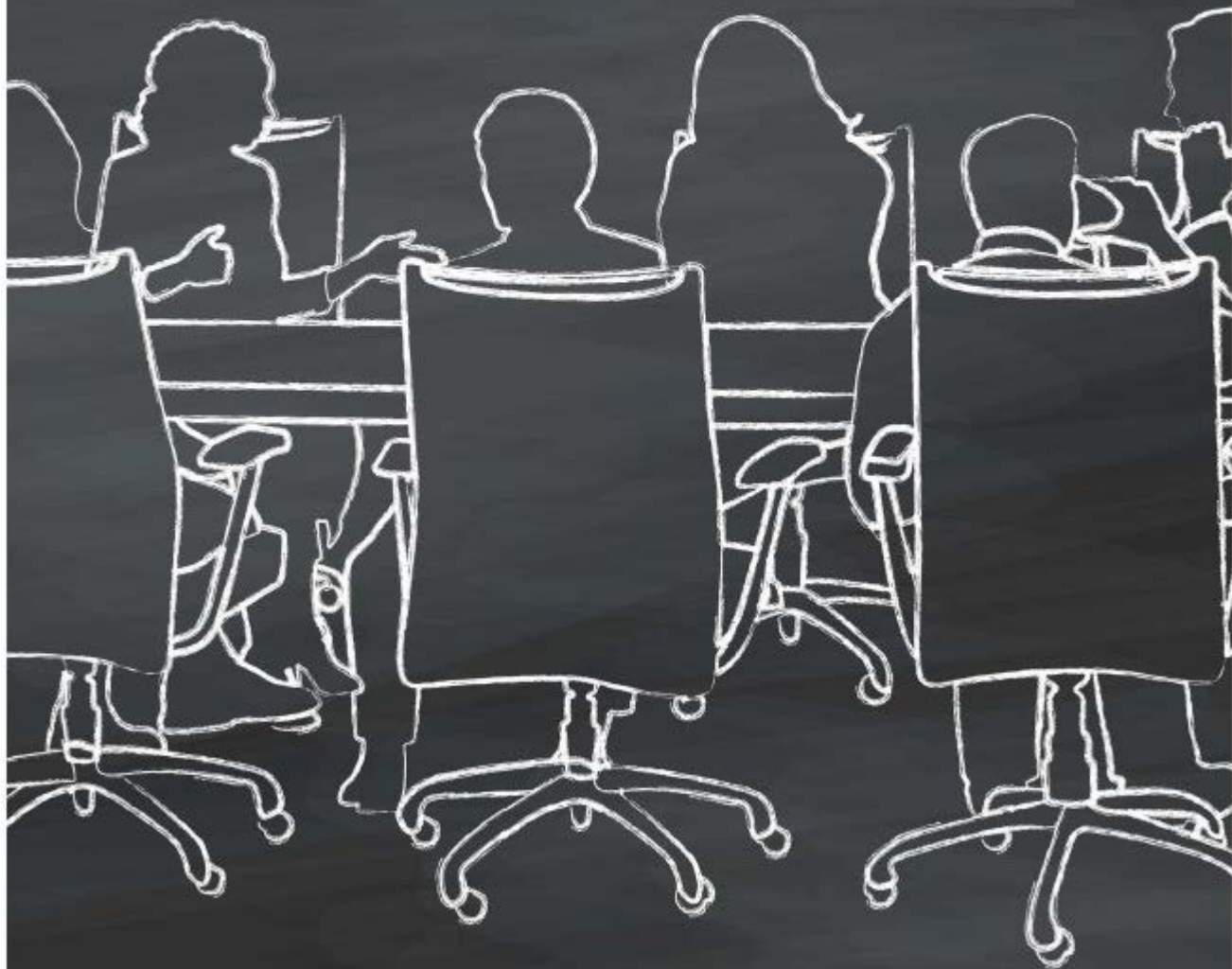




North Central State College



Board Packet
April 22, 2026

**NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, April 22, 2026
5:30 pm – Gorman Room (165-Fallerius) or Zoom**

- I. CALL TO ORDER** – *Board Chair, Ms. Linda Nelson*
 - 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** – *Ms. Linda Nelson*

- V. BOARD-OWNERSHIP ACTIVITY** – *Dr. Dorey Diab*
 - Owners Linkage: Ms. Jessica Gribben, President and CEO of the Richland Area Chamber & Economic Development

- VI. OSU-MANSFIELD ADVISORY BOARD REPORT** – *Ms. Linda Nelson*
 - Next OSU-M Advisory Board Meeting May 21, 2026 (NCSC Rep. Ms. Kristin Aspin)

- VII. PRESIDENT'S REPORT**
 - A. Student Government/Phi Theta Kappa Update

 - B. North Central State College Foundation/Development Update

 - C. Monitoring Report(s): Executive Limitations; Asset Protection Policy (04.70)

 - D. Updates/Other

- VIII. REQUIRED APPROVALS AGENDA (IAW 02.73)** – *Ms. Linda Nelson*

Consent Agenda

(Action Required)

Minutes:

- A. Approval of Minutes for March 25, 2026 “Regular Meeting” Pages 9-26

Personnel Actions:

- B. Consideration of Approval of Status Changes – *R-2026-13* Page 27

- C. Consideration of Approval of Employment of College Personnel Page 28
 - *R- 2026-14*

- D. Consideration of Approval of Professional Growth Recognition – *R-2026-15* Page 29

Regular Agenda

- A. Consideration of Approval for the Conferral of the Honorary Degree of Bachelor of Applied Science – *R-2026-16 – Dr. Dorey Diab* Page 30
(Action Required)
- B. Consideration of Approval of Nominations for the 2026 Association of Community College Trustees (ACCT) Equity Awards – *R-2026-17 – Dr. Dorey Diab* Page 31
(Action Required)
- C. Treasurer’s Report for March 31, 2026 – *Dr. Dorey Diab/Ms. Lori McKee* Pages 32-38

IX. POLICY GOVERNANCE

- A. Discussion of Agenda Planning – Annual Agenda (IAW 02.70) – *Ms. Linda Nelson* Pages 39-40
 - 1. Review of Actionable Items Page 41
 - 2. Community Connections
- B. Board Training (IAW 02.70(b)) Page 42
 - 1. Discussion of Rehearsal Scenario 3.7 (Case Study) – *Ms. Kimberly Winkle* Pages 43-44
 - 2. Governance Policy Review (2.7, 2.8, and 2.9) – *Ms. Duana Patton* Page 45-48
 - 3. Reflections on 1st Quarter 2026 Self-Assessment Survey (January – March)

X. BOARD CHAIRPERSON’S REPORT – *Ms. Linda Nelson*

- A. 2025 Financial Disclosure Statement Filing Deadline Monday, May 15, 2026
- B. Follow-up from NCO Hall of Excellence (April 16, 2026)
- C. Leader Richland Commitments (May 14, 15, and 18 – Boys this year)
- D. ODHE Trustee Conference (September 10, 2026) and Trustee Training Requirements for 2026 Pages 49-51
- E. Upcoming Events:
 - NCSC Alumni Association Graduate Picnic (Thursday, May 7, 2026 11:30am – 1:00pm)
 - NCSC Commencement Ceremony (Friday, May 8, 2026 7:00pm Campus Recreation Center)

XI. MEETING EVALUATION (IAW 02.13 & 02.16) – *Ms. Linda Nelson*

XII. TIME AND PLACE OF NEXT MEETING – *Ms. Linda Nelson*
- Wednesday, May 27, 2026 – (Gorman Room, 165-Fallerius)

XIII. ADJOURNMENT – *Ms. Linda Nelson*



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)**

April 2026	16 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center) 22 – Regular Board of Trustees Meeting (Fallerius) 23 – All Ohio Academic Team Luncheon (Statehouse Atrium)
May 2026	7 – Graduate Picnic 8 – Commencement (Graduation) 14, 15, & 18 – LeaderRichland (7th & 8th 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)
June 2026	No Regular Board meeting scheduled for June 2025
July 2026	22 – Regular Board of Trustees Meeting/Annual Planning Retreat (Kehoe)
August 2026	26 – Regular Board of Trustees Meeting (Fallerius)
September 2026	10 – 2026 ODHE Trustee Conference (Columbus) 17 – Ohio State Mansfield Advisory Board Meeting 23 – Regular Board of Trustees Meeting (Fallerius)
October 2026	8 – Foundation Scholarship Luncheon (Kehoe) 21-24 ACCT Leadership Congress (Chicago, IL) 28 – Regular Board of Trustees Meeting (Fallerius)
November 2026	No Regular Board meeting scheduled for June 2025 19 - Ohio State Mansfield Advisory Board Meeting
December 2026	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.)

Required Approvals Agenda

Consent Agenda

Minutes:

- A. Approval of Minutes for March 25, 2026 “Regular Meeting”

Personnel Actions:

- B. Consideration of Approval of Status Changes – *R-2026-13*
- C. Consideration of Approval of Employment of College Personnel
– *R- 2026-14*
- D. Consideration of Approval of Professional Growth Recognition
– *R-2026-15*

Regular Agenda

- A. Consideration of Approval to Conferral of the Honorary Degree of Bachelor of Applied Science - *R-2026-16 – Dr. Dorey Diab*
- B. Consideration of Approval of Nominations for the 2026 Association of Community College Trustees (ACCT) Equity Awards – *R-2026-17 – Dr. Dorey Diab*
- C. Treasurer’s Report for March 31, 2026 – *Dr. Dorey Diab*

**North Central State College
Board of Trustees' Meeting
March 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 seven in person and one online.

As Board Chair, Ms. Linda Nelson was participating in this meeting virtually, Vice Chair, Mr. Mark Masters served in the role of Acting Chair for tonight's meeting.

Acting Chair, Mr. Mark Masters 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
Mr. Mark Masters
Dr. Dwight McElfresh
Ms. Elisabeth Morando
Ms. Linda Nelson (online)
Ms. Duana Patton
Mr. Patrick Williams
Ms. Kimberly Winkle

Absent:

Mr. Steven Stone

III. INTRODUCTION OF GUESTS

President Diab introduced: Dr. Kelly Gray, Vice President of Academic and Student Services; Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation; and Colonel Ken Kmetz representing the OSU-M Advisory Board. Ms. Sara Rollo, representing the Faculty Caucus, Mr. Justin Beeman, representing the Staff Caucus, and Ms. Leah Bisel, representing the College Foundation, were also present (online).

IV. FOCUS OF THE MEETING – *Mr. Mark Masters*

Mr. Mark Masters explained that the focus of the meeting tonight includes consent agenda items such as a personnel approval, status change and faculty contract approvals. Under the regular

agenda, attention will be given to the Treasurer's report, along with a proposed amendment to the executive limitations policy related to asset protection, and consideration of a curricular approval process as outlined in procedure. The meeting will also include customary elements such as governance training and a report on community activities.

V. OSU-MANSFIELD ADVISORY BOARD REPORT – Mr. Mark Masters
- Colonel Kenneth Kmetz (OSU-M Advisory Board)

Colonel Kmetz's highlights on the OSU Mansfield Board Meeting and more, include:

- Our administrative restructuring – the addition of two associate deans – has resulted in better workload distribution. Thus, due to working better and more closely with Columbus, there are 50% fewer unpaid students than in past years.
- The start of Fall Semester was challenging in that we had 67 students without housing. We reduced that to 30 who still needed help. The Chamber, Rotary and others assisted with finding housing, but as we're growing, this will continue to be a challenge. We've been in discussion with Buckeye Village and working actively on a solution. OSU has a third-party housing option – they will inspect rental properties and require compliance with certain things, and advertise to students. We can develop this program within a year or two.
- Academically, our engineering technology program is doing well, biology is growing, the business program is an urgent need with 88 students who enrolled in this program, and we do not have onsite faculty. The provost will invest in newly hired faculty salaries for up to three years; we'd like to hire a Fisher College of Business faculty with AI expertise.
- OSU's ROTC director would like to begin the program on the Mansfield and Lima campuses this fall. He will visit in early April to meet with staff who may be involved in the program and tour the facilities. ROTC hires and staffs the courses and pays faculty salaries, so there is no cost to us.
- After four years of ending the fiscal year in a deficit position, OSU Mansfield will end FY 2026 with a modest surplus, due to increasing enrollment and four reductions (three non-filled departures and one RIF).
 - OSU Mansfield has seen an increase of over 50% in first-choice applications over last year, but there was a significant decline in the number of "optioned" students (those who applied to Columbus, were rejected, but then offered a position at Mansfield.) This is due to the fact that the Columbus campus accepted a higher percentage of students compared to last year. Thus, OSU Mansfield projects steady or possibly slightly increased enrollment for Autumn 2026.
 - OSU Mansfield is eager to establish an easy pathway for North Central students interested in childcare into its Child and Youth Studies program.

- Our board’s Nominating Committee recently held interviews with three candidates for the Student Board Member position. All three were exceptional and scoring was very close. As a result, we will recommend to the provost that Alex Rathburn, a junior in the engineering technology program be appointed to our board for the upcoming year. He is the current president of the Engineering Club, and his recommendation letters from his engineering instructor and the Charter Next Generation Plant Manager whom Alex worked directly with for two years, both speak to his character, leadership and commitment to meaningful impact. Alex completed his Associates of Mathematics in December 2023 at North Central State College.

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

A. Student Organizations Update

TRiO SSS Update:

- TRIO Student Support Services went on a campus visit to the University of Toledo on Tuesday, March 10. TRIO students were provided with a presentation by the UT Transfer department along with a campus tour. As part of the morning, a visit by the TRIO SSS program staff was included. Being able to connect with the staff in UT’s SSS program enabled our TRIO students to identify a welcoming place on the campus of UT if they would choose to transfer after completing their degree at NC State. Following the campus visit, a trip to the Henry Ford Museum of Innovation was part of the day’s educational experience.

Phi Theta Kappa Update:

- PTK meets every Friday on Zoom, and our chapter President Jesse Halfhill has recently spoken at Dr. Diab’s Leadership Academy. He has also been selected to be the first student speaker for the Hall of Excellence.
- Our chapter’s community service project this semester will be to work at Raemelton to side-walk horses in therapy class, as well as senior outreach and connection at The Waterford.

Honors College Update: (Kimberly Lybarger)

- The Honors College currently has 18 students registered with 21 research projects representing all academic disciplines across the institution. 17 faculty are participating as mentors.
- The next Honors College colloquium will be on Thursday, March 26, 5-6:00 p.m. in room 164 Fallerius. Jason Jones, Financial Advisor, UBS Financial Services, Inc., will present an informative session titled “**How Money Loses Its Shape: When Value is Small, Abstract or Sudden**”.
- The event is open to all students, faculty, staff and community members.

North Central State College – Honors College Colloquium

How Money Loses Its Shape:
When value is small, abstract, or sudden


SMALL VALUE
A Few Pennies

ABSTRACT VALUE
Digital & Complex

SUDDEN VALUE
Rapid Windfall

Join us for a tabletop conversation of topics that impact your finances.

- Are pennies disappearing?
- What is crypto currency?
- Is invisible money real?
- Can money be too small to matter?
- Are lottery winners better off?

 **Jason B. Jones, CPA, AAMS***
Financial Advisor
Account Vice President

Thursday, March 26 * Room 164 Fallerius * 5:00 – 6:00 p.m.

B. Foundation Update

President, Dr. Dorey Diab delivered the following report:

Foundation-Emerald Club - Major Gifts

- \$465,756 received, additional \$114,143 in asks made and outstanding.
- Annual Scholarship application month is in process, with it starting Feb 1 and concluding March 1.
- Hall of Excellence billboards are live and videos are in process. Taping for the videos are in motion, and table sales are moving quickly. The event is on April 16 at 5:30 pm.
- Rentals income FY26 \$39,611; FY27 \$3,475.00 Beginning to book for FY28 and FY29
- Foundation Nursing program nursing students covered Spring 26:
 - PN 14
 - RN 20
 - BSN 8

Workforce

- A full Excel class is being held at the Crawford Success Center next week, along with a Women in Leadership training.
- TurboCert programming is continuing at the Crawford Success Center, with phlebotomy students completing their practicums at Avita Hospital.
- Ongoing coordination and planning is expanding FY27 training opportunities, apprenticeships, and strengthening employer partnerships.

Crawford Success Center

- Kim Winkle arranged a meeting with Galion Superintendent, Dr. Jeffrey Hartman, to plan for the new Galion schedule of Monday's being used for training programs. Jerry Morasko expressed a strong need for more LPN and RNs, and Surgical Technicians. Dr. Hartman is going to begin to explore implementing a Surgical Technician program with Galion City Schools.

- Crawford Success Center annual Scholarships for Success generated \$35,000 and once again had Tina Husted presenting the Leadership Award winner. All six high schools in Crawford County were represented and received a \$500 scholarship to award to their students.

TurboCert: Plans are in motion for fall 2026, with leader Amy Wood transitioning to a role at Bucyrus High School and a new administrator being hired. Kevin Fourman, TurboCert manager for MOESC will remain.

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 CONDITION AND ACTIVITIES (EXECUTIVE LIMITATIONS)

Policy No. 3357:13-04-60

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from board priorities established in Ends policies.

The CEO will not

4.61 Allow key financial balances and ratios to deviate from standards set out by the State, except that the balance of the budgeted reserve may not be lower than 10% and the composite score for fiscal responsibility may not be lower than 2.25.

4.62 Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.

4.63 Allow payroll and debts to be settled in an untimely manner.

4.64 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

4.65 Acquire, encumber or dispose of real estate. Unless such transactions are fair market value, transparent with no conflict of interest, bring no adverse environmental impact and doesn't prevent the college from meeting budget.

4.66 Allow receivables to be un-pursued after a reasonable grace period.

As reported at last month's board meeting, the College follows the standards required by the state and federal government. The unqualified College financial audit with no findings has proven that practice. Payroll, debts, and taxes are paid appropriately. Some old and obsolete inventory is being auctioned off based on state requirements on Govdeals.com website. As indicated previously, we continue to balance the

budget, increase the reserve, and maintain a high composite ratio (full ratio over the past several years). We continue to lease the building mostly free from the Crawford County Commissioners and offer courses at the Crawford Success Center in Bucyrus.

D. College Updates / Other

College Update

1. Friday, February 27, was in-service professional development day for faculty and staff. Activities included Ohio Ethics Annual Training by Susan Willeke; Conflict resolution by Tessa Bianchi and Megan Bailey; Introduction to AI Agents by Shella Seckel; and multiple breakout sessions on our technology grant on Digital Holistic Student Supports, pre-tax and Roth retirement accounts, Narcan and AED training. Donations for student food pantry were also collected that day. The day culminated with the celebration of Chris Copper's retirement with faculty, staff, and college and foundation board members.
2. The first week of March (3/1-3/5) was spent in Portland, Oregon, where 10 college faculty, staff, and administration employees attended, presented, and received the highest honor awarded by Achieving the Dream – The Leah Meyer Austin Award – in front of 2,300 participants from across the nation. This was a testament to the commitment and hard working college employees with focus on student success over the past two decades, and the culmination of multiple awards for being a Leader College in 2009, and Leader College of Distinction in 2019, 2022, and 2025.
3. Crawford Success Center annual Scholarships for Success was held on Thursday, March 5. The event generated \$35,000 and once again had Tina Husted presenting the Leadership Award winner. All six high schools in Crawford County were represented and received a \$500 scholarship to award to their students.
4. On Tuesday, March 10, the College sponsored the Richland County Chamber Economic Breakfast, and I made a presentation to the community on the College partnerships with schools and businesses to raise educational attainment, enhance student success, and upskill the workforce to meet employers needs for in-demand jobs, and improve the graduates' standard of living and quality of life for a more prosperous community.
5. As part of the college selection to be part of the national Rural Guided Pathway initiative, a group of us and high school representatives (principals and career counselors) attended the institute in Pittsburgh, PA between March 11 and March 13. The event was focused on dual enrollment and ways to enhance the collaboration between the college and the local high schools.
6. Engagement in upcoming community events prior to the Board meeting on March 25:
 - a. Participation in the scoring committee for the proposal of the Route 30 Broadband project on March 18
 - b. Participation in the steering committee for the county land use plan on March 18
 - c. Participation in the Crawford Partnership State of the Vision on March 19
 - d. Hosting the joint advisory committee for the college technical programs with presentation from State's Jobs Ohio organization on March 19

VII. REQUIRED APPROVALS AGENDA – Mr. Mark Masters

CONSENT AGENDA

The Acting Chair, Mr. Mark Masters, presented the Consent Agenda and called for any items that should be removed from the Consent Agenda for further discussion. On a motion by Dr. Dwight McElfresh and seconded by Mr. Patrick Williams the roll was called:

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

Nays: None

Passing unanimously, the following items were approved.

A. Approval of Minutes for February 25, 2026 “Regular Meeting”

B. Consideration of Approval of Status Change – R-2026-08

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*

C. Consideration of Approval of Employment of College Personnel – R-2026-09

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.

**D. Consideration of Approval of Contracts for Probationary and Non-Probationary Faculty
– R-2026-10**

**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*

REGULAR AGENDA

A. Treasurer’s Report for February 28, 2026 – Dr. Dorey Diab

In Ms. Lori McKee’s absence, Dr. Dorey Diab presented the Treasurer’s Report for the period ending February 28, 2026. He stated that revenues for the month totaled \$1,085,216. Expenditures were \$1,438,776 leaving a deficit of \$353,560. Year-to-date revenues totaled \$22,381,802. Year-to-date expenditures totaled \$12,030,523 leaving an excess of \$10,351,279. The Month End Investment Balance for February 2026 was \$15,051,307 (\$3,317,292 in Star Ohio and \$11,734,015 in Park National Bank). Dr. Diab 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 February 28, 2026. Ms. Elisabeth Morando seconded the motion, and following no further discussion, the roll was called:

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

Nays: None

The item was approved with a unanimous vote.

B. Consideration of Approval of Amendment to Executive Limitations Policy 4.70 Asset Protection Policy – R-2026-11 – Dr. Dorey Diab/Ms. Lori McKee

***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.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of resolution R-2026-11 Amendment to Executive Limitations Policy 4.70 Asset Protection Policy. Ms. Linda Nelson seconded the motion, and following no further discussion, the roll was called:

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

Nays: None

The item was approved with a unanimous vote.

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.

**C. Consideration of Approval of Curricular Approval Process as Outlined in (14-072)
Curriculum Revision Procedure – R-2026-11 – Dr. Dorey Diab/Dr. Kelly Gray**

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

R-2026-11

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.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of resolution R-2026-11 Curricular Process as Outlined in (14-072) Curriculum Revision Procedure. Ms. Duana Patton seconded the motion, and following no further discussion, the roll was called:

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

Nays: None

The item was approved with a unanimous vote.

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.

VIII. POLICY GOVERNANCE

A. Discussion of Agenda Planning – Mr. Mark Masters

1. 2025-2026 Annual Calendar/Agenda

Acting Board Chair, Mr. Mark Masters called for a preview of the 2025-2026 Annual Calendar/Agenda for the upcoming months of April, May, June 2026.

2. Review of Actionable Items.

Acting Board Chair, Mr. Mark Masters 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 addressed earlier in the agenda.

- b. DRAFT Revised Quotes for 2026 Leader Richland Presentation: This item may be discussed later in the agenda if desired.
- c. HB96: Curricular Approval Process: This item was addressed earlier in the agenda.
- d. HB96: General Education Curriculum Review: This item will be addressed at the appropriate time in the future.
- e. HB96: General Education Curriculum Changes: This item will be addressed at the appropriate time in the future.

3. Community Connections.

Kimberly Winkle

Ms. Winkle shared her experience at the Mansfield Rotary, where four Clear Fork High School students spoke about their academic and extracurricular involvement. Several highlighted their participation in College Credit Plus (CCP) courses through North Central State College, reflecting strong engagement and early momentum toward college and career pathways.

Dr. Dwight McElfresh

Dr. McElfresh noted that Terra State has been placed on fiscal watch following recent financial challenges, serving as a cautionary example for institutions. He also shared economic data from Ashland County, where median household income has risen significantly over the past five years; however, rising costs, including housing, continue to offset those gains, underscoring broader financial pressures on working families.

Ms. Linda Nelson

Ms. Nelson summarized insights from an ACCT webinar focused on economic mobility through short-term, industry-recognized credentials. The session emphasized cost-sharing, employer involvement, and performance-based outcomes, with participants in targeted workforce programs seeing measurable wage increases. The model highlighted the value of accessible, skill-based training in advancing career opportunities, particularly for adult learners.

Ms. Elisabeth Morando

Ms. Morando reflected on the success of a recent retirement celebration for Chris, noting it as a meaningful and well-executed event that brought together the foundation and governing boards. She commended the collaborative effort and thoughtful recognition, which created a positive and unified experience.

Mr. Mark Masters

Mr. Masters shared a positive story about a local student completing an associate degree while still in high school and preparing to continue toward a bachelor's degree, illustrating the impact of early college pathways. He also highlighted strong feedback from a project management course delivered to employees at his organization, praising both the instructor's approach and the program's value. Additionally, he noted the college's visible role in community events, including sponsorship of the

Chamber Economic Forecast Breakfast, which helps reinforce its connection to workforce development and regional priorities.

C. Board Policy Governance Training (IAW 02.70) – *Mr. Mark Masters*

1. Ms. Elisabeth Morando led the discussion of Rehearsal Scenario 4.2 “CEO Input: To the Board or Certain Members?”

In this 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?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Ms. Linda Nelson led the discussion and review of Governance Process policies 2.3, 2.4, & 2.5. The Board concurred that all policies are all still relevant and still accurate as reviewed.

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

A. Financial Disclosure Statement Filing Deadline is May 15, 2026

Mr. Mark Masters 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.

B. Leader Richland Commitments (May 14, 15 & 18) with 7th & 8th Grade Boys

Mr. Mark Masters called for discussion on this year’s events. Mr. Stephen Williams recapped the speakers for this year’s event as: Ms. Linda Nelson & Dr. Dorey Diab for Thursday, May 14th; Ms. Elisabeth Morando & Mr. Patrick Williams for Friday, May 15th; and Ms. Linda Nelson and Dr. Dwight McElfresh for Monday, May 18th. Mr. Stephen Williams indicated that the revised listing of quotes for this year’s 7th & 8th Grade Boys is complete if anyone is interested in seeing the selections. He will now begin to incorporate these into the Presentation.

C. ODHE Trustee Conference (September 10, 2026) and Trustee Training Requirements

Mr. Mark Masters called for discussion on this year’s ODHE Trustee Conference and its importance in meeting the new requirements for Trustee training required by ODHE. Mr. Stephen Williams shared that the Ohio Trustee Conference is scheduled for September 10 and is expected to satisfy most trustee training requirements, though details on how all requirements will be fulfilled have not yet been released. He noted uncertainty around any remaining requirements and emphasized the need for clarity on how trustees can complete them. Given anticipated high demand, he encouraged early registration once available and suggested that virtual attendance options will likely be necessary, although no official confirmation has been provided.

D. Follow-up from Scholarships for Success Event (March 5, 2026)

Mr. Mark Masters called for any follow-up discussion from the March 5th Scholarships for Success event held at the Crawford Success Center on March 5th. Dr. Dorey Diab reported that the recent scholarship effort was a strong success, generating approximately \$35,000, consistent with last year's results. He recognized Tina Husted's continued involvement and highlighted Fred Fisher as a key contributor from the Crawford community.

Ms. Leah Bisel

Ms. Bisel added that Fred Fisher has been a generous and consistent supporter of the event, contributing high-value auction items such as flight packages and a week-long stay at a Naples condo. She noted his ongoing commitment and positive impact.

E. Follow-up from Ashland Chamber Annual Meeting and Awards Celebration (March 12, 2026)

Board Secretary, Mr. Stephen Williams asked to include a follow-up to the Ashland Chamber Annual Meeting and Awards Celebration that was not originally on the agenda for discussion. Mr. Mark Masters described the Ashland Chamber event as a strong and well-attended gathering, with over 500 participants. He noted that the college was well represented, contributing to a positive and visible presence within the community.

Dr. McElfresh shared a positive interaction at the event with a representative connected to Auditor Dave Yost, who expressed strong appreciation for North Central State College and its facilities, particularly the Kehoe Center. The conversation created an opportunity for further engagement, with follow-up encouraged to strengthen the connection.

F. Upcoming Events:

- NCO Hall of Excellence (April 16, 2026, Ralph Phillips Conference Center). Discussion ensued regarding Trustee attendance at the event and those planning to sit at the BOT Table. Trustees discussed their plans for attendance. A few expressed that while they would be sitting at a table reserved for their individual organizations, there may be availability for Trustees to sit at their table if the Trustee table reaches maximum occupancy. Leah Bisel was made aware and will coordinate if necessary.

X. MEETING EVALUATION (IAW 02.16)

Acting Board Chair, Mr. Mark Masters, called for discussion on tonight's meeting. Participants noted:

Trustees described the meeting as productive and engaging, highlighting strong discussion and a particularly valuable update from OSU, very thoughtful and thorough. The session was well received overall, with a light, conversational discussion that reflected a positive and collaborative tone among participants.

XI. TIME AND PLACE OF NEXT MEETING

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, April 22, 2026, in the Gorman Room (165-Fallerius). We will be joined by Ms. Jessica Gribben to provide an Owner's Linkage opportunity with the Richland Area Chamber of Commerce and Economic Development.

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, Mr. Mark Masters, declared the meeting adjourned at 7:21 p.m.

Respectfully submitted:

Mr. Stephen R. Williams, Board Secretary

Mr. Mark Masters, Acting Board Chair

**CONSIDERATION OF APPROVAL OF
STATUS CHANGES**

R-2026-13

STATUS CHANGE

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

BEGINNING March 30, 2026

Julie Ihrig

- *Julie Ihrig will move from Academic Liaison, Health Sciences to Lead Academic Liaison. Expanded duties to provide lead support for advising coordination and lead advising initiatives.*

BEGINNING March 30, 2026

Rebecca Palmer

- *Rebecca Palmer will move from Staff Accountant, Accounts Payable to Senior Staff Accountant. Advancement to Senior Staff Accountant enhances departmental capacity, supports continuity and provides a pathway for expanded responsibilities in support of future succession needs.*

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

R-2026-14

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 April 6, 2026

Mikayla Ruscin, Part Time Substitute, Child Development Center

BEGINNING April 6, 2026

Jazmine Spayde, Part Time Substitute, Child Development Center

BEGINNING April 6, 2026

*Leigh Gribble, Part Time Center Support Assistant, Crawford Success Center
California Coast University, Associate of Science, Healthcare Administration*

BEGINNING April 13, 2026

*Morgan Lee-Barton, Academic Systems Specialist
Northwestern University, Bachelor of Arts, English, Environmental Policy and
Culture*

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-14

Mikayla Ruscin is hired as Part Time Substitute for Summer 2026.

Jazmine Spayde is hired as Part Time Substitute for Summer 2026.

Leigh Gribble is hired as Part Time Center Support Assistant to replace Amy Van Voorhis.

Morgan Lee-Barton is hired as Academic Systems Specialist to replace Tiffany Detillion.

**CONSIDERATION OF APPROVAL OF
COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION**

R-2026-15

Tiffany Hoff has completed a Child Development Associate Credential Certificate.

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

Adrianna Moore has completed a Child Development Associate Credential Certificate.

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

**CONSIDERATION OF APPROVAL FOR THE CONFERRAL OF THE
HONORARY DEGREE OF BACHELOR OF APPLIED SCIENCE TO
KAREN A. STOUT**

R-2026-16

WHEREAS: upon the recommendation of the president with the approval of the board of trustees the honorary degree of associate of applied science, applied business or bachelor of applied science will be awarded to those outstanding individuals who have distinguished themselves within the community, as well as with North Central State College, and

WHEREAS: honorary degrees are typically awarded to a living individual who has achieved extraordinary distinction in a career that has affected the lives of others, particularly through scholarly achievement, through public service, or through philanthropy, and

WHEREAS: by awarding honorary degrees, North Central State College recognizes outstanding individuals whose accomplishments are of such excellence that they provide inspiration to our graduates, and in honoring such individuals, the College is honored as well, and

WHEREAS: as President and Chief Executive Officer of Achieving the Dream, Dr. Karen A. Stout has led a national movement across more than 300 community colleges to advance equitable student success and economic mobility, championing evidence-based, student-centered strategies that strengthen completion, align education with workforce needs, and expand access to meaningful career opportunities; and

WHEREAS: Dr. Karen A. Stout has displayed the level of exemplary achievement deemed worthy of the singular recognition conveyed by the conferral of an honorary degree from North Central State College.

NOW, THEREFORE BE IT RESOLVED: that the North Central State College Board of Trustees takes pleasure in conferring upon Karen A. Stout the Honorary Degree of Bachelor of Applied Science, honoris causa, as part of the May 8, 2026 North Central State College Commencement Ceremony in accordance with the policy adopted under Resolution 1978-08 for "Honorary Degrees."

**CONSIDERATION OF APPROVAL OF NOMINATIONS
FOR THE 2026 ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES
(ACCT) EQUITY AWARDS**

R-2026-17

***WHEREAS:** the Board of Trustees of North Central State College believe it is fitting and proper to recognize the outstanding efforts and contributions of individual trustees, College Faculty and Staff when appropriate, and*

***WHEREAS:** such recognition for special service to the college and the community can be bestowed through nomination for state, regional and national awards, as such opportunities arise.*

***NOW, THEREFORE BE IT RESOLVED:** that the North Central State College Board of Trustees, takes pleasure in submitting the following nominations for the 2026 ACCT Equity Awards: Ms. Sara Rollo for the Faculty Member Award and Mr. Steven Stone for the Trustee Award.*

***BE IT FURTHER RESOLVED:** that the Board authorizes Board Chair, Ms. Linda Nelson to cause the associated letters of support to be written on behalf of the North Central State College Board of Trustees.*

The Treasurer's Report
with Dashboard Analysis

for the Period Ending

March 31, 2026

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

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Amended Budget	Prior YTD	Current vs. Prior
Revenues:															
State Share of Instruction	\$830,619	\$830,619	\$830,619	\$830,619	\$830,619	\$830,618	\$850,411	\$850,411	\$850,411	\$7,534,946	7,564,637	(\$29,691)	10,086,182	\$7,060,706	\$474,240
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	(\$84,700)	14,237,286	11,353,382	2,883,904	11,353,382	11,109,792	3,127,994
Other Revenues	14,956	\$146,022	\$114,347	\$63,271	\$110,623	\$108,596	\$38,084	\$139,594	\$10,172	745,666	478,650	267,016	638,200	796,445	(50,779)
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	0	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	58,347	587,156	596,950	(9,794)	719,217	557,057	30,099
Workforce & Community Development	3,579	1,817	36,816	14,736	2,704	9,909	817	12,565	28,751	111,694	253,211	(141,517)	337,615	142,182	(30,488)
Facilities	9,495	240	\$6,040	\$3,305	\$620	\$6,756	\$239	1,340	\$1,100	29,135	36,729	(7,594)	48,972	28,215	920
Fund Balance	0	0	0	0	0	0	0	0	0	0	0	-	-	0	0
Total Revenues	\$6,174,183	\$2,297,053	\$1,211,232	\$3,110,691	\$4,843,715	\$2,012,813	\$1,646,899	\$1,085,216	\$864,081	\$23,245,883	\$20,283,559	\$2,962,324	\$23,223,568	\$19,787,794	\$3,458,089
Expenditures:															
Payroll	\$235,173	\$779,440	\$722,678	\$720,065	\$744,347	\$741,958	\$940,028	\$716,586	\$711,099	6,311,374.00	6,449,703	\$138,329	8,829,175	\$6,144,489	(\$166,885)
Fringes	85,890	\$443,880	\$273,912	\$245,555	\$115,551	\$293,590	\$415,675	\$285,941	\$285,703	2,445,696.69	2,876,946	\$431,249	4,155,588	2,250,756	(194,941)
Printing	3,861	\$5,564	\$4,298	\$1,011	\$4,387	\$746	\$376	\$339	\$1,893	22,475.49	23,513	\$1,037	31,350	12,427	(10,048)
Advertising	1,900	\$13,008	\$5,781	\$8,125	\$13,951	\$7,033	\$9,706	\$8,014	\$21,207	88,725.12	118,500	\$29,775	158,000	82,998	(5,727)
Postage	0	\$266	\$0	\$370	\$11,000	\$0	\$266	\$370	\$0	12,271.18	37,500	\$25,229	50,000	1,218	(11,053)
Shared Campus Expense	0	\$273	\$137	\$16,638	\$0	\$0	\$495	\$0	\$212,776	230,318.44	220,000	(\$10,318)	1,100,000	532,223	301,905
Professional Development	6,432	\$9,336	\$7,449	\$5,436	\$32,251	\$7,760	\$13,130	\$7,322	\$1,992	91,107.93	277,301	\$186,193	369,735	81,132	(9,976)
Grants and Scholarships	23,865	\$393	\$117,298	\$111,606	\$50	\$85	\$0	\$133,042	\$78,033	464,371.80	1,650,000	\$1,185,628	2,200,000	387,089	(77,283)
Equipment Lease and Rental	8,919	\$4,460	\$4,460	\$4,459	\$5,782	\$1,323	\$4,560	\$0	\$10,172	44,134.06	78,150	\$34,016	104,200	49,451	5,317
New Equipment	2,489	\$18,317	\$1,275	\$5,147	\$38,368	\$171	\$13,631	(\$6,130)	\$21,289	94,557.29	516,695	\$422,137	688,926	51,392	(43,165)
Professional Fees	26,183	\$18,824	\$14,051	\$24,790	\$19,717	\$13,088	\$24,493	\$6,758	\$2,181	150,084.57	264,767	\$114,682	353,022	112,333	(37,752)
All Other Expenses	819,498	239,432	604,273	76,427	29,890	99,578	57,321	138,565	135,206	2,200,189.99	2,133,430	(\$66,760)	2,844,573	1,994,399	(205,791)
Child Development Center	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	51,975	499,269.00	502,742	\$3,473	719,217	456,020	(43,249)
Corporate	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	18,100	155,961.00	159,562	\$3,601	224,438	134,108	(21,853)
Facilities	68,678	128,485	80,243	90,981	65,393	72,914	183,057	81,861	89,821	861,433.00	968,364	\$106,931	1,345,344	837,667	(23,766)
Total Expenditures	\$1,303,603	\$1,775,460	\$1,910,504	\$1,380,898	\$1,148,662	\$1,301,668	\$1,770,952	\$1,438,776	\$1,641,447	\$13,671,970	\$16,277,170	\$2,605,200	\$23,173,568	\$13,127,702	(\$544,268)
Excess (Deficit)	\$4,870,581	\$521,593	(\$699,272)	\$1,729,793	\$3,695,054	\$711,144	(\$124,053)	(\$353,560)	(\$777,365)	\$9,573,914	\$4,006,389	\$5,567,525	\$50,000	\$6,660,092	\$2,913,822

Total Investment Balance - \$15,022,146 (\$3,327,961 - Star Ohio and \$11,694,185 - Park National)

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

	<u>Jul-25</u>	<u>Aug-25</u>	<u>Sep-25</u>	<u>Oct-25</u>	<u>Nov-25</u>	<u>Dec-25</u>	<u>Jan-26</u>	<u>Feb-26</u>	<u>Mar-26</u>	<u>Current YTD</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Amended Budget</u>
Office Supplies	292.36	28.50	932.24	71.00	133.65	1,703.31	8.00	0.00	352.77	3,521.83	9,618.75	6,096.92	\$ 12,825.00
Instructional Supplies - Lecture	27.49	15.33	0.00	248.26	(213.26)	95.75	0.00	425.17	237.92	836.66	18,537.75	17,701.09	\$ 24,717.00
Paper Supplies	0.00	0.00	0.00	3,922.40	0.00	0.00	0.00	0.00	0.00	3,922.40	9,000.00	5,077.60	\$ 12,000.00
Other Supplies	0.00	23,242.98	940.58	4,045.44	681.26	468.00	687.59	1,018.00	3,970.85	35,054.70	22,211.25	(12,843.45)	\$ 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	29,291.76	312,751.50	373,992.83	61,241.33	\$ 498,657.10
Travel	40.00	1,248.11	151.27	472.24	1,881.45	414.55	204.82	1,595.09	1,070.98	7,078.51	19,747.50	12,668.99	\$ 26,330.00
Non-Inventory Software (501)	9,216.18	0.00	0.00	0.00	500.00	0.00	0.00	0.00	0.00	9,716.18	11,351.25	1,635.07	\$ 15,135.00
Non-Inventory Books	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,125.00	1,125.00	\$ 1,500.00
Equipment Maintenance	0.00	0.00	0.00	1,100.00	0.00	0.00	4,000.00	1,090.00	0.00	6,190.00	37,658.25	31,468.25	\$ 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	26,890.82	1,215,895.20	805,856.90	(410,038.30)	\$ 1,074,475.87
Building Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,250.00	11,250.00	\$ 15,000.00
Vehicle Maintenance	0.00	94.30	225.60	162.64	297.04	166.02	359.65	729.54	294.09	2,328.88	9,000.00	6,671.12	\$ 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	36,110.08	57,991.20	95,250.00	37,258.80	\$ 127,000.00
Cell Phones	0.00	920.25	920.54	923.16	923.12	475.97	684.36	684.36	920.92	6,452.68	9,750.00	3,297.32	\$ 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	\$ -
Security	0.00	439.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	439.45	2,250.00	1,810.55	\$ 3,000.00
Internet Connection	0.00	3,660.88	2,080.44	2,080.44	2,480.44	6,495.36	2,580.44	2,080.44	2,080.44	23,538.88	60,000.00	36,461.12	\$ 80,000.00
License Fees	205.50	0.00	274.00	114.00	65.00	73.50	0.00	0.00	0.00	732.00	3,102.75	2,370.75	\$ 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	738.92	7,903.71	6,900.00	(1,003.71)	\$ 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	11,888.48	44,592.84	39,000.00	(5,592.84)	\$ 52,000.00
Insurance	0.00	0.00	98,051.00	0.00	0.00	28,745.00	0.00	69,253.00	0.00	196,049.00	133,665.00	(62,384.00)	\$ 178,220.00
Shipping/Freight	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00	3,000.00	\$ 4,000.00
Sponsored/Donated	800.00	315.00	1,500.00	2,375.00	50.00	835.00	725.00	2,430.00	1,400.00	10,430.00	9,150.00	(1,280.00)	\$ 12,200.00
Commencement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,767.38	4,767.38	18,075.00	13,307.62	\$ 24,100.00
Catering	0.00	132.07	910.83	100.92	2,064.82	586.50	746.82	36.00	919.51	5,497.47	8,613.00	3,115.53	\$ 11,484.00
Subscriptions	0.00	2,023.23	14.99	14.99	1,214.99	9.68	10.00	160.00	586.23	4,034.11	6,900.00	2,865.89	\$ 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	3,600.00	121,419.79	114,298.50	(7,121.29)	\$ 152,398.00
Program Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00	0.00	150.00	375.00	225.00	\$ 500.00
Recruitment	0.00	1,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	3,000.00	2,000.00	\$ 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	2,124.04	87,185.17	212,001.02	124,815.85	\$ 282,668.03
Bad Debt Expense	(3.00)	1.00	2,144.59	108.65	0.00	0.00	(2.64)	22,270.64	16,518.74	41,037.98	78,750.00	37,712.02	\$ 105,000.00
Collection Costs	(593.35)	(598.49)	3,040.84	(277.02)	(193.13)	(233.42)	0.00	(2,914.67)	(8,558.29)	(10,327.53)	0.00	10,327.53	\$ -
	819,497.66	239,431.67	604,273.46	76,427.30	29,890.26	99,578.35	57,320.62	138,565.03	135,205.64	2,200,189.99	2,133,429.75	(66,760.24)	\$ 2,844,573.00

North Central State College
 Period Ending March 31, 2026

	<u>Jul-25</u>	<u>Aug-25</u>	<u>Sep-25</u>	<u>Oct-25</u>	<u>Nov-25</u>	<u>Dec-25</u>	<u>Jan-26</u>	<u>Feb-26</u>	<u>Mar-26</u>	<u>Current YTD</u>	<u>Beginning Budget</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Prior YTD</u>	<u>Current vs. Prior</u>
Child Development Center															
Revenues	\$ 71,700	\$ 50,785	\$ 138,508	\$ 66,231	\$ 45,460	\$ 49,252	\$ 52,991	\$ 53,882	\$ 58,347	587,156	\$ 667,964	\$ 596,950	\$ (9,794)	\$ 557,057	\$ 30,099
Payroll	6,683	50,841	32,607	33,249	33,403	29,915	49,071	31,927	32,564	300,260	384,723	\$ 267,302	(32,958)	288,096	(12,164)
Fringes	3,218	44,451	15,993	16,092	5,317	15,585	24,042	15,708	15,807	156,213	253,273	\$ 172,747	16,534	134,108	(22,105)
Non-Payroll	2,197	3,290	8,730	6,502	4,545	5,135	5,315	3,478	3,604	42,796	83,590	\$ 62,693	19,897	33,816	(8,980)
Total Expenses	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	51,975	499,269	721,586	502,742	3,473	456,020	(43,249)
Excess (Deficit)	\$ 59,602	\$ (47,797)	\$ 81,178	\$ 10,388	\$ 2,195	\$ (1,383)	\$ (25,437)	\$ 2,769	\$ 6,372	\$ 87,887	\$ (53,622)	\$ 94,208	\$ (6,321)	\$ 101,037	\$ (13,150)
Corporate															
Workforce & Community Development															
Revenues	\$ 3,579	\$ 1,817	\$ 36,816	\$ 14,736	\$ 2,704	\$ 9,909	\$ 817	\$ 12,565	\$ 28,751	111,694	\$ 337,615	\$ 253,211	\$ (141,517)	\$ 142,182	\$ (30,488)
Payroll	1,553	11,400	8,966	10,262	14,008	10,254	14,359	9,920	11,003	91,725	102,921	\$ 76,755	(14,970)	78,100	(13,625)
Fringes	453	3,690	1,385	2,062	2,200	2,533	3,846	3,251	2,833	22,253	28,474	\$ 28,446	6,193	19,820	(2,433)
Non-Payroll	6,611	111	6,968	2,121	8,500	0	11,583	1,825	4,264	41,983	72,480	\$ 54,360	12,377	36,188	(5,795)
	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	18,100	155,961	203,875	159,562	3,601	134,108	(21,853)
Excess (Deficit)	(5,038)	(13,384)	19,497	291	(22,004)	(2,878)	(28,971)	(2,431)	10,651	(44,267)	133,740	93,650	(137,917)	8,074	(52,341)



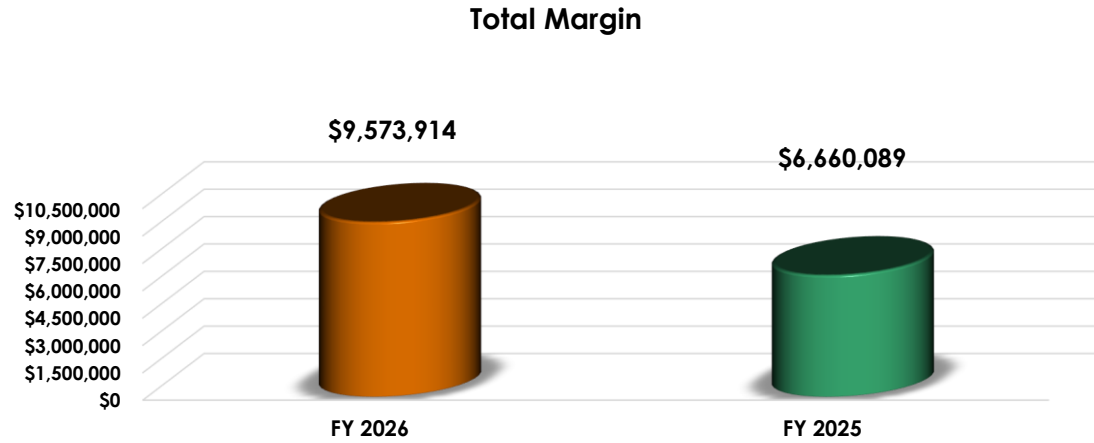
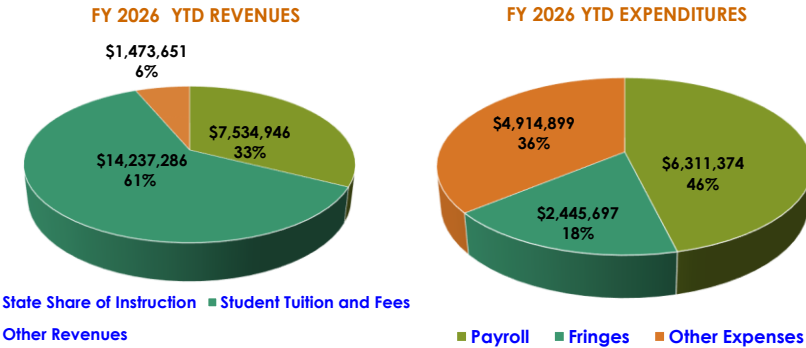
North Central State College

Fiscal Year 2022

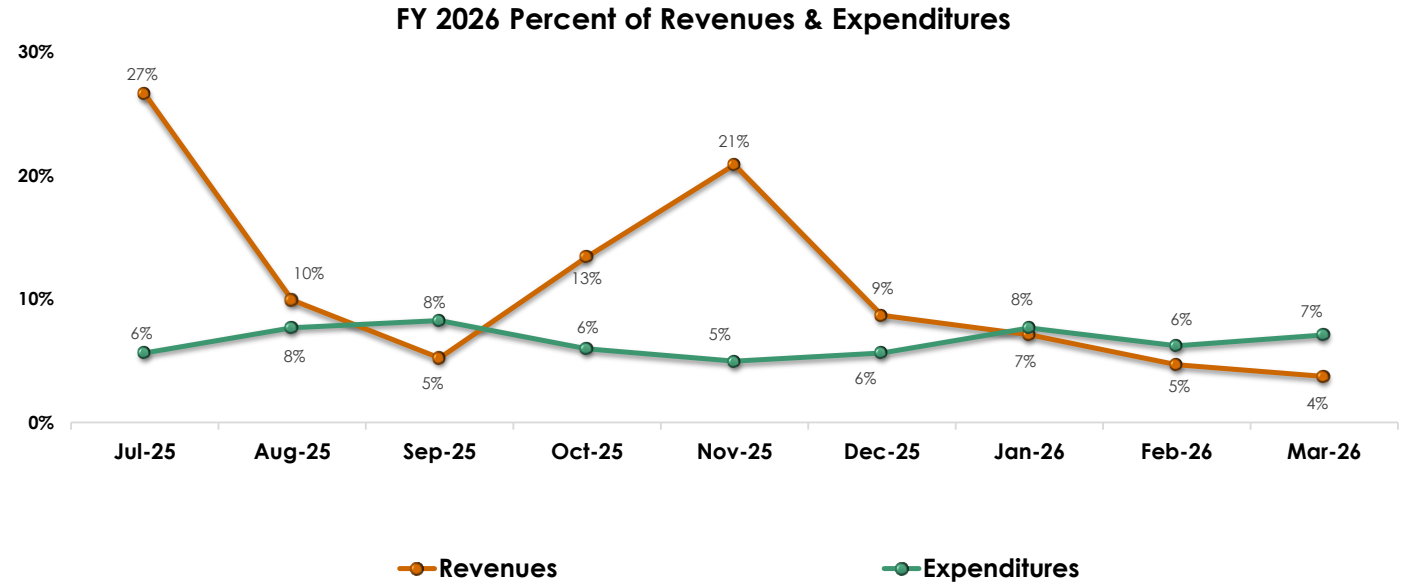
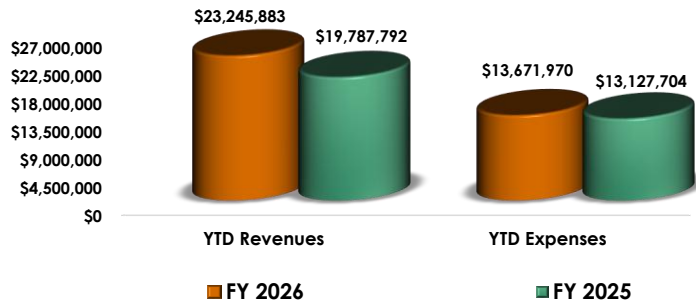
Financial Update

Revenues - Expenditures Summary

	Amended Budget	March	YTD	% of Total
REVENUES	\$23,223,568	\$864,081	\$23,245,883	100.1%
EXPENDITURES	\$23,173,568	\$1,641,447	\$13,671,970	59.0%
TOTAL MARGIN		(\$777,365)	\$9,573,914	



Year-To-Date Revenues & Expenditures Update





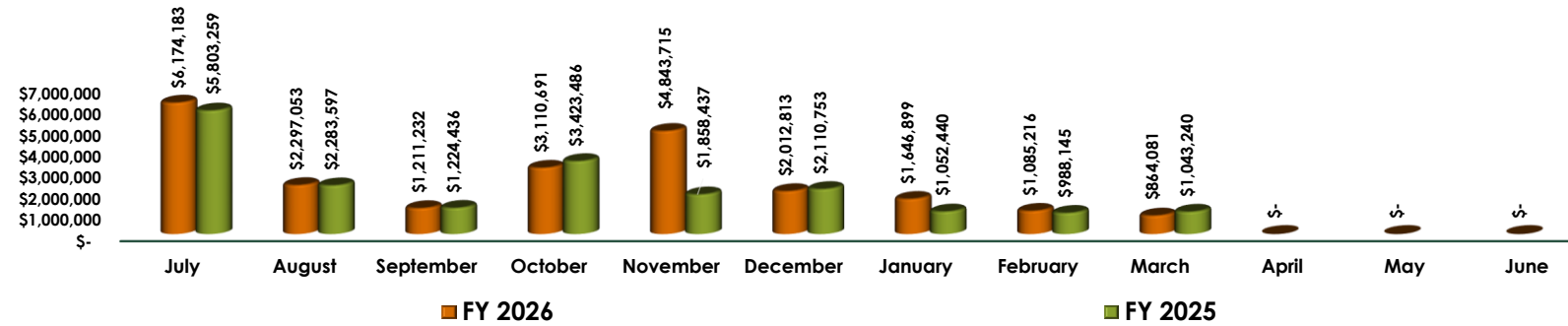
North Central State College

Fiscal Year 2026

YTD Thru March 2026 Financial Update

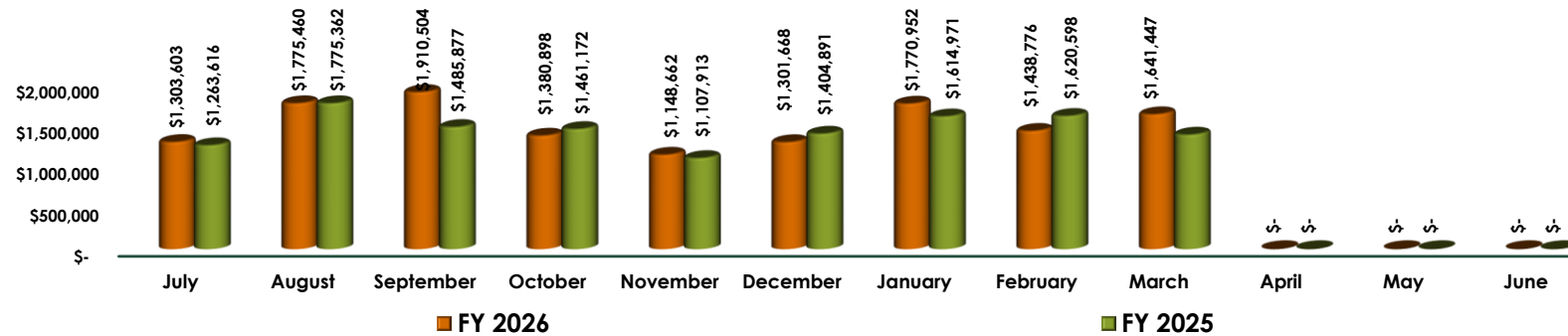
Revenues

	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	\$ 864,081	\$ -	\$ -	\$ -
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	\$ 1,043,240	#DIV/0!	#DIV/0!	#DIV/0!
% Variation	6%	1%	-1%	-9%	161%	-5%	56%	10%	-17%	#DIV/0!	#DIV/0!	#DIV/0!

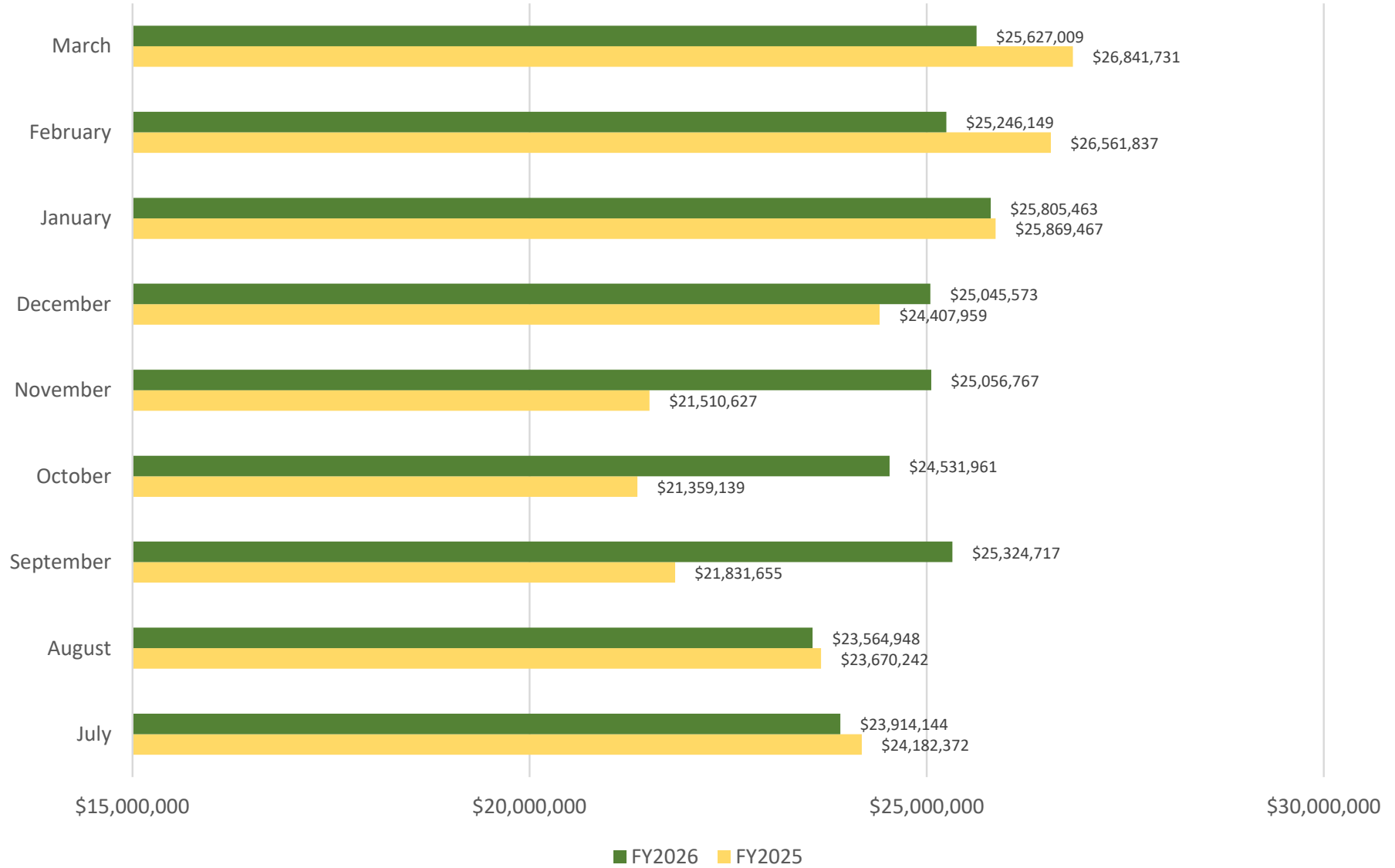


Expenditures

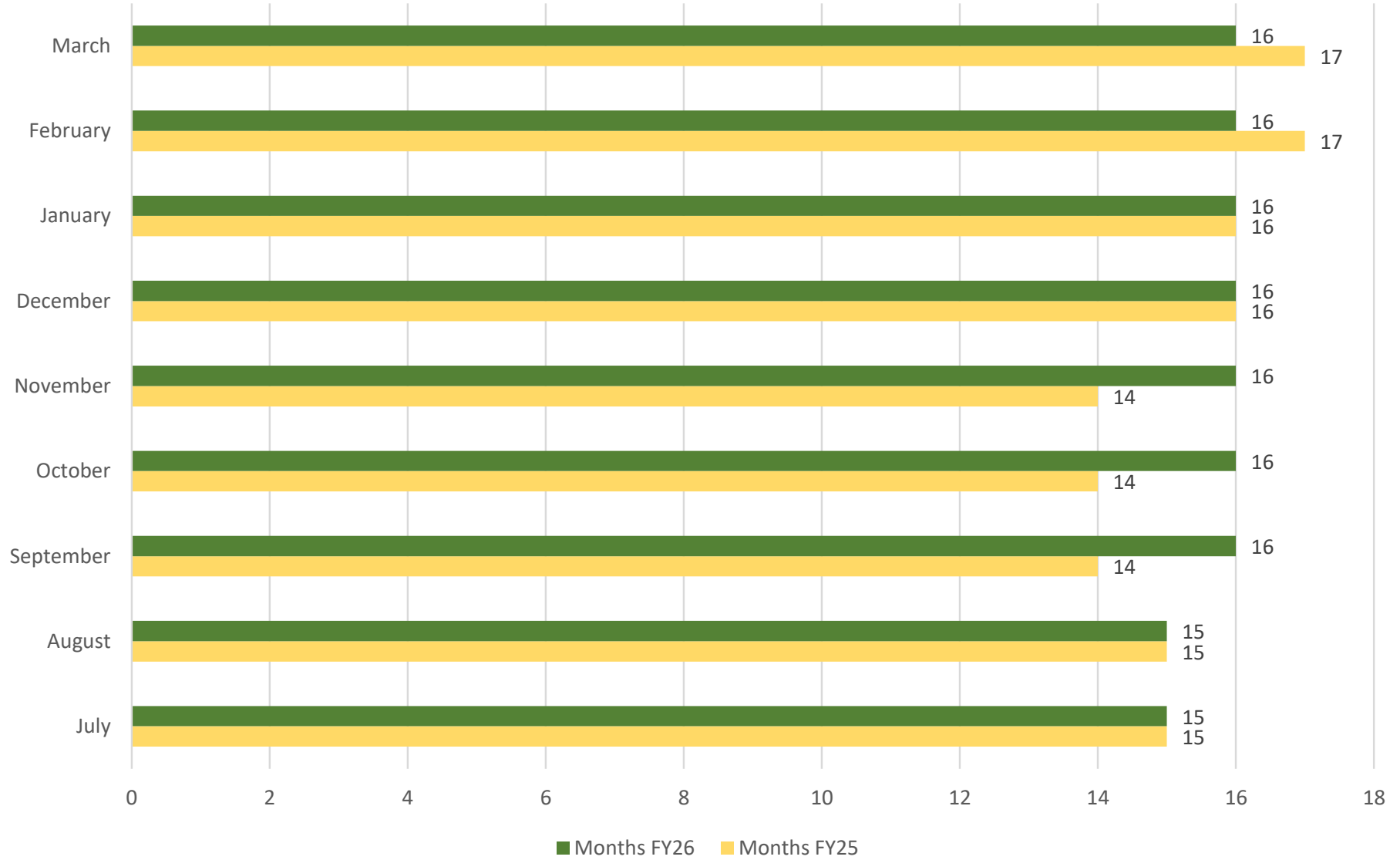
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	\$ 1,303,603	\$ 1,775,460	\$ 1,910,504	\$ 1,380,898	\$ 1,148,662	\$ 1,301,668	\$ 1,770,952	\$ 1,438,776	\$ 1,641,447	\$ -	\$ -	\$ -
FY 2025	\$ 1,263,616	\$ 1,775,362	\$ 1,485,877	\$ 1,461,172	\$ 1,107,913	\$ 1,404,891	\$ 1,614,971	\$ 1,620,598	\$ 1,393,303	\$ -	\$ -	\$ -
% Variation	3%	0%	29%	-5%	4%	-7%	10%	-11%	18%	#DIV/0!	#DIV/0!	#DIV/0!



Total Cash on Hand



Months of Cash on Hand



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 nd 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 (See About Information)
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 rd 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 (4th 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 (1st Quarter)
Determine BOT Annual Evaluation Tool to be used at retreat
Board-Ownership Linkage Activity: Ms. Jessica Gribben, President &
CEO, Richland Area Chamber & Economic Development
Student Interaction: Honors College Presentation(s) (optional)
- 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 15th)
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



Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Distribute VIP Tickets for Graduation Ceremony to Trustees planning to attend	April 22, 2026 BOT Meeting	S. Williams
2.	Board Members interested in attending the Ohio Academic Team celebration (April 23rd): Confirm attendance with Steve as soon as possible for table arrangements.	As soon as possible before Friday, March 27, 2026	Interested Trustees & S. Williams
3.	Coordinate attendance for interested board members at the North Central Workforce Alliance (NCWA)10-year celebration (April 15)	As soon as possible before Friday, March 27, 2026	Interested Trustees & S. Williams
4.	HB96: General Education Curriculum Review	December 2, 2026	D. Dia/K. Gray
5.	HB96: General Education Curriculum Changes	March 24, 2027 <i>Due: June 30, 2027</i>	D. Diab/K. Gray
6.	Refer qualified candidates to Dr. Diab for the open Foundation Executive Director position. (if known)	As soon as possible and ongoing	All Trustees
7.	At the next OACC meeting, inquire about details and virtual options for Trustee Training at the Ohio Trustee Conference and report back to the board.	April 22, 2026 BOT Meeting	D. Diab/D. McElfresh



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 3.7

TITLE: CEO Evaluation and Compensation: Can They Be Done Fairly?

SCENARIO: The board is extremely anxious regarding CEO evaluation and compensation decisions. It wishes to be objective and fair and wonders if it has a system to accomplish this. What should it do?

Resolve this scenario by answering the following questions:

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

Ends: N/A

Executive Limitations: N/A

Board-Management Delegation: Accomplishment of ends and compliance with Executive Limitations will be viewed as successful CEO performance (3.2.3). Monitoring will be systematic and rigorous against the only expected CEO job outputs: accomplishment of ends and operation within boundaries established in Executive Limitations (3.4). The board will judge both the reasonableness of the interpretation and whether data demonstrate accomplishment of the interpretation (3.4.3). The standard for compliance will be any reasonable CEO interpretation (3.4.4).

Governance Process: Continual board development will include orientation of new board members in the board's Governance Process and periodic board discussion of process improvement (4.1.4). The board must assure that the organization successfully accomplishes ends and avoids unacceptable means (4.2.3). CEO remuneration will be decided after a review of monitoring reports received in the last year during the month of February (4.3.5).

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

(underline) Yes No

The board is responsible for decisions regarding terms of employment and compensation of the CEO.

IF YES:

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

(underline) Yes No Unsure

(Explain your answer.)

IF NO:

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

(underline) Yes No Unsure

(Explain your answer.) The board appears to be unfamiliar with its own policies, which, if followed, ensure a fair system for CEO evaluation. The policies do not, however, address principles that might be used in determining CEO compensation.

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 should follow the system outlined in its policies to evaluate CEO performance. The board should also discuss the principles upon which it will decide CEO compensation: its relationship to market, whether it should be performance-based, if it should include a bonus plan, the criteria for such, and so on. The board may choose to enlist the help of a compensation specialist to help reach a decision on this matter.

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

4a. What amendments or additions do you suggest? The board may want to document the principles it will use to guide decisions on CEO compensation, by creating a new policy on CEO compensation in Board-Management Delegation.

4b. What further information, if any, does the board need before deciding on this change? The board may find it valuable to obtain compensation and benefit studies for comparable positions (commonly available from such sources as trade associations and chambers of commerce).

You are now ready for full board discussion and decision.

3357:13-02-70 Agenda Planning Policy (Governance Process)

To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.

02-71 The cycle will conclude each year on June 30th so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.

02-72 The cycle will start with the board's development of its agenda for the next year.

(A) Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged by the first quarter of the new fiscal year, to be held during the balance of the fiscal year.

(B) Governance education, education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) and the policy review calendar, will be arranged in the first quarter of the fiscal year, to be held during the balance of the fiscal year.

02-73 Throughout the year, the board will attend to consent agenda items as expeditiously as possible.

02-74 The board will ascertain by vote whether a majority of members judge the individual monitoring reports to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.

02-75 CEO evaluation/remuneration will be decided by the end of August after a review of monitoring reports received in the last year is completed, with remuneration, if any, retroactive to July 1.

Effective: May 25, 2016

Next Review: April 22, 2026

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 5/25/16, 4/26/17, 4/25/18,
4/24/19, 4/22/20, 4/28/21, 4/27/22, 5/25/22, 4/26/23, 4/24/24, 4/23/25

3357:13-02-80 Board Committee Principles Policy (Governance Process)

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to CEO.

Accordingly:

2.81 Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.

2.82 Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.

2.83 Board committees cannot exercise authority over staff. Because the CEO works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.

2.84 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.

2.85 Committees will be used sparingly and ordinarily in an *ad hoc* capacity.

2.86 This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members.

Effective: August 25, 2010

Next Review: April 22, 2026

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 4/27/16, 4/26/17, 4/25/18,
4/24/19, 4/22/20, 4/28/21, 4/27/22, 4/26/23, 4/24/24, 10/16/24, 4/23/25

3357:13-02-90 Board Committee Structure Policy (Governance Process)

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. The Chairperson of the Board of Trustees shall appoint special/ad hoc committees as deemed necessary by the Board. The only board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

2.91 Executive Committee

- a. Product(s): (1) Set the Board Agenda in coordination with the Chief Executive Officer (CEO) approximately one week before the scheduled Board Meeting; (2) evaluate the CEO before deliberation with the full Board; and (3) appoint members of the trustee selection committee (ORC 3357.05(B)(2)).
- b. Authority: Executive Committee membership includes the current board chair, the current vice chair, and the immediate past chair.

2.92 Nominating Committee

- a. Product: Properly screened potential board members and slate of officers—by no later than October 15th each year.
- b. Authority: To incur costs of no more than \$1,000 direct charges and no more than 20 hours of staff time per annum.

2.93 Trustee Selection Committee

- a. Product: Select individuals not appointed by the governor, for appointment/reappointment to the North Central State College Board of Trustees, from individuals nominated by the Board of Trustees or other applicants—ideally by January 15th each year.

Requires the following for trustees appointed by the Trustee Selection Committee:

- (1) To the greatest extent possible, trustees should hold a leadership position within significant industries in the technical college district.
- (2) Trustees must reside (be electors) within the technical college district.
- (3) Trustees are appointed with the advice and consent of the Senate.
- (4) Terms are for three years.

- b. Authority: Trustee Selection Committee members are appointed by the Executive Committee of the North Central State College for a term of service to be determined by

the Executive Committee.

- (1) The Trustee Selection Committee shall consist of either three or five members.
- (2) Committee members shall be local business, civic, or nonprofit leaders within the College's service region.
- (3) Committee members shall not be current sitting members of the technical college's board of trustees.
- (4) Committee members shall be required to file a Financial Disclosure Statement with the Ohio Ethics Commission within 90 days of appointment and then for each year in which he or she served. This means that any person serving as a Committee member will also be required to file a statement in the year after he or she leaves the position, reflecting information for the final year in which he or she served as a member. The technical college is responsible for paying the financial disclosure filing fees as well as any late fees that accrue in the event that members file statements after the relevant deadline.

Effective: October 16, 2024

Next Review: April 22, 2026

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 4/27/16, 4/26/17, 4/25/18, 4/24/19, 5/22/19, 4/22/20, 4/28/21, 4/27/22, 4/26/23, 4/24/24, 9/25/24, 10/16/24, 4/23/25

2026

Trustees CONFERENCE

PRESENTED BY GOVERNOR MIKE DEWINE AND
THE OHIO DEPARTMENT OF HIGHER EDUCATION

Save the Date

Thursday

September 10, 2026

Please join **Chancellor Mike Duffey** and other state leaders
in **Columbus, Ohio.**



Department of
Higher Education

Trustee Training Guidance

From MDuffey@highered.ohio.gov <MDuffey@highered.ohio.gov>

Date Tue 11/18/2025 12:55 PM

Cc APenrod@highered.ohio.gov <APenrod@highered.ohio.gov>

 2 attachments (236 KB)

Trustee Training Template - Ethics Completions.xlsx; Ohio Trustee Training Guidance.pdf;

CAUTION: This email comes from outside of North Central State College. Do not open attachments or click on links if you do not recognize the sender.

Greetings College/University Trustees, Presidents, and Staff:

I want to express my gratitude to those of you who attended the Ohio Trustees Conference on September 18, 2025. My team and I make a special effort to keep the content relevant and go just a bit beyond historical expectations.

As you know, Senate Bill 1 requires formal trustee training beyond this event. This message summarizes the requirements.

If you attended the Trustees Conference in person or online...

The conference fulfilled requirements **A, I, L, O, P**. You must still complete training for the remaining requirements. This can be achieved through online training modules that will cover each required topic. These modules can be completed online at your convenience. The first module will be released in Q1 2026.

If you did not attend the trustees conference in person or online...

You must complete ALL of the training modules our agency releases next year.

For ALL trustees...

Once available, the modules will be available through the Ohio Learn platform. You will need an OHID to access them and receive credit for completion. Many Ohioans already have an OHID as a result of visiting various state agencies websites. You may use this ID if you have it. If not, or if you wish to use a different email address, you will need to **create an OHID using this link**. We will also send an email through the OHID system inviting you to create one in the coming weeks (more information to come on this).

If you take an annual ethics training provided by your institution, it will fulfill requirement **G** and you *will not* need to take the ethics training module.

Board Professionals...

If your institution provides annual ethics training to your trustees and it was completed after June 27, 2025, please fill in the attached template and send to SB1@highered.ohio.gov. If you plan to provide ethics training next year, you may send the template when training is complete.

ODHE will contact you regularly throughout the next several months to ensure a smooth training regimen. For more information, please read the attached Ohio trustee training guidance.

If you have questions, please contact my special assistant Alex Penrod at apenrod@highered.ohio.gov.

Sincerely,
Mike Duffey

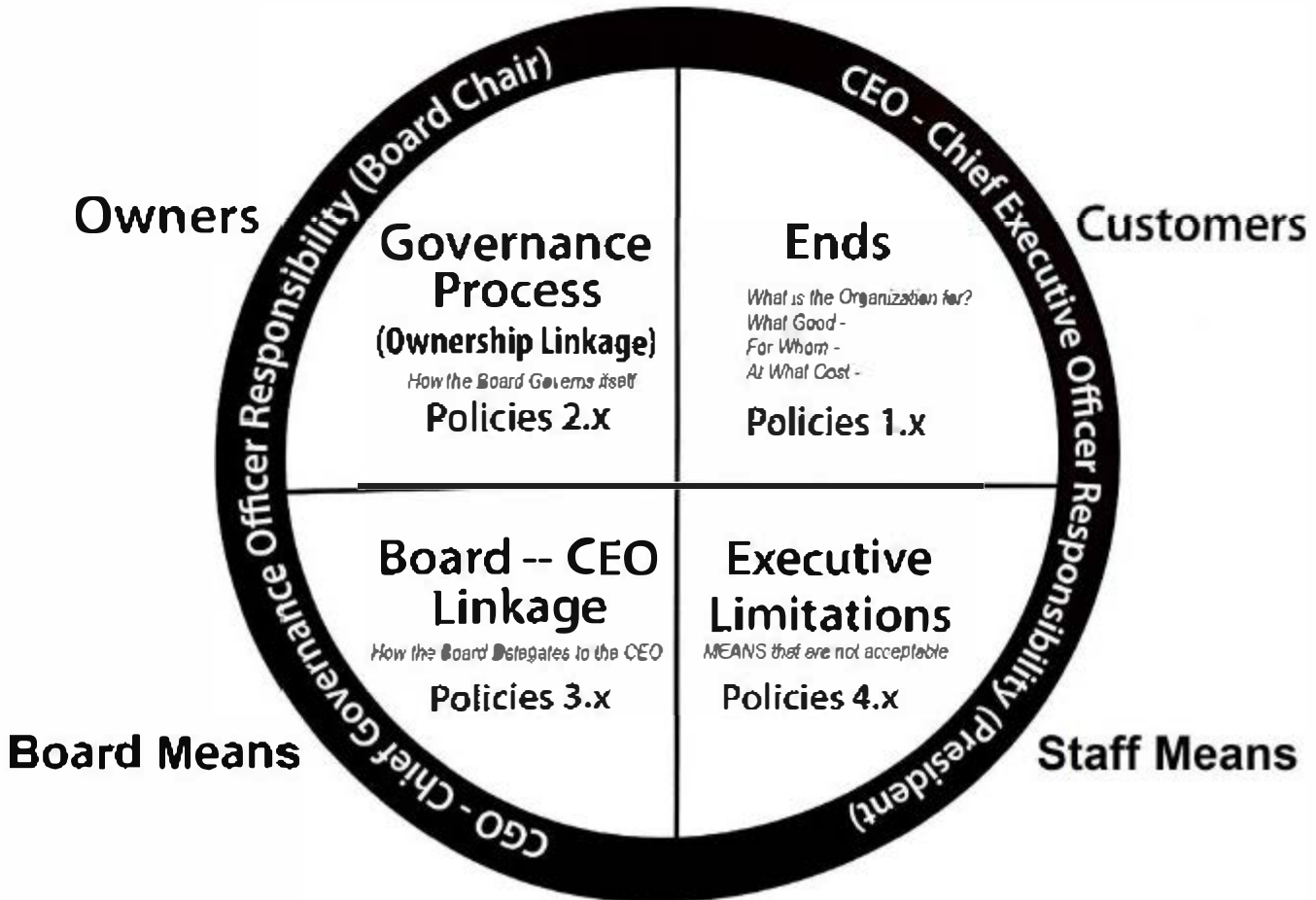
Mike Duffey
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Ohio Department of Higher Education
25 South Front Street
Columbus, Ohio 43215
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mduffey@highered.ohio.gov
highered.ohio.gov



Trustees,

I think this is where we should begin if you have not already created an OHID (Ohio ID Account). Here is a brief video to get you started: <https://www.youtube.com/watch?v=49kYqYJpm8w>. Once you have an OHID Account established, here is a link to a video on how to access the Ohio Learns app within your My Ohio account: <https://www.youtube.com/watch?v=qrQZrSzFDzg>

Policy Governance® Model



2026

January

S	M	T	W	T	F	S
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February

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November

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