



# North Central State College



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

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

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- I. **CALL TO ORDER** – *Acting Board Chair, Mr. Mark Masters*
  - 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** – *Mr. Mark Masters*
- V. **OSU-MANSFIELD ADVISORY BOARD REPORT** – *Mr. Mark Masters*
  - OSU-M Report (Col. Kenneth Kmetz) - Next OSU-M Advisory Board Meeting May 21, 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 Condition & Activities (04.60)
- D. Updates/Other Page 52

**VII. REQUIRED APPROVALS AGENDA (IAW 02.73) – Mr. Mark Masters**

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

Minutes:

- A. Approval of Minutes for February 25, 2026 “Regular Meeting” Pages 9-24

Personnel Actions:

- B. Consideration of Approval of Status Change – *R-2026-08* Page 25
- C. Consideration of Approval of Employment of College Personnel Page 26
  - *R- 2026-09*
- D. Consideration of Approval of Probationary and Non-Probationary Faculty Contracts – *R-2026-10* Page 27

**Regular Agenda**

- A. Treasurer's Report for February 28, 2026 – *Dr. Dorey Diab/Ms. Lori McKee* Pages 28-34  
**(Action Required)**
- B. Consideration of Approval to Amendment to Executive Limitations Pages 35-36  
**(Action Required)**

Policy 04-70 Asset Protection Policy - R-2026-11  
– Dr. Dorey Diab/Ms. Lori McKee

C. Consideration of Approval of Curricular Approval Process as Outlined in (14-072) Curriculum Revision Procedure – R-2026-12  
– Dr. Dorey Diab/Dr. Kelly Gray

Pages 37-40  
**(Action Required)**

### **VIII. POLICY GOVERNANCE**

- A. Discussion of Agenda Planning – Annual Agenda (IAW 02.70)  
– Mr. Mark Masters
- Pages 41-42
1. Review of Actionable Items
- Page 43
2. Community Connections
- B. Board Training (IAW 02.70(b))
- Page 44
1. Discussion of Rehearsal Scenario 4.2 (Case Study)  
– Ms. Elisabeth Morando
- Pages 45-46
2. Governance Policy Review (2.3, 2.4, and 2.5) – Ms. Linda Nelson
- Page 47-51

### **IX. BOARD CHAIRPERSON’S REPORT – Mr. Mark Masters**

- A. 2025 Financial Disclosure Statement Filing Deadline Monday, May 15, 2026
- B. Leader Richland Commitments (May 14, 15, and 18 – Boys this year)
- C. ODHE Trustee Conference (September 10, 2026) and Trustee Training Requirements for 2026
- D. Follow-up from the Scholarships for Success Event (March 5, 2026)
- E. Upcoming Events:
- NCO Hall of Excellence (April 16, 2026 – Ralph Phillips Conference Center)

### **XI. MEETING EVALUATION (IAW 02.13 & 02.16) – Mr. Mark Masters**

**XII. TIME AND PLACE OF NEXT MEETING – Mr. Mark Masters**  
- Wednesday, April 22, 2026 – (Gorman Room, 165-Fallerius)

### **XIII. ADJOURNMENT – Mr. Mark Masters**



# 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	
P. Williams	March 19, 2026 <i>Cancelled</i>	March 25, 2026	K. Kmetz
		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>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>10 – 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 February 25, 2026 “Regular Meeting”

### Personnel Actions:

- B. Consideration of Approval of Status Changes – *R-2026-08*
- C. Consideration of Approval of Employment of College Personnel  
– *R- 2026-09*
- D. Consideration of Approval of Probationary and Non-Probationary  
– Faculty Contracts – *R-2026-10*

## Regular Agenda

- A. Treasurer’s Report for February 28, 2026 – *Dr. Dorey Diab/Ms. Lori McKee*
- B. Consideration of Approval to Amendment to Executive Limitations Policy 04-70 Asset Protection Policy - *R-2026-11* – *Dr. Dorey Diab/Ms. Lori McKee*
- C. Consideration of Approval of Curricular Approval Process as Outlined in (14-072) Curriculum Revision Procedure – *R-2026-12* – *Dr. Dorey Diab/Dr. Kelly Gray*

**North Central State College  
Board of Trustees' Meeting  
February 25, 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 six in person and one online.

As Board Chair, Ms. Linda Nelson was participating in this meeting virtually and Vice Chair, Mr. Mark Masters was going to be absent, Dr. Dwight McElfresh served in the role of Acting Chair for tonight's meeting at the request of Ms. Nelson.

Acting Chair, Dr. Dwight McElfresh called the meeting to order at 5:30 p.m. and asked all to rise and join him in reciting the pledge of allegiance followed by the Global ENDS Policy for North Central State College.

**II. ROLL CALL**

The Secretary, Mr. Stephen Williams, called the roll.

**Present:**

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

**Absent:**

Mr. Mark Masters  
Ms. Duana Patton

**III. INTRODUCTION OF GUESTS**

President Diab introduced: Dr. Kelly Gray, Vice President of Academic and Student Services; Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation; and Ms. Christine Copper, Vice President for Development and the College Foundation (online). Mr. Justin Beeman, representing the Staff Caucus, was also present (online).

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

Dr. Dwight McElfresh explained that the focus of the meeting tonight is to approve the 2025-2026 Operating Budget Amendment. We are going to honor an exceptional employee and conduct the routine business of the Board.

## V. **OSU-MANSFIELD ADVISORY BOARD REPORT** – *Dr. Dwight McElfresh*

Acting Board Chair, Dr. Dwight McElfresh announced that the next OSU-M Advisory Board meeting is scheduled for March 19, 2026, and called for everyone to check their calendars to see who might be available to represent the NCSC BOT at their meeting. Mr. Patrick Williams indicated that he thought he could attend but would need to confirm and will get back with the Board Secretary once confirmed.

## VI. **PRESIDENT’S REPORT** – *Dr. Dorey Diab*

### A. **Student Organizations Update**

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

- Psi Beta - Outreach to potential new members by sharing information about Psi Beta with students in First Year Experience classes who are exploring campus involvement opportunities, as well as students who have declared psychology as their major, especially students who have not previously received information about Psi Beta.
- They are planning to hold an in-person meeting after spring break once they have a better sense of student availability with their session B classes.

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

- PTK is growing with members, and the group has been reaching out to partner with other organizations. Also, the group is currently planning their community service initiative for the semester.

#### **Honors College Update:**

- For spring semester, the Honors College has 20 students registered with 22 research projects representing all academic disciplines across the institution. 17 faculty are participating as mentors.
- The first Honors College colloquium will be on Wednesday, February 25, 5-6:00 p.m. in room 164 Fallerius. Rachel Matz, BBB Business Engagement Specialist, will present an informative session titled “**Trust Issues, the Role of BBB in Small Businesses – Because ‘Trust Me’ Isn’t Enough**”.

The event is open to all students, faculty, staff and community members.

The Honors College is proud to recognize the following Honors College Outstanding Faculty:

## **SP2025**

Linda Worley is an adjunct faculty member for the HS division and has mentored 19 student projects.

## **FA2025**

Dave Koepke is a full-time faculty member for the EBC division and has mentored 9 student projects.

## **B. Foundation Update**

President, Dr. Dorey Diab introduced Ms. Chris Copper to deliver the Foundation update. Ms. Copper provided the following report:

### **Foundation-Emerald Club - Major Gifts**

\$430,756 received, additional \$86,900 in asks made and outstanding, with invoicing of \$35,000 outstanding and in process.

Annual Scholarship application month is in process, with it starting Feb 1 and concluding March 1.

Hall of Excellence honorees have accepted and begun the process for marketing the event.

Rentals income FY26 \$39,611; FY27 \$3,475.00. Beginning to book for FY28 and FY29

Income generated other than Rentals FY26 \$35,416.

Foundation nursing program students covered in Spring 26:

- PN 14
- RN 20
- BSN 8

## **Non-Credit Workforce**

- AC/DC Technical Training at the Crawford Success Center has been completed, with 9 students successfully completing the course.
- Drone/UAS Community Cohort launched this week with 5 enrolled students, reflecting steady community interest and continued recruitment.
- TurboCert programming is now underway at the Crawford Success Center, including 5G, Drone, FANUC, and NIMS training pathways.
- Continued employer engagement around apprenticeships, with active meetings underway to streamline and expedite the apprenticeship process for partner companies.

- Workforce Development is concurrently working with employers to design customized workforce training classes aligned with apprenticeship and upskilling needs.
- Ongoing coordination and planning focused on expanding early 2026 training opportunities, apprenticeships, and strengthening employer partnerships.

### **Crawford Success Center**

- **Recruiting** –Hosting financial aid night on February 5 in collaboration with NCSC and community partners, scheduled February visits in Crawford to solidify NCSC applicants and encourage NCSC Foundation Scholarship month.
- **Scholarships for Success:** Finalizing auction items, coordinating with table sponsors, and beginning preparation for the program.
- **TurboCert:** Launch was smooth on Friday January 9, 2026, and plans are in motion for fall 2025.

### **C. Monitoring Report: Executive Limitations Policy – Financial Planning/Budgeting (04-50)**

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

#### **FINANCIAL PLANNING/BUDGETING (EXECUTIVE LIMITATIONS) Policy No. 3357:13-04-50**

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from board’s Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The CEO will not allow budgeting that:

- 4.51 Risks incurring those situations or conditions described as unacceptable in the board policy “Financial Condition and Activities.”
- 4.52 Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.53 Provides less for board prerogatives during the year than is set forth in the Cost of Governance policy.
- 4.54 Does not incorporate between one and five percent in budget contingency.

*The President and the CFO continue to provide the Board with monthly budget revenues, expenses, and projections based on the state and Government Accounting Standards Board (GASB) required principles. Monthly comparison between last year and current year, year-to-date comparison, and monthly cash flow that are presented at every board meeting for approval, provide the Board with a clear snapshot of how finances are tracking. We also have had clean financial audits.*

*We continue to have 1% to 5% budget contingency, to be conservative in allowing for unforeseen circumstances.*

*We continue to balance the budget, and we are expecting to do the same for the coming year. Not only did we not withdraw from the reserve for operation purposes, but we were also able to increase the reserve to 105% in FY25, which is the highest among all 23 community colleges, and exceeding the minimum reserve goal of 10% as*

*recommended by the state (OACC 23 community colleges average was 71%). The monthly cash-on-hand was \$25M in December 2025, that is 16 times the average cash needed per month (~\$1.56M). The total was \$24.4M in December 2024.*

*We had too many real and close calls events over the years that justified having a healthy reserve to provide more financial stability and mitigate risk. Such events included: the pandemic; enrollment decline in double digits; deferred maintenance breakdown of boilers and chillers; water damage from leaking rooks or broken pipes, frequent cyber security attacks which happened several times, and thankfully unsuccessful, not to mention that they are happening nationally including to the federal government; and most importantly minimizing the potential negative impact on employees' salaries and benefits.*

*Our fiscal viability remains strong as we have also maintained the Ohio Department of Higher Education composite score ratio above 4.0. The ratio continues to be much higher than 2.25 set by board policy.*

*The college has provided the necessary financial support for all the board activities and professional development and is looking forward to doing the same for the coming year.*

*Moving forward, we don't expect to add to the reserve as we have done in the past for multiple reasons:*

- 1. The state legislature is not in favor of having too much cash in the reserve in order for colleges to use their own savings and not be as dependent on state support.*
- 2. The state no longer allows the colleges to charge and save student fees over a period of time to update equipment that are getting much more technological and expensive yet badly needed in labs. As a result, the College will use its own budget for that purpose.*
- 3. The cost of the renovation of the Fallerius Building and the cost of the needed furniture are going to be over budget.*
- 4. The administration would like to continue to compensate our people and maintain a strong benefit package to keep and attract capable individuals in a very competitive environment with declining demographics.*
- 5. The availability of federal grants is getting much more challenging due to uncertainty, cost reduction, consolidation, and government personnel reductions (Department of Education, Department of Labor, National Science Foundation...), with the process getting much more competitive.*

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

### **College Update**

- 1. The week of January 26 was the start of our direct engagement with the grant we received from the Gates Foundation and Achieving the Dream to elevate our Digital Holistic Student Support (DHSS) and integrate our Student Information System (SIS) with our Student Course System (Canvas), and Customer Relationship Management (CRM). The ultimate objective is to have these networks connect with one another and utilize Artificial Intelligence to analyze the data and gain additional insight to enhance student success.**
- 2. Dr. Andrew Shella, Dean of Engineering, Business, and Criminal Justice, and I attended and presented at the American Association of Community Colleges Workforce Development Institute (AACC-WDI) in New Orleans, Louisiana, held January 27-30.**
- 3. On February 4, we started the interview process for the Executive Director of the College Foundation with five candidates, two internal, and three external.**
- 4. This year, we are starting a new process of strategic planning called "Compass Strategy" that has begun in earnest (February 3, 2026) to focus on our true north for accomplishing our mission of student access and success while**

utilizing Artificial Intelligence capabilities. We have designed a college wide prompt to scrub the strategic plan using more than 30 documents (internal to the College, OACC and statewide, and AACC/national), and different AI platforms (ChatGPT / OpenAI, Co-Pilot, Gemini, Perplexity, Claude, Grok, Network LM...), while keeping the main goals of access, success, and resources the same as they were derived from Board End Policy. No one person can possibly assemble and comprehend simultaneously all the documents listed below and do a critical analysis to arrive at the requested outcome.

- a. Documents to attach to the AI prompt include: the college strategic plan, the national AACC Resilient by Design report, Achieving the Dream (ATD) ICAT Survey and employee feedback, landscape factors impacting higher education, ATD Leah Myers Austin Report, ATD Adult Student Project with Dr. Dones' recommendations, Ohio Department of Higher Education Senate Bill 6 Scores, Rural Guided Pathways project, State Student Support for Instruction funding data, Campus Climate Survey, Program Cost Analysis over five years, latest Integrated Postsecondary Education Data System (IPEDS), last year's strategic plan Key Performance Indicator's data, Workforce brochure, the six-year capital plan, the Community College Student Engagement survey, Higher Learning Commission requirements, last Trellis survey on student needs, among others.
  - b. The findings will be presented to Cabinet and strategic planning team (over 30 members)
  - c. These presentations/discussions will continue during the months of February, March, April and May in preparation for our strategic planning / Compass Strategy meetings on June 2, 3, and 11.
  - d. Based on the scrubbing outcomes of the strategic plan and documents, the whole strategic planning team (Compass Strategy Forum) will be divided into two groups to brainstorm two separate scenarios also using AI:
    - i. Scenario 1: The sky is the limit in fulfilling the mission of access and success, with all needed resources available
    - ii. Scenario 2: The sky is falling with drop in enrollment and student completion, and decrease in human and financial resources
    - iii. The two teams will switch and brainstorm each other's scenario, before they come back together, and decide on the future Compass Strategy (our True North)
5. The Engineering, Business, and Criminal Justice division held a graduation ceremony for the Ohio Peace Officer Training Academy (OPOTA) on February 6, with 15 students graduating, and many police departments and families participating.
  6. On February 9 and 10, trustees Morando and McElfresh, and President Diab attended the ACCT National Legislative Summit in support of OACC with their visits to Senators Husted and Moreno, and congressman Rulli.
  7. More than 20 people participated in the OACC Student Success Leadership Institute on February 24 and 25.

## **VII. REQUIRED APPROVALS AGENDA - *Dr. Dwight McElfresh***

### **CONSENT AGENDA**

The Acting Chair, Dr. Dwight McElfresh, 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.

Patrick Williams and seconded by Ms. Elisabeth Morando and passing unanimously, the following items were approved.

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

**B. Consideration of Approval of Status Change – R-2026-04**

**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.*

**C. Consideration of Approval of Employment of College Personnel – R-2026-05**

**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.

**REGULAR AGENDA**

**A. Treasurer’s Report for January 31, 2026 – Ms. Lori McKee**

Ms. Lori McKee presented the Treasurer’s Report for the period ending January 31, 2026. She stated that revenues for the month totaled \$1,611,167. Expenditures were \$1,770,952 leaving a

deficit of \$159,785. Year-to-date revenues totaled \$19,038,003. Year-to-date expenditures totaled \$10,591,747 leaving an excess of \$8,446,256. The Month End Investment Balance for January 2026 was \$14,951,500 (\$3,307,652 in Star Ohio and \$11,643,848 in Park National 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. Kimberly Winkle moved for approval of the Treasurer’s Report for the period ending January 31, 2026. Ms. Kristin Aspin seconded the motion, and the item was approved with a unanimous vote.

**B. Consideration of Approval of 2025-2026 Operating Budget Amendment #1 – R-2026-06**

– Ms. Lori McKee

**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.*

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

	Proposed FY 2026	Amended FY2026
<b><u>Revenues:</u></b>		
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 0.64	14,586,472 0.63

**ACTION TAKEN:** Mr. Patrick Williams moved for approval of resolution R-2026-06 2025-2026 Operating Budget Amendment #1. Mr. Steven Stone seconded the motion, and the item was approved with a unanimous vote.

**C. Consideration of Approval of a Resolution in Recognition of Exceptional Service to the College – R-2026-06 – Dr. Dwight McElfresh**

**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.

**ACTION TAKEN:** Ms. Linda Nelson moved for approval of resolution R-2026-07 Resolution in Recognition of Exceptional Service to the College. Mr. Patrick Williams seconded the motion, and the item was approved with a unanimous vote.

**VIII. POLICY GOVERNANCE**

**A. Discussion of Agenda Planning – Dr. Dwight McElfresh**

## 1. 2025-2026 Annual Calendar/Agenda

Acting Board Chair, Dr. Dwight McElfresh called for a preview of the 2025-2026 Annual Calendar/Agenda for the upcoming months of March, April, and May 2026.

## 2. Review of Actionable Items.

Acting Board Chair, Dr. Dwight McElfresh reviewed the listing of Actionable Items which included:

- a. Revise Asset Protection Policy (04-70): 1) 04-73 increase to \$50K 2) amend to include “except as required by federal guidelines”.– This item was deferred until it is ready to be presented at a future meeting.

## 3. Community Connections.

**Ms. Linda Nelson** – Shared A recent webinar hosted by the Association of Community College Trustees that highlighted collaborative efforts among Sinclair Community College in Dayton, Ohio; College of Menominee Nation in Keshena, Wisconsin; and Brightpoint Community College in Chester, Virginia. The institutions shared strategies for improving belonging, well-being, and academic success among students who are parents returning to college.

A central finding across all three colleges was the importance of creating a strong sense of belonging. Parenting students reported greater persistence when they felt supported by the institution, experienced reduced isolation, and viewed their children as a motivating factor for completing their education. Addressing basic needs was also identified as critical, as some parenting students face financial challenges related to housing, childcare, and other living expenses.

The discussion noted that the average age of parenting students participating in these initiatives was approximately 36, representing diverse racial backgrounds. Most participants had children around eight years old, and while both mothers and fathers were represented, mothers made up the majority. Participants also reflected a range of family situations, including married individuals and those in committed relationships.

Across participating colleges, a consistent conclusion emerged: institutions that intentionally design services and outreach for parenting students are better positioned to support their persistence and academic success. This work underscores the growing importance of recognizing parenting students as a distinct population within community colleges and ensuring they have access to supportive resources and a welcoming campus environment.

**Ms. Kristin Aspin** - Reported a community connection that highlighted the long-term impact of a North Central State College education through a recent outreach from grandparents of a 2025 graduate. The family contacted local community members in Ashland and Richland counties seeking a summer internship for their granddaughter, who completed an Associate degree in Business Administration at North Central State and is now pursuing a Bachelor of Science in Business Administration and Economics at Bowling

Green State University, with anticipated graduation in 2027. Their message emphasized the strong educational foundation she received at the College and reflected the continuing role the institution plays in preparing students for successful transfer and career advancement.

Additionally, a meeting was held with representatives from Jobs for Ohio's Graduates, a nonprofit organization working with individuals ages 16–24 to develop workforce readiness skills. The organization, which operates in several Ohio counties and is expanding its presence in Ashland County, focuses on supporting underserved and disadvantaged youth, including those referred through Job and Family Services and individuals transitioning from foster care through programs such as Bridges. Their services address barriers such as transportation, childcare, food insecurity, and housing while helping participants complete high school and prepare for employment.

During the discussion, information was shared about North Central State College programs and workforce development opportunities. The organization expressed interest in exploring partnerships that could connect participants with educational and career pathways at the College, potentially strengthening regional workforce development efforts and expanding opportunities for students facing significant barriers to success.

**Ms. Kimberly Winkle** – During a recent accreditation review at the hospital conducted by DNV Healthcare, surveyors visited clinical areas and spoke with staff members about their professional backgrounds and training. One discussion highlighted the career progression of a healthcare employee whose education was supported through a partnership with North Central State College.

The employee began her career as a medical assistant before enrolling in North Central State's nursing pathway. With support from the College's foundation and employer matching funds, she advanced through multiple credential levels, first earning her Licensed Practical Nurse (LPN) credential and later completing the Registered Nurse (RN) program. She now serves on the nursing floor as a registered nurse.

Her story illustrated a clear example of how educational access, employer collaboration, and financial support can create meaningful career advancement opportunities within the healthcare workforce. The example was shared with surveyors as evidence of successful workforce development and the positive impact of North Central State College's nursing programs in preparing individuals to grow professionally while meeting regional healthcare staffing needs.

**Ms. Elisabeth Morando** – shared that a community inquiry was received from a board member of Discovery School regarding opportunities for teacher credentialing. As a private school, some members of the teaching staff are not currently certified; however, school leadership is exploring pathways that would enable educators to obtain appropriate credentials.

To explore potential options, the inquiry was connected with workforce development leadership at North Central State College. The intent is to determine whether existing programs, training opportunities, or partnerships could support teachers in pursuing certification or related professional development.

This connection may present an opportunity for the College to provide guidance on credential pathways and strengthen relationships with regional educational partners seeking to expand the qualifications and professional growth of their instructional staff.

**Dr. Dwight McElfresh** – shared that he had recently attended a dual enrollment information session at a local high school where multiple colleges presented program opportunities to students and families. The session included presentations from institutions such as The Ohio State University, Ashland University, Bowling Green State University, and North Central State College. Feedback from a parent indicated that the number of presentations and program options created confusion for families trying to understand the differences among institutions.

The conversation highlighted the importance of clearly distinguishing the value of North Central State College’s offerings during these events. Key differentiators discussed included the accessibility and affordability of the College Credit Plus pathway, the ability for students to continue seamlessly into programs such as Solution 3 transfer pathway, and the option to transfer earned credits toward a future bachelor’s degree. The College’s strong local presence was also noted as an advantage, enabling students and families to more easily access support services such as advising, registration assistance, and financial aid. **Ms. Elisabeth Morando** shared an additional perspective that emphasized the practical benefits of proximity. Experiences with programs delivered through more distant institutions were noted to create logistical challenges for families when issues arose with registration, course materials, or student support. In contrast, the local availability of North Central State College programs allows families to more easily access assistance and maintain a closer connection to the institution. This accessibility was identified as an important factor for parents evaluating dual enrollment opportunities for their students.

**Dr. Dorey Diab** – shared that a discussion was held regarding potential engagement with the Richland Area Chamber & Economic Development as part of the Board’s ongoing community connection efforts. Options under consideration include attending a Chamber board meeting at its downtown location or inviting Chamber leadership to present to the Board about current initiatives and community activities. Either format would provide an opportunity for trustees to learn more about the organization’s work and strengthen the College’s connection to regional economic and community development efforts. Planning for this engagement is tentatively targeted for April.

During the discussion, it was also noted that North Central State College maintains memberships in multiple local chambers of commerce across the region. These memberships provide trustees with opportunities to attend chamber events and activities as representatives of the College, further strengthening community engagement and awareness of regional priorities. Additionally, solicitation for the president’s participation in a community strategic planning steering committee was mentioned as another avenue for strengthening collaboration between the College and local leadership.

### **C. Board Policy Governance Training (IAW 02.70) – *Dr. Dwight McElfresh***

1. Mr. Patrick Williams led the discussion of Rehearsal Scenario 5.5 “Why Are We Spending So Much Time Talking About This?”

In 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?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Ms. Kristin Aspin led the

discussion and review of Governance Process policies 2.0, 2.1, & 2.2. The Board concurred that all policies are all still relevant and still accurate.

## **IX. BOARD CHAIRPERSON REPORT- *Dr. Dwight McElfresh***

### **A. OACC Professional Development & Strategic Plan**

Dr. Dwight McElfresh shared a report highlighting the strategic priorities and statewide impact of the Ohio Association of Community Colleges. The organization recently updated its strategic plan around four primary pillars: policy and advocacy, student workforce success, professional development, and innovative solutions. Through coordinated advocacy efforts, including a joint visit to Washington, D.C., community colleges across Ohio aligned their messaging to strengthen federal engagement and highlight the role of two-year institutions in workforce development. The report also emphasized statewide data demonstrating the significant workforce role of community colleges, particularly in high-demand sectors such as healthcare and manufacturing. Statewide statistics show that approximately 74 percent of community college students are employed while pursuing their education, with more than half working full time. These figures underscore the importance of flexible academic pathways and workforce-aligned programming. Additional discussion noted that the organization also prioritizes professional development opportunities for trustees and institutional leaders, particularly in response to evolving legislative and policy environments. The group regularly collaborates with member institutions to provide resources, data, and coordinated support that advance community college priorities across Ohio. Trustees were encouraged to review the informational materials provided, which summarize statewide impact and the strategic role of the association in supporting community colleges.

### **B. 2026 ACCT Leadership Congress Call for Presentation Proposals**

Dr. Dwight McElfresh announced that the window for submitting presentation proposals for the 2026 ACCT Leadership Congress is now open. The conference theme is “Driving Change where Vision Meets Compassion.” The tracks are: 1. Leading with Care, 2. Wellness, and institutional Culture, 3. Strategic AI in community colleges, 4. Collaborative work, solutions for workforce, 5. Enrollment strategies, creating inclusive student-centered pathways, 6. Effective Board Governance. Dr. McElfresh encouraged trustees to reflect on these topics and let him know about areas they think the board needs to promote. Discussion centered around the presentation on Effective Board Governance that was submitted last year but not selected and perhaps another presentation that includes AI.

### **C. Financial Disclosure Statement Filing Deadline is May 15, 2026**

Dr. Dwight McElfresh reminded Trustees that financial disclosure statements are due soon. Trustees should take whatever action they need to ensure that they are filed by the deadline date.

### **D. Highlights from ACCT National Legislative Summit (February 9-10)**

Ms. Elisabeth Morando shared that Trustees and college representatives participated in the National Legislative Summit in Washington, D.C., an advocacy event coordinated through the Association of Community College Trustees and supported by the Ohio Association of Community Colleges. The delegation met with members of Ohio's congressional offices to discuss the mission of community colleges, workforce partnerships, and the role of two-year institutions in supporting regional economic development. Legislators were described as engaged and receptive, offering practical guidance on how colleges can frame funding requests and policy priorities to improve the likelihood of federal support.

Dr. Dwight McElfresh highlighted productive interactions with several policymakers who have influence on workforce-related committees. Participants noted a positive shift in tone and willingness among legislators to engage in constructive dialogue about community college priorities. The meetings also reinforced the value of sharing both data and personal success stories that demonstrate how community colleges transform students' lives and contribute to workforce development.

Ms. Morando added that attendance at the summit was viewed as particularly meaningful given that only a small number of Ohio community colleges were represented. The presence of trustees and institutional leaders demonstrated a strong commitment to advocacy on behalf of students and the community college sector. Participants also noted the potential value of including students in future advocacy efforts, as legislators responded strongly to hearing firsthand accounts of how community colleges impact students' educational and career pathways.

Dr. Dorey Diab noted that the delegation also recognized Senator Jon Husted with a Community College Champion Award for leadership in advancing workforce-focused legislation and initiatives that support community colleges across Ohio. Overall, the trip was described as brief but highly productive, strengthening relationships with policymakers and reinforcing the importance of continued advocacy for community college priorities at the national level.

#### **E. Leader Richland Commitments (May 14, 15 & 18) with 7<sup>th</sup> & 8<sup>th</sup> Grade Boys**

Dr. Dwight McElfresh called for discussion on this year's events and for any Trustees who were interested in participating and could make a time commitment. Ms. Linda Nelson indicated that she could commit to Thursday, May 14<sup>th</sup> & Monday May 18<sup>th</sup>. Dr. Dwight McElfresh indicated that he was not available that first week but could commit to the Monday, May 18<sup>th</sup> date. Mr. Patrick Williams indicated that he would like to participate but would have to consult his schedule and respond back on his availability. Mr. Steve Williams will begin work on the presentation adjusted for 7<sup>th</sup> & 8<sup>th</sup> Grade Boys.

#### **F. Employee In-Service date February 27<sup>th</sup> (Annual Ethics Training by OEC 8am-9am)**

Dr. Dwight McElfresh called for a discussion on the event. Dr. Dorey Diab explained that this is an opportunity for Trustees who want to complete their annual Ethics Training to do so in a more energetic setting with Ms. Susan Willeke providing the training, in-person this year. Additionally,

there will be the Retirement Celebration for Ms. Chris Copper at 12:00pm for Trustee who are available to come help celebrate Ms. Copper's contributions to the College and the College Foundation.

**G. Upcoming Events:**

1. Arts for Success (Scholarships for Success) March 5, 2026 at Crawford Success Center
2. Joint Program Advisory Committee Meeting (March 19<sup>th</sup>, 7:30 am Ralph Phillips Conf. Ctr.)
3. NCO Hall of Excellence (April 16, 2026, Ralph Phillips Conference Center)

Discussion ensued regarding the establishment of a BOT Table for Trustees who want to attend. Cost is \$150 per person. Trustees discussed their interest in reserving a seat.

**X. MEETING EVALUATION (IAW 02.16)**

Acting Board Chair, Dr. Dwight McElfresh, called for discussion on tonight's meeting. Participants noted:

- Good Policy Governance Discussion.
- Trustees stuck to the Agenda.
- Kudos and Appreciation to Chris Copper on her recognition and upcoming retirement.

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

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, March 25, 2026, in the Gorman Room (165-Fallerius).

**XII. ADJOURNMENT**

The Acting Chair called for any additional business requiring Board action.

**ACTION TAKEN:** As there was no further business requiring the Board's consideration, the Acting Board Chair, Dr. Dwight McElfresh, declared the meeting adjourned at 7:21 p.m.

Respectfully submitted:

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Mr. Stephen R. Williams, Board Secretary

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Dr. Dwight L McElfresh, Acting Board Chair

**CONSIDERATION OF APPROVAL OF  
STATUS CHANGES**

**R-2026-08**

**STATUS CHANGE**

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

***BEGINNING March 16, 2026***

*Kelly Gray*

- *Kelly Gray will have added leadership and oversight of the Crawford Success Center following the retirement of the Vice President of the Foundation.*

***BEGINNING March 16, 2026***

*Andrew Shella*

- *Andrew Shella will move from the Dean of Engineering Technology, Business and Criminal Justice to Dean of Engineering, Business, Criminal Justice and Industry Partnerships. Expansion of duties to include leadership and oversight of Workforce Development initiatives, aligning academic programming with regional employer needs and strengthening external partnerships.*

***BEGINNING March 30, 2026***

*Leesa Cox*

- *Leesa Cox will move from the Dean of Health Sciences to Dean of Health Sciences and Healthcare Partnerships. Expansion of duties to include leadership and oversight of Workforce Development initiatives, aligning academic programming with regional employer needs and strengthening external partnerships*

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

**R-2026-09**

**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 March 16, 2026**

*Austin Joseph, Information Systems Administrator*

*Kent State University, Bachelor of Science, Computer Science*

**EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-09**

Austin Joseph is hired as Information Systems Administrator.

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

**R-2026-10**

**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  
(Spring Semester 2026 through Fall Semester 2028)**

*Mohamed Ghonimy  
David Koepke  
Karen Danielson  
Dorie Ford  
Travis Green  
Tonya Stanger  
Justin Tickhill  
Michelle Slattery*

**PROBATIONARY THIRD-YEAR 9-MONTH CONTRACT  
(Fall Semester 2025 and Spring Semester 2026)**

*Pamela Henney  
Donna Kittle  
Jordan Liggett  
Abby Schroeder*

**PROBATIONARY SECOND-YEAR 9-MONTH CONTRACT  
(Fall Semester 2025 and Spring Semester 2026)**

*Daniel Foss  
MD Saiful Islam  
Jennifer Lacey  
John Miller*

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

**for the Period Ending**

**February 28, 2026**

North Central State College  
 Analysis of Current Revenue and Expenditures  
 Period Ending February 28, 2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Amendment	Amended 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	\$850,411	\$6,684,535	6,724,121	(\$39,586)	10,152,053	(65,871)	10,086,182	\$6,272,482	\$412,053
Student Tuition and Fees	5,243,834	\$1,267,570	\$84,902	\$2,132,529	\$3,853,689	\$1,007,681	\$704,357	\$27,424	14,321,986	11,353,382	2,968,604	11,253,407	99,975	11,353,382	11,175,034	3,146,952
Other Revenues	14,956	\$146,022	\$114,347	\$63,271	\$110,623	\$108,596	\$38,084	\$139,594	735,494	425,467	310,027	638,200	-	638,200	707,931	27,563
University Center	0	\$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	0	40,000	-	40,000	93,397	(93,397)
Child Development Center	71,700	50,785	138,508	66,231	45,460	49,252	52,991	53,882	528,809	481,875	46,934	667,964	51,253	719,217	513,293	15,516
Workforce & Community Development	3,579	1,817	36,816	14,736	2,704	9,909	817	12,565	82,943	225,077	(142,134)	337,615	-	337,615	116,025	(33,082)
Facilities	9,495	240	\$6,040	\$3,305	\$620	\$6,756	\$239	1,340	28,035	32,648	(4,613)	48,972	-	48,972	26,270	1,765
Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	-	-	0	0
<b>Total Revenues</b>	<b>\$6,174,183</b>	<b>\$2,297,053</b>	<b>\$1,211,232</b>	<b>\$3,110,691</b>	<b>\$4,843,715</b>	<b>\$2,012,813</b>	<b>\$1,646,899</b>	<b>\$1,085,216</b>	<b>\$22,381,802</b>	<b>\$19,242,570</b>	<b>\$3,139,232</b>	<b>\$23,138,211</b>	<b>\$85,357</b>	<b>\$23,223,568</b>	<b>\$18,904,432</b>	<b>\$3,477,370</b>
<b>Expenditures:</b>																
Payroll	\$235,173	\$779,440	\$722,678	\$720,065	\$744,347	\$741,958	\$940,028	\$716,586	5,600,275.00	5,704,848	\$104,573	\$8,921,141	(\$91,966)	8,829,175	\$5,495,347	(\$104,928)
Fringes	85,890	\$443,880	\$273,912	\$245,555	\$115,551	\$293,590	\$415,675	\$285,941	2,159,993.69	2,557,285	\$397,291	4,348,073	(\$192,485)	4,155,588	2,020,842	(139,152)
Printing	3,861	\$5,564	\$4,298	\$1,011	\$4,387	\$746	\$376	\$339	20,582.49	20,900	\$318	31,350	\$0	31,350	9,676	(10,906)
Advertising	1,900	\$13,008	\$5,781	\$8,125	\$13,951	\$7,033	\$9,706	\$8,014	67,518.12	105,333	\$37,815	158,000	\$0	158,000	62,594	(4,924)
Postage	0	\$266	\$0	\$370	\$11,000	\$0	\$266	\$370	12,271.18	33,333	\$21,062	50,000	\$0	50,000	718	(11,553)
Shared Campus Expense	0	\$273	\$137	\$16,638	\$0	\$495	\$0	\$495	17,542.44	0	(\$17,542)	1,100,000	\$0	1,100,000	355,157	337,615
Professional Development	6,432	\$9,336	\$7,449	\$5,436	\$32,251	\$7,760	\$13,130	\$7,322	89,115.93	246,490	\$157,374	369,735	\$0	369,735	75,083	(14,033)
Grants and Scholarships	23,865	\$393	\$117,298	\$111,606	\$50	\$85	\$0	\$133,042	386,338.80	1,466,667	\$1,080,328	2,200,000	\$0	2,200,000	320,589	(65,750)
Equipment Lease and Rental	8,919	\$4,460	\$4,460	\$4,459	\$5,782	\$1,323	\$4,560	\$0	33,962.06	69,467	\$35,505	104,200	\$0	104,200	42,781	8,819
New Equipment	2,489	\$18,317	\$1,275	\$5,147	\$38,368	\$171	\$13,631	(\$6,130)	73,268.29	459,284	\$386,016	328,177	\$360,749	688,926	42,274	(30,994)
Professional Fees	26,183	\$18,824	\$14,051	\$24,790	\$19,717	\$13,088	\$24,493	\$6,758	147,903.57	235,348	\$87,444	353,022	\$0	353,022	111,911	(35,993)
All Other Expenses	819,498	239,432	604,273	76,427	29,890	99,578	57,321	138,565	2,064,984.35	1,659,334	(\$405,650)	2,844,573	\$0	2,844,573	1,905,075	(159,909)
Child Development Center	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	447,294.00	446,882	(\$412)	721,586	(\$2,369)	719,217	406,004	(41,290)
Corporate	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	137,861.00	141,833	\$3,972	203,875	\$20,563	224,438	117,933	(19,928)
Facilities	68,678	128,485	80,243	90,981	65,393	72,914	183,057	81,861	771,612.00	860,768	\$89,156	1,354,479	(\$9,135)	1,345,344	768,415	(3,197)
<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>\$1,438,776</b>	<b>\$12,030,523</b>	<b>\$14,007,771</b>	<b>\$1,977,248</b>	<b>\$23,088,211</b>	<b>\$85,357</b>	<b>\$23,173,568</b>	<b>\$11,734,399</b>	<b>(\$296,124)</b>
<b>Excess (Deficit)</b>	<b>\$4,870,581</b>	<b>\$521,593</b>	<b>(\$699,272)</b>	<b>\$1,729,793</b>	<b>\$3,695,054</b>	<b>\$711,144</b>	<b>(\$124,053)</b>	<b>(\$353,560)</b>	<b>\$10,351,279</b>	<b>\$5,234,799</b>	<b>\$5,116,480</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$7,170,033</b>	<b>\$3,181,246</b>

Total Investment Balance - \$15,051,307 (\$3,317,292 - Star Ohio and \$11,734,015 - Park National)

North Central State College  
All Other Expenses  
Period Ending February 28, 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>Feb-26</u>	<u>Current YTD</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Beginning Budget</u>	<u>Amendment</u>	<u>Amended Budget</u>
Office Supplies	292.36	28.50	932.24	71.00	133.65	1,703.31	8.00	0.00	3,169.06	7,481.25	4,312.19	12,825.00	0.00	\$ 12,825.00
Instructional Supplies - Lecture	27.49	15.33	0.00	248.26	(213.26)	95.75	0.00	425.17	598.74	14,418.25	13,819.51	24,717.00	0.00	\$ 24,717.00
Paper Supplies	0.00	0.00	0.00	3,922.40	0.00	0.00	0.00	0.00	3,922.40	7,000.00	3,077.60	12,000.00	0.00	\$ 12,000.00
Other Supplies	0.00	23,242.98	940.58	4,045.44	681.26	468.00	687.59	1,018.00	31,083.85	17,275.42	(13,808.43)	29,615.00	0.00	\$ 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	24,408.98	283,459.74	290,883.31	7,423.57	498,657.10	0.00	\$ 498,657.10
Travel	40.00	1,248.11	151.27	472.24	1,881.45	414.55	204.82	1,595.09	6,007.53	15,359.17	9,351.64	26,330.00	0.00	\$ 26,330.00
Non-Inventory Software (501)	9,216.18	0.00	0.00	0.00	500.00	0.00	0.00	0.00	9,716.18	8,828.75	(887.43)	15,135.00	0.00	\$ 15,135.00
Non-Inventory Books	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	875.00	875.00	1,500.00	0.00	\$ 1,500.00
Equipment Maintenance	0.00	0.00	0.00	1,100.00	0.00	0.00	4,000.00	1,090.00	6,190.00	29,289.75	23,099.75	50,211.00	0.00	\$ 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	4,763.00	1,189,004.38	626,777.59	(562,226.79)	1,074,475.87	0.00	\$ 1,074,475.87
Building Maintenance	0.00	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	0.00	\$ 15,000.00
Vehicle Maintenance	0.00	94.30	225.60	162.64	297.04	166.02	359.65	729.54	2,034.79	7,000.00	4,965.21	12,000.00	0.00	\$ 12,000.00
Telephone	0.00	15,229.16	1,106.12	1,106.12	1,110.12	1,110.12	1,107.78	1,111.70	21,881.12	74,083.33	52,202.21	127,000.00	0.00	\$ 127,000.00
Cell Phones	0.00	920.25	920.54	923.16	923.12	475.97	684.36	684.36	5,531.76	7,583.33	2,051.57	13,000.00	0.00	\$ 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	0.00	0.00	\$ -
Security	0.00	439.45	0.00	0.00	0.00	0.00	0.00	0.00	439.45	1,750.00	1,310.55	3,000.00	0.00	\$ 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	2,080.44	21,458.44	46,666.67	25,208.23	80,000.00	0.00	\$ 80,000.00
License Fees	205.50	0.00	274.00	114.00	65.00	73.50	0.00	0.00	732.00	2,413.25	1,681.25	4,137.00	0.00	\$ 4,137.00
Bank Fees - General	725.45	1,099.58	1,103.27	842.13	1,190.33	733.29	735.58	735.16	7,164.79	5,366.67	(1,798.12)	9,200.00	0.00	\$ 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	4,310.54	32,704.36	30,333.33	(2,371.03)	52,000.00	0.00	\$ 52,000.00
Insurance	0.00	0.00	98,051.00	0.00	0.00	28,745.00	0.00	69,253.00	196,049.00	103,961.67	(92,087.33)	178,220.00	0.00	\$ 178,220.00
Shipping/Freight	0.00	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	0.00	\$ 4,000.00
Sponsored/Donated	800.00	315.00	1,500.00	2,375.00	50.00	835.00	725.00	2,430.00	9,030.00	7,116.67	(1,913.33)	12,200.00	0.00	\$ 12,200.00
Commencement	0.00	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	0.00	\$ 24,100.00
Catering	0.00	132.07	910.83	100.92	2,064.82	586.50	746.82	36.00	4,577.96	6,699.00	2,121.04	11,484.00	0.00	\$ 11,484.00
Subscriptions	0.00	2,023.23	14.99	14.99	1,214.99	9.68	10.00	160.00	3,447.88	5,366.67	1,918.79	9,200.00	0.00	\$ 9,200.00
Dues	86,637.48	19,871.81	50.00	2,050.00	5,844.00	1,029.50	175.00	2,162.00	117,819.79	88,898.83	(28,920.96)	152,398.00	0.00	\$ 152,398.00
Program Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00	150.00	291.67	141.67	500.00	0.00	\$ 500.00
Recruitment	0.00	1,000.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	2,333.33	1,333.33	4,000.00	0.00	\$ 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	2,066.08	85,061.13	164,889.68	79,828.55	282,668.03	0.00	\$ 282,668.03
Bad Debt Expense	(3.00)	1.00	2,144.59	108.65	0.00	0.00	(2.64)	22,270.64	24,519.24	61,250.00	36,730.76	105,000.00	0.00	\$ 105,000.00
Collection Costs	(593.35)	(598.49)	3,040.84	(277.02)	(193.13)	(233.42)	0.00	(2,914.67)	(1,769.24)	0.00	1,769.24	0.00	0.00	\$ -
	<u>819,497.66</u>	<u>239,431.67</u>	<u>604,273.46</u>	<u>76,427.30</u>	<u>29,890.26</u>	<u>99,578.35</u>	<u>57,320.62</u>	<u>138,565.03</u>	<u>2,064,984.35</u>	<u>1,659,334.25</u>	<u>(405,650.10)</u>	<u>2,844,573.00</u>	<u>0.00</u>	<u>\$ 2,844,573.00</u>

North Central State College  
 Period Ending February 28, 2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Current YTD	Beginning Budget	Budget Release	Amendment	Amended Budget	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
<b>Child Development Center</b>																
Revenues	\$ 71,700	\$ 50,785	\$ 138,508	\$ 66,231	\$ 45,460	\$ 49,252	\$ 52,991	\$ 53,882	528,809	\$ 667,964	\$ 481,875	\$ 51,253	\$ 719,217	\$ 46,934	\$ 513,293	\$ 15,516
Payroll	6,683	50,841	32,607	33,249	33,403	29,915	49,071	31,927	267,696	384,723	\$ 237,602	\$ 1,380	\$ 386,103	(30,094)	258,462	(9,234)
Fringes	3,218	44,451	15,993	16,092	5,317	15,585	24,042	15,708	140,406	253,273	\$ 153,553	\$ (3,749)	\$ 249,524	13,147	119,136	(21,270)
Non-Payroll	2,197	3,290	8,730	6,502	4,545	5,135	5,315	3,478	39,192	83,590	\$ 55,727	\$ -	\$ 83,590	16,535	28,406	(10,786)
Total Expenses	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	447,294	721,586	446,882	(2,369)	719,217	(412)	406,004	(41,290)
Excess (Deficit)	\$ 59,602	\$ (47,797)	\$ 81,178	\$ 10,388	\$ 2,195	\$ (1,383)	\$ (25,437)	\$ 2,769	\$ 81,515	\$ (53,622)	\$ 34,994	\$ 53,622	\$ -	\$ 46,521	\$ 107,289	\$ (25,774)
<b>Corporate</b>																
<b>Workforce &amp; Community Development</b>																
Revenues	\$ 3,579	\$ 1,817	\$ 36,816	\$ 14,736	\$ 2,704	\$ 9,909	\$ 817	\$ 12,565	82,943	\$ 337,615	\$ 225,077	\$ -	\$ 337,615	\$ (142,134)	\$ 116,025	\$ (33,082)
Payroll	1,553	11,400	8,966	10,262	14,008	10,254	14,359	9,920	80,722	102,921	\$ 68,227	\$ 7,948	\$ 110,869	(12,495)	69,273	(11,449)
Fringes	453	3,690	1,385	2,062	2,200	2,533	3,846	3,251	19,420	28,474	\$ 25,286	\$ 12,615	\$ 41,089	5,866	17,552	(1,868)
Non-Payroll	6,611	111	6,968	2,121	8,500	0	11,583	1,825	37,719	72,480	\$ 48,320	\$ -	\$ 72,480	10,601	31,108	(6,611)
Total Expenses	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	137,861	203,875	141,833	20,563	224,438	3,972	117,933	(19,928)
Excess (Deficit)	(5,038)	(13,384)	19,497	291	(22,004)	(2,878)	(28,971)	(2,431)	(54,918)	133,740	83,244	(20,563)	113,177	(138,162)	(1,908)	(53,010)



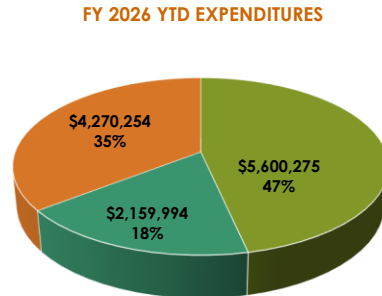
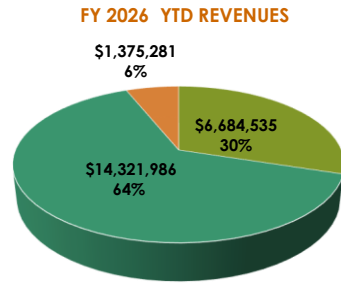
# North Central State College

## Fiscal Year 2026

### Financial Update

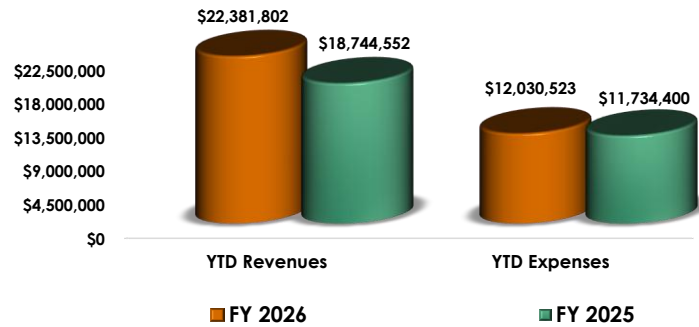
#### Revenues - Expenditures Summary

	Amended Budget	February	YTD	% of Total
<b>REVENUES</b>	\$23,223,568	\$1,085,216	\$22,381,802	96.4%
<b>EXPENDITURES</b>	\$23,173,568	\$1,438,776	\$12,030,523	51.9%
<b>TOTAL MARGIN</b>		(\$353,560)	\$10,351,279	

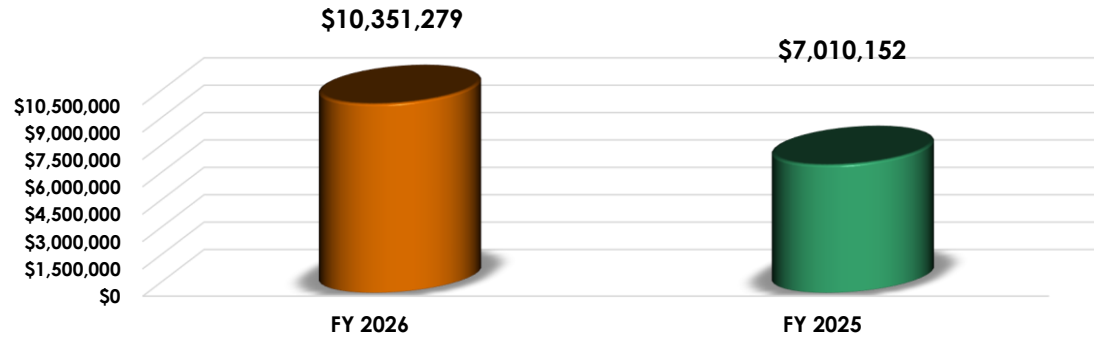


- State Share of Instruction
- Student Tuition and Fees
- Other Revenues
- Payroll
- Fringes
- Other Expenses

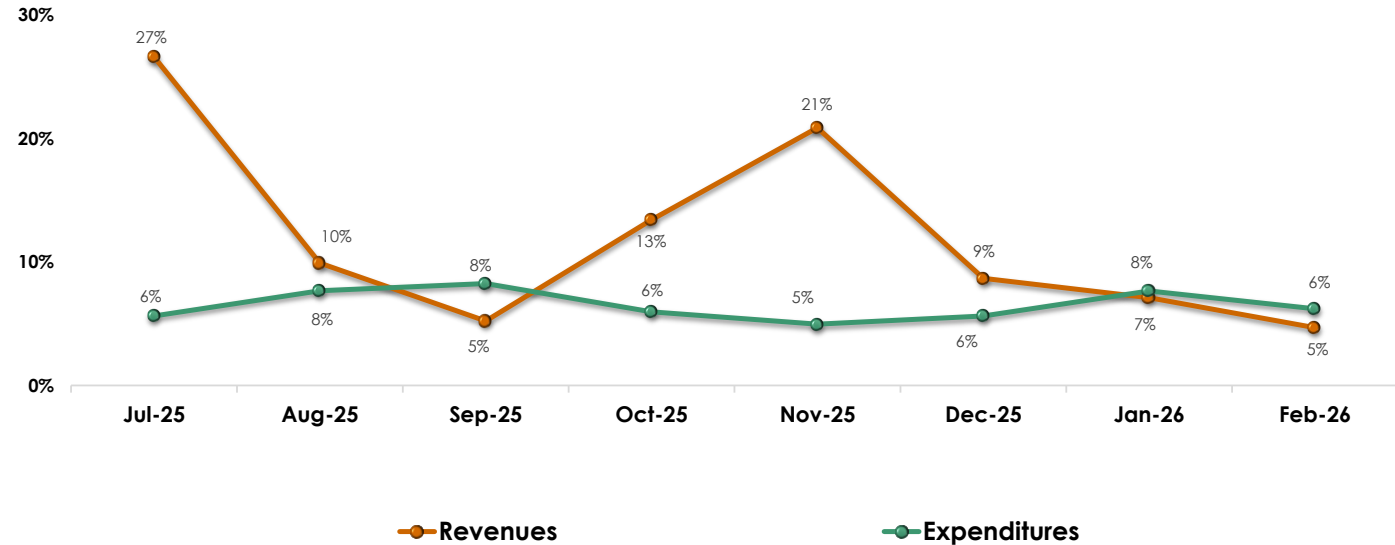
#### Year-To-Date Revenues & Expenditures Update



#### Total Margin



#### FY 2026 Percent of Revenues & Expenditures



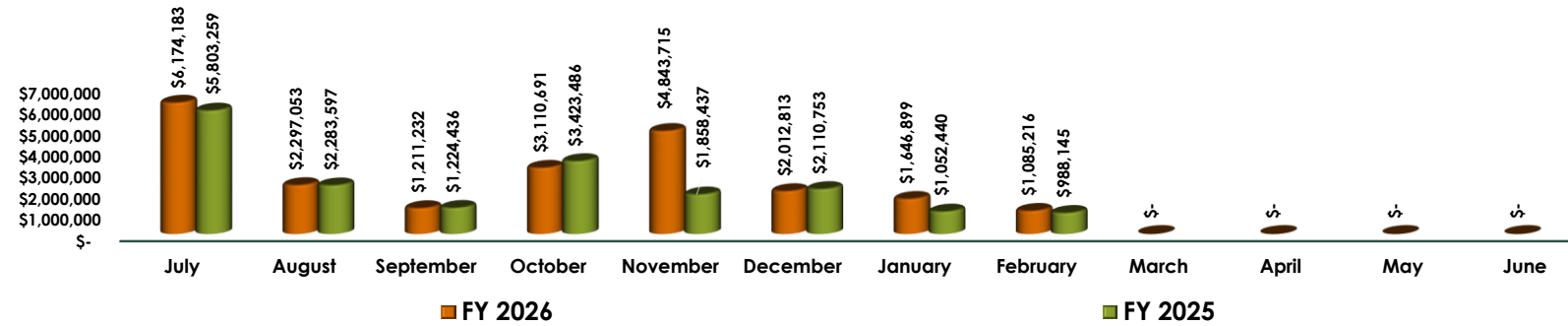


# North Central State College

Fiscal Year 2026

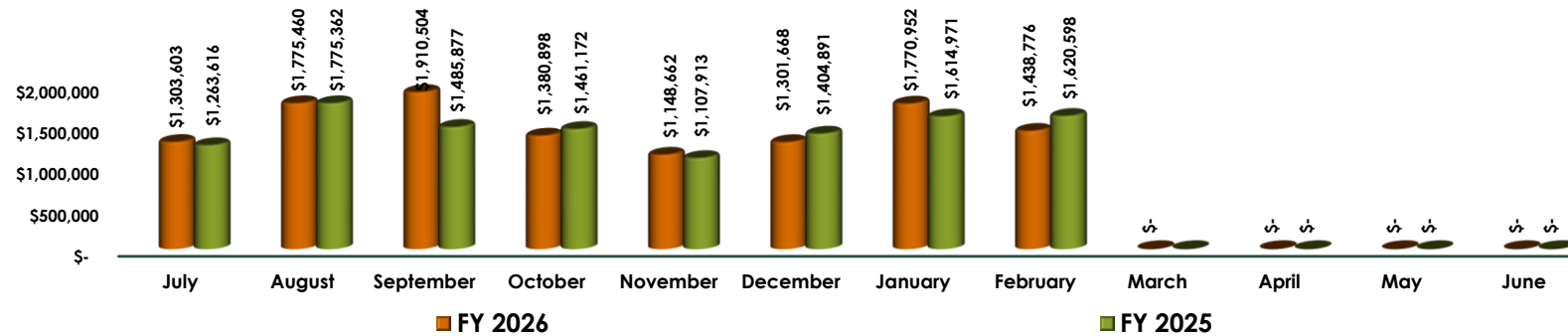
## YTD Thru February 2026 Financial Update

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	\$ 6,174,183	\$ 2,297,053	\$ 1,211,232	\$ 3,110,691	\$ 4,843,715	\$ 2,012,813	\$ 1,646,899	\$ 1,085,216	\$ -	\$ -	\$ -	\$ -
FY 2025	\$ 5,803,259	\$ 2,283,597	\$ 1,224,436	\$ 3,423,486	\$ 1,858,437	\$ 2,110,753	\$ 1,052,440	\$ 988,145	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
% Variation	6%	1%	-1%	-9%	161%	-5%	56%	10%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

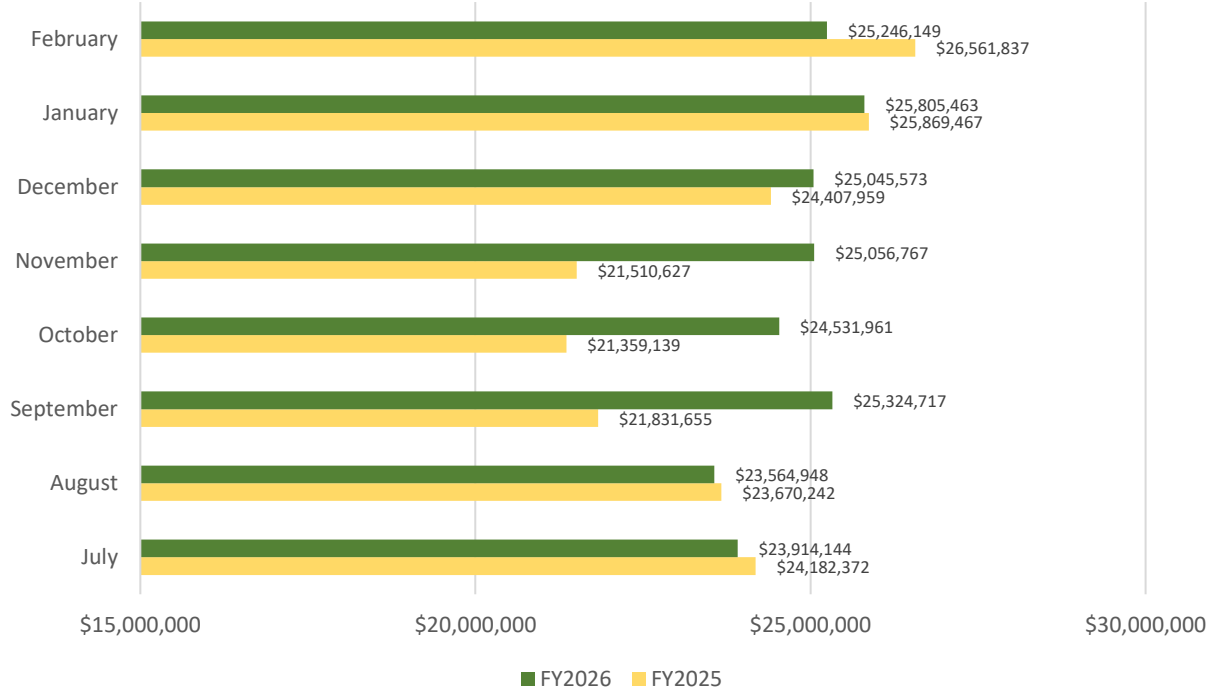


## Expenditures

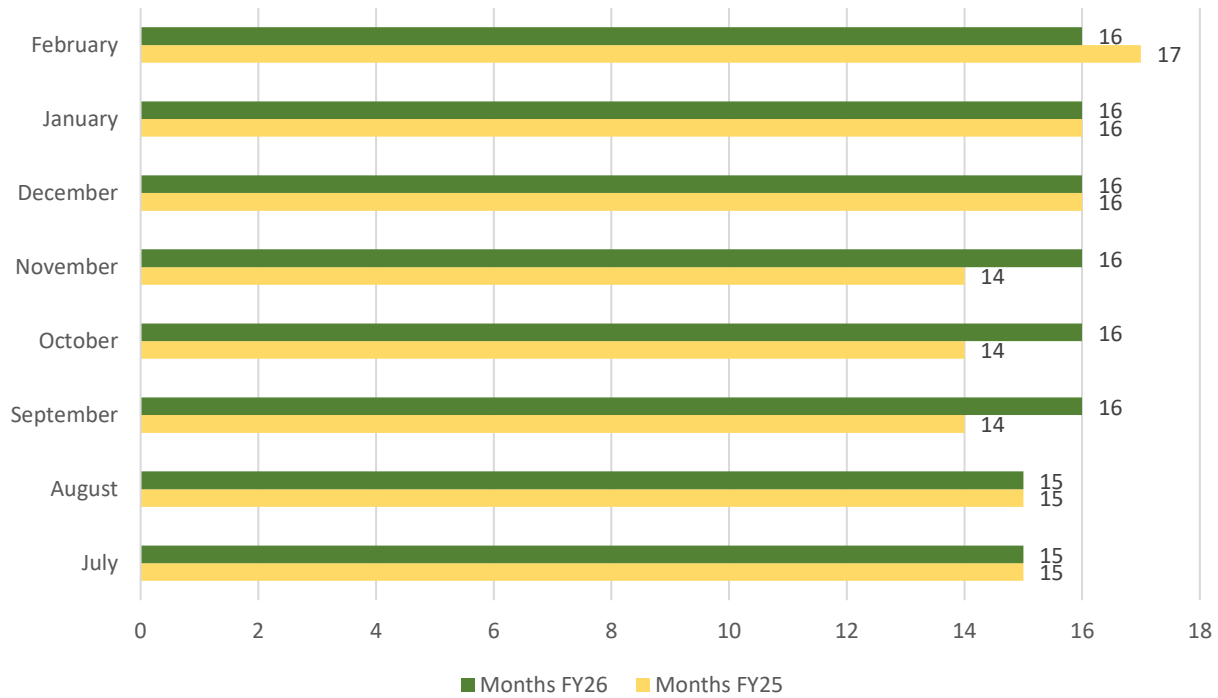
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	\$ 1,303,603	\$ 1,775,460	\$ 1,910,504	\$ 1,380,898	\$ 1,148,662	\$ 1,301,668	\$ 1,770,952	\$ 1,438,776	\$ -	\$ -	\$ -	\$ -
FY 2025	\$ 1,263,616	\$ 1,775,362	\$ 1,485,877	\$ 1,461,172	\$ 1,107,913	\$ 1,404,891	\$ 1,614,971	\$ 1,620,598	\$ -	\$ -	\$ -	\$ -
% Variation	3%	0%	29%	-5%	4%	-7%	10%	-11%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!



### Total Cash on Hand



### Months of Cash on Hand



**CONSIDERATION OF APPROVAL  
OF AMENDMENT TO EXECUTIVE LIMITATIONS POLICY  
4.70 ASSET PROTECTION POLICY**

**R-2026-11**

**WHEREAS:** *the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business, and*

**WHEREAS:** *the Board of Trustees continues the process of reviewing the Board operating policies to direct and refine the governance process while ensuring their reflection of current practice and compliance with relevant changes in the Ohio Revised Code, and*

**WHEREAS:** *a scheduled review of executive limitations policy 04-70 revealed that it needed revisions to reflect current practice and compliance with relevant changes in the Ohio Revised Code.*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves the amendment to Executive Limitations Policy 4.70 – Asset Protection policy.*

*(see attached)*

3357:13-04-70 Asset Protection (Executive Limitations)

The CEO will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked or improperly used.

The CEO will not

4.71 Allow board members, staff, and the organization itself to be inadequately insured against theft, casualty, and liability losses.

4.72 Unnecessarily expose the organization, its board or staff to claims of liability.

4.73 Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) goods of over \$50,000 and services of over \$100,000 without having obtained comparative prices and quality.

4.74 Allow intellectual property, information and files to be exposed to loss or significant damage.

4.75 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.

4.76 Compromise the independence of the board's audit or other external monitoring or advice. Engaging parties already chosen by the board as consultants or advisers is unacceptable.

4.77 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts except ~~where necessary to facilitate ease in operational transactions~~ as required by federal guidelines.

4.78 Endanger the organization's public image, credibility, or its ability to accomplish Ends.

4.79 Create or purchase any subsidiary corporation.

Effective: February 25, 2026

Next Review: December 2, 2026

Review Dates: 8/25/10, 7/30/11, 12/5/12, 12/4/13, 2/25/15, 12/2/15, 12/7/16, 12/6/17, 12/5/18, 12/4/19, 12/2/20, 12/1/21, 12/7/22, 1/18/23, 12/6/23, 12/4/24, 12/3/25

**CONSIDERATION OF APPROVAL OF CURRICULAR APPROVAL  
PROCESS AS OUTLINED IN (14-072) CURRICULUM REVISION  
PROCEDURE**

**R-2026-12**

***WHEREAS**, the Board of Trustees of North Central State College is responsible for establishing and approving institutional policies that guide the academic and operational functions of the College; and*

***WHEREAS**, Section 3345.457 of the Ohio Revised Code requires each state institution of higher education to adopt a curricular approval process that provides faculty the opportunity to offer advice, feedback, and recommendations regarding the establishment or modification of academic programs, curricula, courses, general education requirements, and degree programs, while affirming that such recommendations are advisory in nature and that the Board of Trustees retains final authority over such actions; and*

***WHEREAS**, the administration and faculty of North Central State College have reviewed the College's existing Curriculum Revision Procedure and recommended revisions to ensure continued compliance with the requirements of Ohio Revised Code Section 3345.457 while maintaining the College's established curriculum development and review practices; and*

***WHEREAS**, the proposed revisions clarify the advisory role of faculty and the Curriculum Committee in the curriculum development process and reaffirm the Board of Trustees' final authority regarding the approval or rejection of curricular actions.*

***NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of North Central State College hereby approves the revised Curriculum Revision Procedure (14-072) as presented.*

***BE IT FURTHER RESOLVED**, that the Board authorizes the submission of this resolution and all supporting documentation to the Chancellor of the Ohio Department of Higher Education by the required deadline.*

*(see attached)*

### 3357: 13-14-072 Curriculum Revision Procedure

Curriculum changes are proposed by North Central State College faculty. Faculty have the responsibility to develop courses and programs, create and update official syllabi, navigate through the process of course and program development and approval, and understand the institutional and state requirements that dictate college curriculum. Curriculum proposals are initiated and routed for review and approval through the curriculum management information system. This procedure, in conjunction with the Curriculum Committee Handbook, provides instruction for the curriculum review process.

Curriculum revisions involve the following activities:

- Adding a new program or course;
- Modifying an existing program or course;
- Deactivating an existing program or course.

Procedure:

- (A) Faculty serve as the primary source of curricular development and recommendations through the curriculum review process. Curriculum revisions can consist of:
- (1) Creation of a new degree program, certificate or course.
  - (2) Change of name, description, credit hours, contact hours or learning objectives for an existing degree program, certificate or course.
  - (3) Substantial change of course content and/or catalog description for an existing credit or subsidized course.
    - (a) a "substantial" change is defined as a change that affects one or more of the following: course content to a significant extent (i.e. 20% or more); college costs (including equipment needs); class maximum size; availability of knowledgeable instructors; the operation of more than one academic department; transferability of courses to other colleges; or articulation with high schools.
  - (4) Change of college-wide outcomes or its applicable assessment for existing course.
  - (5) Change of learning objective or its applicable assessment for existing course.
  - (6) Change of prerequisites, corequisites or concurrent requisites for an existing course.
  - (7) Change in course sequencing within an existing degree program or certificate.
  - (8) To remove a degree program, certificate or course from the curriculum offering for the college.
- (B) Faculty creates a curriculum proposal in the curriculum management information system.

- (1) The curriculum management information system contains predefined templates for the following curriculum revision activities:
    - (a) Create a new program
    - (b) Create a new course
    - (c) Modify an existing program
    - (d) Modify an existing course
    - (e) Deactivate an existing program
    - (f) Deactivate an existing course.
  - (2) Each predefined template has a specific workflow / routing process which has been approved by the Curriculum Committee.
  - (3) The Curriculum Committee Handbook contains specific instructions for use of the curriculum management information system and an overview of the Ohio Department of Higher Education Guidelines.
    - (a) For changes to existing programs or courses, faculty will have the ability in the curriculum management information system to import the current approved information for the program or course. Faculty will be able to review and edit the information appropriately for the proposed changes and can compare what they are changing with the established curriculum. This automatic change tracking will follow the proposal through the process so that all reviewers/approvers can see changes made by all parties.
- (C) Once faculty has created the curriculum proposal and responded to each required field, the faculty will “launch and approve” their proposal. This action will initiate the specific workflow for the activity and the review process will begin.
- (1) Most workflows include review and approval from Division Dean before the proposal is routed to the Curriculum Committee for a full review.
  - (2) Once the Division Dean has approved the proposal, the faculty will contact the Curriculum Committee (through the [Curriculum Committee webpage](#)) to schedule a presentation with the Curriculum Committee.
- (D) The Curriculum Committee will conduct a full review of the curriculum proposal at the designated meeting. The originating faculty and/or Division Dean is required to attend this formal review.
- (1) Once the proposal has been presented and received final review and approval from

the Curriculum Committee, the proposal is routed to the Chief Academic Officer (CAO) for administrative review and recommendation.

(E) The proposal will then be accepted by the CAO or his/her designee within the curriculum management information system. The proposal is now routed to other applicable college departments such as:

- (1) Registrar. Monitors to ensure that the student information system is updated appropriately.
- (2) Chief Financial Officer (CFO). Monitors for changes that impact college budget.
- (3) Business Office. Monitors to ensure that fee changes are appropriately posted, if applicable.
- (4) Accreditation Liaison Officer (ALO). Monitors to ensure that the college catalog is updated appropriately and other compliance/accreditation activities.

(F) Curriculum Committee will meet twice per month during the fall and spring semesters.

- (1) All program changes must be reviewed and approved by the end of fall semester.
- (2) Spring semester is reserved for course changes that do not affect the program for the upcoming fall semester.

**(G) Advisory Nature of Faculty Review and Board Authority**

- (1) The curriculum review process described in this procedure provides faculty and the Curriculum Committee the opportunity to review and provide advice, feedback, and recommendations regarding the establishment, modification, or discontinuation of academic programs, curricula, and courses.
- (2) All recommendations made through this process are advisory in nature. In accordance with Ohio Revised Code 3345.457, the Board of Trustees retains final authority to approve or reject the establishment, modification, or discontinuation of academic programs, curricula, courses, general education requirements, and degree programs.
- (3) At the conclusion of each academic semester, the Chief Academic Officer shall provide the Board of Trustees with a summary of curriculum recommendations approved through the institutional review process.

Effective: March 25, 2026

Next Review: March 1, 2031

Review Dates: 7/1/88, 7/1/91, 3/1/95, 7/1/96, 7/1/97, 10/24/23, 03/25/26

**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 (4.2)  
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: Richland Area Chamber & Economic  
Development  
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. Richland Area Chamber of Commerce & Economic Development





# 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 4.2

**TITLE:** CEO Input: To the Board or to Certain Members?

**SCENARIO:** The CEO is lobbying board members with whom he is personally close to make ends decisions that he favors. What should the board members 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:** The CEO may not neglect to submit unbiased information ([2.8.3](#)). The CEO may not fail to deal with the board as a whole ([2.8.8](#)).

**Board-Management Delegation:** The board establishes Ends policies, allowing the CEO to use any reasonable interpretation of these policies ([3.3](#)). Adherence to the applicable Executive Limitations policy is to be monitored by direct inspection ([3.4.5](#)).

**Governance Process:** The purpose of the board is to make policy on behalf of the owners, not the staff ([4.0](#)). The board initiates policy, rather than reacting to staff ([4.1.1](#)). The board as a body will listen to ends input from the staff ([4.3.2.B](#)). Board members' loyalty to the ownership must be unconflicted by loyalties to staff ([4.5.1](#)).

**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 instructed not to fail to deal with the board as a body.

**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.*) The CEO has the right to talk to anyone but has violated the expectation that when dealing with official business of the board he must deal with the entire board.

**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.*)

- 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.)** The board members being lobbied by the CEO should remind the CEO that the board has committed itself to hearing staff input about ends and that the CEO is expected to deal with the board as a whole. The board members should remind themselves that the policies they make are to be made on behalf of the owners, not the staff. When the board monitors its Executive Limitations policy [2.8](#), note should be made of the CEO's violation of [2.8.3](#) and [2.8.8](#).
- 4. If the action you propose involves a possible board policy change:**
- 4a. What amendments or additions do you suggest?**
- 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.**

## 3357:13-02-30 Board Members Code of Conduct Policy (Governance Process)

The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

2.31 Board members must have loyalty to the ownership, un-conflicted by loyalties to staff, other organizations, and any personal interest as a consumer.

2.32 Board members must avoid conflict of interest with respect to their fiduciary responsibility.

- a. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
- b. When the board is to decide upon an issue, about which a board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
- c. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. Should a board member apply for employment, he or she must first resign from the board.

2.33 Board members may not attempt to exercise individual authority over the organization.

- a. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- b. Board members will be properly prepared for board deliberation.
- c. Board members will support the legitimacy and authority of board decisions, irrespective of the member's personal position on the issue.
- d. Board members will lead by example through the contribution of both time and money as appropriate.

Effective: August 25, 2010

Next Review: March 25, 2026

Review Dates: 8/25/10, 7/30/11, 3/28/12, 4/24/13, 4/23/14, 4/22/15, 3/23/16, 3/22/17, 3/28/18, 3/20/19, 3/18/20, 3/24/21, 3/23/22, 3/22/23, 3/27/24, 3/26/25

3357:13-02-40 Cost of Governance Policy (Governance Process)

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity.

Accordingly:

2.41 Board skills, methods, and supports will be sufficient to assure governing with excellence.

- a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
- b. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
- c. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.

2.42 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

- a. Up to \$30,000 each fiscal year for training, including attendance at conferences and workshops.
- b. Up to \$30,000 each fiscal year for audit and other third-party monitoring of organizational performance.
- c. Up to \$10,000 each fiscal year for surveys, focus groups, opinion analyses, and meeting costs.

Effective: April 22, 2020

Next Review: March 25, 2026

Review Dates: 8/25/10, 7/30/11, 3/28/12, 4/24/13, 4/23/14, 4/22/15, 3/23/16, 3/22/17, 3/28/18, 3/20/19, 3/18/20, 4/22/20, 3/24/21, 3/23/22, 3/22/23, 3/27/24, 3/26/25

## 3357:13-02-50 Board Officers Roles Policy (Governance Process)

2.51 The Board Chairperson serves as the Chief Governance Officer (CGO), a specially empowered member of the board, assures the integrity of the board's process. The Board Chairperson is a member of the Board's Executive Committee.

Accordingly:

- (A) The assigned result of the CGO's job is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - (1) Meeting discussion content will be on those issues which, according to board policy, clearly belong to the board to decide or to monitor.
  - (2) Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.
  - (3) Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- (B) The authority of the CGO consists in making decisions that fall within topics covered by board policies on Governance Process and Board-CEO Linkage, with the exception of (a) employment or termination of a CEO and (b) where the board specifically delegates portions of this authority to others. The CGO is authorized to use any reasonable interpretation of the provisions in these policies.
  - (1) The CGO is empowered to chair board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
  - (2) The CGO has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the CGO has no authority to supervise or direct the CEO.
  - (3) The CGO may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
  - (4) The CGO may delegate this authority, but remains accountable for its use.

2.52 The Board Vice Chairperson fills the CGO role in the absence of the Chairperson.

- (A) The Vice Chairperson shall perform the CGO duties of the Chairperson in his/her absence.
- (B) The Board Vice Chairperson is a member of the Board's Executive Committee.
- (C) In the absence of the Chairperson or the Vice Chairperson, the Board shall elect a

Chairperson Pro Tempore from the attending members of the Board of Trustees to temporarily fill the role of the CGO.

2.53 The Board Secretary (also known as Secretary of the Board) is an officer of the board whose purpose is to ensure the integrity of the board's documents and the Board's executive succession plan.

The responsibility for conduct of the board's documents shall fall upon the Corresponding Secretary (also known as the Secretary to the Board), who is not a member of the Board and carries the corresponding duties to the Board of Trustees as part of their regular job description. The Corresponding Secretary is a paid employee of the institution who serves both the Board of Trustees and the institution's Chief Executive Officer.

(A) The assigned result of the Secretary's job is to see to it that all board documents and filings are accurate and timely.

(1) Policies will be current in their reflection of board decisions. Decisions upon which no subsequent decisions are to be based, such as consent agenda decisions, motions to adjourn, and staff or board member recognitions need not be placed in policy.

(2) Policies will rigorously follow Policy Governance principles.

(3) By-laws will contain all the elements necessary for legal compliance and for consistency with the principles of Policy Governance and will be known to the board.

(B) The authority of the Secretary is access to and control over board documents, and the use of the Corresponding Secretary's time that in the CEO's opinion is neither excessive nor disruptive.

(C) The assigned result of the Corresponding Secretary's job (as opposed to the Board Secretary) is to draft all board correspondence, documents, and notifications per the direction of the board/CEO.

(1) Requirements for format, brevity, and accuracy of board minutes will be known to the CEO.

(2) Records on all meetings of the Board of Trustees shall be kept.

(3) All legal notices and postings shall be carried out.

(4) All regular documents of the board to include regular and special meeting minutes and certifications of board action shall be signed by the Corresponding Secretary.

(5) Board members shall be notified of all meetings and other relevant events.

- (6) In the absence of the Corresponding Secretary, any person appointed by the Chairperson shall perform the duties of the Corresponding Secretary and shall keep the minutes thereof.

2.54 The Board/College Treasurer who is not a member of the Board, carries the corresponding duties to the Board of Trustees as part of their regular job description. The Board/College Treasurer is a paid employee of the institution who serves both the Board of Trustees and the institution's Chief Executive Officer.

The Board/College Treasurer is an officer of the board whose purpose is to receive, safeguard, and make payment of funds as directed by the Board of Trustees and to serve as the fiscal officer of the district.

- (A) The responsibility for Board/College financial records and to maintain full and accurate account of all receipts and disbursements shall fall upon the Board/College Treasurer.
  - (1) Execute checks and drafts payable on the accounts of the Board/College.
  - (2) Report to the Board all transactions of funds as directed.
  - (3) Certify that funds of the District otherwise unappropriated are sufficient prior to expenditure of monies or entering into contracts.
  - (4) Maintain all monies, books, papers, and other property of the District
- (B) The assigned result of the Board/College Treasurer's job is to see to it that all board documents and filings are accurate and timely.
- (C) The authority of the Board/College Treasurer includes the ability to certify certain documents on behalf of the College to various agencies and governmental entities as may be required, including but not limited to, State Teachers Retirement System, School Employees Retirement System, State, Local, and Federal Government; and various agencies and boards.
- (D) The Board/College Treasurer may serve as Secretary under Section 3357.06 of the Ohio Revised Code
- (E) In the cases of absence or disability of the Treasurer or a vacancy in the office of Treasurer, the Deputy Treasurer shall perform all of the duties of the Treasurer until the Treasurer resumes office or until such vacancy is filled. The Deputy Treasurer shall from time to time perform duties of the Treasurer as may be directed by the Treasurer.

Effective: January 15, 2025

Next Review: March 26, 2025

Review Dates: 8/25/10, 7/30/11, 3/28/12, 4/24/13, 4/23/14, 4/22/15, 3/23/16, 3/22/17, 3/28/18, 3/20/19, 3/18/20, 3/24/21, 3/23/22, 3/22/23, 3/27/24, 1/15/25

**SEPARATION REPORT**

***Report for March 2026***

*Effective March 13, 2026*

***Tiffany Detillion, Academic Systems Specialist***

*Reason: Resigned*

*Effective March 16, 2026*

***Christine Copper, Vice President, Foundation, Government Relations and Development***

*Reason: Retired*

*Effective March 19, 2026*

***Amy Van Voorhis, Center Support Assistant, Crawford Success Center***

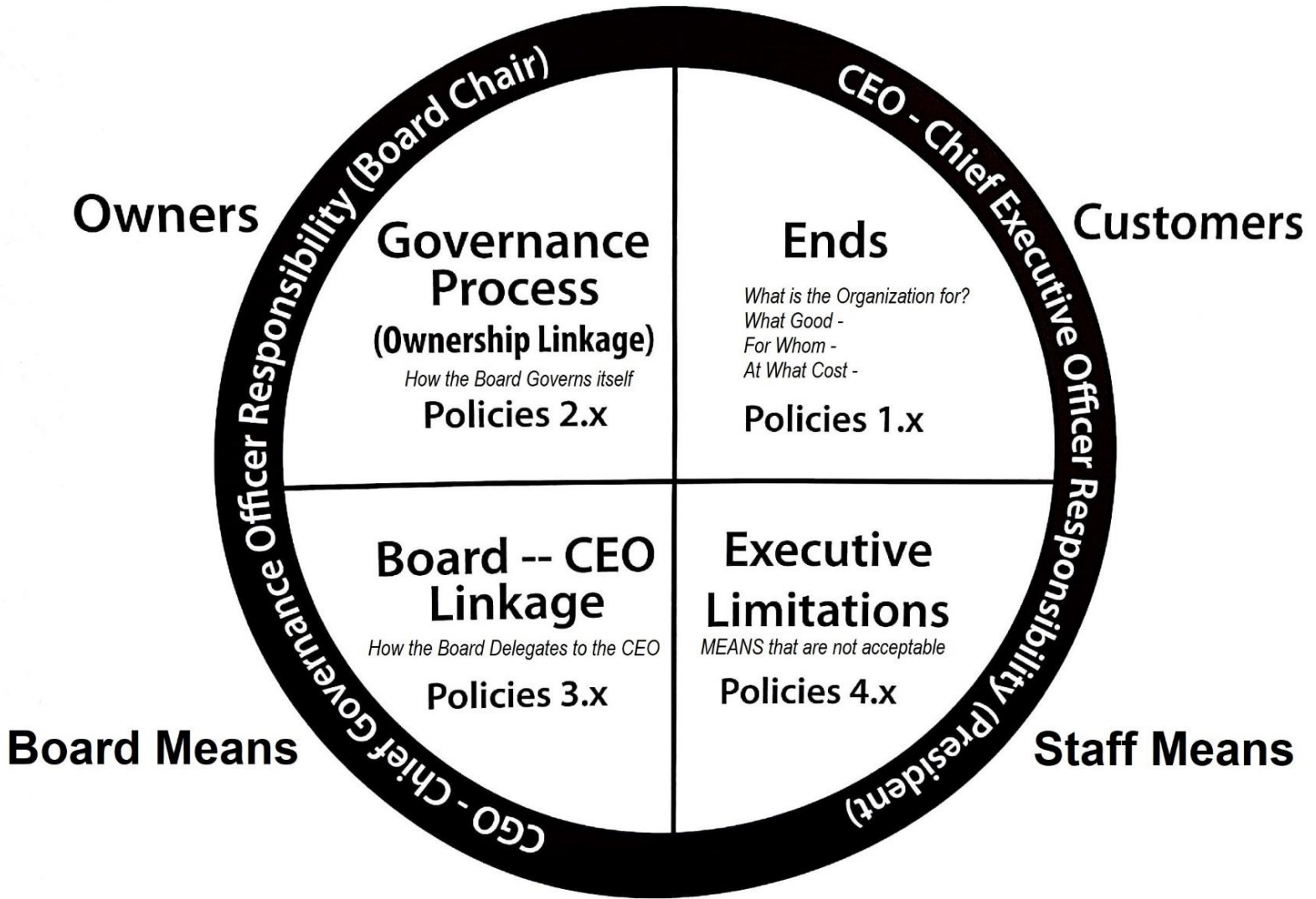
*Reason: Retired*

*Effective March 26, 2026*

***Chloe Mealey, Financial Aid Specialist***

*Reason: Resigned*

# 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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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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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## April

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		

## May

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						

## June

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				

## 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

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					

## September

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			

## October

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

## 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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