## February

S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

## March

S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## April

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## May

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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## June

S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## July

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## August

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2	3	4	5	6	7	8
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

## September

S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

## October

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				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## November

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

## December

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

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