



# North Central State College



Board Packet  
May 27, 2026

**NORTH CENTRAL STATE COLLEGE  
BOARD OF TRUSTEE'S MEETING  
Wednesday, May 27, 2026  
5:30 pm – Gorman Room (165-Fallerius) or Zoom**

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

**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; Ends Focus of Grants and Contracts Policy (04.80)
- D. Updates/Other Pages 60-61

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

**Consent Agenda**

**(Action Required)**

Minutes:

- A. Approval of Minutes for April 22, 2026 “Regular Meeting” Pages 9-21

Personnel Actions:

- B. Consideration of Approval of Status Changes – *R-2026-18* Page 22
- C. Consideration of Approval of Employment of College Personnel – *R- 2026-19* Page 23
- D. Consideration of Approval of Professional Growth Recognition – *R-2026-20* Page 24

**Regular Agenda**

- A. Treasurer’s Report for April 30, 2026 – *Ms. Lori McKee* Pages 25-32  
**(Action Required)**
- B. Proposal Presentation & Consideration of Approval of 2026-2027 Operating Budget – *R-2026-21 – Dr. Dorey Diab/Ms. Lori McKee* Pages 33-34  
**(Action Required)**

C. Consideration of Approval of policy 17-04 Investment Policy – R-2026-22 – Dr. Dorey Diab/Ms. Lori McKee	Pages 35-37 <b>(Action Required)</b>
D. Consideration of Approval of Curriculum for Spring 2026 Semester – R-2026-23	Pages 38-39 <b>(Action Required)</b>

### **VIII. POLICY GOVERNANCE**

A. Discussion of Agenda Planning – Ms. Linda Nelson	
1. 2025-2026 Annual Agenda (IAW 02.70)	Pages 40-41
2. Preview 2026-2027 Annual Agenda (IAW 02.70)	Pages 42-43
3. Review of Actionable Items	Page 44
4. Community Connections	
B. Board Training (IAW 02.70(b))	Page 45
1. Discussion of Rehearsal Scenario 6.10 (Case Study) – Mr. Mark Masters	Pages 46-47
2. Governance Policy Review (3.0, 3.1, and 3.2) – Dr. Dwight McElfresh	Page 48-50
3. BOT Annual Self-Reflection Questionnaire & Annual Self-Assessment Survey discussion (prep for Annual Planning Retreat (July 22, 2026)	Pages 51-59

### **IX. BOARD CHAIRPERSON’S REPORT – Ms. Linda Nelson**

- A. Follow-up from Graduate Picnic & Commencement Ceremony (May 7 and 8)
- B. Follow-up from Leader Richland Activities (May 14, 15, and 18)
- C. BOT July Regular Meeting & Annual Planning Retreat (July 22nd) (Kehoe Center)  
(Regular Meeting 4:00pm-4:40pm, Planning Retreat 5:00pm-9:00pm, light dinner)
- D. Follow-up from OACC Governing Board Meeting (May 20, 2026)
- E. 2026 Trustee Conference (September 10, 2026) and Trustee Training Requirements for 2026
- F. 2026 [ACCT Leadership Congress](#) (October 21-24) (Chicago, IL)

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

### **XII. TIME AND PLACE OF NEXT MEETING – Ms. Linda Nelson** - Wednesday, July 22, 2026 – (Conference Room 164 – Kehoe Center)

### **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	
K. Aspin	May 21, 2026	May 27, 2026	M. Smith
		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>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 2026</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 November 2026 12 – OACC Governing Board Meeting (Columbus State) 12-13 OACC Annual Conference (Columbus State) 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 April 22, 2026 “Regular Meeting”

#### **Personnel Actions:**

B. Consideration of Approval of Status Changes – *R-2026-18*

C. Consideration of Approval of Employment of College Personnel – *R- 2026-19*

D. Consideration of Approval of Professional Growth Recognition – *R-2026-20*

### **Regular Agenda**

A. Treasurer’s Report for April 30, 2026 – *Ms. Lori McKee*

B. Proposal Presentation & Consideration of Approval of 2026-2027 Operating Budget – *R-2026-21 – Dr. Dorey Diab/Ms. Lori McKee*

C. Consideration of Approval of policy 17-04 Investment Policy – *R-2026-22 – Dr. Dorey Diab/Ms. Lori McKee*

D. Consideration of Approval of Curriculum for Spring 2026 Semester – *R-2026-23*

**North Central State College  
Board of Trustees' Meeting  
April 22, 2026**

**I. CALL TO ORDER**

This meeting was held in a hybrid format with some participants attending in-person in the Board Room (165-Fallerius) and others online via Zoom. Trustee participation was eight in person and none online.

Board Chair, Ms. Linda Nelson called the meeting to order at 5:30 p.m. and asked all to rise and join her 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  
Ms. Duana Patton  
Mr. Steven Stone  
Mr. Patrick Williams  
Ms. Kimberly Winkle

**Absent:**

Mr. Mark Masters

**III. INTRODUCTION OF GUESTS**

President Diab introduced: Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation; and Ms. Jessica Gribben, President & CEO of the Richland Area Chamber

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

Ms. Linda Nelson explained that the focus of the meeting tonight includes an Owners Connection opportunity, consent agenda items and regular agenda items. The meeting will also include customary elements such as governance training and a report on community activities.

**V. BOARD-OWNERSHIP ACTIVITY – Dr. Dorey Diab**

- Owners Linkage: Ms. Jessica Gribben, President and CEO of the Richland Area Chamber of Commerce & Economic Development

Dr. Dorey Diab introduced Ms. Jessica Gribben, President and CEO of the Richland Area Chamber & Economic Development Group. Following her introduction, Ms. Gribben, presented an overview of the organization’s mission, structure, programs, and regional economic development initiatives. The presentation highlighted the Chamber’s 125-year history, recognition as the 2023 Ohio Outstanding Chamber of the Year, and its role as a leading business advocacy and economic development organization in north central Ohio. Ms. Gribben reviewed the organization’s shared vision of fostering thriving communities, businesses, and workforce opportunities through collaboration and strategic partnerships. She outlined the missions of the Chamber, the Richland Community Development Group (RCDG), and the Mansfield-Richland Area Educational Foundation, emphasizing efforts to support business growth, workforce development, leadership training, entrepreneurship, and community advancement.

The presentation detailed the Chamber’s committee structure, sector engagement activities, leadership and educational programming, and community enhancement initiatives, including beautification projects, arts and culture partnerships, young professional development, and regional leadership programs. Ms. Gribben also reviewed RCDG economic development responsibilities, including business attraction, retention and expansion services, workforce pipeline development, talent attraction strategies, training grant coordination, infrastructure and housing initiatives, and administration of local and state incentive programs. Additional discussion focused on the organization’s partnerships with JobsOhio, Team NEO, the Area 10 Workforce Development Board, educational institutions, and business stakeholders to strengthen regional economic competitiveness.

Ms. Gribben provided an overview of organizational staffing, business advocacy activities, and signature annual events designed to promote networking, professional development, and community engagement. The presentation concluded with a summary of the Chamber’s communication and outreach efforts, including publications, newsletters, surveys, digital communications, and social media engagement, reinforcing the organization’s commitment to supporting local businesses, advancing economic growth, and investing in the long-term success of the Richland County community.

## **VI. OSU-MANSFIELD ADVISORY BOARD REPORT – Ms. Linda Nelson**

Board Chair, Ms. Linda Nelson announced that the next OSU-M Advisory Board meeting is scheduled for May 21, 2026, and that Trustee, Ms. Kristin Aspin has volunteered to serve as the NCSC Board Representative for that meeting.

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

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

A report was provided regarding recent student organization and academic engagement activities across campus. Student Government and the TRIO program continue to sponsor programming and student support initiatives, with particular focus on assisting students and families as the semester concludes. Recognition was given to faculty member Justin Tickhill for leading “Tickhill Tuesdays,” a tutoring initiative supporting biology students in historically challenging coursework areas, which has received positive student feedback.

An update was also shared regarding the college's Phi Theta Kappa chapter, noting continued membership growth and ongoing leadership development activities. Each Friday, the organization hosts guest speakers from leadership and community organizations, including Chris Heiner, Cindy Wood of The Ohio State University, and Dan Varn of United Way. It was further announced that Jesse Halfhill will be recognized as the college's first All-Ohio Academic Team, first-team honoree in several years, with acknowledgment support to be provided by Representative, Marilyn John.

Additional discussion highlighted activities within the college Honors program, including an upcoming poster exhibition featuring 18 student research projects with participation from 17 faculty members. The exhibition is scheduled for April 29 from 8:00 a.m. to 5:00 p.m., with the final location still under review due to ongoing campus construction activities.

## **B. Foundation Update**

President, Dr. Dorey Diab delivered the Foundation report summarizing current fundraising, scholarship, and workforce training activity. Total foundation contributions have exceeded the established annual goal, with approximately \$485,000 received against a target of \$442,000.

Facility rental revenue also surpassed projections, reaching approximately \$41,000 compared to the \$37,000 goal. Additional non-credit workforce training activity has generated approximately \$28,000 to date.

The report further noted that approximately \$258,000 in scholarship award offers have been extended to students, with final utilization figures pending student acceptance and enrollment activity. An update was also provided regarding the employee scholarship campaign, which has generated more than \$4,700 in contributions from college employees in support of student scholarships and educational assistance initiatives.

## **C. Monitoring Report: Executive Limitations Policy – Asset Protection (04-70)**

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

### **ASSET PROTECTION (EXECUTIVE LIMITATIONS)**

Policy No. 3357:13-04-70

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) of over \$20,000 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.
- 4.78 Endanger the organization's public image, credibility, or its ability to accomplish Ends.
- 4.79 Create or purchase any subsidiary corporation.

The Board Chair (since the board act as one) and key administration personnel (CEO, CFO, Controller, and Foundation Director) are insured for \$1.3 million each. Also, all Board members are covered under the "Pillar Liability Policy" (which includes legal and employment practices) up to \$5,000,000 with a \$10,000 deductible.

We are very diligent in protecting the institution and minimizing its risk for exposure and liability through continuous review of situations that arise with the Attorney General's Office. However, we can't control what actions others may take. We review purchases with an eye on eliminating any conflict of interest. Major purchases are made through vendors that are approved by the state and placed out for bids and comparative process and quality for those equal to or more than \$50,000 for goods, and more than \$100,000 for services.

The Board is aware that we do not do typical university research to warrant for example applying for patents and protect that type of intellectual property. Due to a tremendous global increase in electronic viruses, "spam" and "phishing" attacks (some are referring to this as a "global digital pandemic" in an era of cyberattacks and ransomware facilitated by cryptocurrency), our IT department has been able to thwart thousands of attempts on our systems. We continue to enhance firewall cyber security protection, back-up server capabilities to save our files mostly to the cloud, perform disaster recovery, maintain business continuity, and prevent information from being exposed to loss or damage. The board is aware of our systems thwarting a major cyber-attack on our systems that did not get through. We now have a 24/7 surveillance by an outside agency. Yet, this remains a major concern despite all of our efforts especially when our federal and state governments, and even security and financial companies, get hacked regularly from other governments.

State-approved auditors have been performing their responsibilities while maintaining their independence with no interference from college personnel. This has been proven by the financial audits that have been without any findings. Over the past year, the Office of the Auditor of State conducted an audit of co-located campuses, including community colleges and regional campuses of universities. They continue to follow up on implementation of their recommendations including the Federal Gramm-Leach-Bliley Act with regard to privacy of consumer financial information. We hired an outside consultant to help us implement this process.

We hold no 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. With the increased reserve, we split the cash saving amounts between Park National bank (>\$5M) and STAR Ohio (>\$1M) to earn better interest. One piece of evidence is the high monthly cash-on-hand.

The college's public image and credibility have been generally strong, as evidenced by the many accolades that the college received and many publications in the newspaper and the electronic media. This is

especially true recently after getting Achieving the Dream Leah Meyer Austin National Award, including a financial award of \$100,000; and a Digital Holistic Student Support grant of \$550,000

The College has no subsidiary corporation.

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

The President also provided an update regarding national and institutional strategic planning efforts associated with the American Association of Community Colleges (AACC) and the Ohio Association of Community Colleges (OACC). Discussion focused on AACC's emerging "Strategic Compass for 2035" initiative under the leadership of Dr. DeRionne Pollard, newly appointed Chief Executive Officer of AACC. The President summarized the framework's major themes, including data-informed governance, student agency and lifelong learning, workforce and civic ecosystem development, innovation, leadership formation, and national advocacy for community colleges. He noted that the framework remains in draft form and is being refined through national listening sessions, stakeholder feedback, and collaborative engagement with community college leaders across the country.

Additional remarks highlighted the college's recent national webinar presentation recognizing the institution's selection as a recipient of the Leah Meyer Austin Award. The President reviewed the college's long-term participation and leadership within Achieving the Dream since 2005, including designation as a Leader College and Leader College of Distinction. Data presented during the webinar demonstrated significant institutional progress in student success outcomes, including increased course completion rates, improved fall-to-fall persistence, and growth in three-year graduation rates. The President also discussed expanded focus on post-graduation outcomes, including employment, wage growth, economic mobility, and community impact, consistent with evolving national higher education accountability measures.

The presentation further addressed institutional initiatives supporting affordability, student completion, workforce development, and technology integration. Examples included reductions in student loan dependency through tuition assistance programs, replacement of traditional developmental education models with co-requisite support systems, expanded use of eight-week course formats, and integration of artificial intelligence and data systems to improve student engagement and decision-making. The President also highlighted partnerships with healthcare, manufacturing, K-12, economic development, and governmental organizations to strengthen workforce pipelines, dual enrollment opportunities, broadband access, and community vibrancy initiatives.

In closing, the President reflected on the institution's culture of continuous improvement and student-centered leadership, emphasizing that institutional success depends upon collaboration, adaptability, data-informed decision-making, and a sustained commitment to student completion, employment outcomes, and regional economic advancement. Appreciation was expressed to faculty, staff, institutional researchers, and Achieving the Dream coaches for their contributions to the college's national recognition and ongoing progress.

### **VIII. REQUIRED APPROVALS AGENDA – Ms. Linda Nelson**

#### **CONSENT AGENDA**

The Chair, Ms. Linda Nelson, presented the Consent Agenda and called for any items that should be removed from the Consent Agenda for further discussion. On a motion by Dr. Dwight McElfresh and seconded by Mr. Patrick Williams and passing unanimously, the following items were approved.

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

**B. Consideration of Approval of Status Change – R-2026-13**

**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.*

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

**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.

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

**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.”*

**REGULAR AGENDA**

**A. Consideration of Approval for the Conferral of the Honorary Degree of Bachelor of Applied  
Science – R-2026-16 – Dr. Dorey Diab**

**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."

**ACTION TAKEN:** Ms. Duana Patton moved for approval resolution R-2026-16 Conferral of an Honorary Degree. Mr. Patrick Williams seconded the motion, and the item was approved with a unanimous vote.

**B. Consideration of Approval of Nominations for the 2026 Association of Community College Trustees (ACCT) Equity Awards – R-2026-17 – Dr. Dorey Diab**

**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.

**ACTION TAKEN:** Ms. Elisabeth Morando moved for approval resolution R-2026-17 Nominations for the 2026 ACCT Equity Awards. Mr. Patrick Williams seconded the motion, and the item was approved with a unanimous vote.

**C. Treasurer’s Report for March 31, 2026 – Dr. Dorey Diab**

In Ms. Lori McKee’s absence, Dr. Dorey Diab presented the Treasurer’s Report for the period ending March 31, 2026. He stated that revenues for the month totaled \$864,081. Expenditures were \$1,641,447 leaving a deficit of \$777,365. Year-to-date revenues totaled \$23,245,883. Year-to-date expenditures totaled \$13,671,970 leaving an excess of \$9,573,914. The Month End Investment Balance for March 2026 was \$15,022,146 (\$3,327,961 in Star Ohio and \$11,694,185 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 March 31, 2026. Mr. Steven Stone seconded the motion, and following some brief discussion, the item was approved with a unanimous vote.

**IX. POLICY GOVERNANCE**

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

1. 2025-2026 Annual Calendar/Agenda

Board Chair, Ms. Linda Nelson called for a preview of the 2025-2026 Annual Calendar/Agenda for the upcoming months of May, June, and July 2026.

2. Review of Actionable Items.

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

- a. Distribute VIP Tickets for Graduation Ceremony to Trustees planning to attend.– This item will be addressed later in the agenda.
- b. Board Members interested in attending the Ohio Academic Team celebration (April 23rd): Confirm attendance with Steve as soon as possible for table arrangements: This item was addressed prior to the April meeting.
- c. Coordinate attendance for interested board members at the North Central Workforce Alliance (NCWA)10-year celebration (April 15): This item was addressed prior to the April meeting

- 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.
- f. Refer qualified candidates to Dr. Diab for the open Foundation Executive Director position. (if known): On going until position is filled
- g. 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: Item will be addressed at the May 2026 meeting.

### 3. Community Connections.

#### **Dr. Dwight McElfresh**

Dr. McElfresh shared information regarding recent outreach and partnership discussions with leadership representatives from Samaritan Hospital. Discussion focused on recent organizational leadership changes, including the appointment of a new Director of Community Involvement, who was described as actively engaged in strengthening community outreach efforts. It was noted that participation opportunities with local civic organizations have resumed, including a recent presentation to the local Lions Club following a multi-year absence.

Additional discussion highlighted continued collaboration between the college and hospital leadership, including positive feedback from the Director of Nursing regarding the performance of North Central State College students participating in clinical and nursing-related experiences. The partnership was described as positive and supportive of continued collaboration opportunities. Further comments referenced discussions with leadership associated with a Link-n-Learn Opportunity initiative in Ashland, with receptiveness expressed toward future partnership and engagement efforts.

#### **Ms. Elisabeth Morando**

Ms. Elisabeth Morando shared a personal experience related to nursing care, noting that two nurses involved in a same-day surgical procedure for a friend were graduates of North Central State College. She described both as highly professional and competent, and relayed that they spoke positively about the education they received and how quickly they were able to secure employment after graduation which reinforced her impression of the college's workforce value and the strong career outcomes for its nursing graduates.

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

1. Ms. Kimberly Winkle led the discussion of Rehearsal Scenario 3.7 “CEO Evaluation and Compensation. Can They Be Done Fairly?”

**In this 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?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Ms. Duana Patton led the discussion and review of Governance Process policies 2.7, 2.8, & 2.9. The Board concurred that all policies are all still relevant and still accurate as reviewed.
3. Reflections on 1<sup>st</sup> Quarter 2026 Self-Assessment Survey (January – March 2026)

The Board Self-Assessment Survey results reflected a generally strong and positive evaluation of board performance and adherence to governance practices. Most categories, including agenda focus, planning effectiveness, participation, respectful engagement, decision-making aligned with Carver policy, and support for the President’s reasonable interpretation of board policy, were rated favorably or at the highest expectation level. There were no substantive negative trends reported, with only limited variation in responses on one item regarding meeting attentiveness.

Overall comments highlighted appreciation for external input, including a briefing from the OSU Advisory Board, along with recognition of board leadership and member contributions. Several acknowledgments were made, including appreciation for presenters, recognition of a retirement, and thanks to individuals who contributed to educational and learning agenda items. The overall tone of the feedback suggested a board that views itself as functioning effectively, with strong alignment between stated governance expectations and actual practice.

**X. BOARD CHAIRPERSON REPORT- *Ms. Linda Nelson***

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

Ms. Linda Nelson 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. Follow-up from NCO Hall of Excellence (April 16, 2026 – Ralph Phillips Conf. Ctr.)**

The discussion reflected strong positive feedback on the Hall of Excellence event held on April 16. Board members and attendees described it as well executed and impactful, particularly highlighting the student speaker and the way the event showcased the institution’s mission and outcomes to the broader community. The student presentations were noted as especially strong, reinforcing confidence in the quality of students being prepared.

Several comments emphasized appreciation for staff efforts in organizing the event, along with recognition of the overall professionalism of the program. There was also mention of the Archer family and the continued recognition of their legacy, including appreciation for related materials and acknowledgment of their long-term impact.

Overall, the conversation centered on pride in the event's execution, gratitude toward staff, and the value of highlighting student achievement and institutional impact.

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

The discussion focused on planning and logistics for upcoming Leader Richland sessions, with confirmation that speakers and guiding questions were prepared and ready for implementation. Participants reviewed scheduling details, including start times and check-in procedures, and clarified attendance expectations and arrival logistics for those involved. Additionally, it was noted that there is strong participation this year, including a record number of 7th and 8th grade boys.

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

The discussion focused on upcoming trustee training requirements from the Ohio Department of Higher Education and related logistics for compliance in 2026. Members noted that final guidance has not yet been released, but the training is expected to be delivered through the Ohio Learns platform, which will require trustees to have an Ohio ID account for access.

There was general encouragement for trustees to establish Ohio ID accounts in advance to ensure readiness once the system is fully implemented. It was noted that the structure and expectations for training are still evolving, with some uncertainty about how requirements will be satisfied, particularly for those who do not attend the in-person trustee conference on September 10. Participants discussed broader concerns about the clarity and administrative burden of the new requirements, including how different institutional types may be affected and how prior training models, including virtual options, might be recognized. Despite the uncertainty, there was a shared sense that guidance is still developing and that advocacy efforts are ongoing to ensure the requirements are practical and achievable. The conversation also included reference to ethics training completion, with a reminder about accessing the online module and ensuring the completion certificate is properly saved as proof of participation.

### **F. Upcoming Events:**

**Graduate Picnic & Graduation** - The discussion focused on upcoming graduation-related events and logistics. Trustees and staff reviewed details for the graduate picnic scheduled for Thursday, May 7 from 11:30 a.m. to 1:00 p.m., with the location still planned at the Byron Kee Center. They also confirmed details for the formal commencement ceremony on Friday, May 8 at 7:00 p.m.

Ticket distribution for graduation was addressed, with assurance that there are more tickets available than seats, allowing flexibility for attendees who are uncertain about their ability to attend. Several participants indicated they might attend depending on scheduling conflicts, including personal commitments, and were encouraged to take tickets in advance to avoid last-minute coordination issues.

Overall, the conversation centered on final preparations, attendance planning, and ensuring trustees and guests have access to graduation events while maintaining flexibility for changing schedules.

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

Board Chair, Ms. Linda Nelson, called for discussion on tonight's meeting:

Trustees noted good attendance and appreciation for the Link-n-Learn activity with Ms. Jessica Gribben from the Mansfield Area Chamber of Commerce and Economic Development.

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

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, May 27, 2026, in the Gorman Room (165-Fallerius).

**XII. ADJOURNMENT**

The Chair called for any additional business requiring Board action.

**ACTION TAKEN:** As there was no further business requiring the Board's consideration, the Board Chair, Ms. Linda Nelson, declared the meeting adjourned at 7:30 p.m.

Respectfully submitted:

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Mr. Stephen R. Williams, Board Secretary

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Linda S. M. Nelson, Board Chair

**CONSIDERATION OF APPROVAL OF  
STATUS CHANGES**

**R-2026-18**

**STATUS CHANGE**

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

***BEGINNING June 1, 2026***

*Aubrey Place*

- *Aubrey Place will move from Part Time Office Assistant, Health Sciences to Part Time Academic Liaison, Health Sciences.*

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

**R-2026-19**

**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 May 11, 2026***

*Melissa Orton, LPN Nursing Faculty*

*Walden University, Bachelor of Science, Nursing*

*North Central State College, Associate of Applied Science, Nursing*

***BEGINNING May 11, 2026 Part Time / June 22, 2026 Full Time***

*Amber Wertman, Executive Director, Foundation*

*Ashland University, Master of Arts, Corporate and Strategic Communication*

*Franklin University, Bachelor of Science, Business Administration*

*Marion Technical College, Associate of Technical Study, Business Management*

***BEGINNING May 27, 2026***

*Krystal Nolan, Part Time Nursing Pathways Mentor*

*Ashland University, Bachelor of Science, Nursing*

*North Central State College, Associate of Applied Science, Nursing*

***EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-19***

Melissa Orton is hired as LPN Nursing Faculty to replace Emily Leonhard.

Amber Wertman is hired as Executive Director, Foundation to replace Christine Copper.

Krystal Nolan is hired as Nursing Pathways Mentor to replace Misty Bishop.

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

**R-2026-20**

*Carter Hayes has completed a Bachelor of Science Degree, Information Technology degree at Western Governors University.*

***THEREFORE, BE IT RESOLVED:*** *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective May 10th in accordance with the policy adopted under resolution 1991-30 for “Professional Growth Recognition.”*

*Jason Tucker has completed a Doctor of Philosophy in Education Degree (Ph.D.) at Liberty University.*

***THEREFORE, BE IT RESOLVED:*** *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective May 10th in accordance with the policy adopted under resolution 1991-30 for “Professional Growth Recognition.”*

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

**for the Period Ending**

**April 30, 2026**

North Central State College  
 Analysis of Current Revenue and Expenditures  
 Period Ending April 30, 2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	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	\$850,411	\$850,411	\$8,385,357	8,405,152	(\$19,795)	10,086,182	\$7,848,930	\$536,427
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)	(\$520)	14,236,766	11,353,382	2,883,384	11,353,382	11,114,423	3,122,342
Other Revenues	14,956	\$146,022	\$114,347	\$63,271	\$110,623	\$108,596	\$38,084	\$139,594	\$10,172	\$36,383	782,049	531,833	250,216	638,200	902,899	(120,850)
University Center	0	\$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	\$23,975	23,975	40,000	(16,025)	40,000	93,397	(69,422)
Child Development Center	71,700	50,785	138,508	66,231	45,460	49,252	52,991	53,882	58,347	55,172	642,328	596,950	45,378	719,217	618,267	24,061
Workforce & Community Development	3,579	1,817	36,816	14,736	2,704	9,909	817	12,565	28,751	7,716	119,410	281,346	(161,936)	337,615	154,542	(35,132)
Facilities	9,495	240	\$6,040	\$3,305	\$620	\$6,756	\$239	1,340	\$1,100	\$5,573	34,708	40,810	(6,102)	48,972	32,715	1,993
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>\$864,081</b>	<b>\$978,709</b>	<b>\$24,224,593</b>	<b>\$21,249,473</b>	<b>\$2,975,120</b>	<b>\$23,223,568</b>	<b>\$20,765,173</b>	<b>\$3,459,420</b>
<b>Expenditures:</b>																
Payroll	\$235,173	\$779,440	\$722,678	\$720,065	\$744,347	\$741,958	\$940,028	\$716,586	\$711,099	\$718,459	7,029,833.00	6,449,703	(\$580,130)	8,829,175	\$6,847,344	(\$182,489)
Fringes	85,890	\$443,880	\$273,912	\$245,555	\$115,551	\$293,590	\$415,675	\$285,941	\$285,703	\$283,209	2,728,905.77	17,581,334	\$14,852,428	4,155,588	2,515,433	(213,473)
Printing	3,861	\$5,564	\$4,298	\$1,011	\$4,387	\$746	\$376	\$339	\$1,893	\$4,673	27,148.67	26,125	(\$1,024)	31,350	14,498	(12,651)
Advertising	1,900	\$13,008	\$5,781	\$8,125	\$13,951	\$7,033	\$9,706	\$8,014	\$21,207	\$26,320	115,045.32	131,667	\$16,621	158,000	104,502	(10,543)
Postage	0	\$266	\$0	\$370	\$11,000	\$0	\$266	\$370	\$0	\$0	12,271.18	41,667	\$29,395	50,000	1,218	(11,053)
Shared Campus Expense	0	\$273	\$137	\$16,638	\$0	\$0	\$495	\$0	\$212,776	\$212,324	442,642.24	440,000	(\$2,642)	1,100,000	708,859	266,217
Professional Development	6,432	\$9,336	\$7,449	\$5,436	\$32,251	\$7,760	\$13,130	\$7,322	\$1,992	\$7,433	98,540.48	308,113	\$209,572	369,735	94,883	(3,658)
Grants and Scholarships	23,865	\$393	\$117,298	\$111,606	\$50	\$85	\$0	\$133,042	\$78,033	(\$500)	463,871.80	1,833,333	\$1,369,462	2,200,000	387,089	(76,783)
Equipment Lease and Rental	8,919	\$4,460	\$4,460	\$4,459	\$5,782	\$1,323	\$4,560	\$0	\$10,172	\$2,260	46,393.60	86,833	\$40,440	104,200	53,910	7,516
New Equipment	2,489	\$18,317	\$1,275	\$5,147	\$38,368	\$171	\$13,631	(\$6,130)	\$21,289	\$37,805	132,362.29	574,105	\$441,743	688,926	69,865	(62,497)
Professional Fees	26,183	\$18,824	\$14,051	\$24,790	\$19,717	\$13,088	\$24,493	\$6,758	\$2,181	\$30,192	180,276.76	294,185	\$113,908	353,022	192,394	12,117
All Other Expenses	819,498	239,432	604,273	76,427	29,890	99,578	57,321	138,565	135,206	113,722	2,313,911.85	2,133,430	(\$180,482)	2,844,573	2,181,686	(132,226)
Child Development Center	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	51,975	50,394	549,663.00	558,602	\$8,939	719,217	513,667	(35,996)
Corporate	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	18,100	12,522	168,483.00	177,291	\$8,808	224,438	147,148	(21,335)
Facilities	68,678	128,485	80,243	90,981	65,393	72,914	183,057	81,861	89,821	82,764	944,197.00	968,364	\$24,167	1,345,344	929,568	(14,629)
<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>\$1,641,447</b>	<b>\$1,581,576</b>	<b>\$15,253,546</b>	<b>\$31,604,750</b>	<b>\$16,351,204</b>	<b>\$23,173,568</b>	<b>\$14,762,065</b>	<b>(\$491,481)</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>(\$777,365)</b>	<b>(\$602,867)</b>	<b>\$8,971,047</b>	<b>(\$10,355,277)</b>	<b>\$19,326,324</b>	<b>\$50,000</b>	<b>\$6,003,108</b>	<b>\$2,967,939</b>

Total Investment Balance - \$15,018,782 (\$3,338,351 - Star Ohio and \$11,680,431 - Park National)

North Central State College  
All Other Expenses  
Period Ending April 30, 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>Apr-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	49.50	3,571.33	9,618.75	6,047.42	\$ 12,825.00
Instructional Supplies - Lecture	27.49	15.33	0.00	248.26	(213.26)	95.75	0.00	425.17	237.92	402.50	1,239.16	18,537.75	17,298.59	\$ 24,717.00
Paper Supplies	0.00	0.00	0.00	3,922.40	0.00	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	468.00	35,522.70	22,211.25	(13,311.45)	\$ 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	57,912.29	370,663.79	373,992.83	3,329.03	\$ 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	377.53	7,456.04	19,747.50	12,291.46	\$ 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	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	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	5,315.91	11,505.91	37,658.25	26,152.34	\$ 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	27,121.82	1,243,017.02	805,856.90	(437,160.12)	\$ 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	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	100.53	2,429.41	9,000.00	6,570.59	\$ 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	1,111.70	59,102.90	95,250.00	36,147.10	\$ 127,000.00
Cell Phones	0.00	920.25	920.54	923.16	923.12	475.97	684.36	684.36	920.92	804.57	7,257.25	9,750.00	2,492.75	\$ 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	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	1,580.44	25,119.32	60,000.00	34,880.68	\$ 80,000.00
License Fees	205.50	0.00	274.00	114.00	65.00	73.50	0.00	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	737.26	8,640.97	6,900.00	(1,740.97)	\$ 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	3,037.93	47,630.77	39,000.00	(8,630.77)	\$ 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	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	790.45	790.45	3,000.00	2,209.55	\$ 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	0.00	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	9,563.11	14,330.49	18,075.00	3,744.51	\$ 24,100.00
Catering	0.00	132.07	910.83	100.92	2,064.82	586.50	746.82	36.00	919.51	1,650.95	7,148.42	8,613.00	1,464.58	\$ 11,484.00
Subscriptions	0.00	2,023.23	14.99	14.99	1,214.99	9.68	10.00	160.00	586.23	347.04	4,381.15	6,900.00	2,518.85	\$ 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	4,100.00	125,519.79	114,298.50	(11,221.29)	\$ 152,398.00
Program Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00	0.00	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	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	988.22	88,173.39	212,001.02	123,827.63	\$ 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	15.33	41,053.31	78,750.00	37,696.69	\$ 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)	(2,753.22)	(13,080.75)	0.00	13,080.75	\$ -
	<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>135,205.64</u>	<u>113,721.86</u>	<u>2,313,911.85</u>	<u>2,133,429.75</u>	<u>(180,482.10)</u>	<u>\$ 2,844,573.00</u>

North Central State College  
 Period Ending April 30, 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>Apr-26</u>	<u>Current YTD</u>	<u>Beginning Budget</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Prior YTD</u>	<u>Current vs. Prior</u>
<b>Child Development Center</b>																
Revenues	\$ 71,700	\$ 50,785	\$ 138,508	\$ 66,231	\$ 45,460	\$ 49,252	\$ 52,991	\$ 53,882	\$ 58,347	\$ 55,172	642,328	\$ 667,964	\$ 596,950	\$ 45,378	\$ 618,267	\$ 24,061
Payroll	6,683	50,841	32,607	33,249	33,403	29,915	49,071	31,927	32,564	30,704	330,964	384,723	\$ 297,002	(33,962)	320,638	(10,326)
Fringes	3,218	44,451	15,993	16,092	5,317	15,585	24,042	15,708	15,807	15,519	171,732	253,273	\$ 191,942	20,210	148,634	(23,098)
Non-Payroll	2,197	3,290	8,730	6,502	4,545	5,135	5,315	3,478	3,604	4,171	46,967	83,590	\$ 69,658	22,691	44,396	(2,571)
Total Expenses	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	51,975	50,394	549,663	721,586	558,602	8,939	513,668	(35,995)
Excess (Deficit)	\$ 59,602	\$ (47,797)	\$ 81,178	\$ 10,388	\$ 2,195	\$ (1,383)	\$ (25,437)	\$ 2,769	\$ 6,372	\$ 4,778	\$ 92,665	\$ (53,622)	\$ 38,348	\$ 54,317	\$ 104,599	\$ (11,934)
<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	\$ 28,751	\$ 7,716	119,410	\$ 337,615	\$ 281,346	\$ (161,936)	\$ 154,542	\$ (35,132)
Payroll	1,553	11,400	8,966	10,262	14,008	10,254	14,359	9,920	11,003	7,233	98,958	102,921	\$ 85,284	(13,674)	88,605	(10,353)
Fringes	453	3,690	1,385	2,062	2,200	2,533	3,846	3,251	2,833	2,251	24,504	28,474	\$ 31,607	7,103	22,355	(2,149)
Non-Payroll	6,611	111	6,968	2,121	8,500	0	11,583	1,825	4,264	3,038	45,021	72,480	\$ 60,400	15,379	36,188	(8,833)
	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	18,100	12,522	168,483	203,875	177,291	8,808	147,148	(21,335)
Excess (Deficit)	(5,038)	(13,384)	19,497	291	(22,004)	(2,878)	(28,971)	(2,431)	10,651	(4,806)	(49,073)	133,740	104,055	(153,128)	7,394	(56,467)



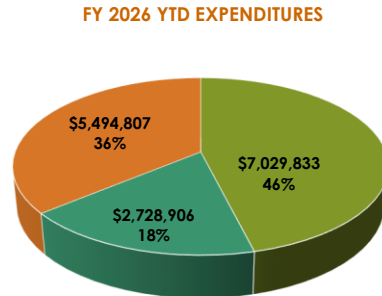
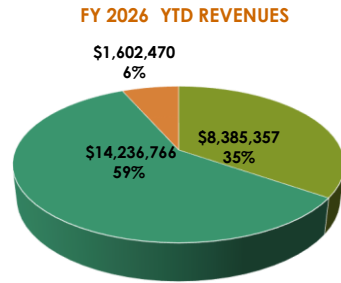
# North Central State College

## Fiscal Year 2026

### Financial Update

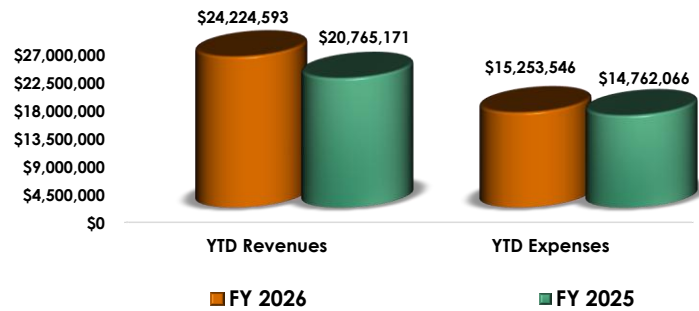
#### Revenues - Expenditures Summary

	Amended Budget	April	YTD	% of Total
REVENUES	\$23,223,568	\$978,709	\$24,224,593	104.3%
EXPENDITURES	\$23,173,568	\$1,581,576	\$15,253,546	65.8%
TOTAL MARGIN		(\$602,867)	\$8,971,047	

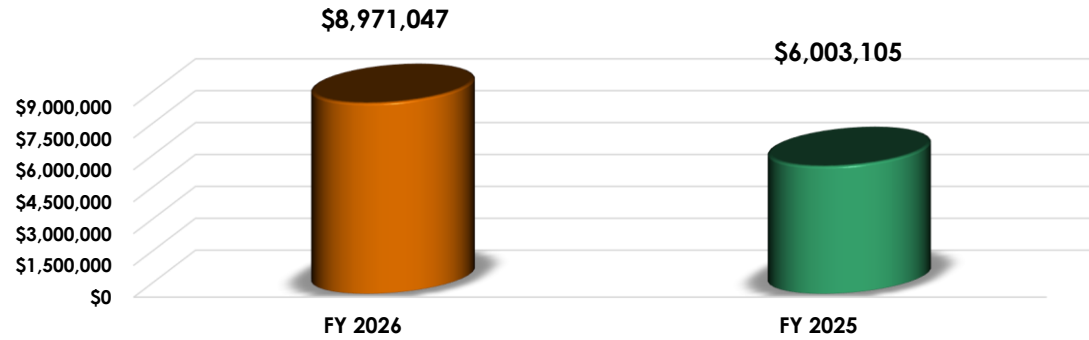


- State Share of Instruction
- Student Tuition and Fees
- Other Revenues
- Payroll
- Fringes
- Other Expenses

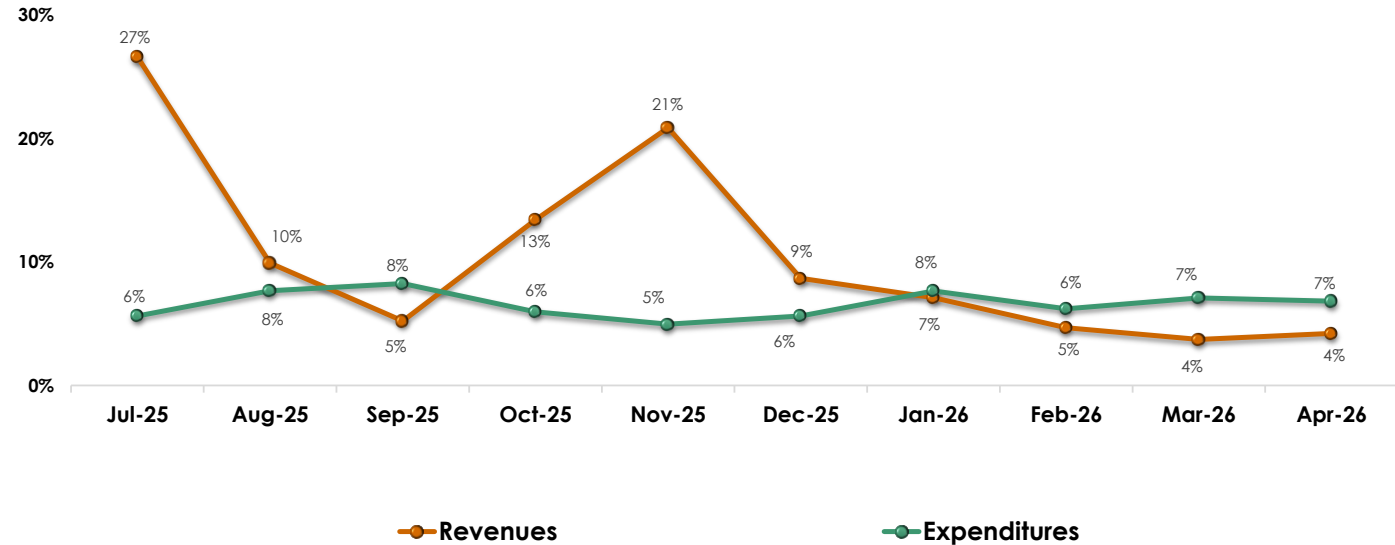
#### Year-To-Date Revenues & Expenditures Update



#### Total Margin



#### FY 2026 Percent of Revenues & Expenditures



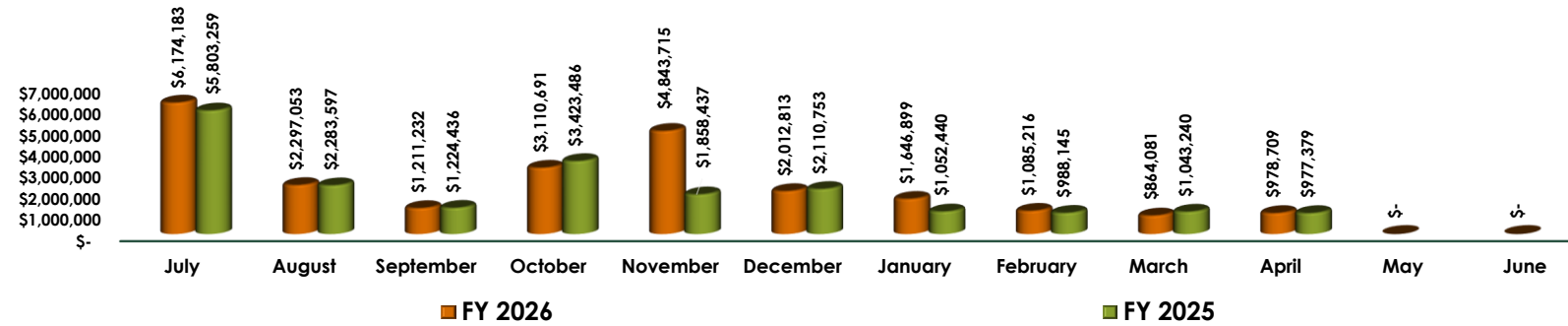


# North Central State College

Fiscal Year 2026

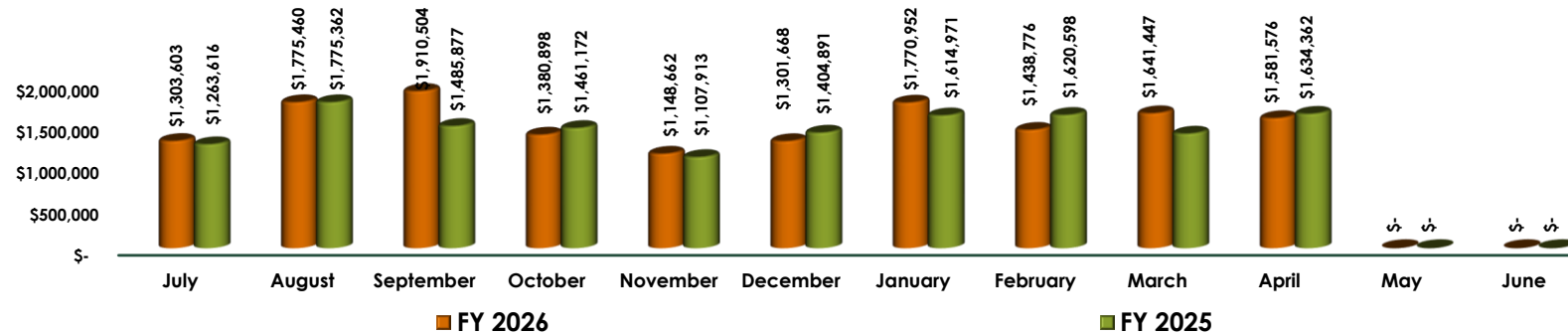
## YTD Thru April 2026 Financial Update

	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	\$ 864,081	\$ 978,709	\$ -	\$ -
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	\$ 977,379	#DIV/0!	#DIV/0!
% Variation	6%	1%	-1%	-9%	161%	-5%	56%	10%	-17%	0%	#DIV/0!	#DIV/0!

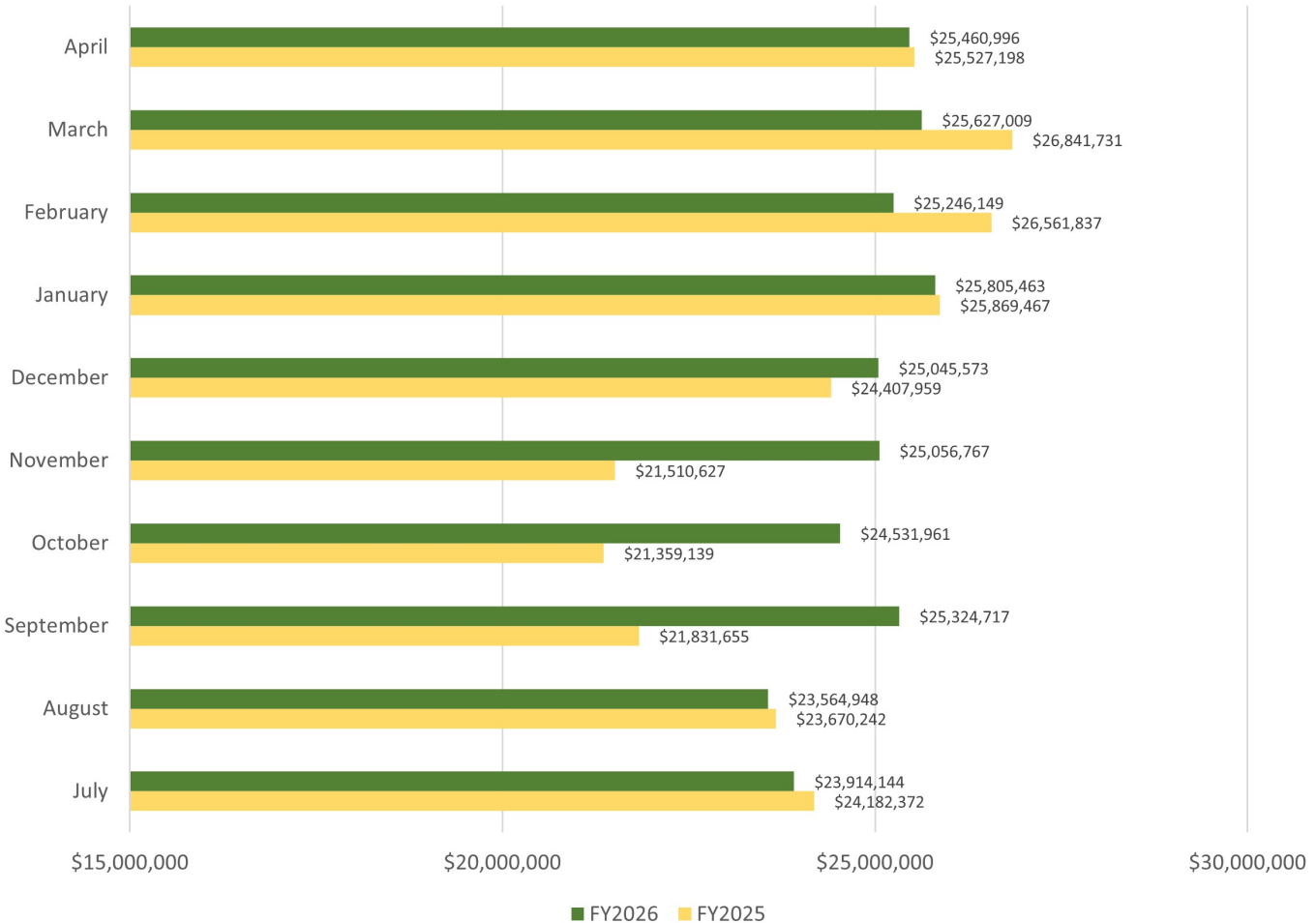


## Expenditures

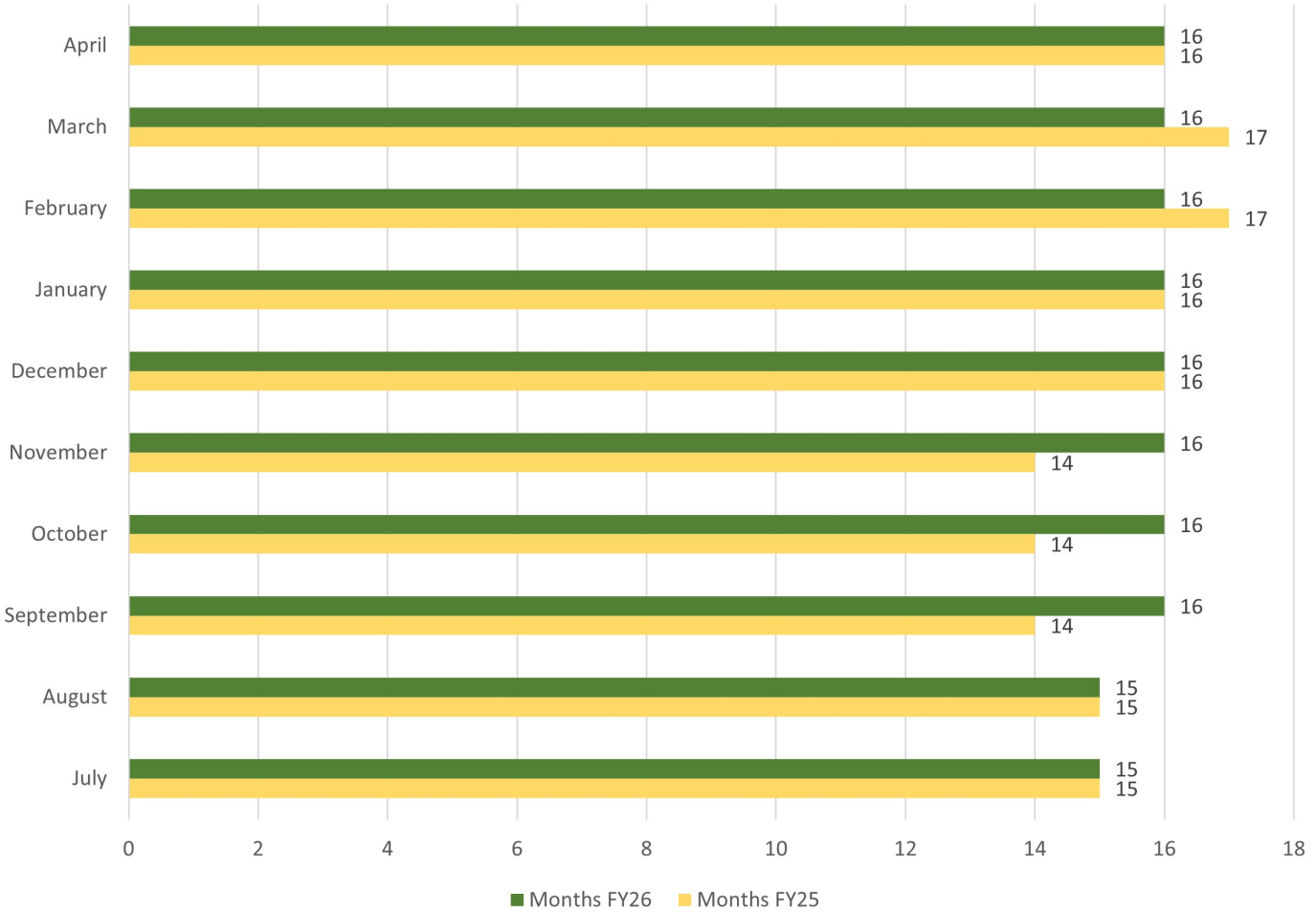
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	\$ 1,303,603	\$ 1,775,460	\$ 1,910,504	\$ 1,380,898	\$ 1,148,662	\$ 1,301,668	\$ 1,770,952	\$ 1,438,776	\$ 1,641,447	\$ 1,581,576	\$ -	\$ -
FY 2025	\$ 1,263,616	\$ 1,775,362	\$ 1,485,877	\$ 1,461,172	\$ 1,107,913	\$ 1,404,891	\$ 1,614,971	\$ 1,620,598	\$ 1,393,303	\$ 1,634,362	\$ -	\$ -
% Variation	3%	0%	29%	-5%	4%	-7%	10%	-11%	18%	-3%	#DIV/0!	#DIV/0!



# Total Cash on Hand



# Months of Cash on Hand



**CONSIDERATION OF APPROVAL OF  
2026-2027 OPERATING BUDGET**

**R-2026-21**

***WHEREAS:** the Board of Trustees of North Central State College has reviewed the income and expense portion of the proposed 2026-2027 Operating Budget, and*

***WHEREAS:** a salary increase of four percent for fiscal year 2026-2027; and*

***WHEREAS:** the Board of Trustees acknowledges the employee contribution of health insurance will remain unchanged at 81% from the College and 19% from the full-time employee; and*

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

***NOW, THEREFORE, BE IT RESOLVED:** by the Board of Trustees that the 2026-2027 Operating Budget of the College is hereby adopted as presented.*

*(See attached sheet)*

**NORTH CENTRAL STATE COLLEGE**  
**FY27 Budget Development Summary Worksheet**

	Proposed FY 2026	Amended FY2026	Proposed FY 2027
<b><u>Revenues:</u></b>			
State Appropriations	10,152,053	10,086,182	10,381,609
Student Tuition and Fees	11,253,407	11,353,382	12,450,584
Other Revenues	638,200	638,200	838,200
University Center			
Capital Debt Service	40,000	40,000	20,000
Child Development Center	667,964	719,217	777,356
Workforce & Community Dev.	337,615	337,615	337,615
Facilities	48,972	48,972	-
<b>Total Revenues</b>	23,138,211	23,223,568	24,805,364

<b><u>Expenditures:</u></b>			
Payroll (excludes CDC/Workforce/Facilities)	8,921,141	8,829,175	9,206,013
Fringes (excludes CDC/Workforce/Facilities)	4,348,073	4,155,588	4,689,321
Printing	31,350	31,350	33,850
Advertising	158,000	158,000	160,500
Postage	50,000	50,000	50,000
Shared Campus Expense	1,100,000	1,100,000	1,100,000
Professional Development	373,872	373,872	418,360
Grants and Scholarships	2,200,000	2,200,000	2,250,000
Equipment Lease and Rental	104,200	104,200	104,200
New Equipment	328,177	688,926	892,176
Professional Fees	353,022	353,022	448,022
All Other Expenses	2,840,436	2,840,436	3,050,893
Child Development Center	721,586	719,217	810,319
Corporate	203,875	224,438	165,544
Facilities	1,354,479	1,345,344	1,376,166
Contingency			
<b>Total Expenditures</b>	23,088,211	23,173,568	24,755,364

	50,000	50,000	50,000
<b>Total Payroll and Benefits</b>	14,861,864	14,586,472	14,861,864
	0.64	0.63	0.60

**CONSIDERATION OF APPROVAL OF  
INVESTMENT POLICY FOR THE 2026-2027 FISCAL YEAR**

**R-2026-22**

**WHEREAS:** *the Board of Trustees of the North Central State College District shall operate the College as provided by law under Section 3357.09 of the Ohio Revised code; and*

**WHEREAS:** *the Board may provide for the investment of district funds as provided by law under Section 3357.10 (C); and*

**WHEREAS:** *notwithstanding the foregoing or any provision of the Revised Code to the contrary, the board of trustees may provide for the investment of district funds in any manner authorized under section 3345.05 of the Revised Code; and*

**WHEREAS:** *the Board seeks to establish by policy, a vehicle for ongoing exploration of the most advantageous tools for the investment of district funds per fiscal year.*

**NOW, THEREFORE, BE IT RESOLVED:** *that the Board of Trustees hereby approves policy 17-04 Investment Policy for the 2026-2027 fiscal year.*

*(see attached)*

## 3357:13-17-04 Investment Policy

- (A) Purpose. It is the policy of North Central State College to invest public funds in a manner which will provide the highest investment return with the maximum security and safety while meeting daily cash flow demands and conforming to Chapter 135 of the Ohio Revised Code, section 3345.05 of the Ohio Revised Code, section 3357.10(C) of the Ohio Revised Code, and all other applicable statutes governing the investment of public funds by North Central State College. The authority to conduct the purchase and sale of investments is limited to those individuals specifically designated by the Board, the President or the Vice President of Business Services / Finance.
- (B) Scope. This Investment Policy applies to all financial assets of North Central State College, including State and Federal funds held by it. This Policy does not apply to funds held by the North Central State College Foundation.
- (C) Prudence. Investments shall be made under the industry standard “Prudent Investor Rule” which states “Investments shall be made with judgment and care, under circumstances then prevailing which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.”
- (D) Objectives. The primary objectives of the college’s investment activities shall be: Safety of principal, Liquidity to meet operating requirements, and Return on Investment attaining a market rate of return taking into account cash flow characteristics.
- (E) Ethics and Conflict of Interest. Designated college employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the college investment program, or which could impair the ability to make impartial investment decisions. Employees and investment consultants shall disclose any material financial interest in financial institutions and any large personal financial or investment position that could be related to, or affected by, the performance of the college’s portfolio. All employees, officers and investment consultants to the college shall subordinate their personal investment transactions to those of the college, particularly with regard to the timing of the purchases and sales.
- (F) Authorized Financial Dealers and Institutions. The college shall maintain a list of approved financial institutions and securities dealers with whom the college will transact investment activities.
- (G) Authorized Investments. The college shall only invest in the following types of securities:
- (1) Limited to a final maturity of no more than five years. This category of securities includes, but is not limited to, the following:
    - (a) Certificates of Deposit, savings accounts and deposit accounts with federally insured financial institutions.

- (b) United States treasury bills, bonds, notes, or any other obligations or securities issued by the United States Treasury or any other obligation guaranteed as to the principal and interest by the United States.
  - (c) Securities issued directly by federal agencies or instrumentalities.
  - (d) Bonds or other obligations of the State of Ohio.
  - (e) The State Treasury Asset Reserve of Ohio (“STAR Ohio”).
- (2) Limited to a final maturity of no more than 270 days. This category of securities includes, but is not limited to, the following:

Commercial Paper of the highest quality in the United States according to section 135.14 of the Ohio Revised Code.

- (H) Internal Controls. A current inventory of all investments shall be maintained including the following: Description of Security (cost, purchase, sale, and maturity dates) and Effective Yields.

Replaces: 3357:13-9-33

Effective: June 26, 2019

Next Review: May 26, 2027

Review Dates: 4/26/78, 6/26/19, 6/24/20, 6/23/21, 6/22/22, 6/28/23, 5/22/24, 5/28/25, 5/27/26

**CONSIDERATION OF APPROVAL OF  
CURRICULUM FOR SPRING 2026 SEMESTER**

**R-2026-23**

***WHEREAS,** Faculty serve as the primary source of curricular development and recommendations through the curriculum review process although all recommendations made through this process are advisory in nature, and*

***WHEREAS,** 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; and*

***WHEREAS,** The curriculum review process described in Curriculum Revision Procedure (14-072) 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; and*

***WHEREAS,** the administration and faculty of North Central State College have reviewed the College's curriculum for the spring 2026 semester and submit the following summary of curriculum recommendations approved through the institutional review process for consideration by the Board of Trustees as 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 has received the administrative review and recommendations for the spring 2026 semester and hereby approves the recommendation as presented by the Chief Academic Officer for North Central State College.*

*(see attached)*

## CURRICULUM COMMITTEE – SPRING 2026 BOT Reporting

CC Mtg Date	Proposal	Proposal Type	Vote	Rationale
1/22/2026	ACCT-2050	Course Chg	Approved	Remove Quantitative Literacy CWO as it is assessed in different course
1/22/2026	BUSM-1050	Course Chg	Approved	Change pre-req from BUSM1010 to BUSM1012 and remove the requirement for "22 semester hours" due to implementing AI Certificate
1/22/2026	RADS-1140, RADS-1160, and RADS-1120 RADS-2520, RADS-2540, and RADS-2560	Course Deact	Approved	These courses is part of the old RADS courses and we will no longer be teaching it as of May 2026. The new program has gone in effect and new courses are being offered.
1/22/2026	Health Information Technology, AAS	Prog Deact	Approved	This program was original offered in cooperation with Marion Technical College. We never actually conferred this degree, as students would take the general education courses through NCSC and the technical (HIT) courses through Marion Tech. This degree no longer serves the purpose that it was originally created to achieve. Marion offers this entire degree online (Gen-eds and technical courses). So students have no need to take courses through us to "save driving to Marion". I have spoken to the HIT program director at Marion and the Vice-President of Academics at Marion and they both agree we should dissolve this partnership for this degree and are clear to deactivate the degree on our end.
2/12/2026	VCMT-2800- Cooperative Work Experience	Course Chg	Approved	Changed the wording in the course description to allow additional pathways for instruction for students who are unable to secure a co-op work location.
2/12/2026	Business Administration Focus, AA	Prog Chg	Approved	Replace BUSM1010 with new course BUSM1012
2/12/2026	Mechanical Engineering Technology, BASMET	Prog Chg	Approved	Replacing MFGT 1640 Computer Aid Manufacturing with ENRD 2170 Computer Aided Design II.
2/12/2026	Pre-Mortuary Science Focus, AS	Prog Chg	Approved	Update for AI: Replace BUSM1010 with BUSM1012 Introduction to AI and Business

**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: 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 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  
GOVERNANCE PROCESS POLICY 2.7  
BOARD OF TRUSTEES ANNUAL AGENDA/CALENDAR  
Fiscal Year 2027**

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August 2026:	President's Performance Evaluation/Contract/Compensation PolGov Rehearsal Scenario (TBD) 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:
September 2026:	PolGov Rehearsal Scenario (TBD) PolGov Policy Review (4.0, 4.1 & 4.2) Review Remaining Annual Ethics/SB1 Training Requirements Board-Ownership Linkage Activity: Ohio Trustees Conference
October 2026	Nominating Committee reports <i>expiring terms</i> to the Board Nominating Committee reports <i>Confirmation of Officers</i> for 2027 Annual Report of Efficiency Review (every year, routinely in October) General Education Curriculum Review – HB96 (due December 2, 2026) PolGov Rehearsal Scenario (TBD) 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
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 PolGov Rehearsal Scenario (TBD)  
 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 a Plan for Trustee Ethics & SB1 Training for 2027  
 Board-Ownership Linkage Activity Discussion
- February 2027: PolGov Rehearsal Scenario (TBD)  
 PolGov Policy Review (2.0, 2.1 & 2.2)  
 Board-Ownership Linkage Activity Discussion
- March 2027: General Education Curriculum Changes – HB96  
 PolGov Rehearsal Scenario (TBD)  
 PolGov Policy Review (2.3, 2.4 & 2.5)  
 Board-Ownership Linkage Activity Discussion
- April 2027: PolGov Rehearsal Scenario (TBD)  
 PolGov Policy Review (2.7, 2.8 & 2.9)  
 Community Connections Activity: NCO Hall of Excellence  
 BOT Self-Assessment Survey Trends Report (1<sup>st</sup> Quarter)  
 Determine BOT Annual Evaluation Tool to be used at retreat  
 Board-Ownership Linkage Activity Discussion  
 Student Interaction: Honors College Presentation(s)
- May 2027: Operating Budget Presentation/Approval for coming fiscal year  
 Investment Policy Approval  
 Approval of Curriculum for 2027 Spring Semester  
 PolGov Rehearsal Scenario (TBD)  
 PolGov Policy Review (3.0, 3.1 & 3.2)  
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 Review Board Self-Assessment Tool Results  
 Development/Approval of Board Annual Calendar for coming year

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

1. University Hospitals Samaritan Medical Center



# Review of Actionable Items

	<b>Topic</b>	<b>Action Date</b>	<b>POC/Resp.</b>
1.	At the May 20 <sup>th</sup> OACC Governing Board meeting, inquire about details and virtual options for Trustee Training at the Ohio Trustee Conference and report back to the board.	May 27, 2026 BOT Meeting	D. Diab/D. McElfresh
2.	Confirm Trustee attendance for July Annual Board Retreat.	May 27, 2026	D. Diab/S. Williams
3.	Determine the Annual Self-Assessment tool to be used and distribute to Trustees in June for Board analysis and discussion at the annual planning retreat in July	June 2026	S. Williams
4.	Solicit Trustee meal preference from Panera Bread for July Annual Board Retreat.	June-July 2026	S. Williams
5.	Hand-deliver Annual Monitoring Report and Assessment Rubric to Trustees in preparation for Annual Planning Retreat.	July 2026	D. Diab/S. Williams
6.	HB96: General Education Curriculum Review	December 2, 2026	D. Diab/K. Gray
7.	HB96: General Education Curriculum Changes	March 24, 2027 <i>Due: June 30, 2027</i>	D. Diab/K. Gray



# 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 6.1

**TITLE:** How Much Should Board Members Contribute?

**SCENARIO:** While policy requires board members to make a token contribution, some board members feel that a more significant financial contribution is an inherent part of nonprofit board participation. Other board members disagree and feel that such a requirement would disqualify persons who would otherwise be effective board members. The issue remains a source of conflict. What should the board do?

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

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

**Ends:** N/A

**Executive Limitations:** N/A

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

**Governance Process:** The board's purpose is to ensure that the organization "achieves appropriate results for appropriate persons at an appropriate cost" on behalf of owners (4.0). Specific job outputs of the board are those that ensure appropriate organizational performance (4.2). The board creates realistic Governance Process policies stating how the board conceives and carries out its own tasks (4.2.2.C). The board may commit itself to other "job products," such as "donor funding" for which it chooses to hold itself directly responsible (4.2 notation). Board members may request an item for discussion by notifying the CGO (4.3.2.C). Board members will contribute not less than a specific dollar amount each year (4.5.6).

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 itself is responsible for determining the expectations of its members.

**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.*) There is no indication that current requirements have not been met. The issue addresses whether policy should be changed to require a higher contribution level from individual board members.

**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 who want the policy changed should inform the CGO of their desire to have this issue as a board discussion item. The board should identify its options and their implications and agree on a process and date by which the board will make a decision.

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

**4a. What amendments or additions do you suggest?** The board may amend policy [4.5.6](#).

**4b. What further information, if any, does the board need before deciding on this change?** Considerations should include impact on board recruitment and potential or likelihood of greater available resources to achieve ends.

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

3357:13-03-00 Global Board-CEO Delegation (Board-CEO Linkage)

The board's sole official connection to the operational organization, its achievements, and conduct will be through a Chief Executive Officer (CEO), titled President.

Effective: August 25, 2010

Next Review: May 27, 2026

Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20, 5/26/21, 5/25/22, 5/24/23, 5/22/24, 5/28/25

3357:13-03-10 Unity of Control (Board-CEO Linkage)

Only officially passed motions of the board are binding on the CEO.

Accordingly:

3.11 Decisions or instructions of individual board members, officers, or committees are not binding on the CEO except in rare instances when the board has specifically authorized such exercise of authority.

3.12 In the case of board members or committees requesting information or assistance without board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time, institutional funds or is disruptive.

Effective: August 25, 2010

Next Review: May 27, 2026

Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20, 5/26/21, 5/25/22, 5/24/23, 5/22/24, 5/28/25

### 3357:13-03-20 Delegation to the CEO (Board-CEO Linkage)

The board will instruct the CEO through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

3.21 The board will develop policies instructing the CEO to achieve specified results, for specified recipients at a specified relationship between cost and results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.

3.22 The board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels; they will be called Executive Limitations policies.

3.23 The board will never prescribe organizational means of the CEO.

a. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.

b. Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the CEO to the board's satisfaction.

3.24 As long as the CEO uses *any reasonable interpretation* of the board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the board.

3.25 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and CEO domains. By doing so, the board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the board will respect and support the CEO's choices.

Effective: August 25, 2010

Next Review: May 27, 2026

Review Dates: 8/25/10, 7/30/11, 5/23/12, 6/26/13, 8/27/14, 8/26/15, 5/25/16, 5/24/17, 5/23/18, 5/22/19, 5/27/20, 5/26/21, 5/25/22, 5/24/23, 5/22/24, 5/28/25

**North Central State College  
Board of Trustees  
Annual Self-Reflection**

**Part I: Duty of Care Assessment**

The duty of care requires trustees to act as prudent and diligent persons in conducting the affairs of the College. This means that trustees are responsible for selecting, monitoring, and evaluating competent management; establishing business strategies and policies; monitoring and assessing the progress of College operations; establishing and monitoring adherence to policies and procedures required by statute, regulation, and principles of safety and soundness; and for making decisions on the basis of fully informed and meaningful deliberation.

Question	Rating Scale (circle one)					Comments
1. What is your level of understanding with regard to the higher education environment and the implications of economic and regulatory trends on the College?	Very little understanding	Below average understanding	Average understanding	Above average understanding	Significant understanding	
2. What level of engagement do the trustees have in discussions (i.e., consider whether the discussions are productive, contributions are balanced, and trustees actively question Management)?	Very little engagement	Below average engagement	Average engagement	Above average engagement	Significant engagement	
3. In terms of future Executive Leadership (i.e., President, Vice President) succession, is the College appropriately prepared?	Not prepared	Somewhat prepared	Adequately prepared	Very prepared	Extremely prepared	
4. Is enough time spent in discussions of audit reports and regulatory examinations of the College?	Insufficient time	Below average time	Appropriate time	Above average time	Significant time	
5. How prepared are the trustees for the Board meetings?	Not prepared	Somewhat prepared	Adequately prepared	Very prepared	Extremely prepared	
6. Board members devote time, thought and study to their duties and responsibilities?	Not prepared	Somewhat prepared	Adequately prepared	Very prepared	Extremely prepared	

**North Central State College  
Board of Trustees  
Annual Evaluation**

**Part I: Duty of Care Assessment cont'd.**

Question	Rating Scale (circle one)					Comments
7. What is your level of understanding in terms of your role in recognizing relevant risks to the College and monitoring CEO's response to these risks?	Very little understanding	Below average understanding	Average understanding	Above average understanding	Significant understanding	
8. To what degree are Board decisions at the policy level rather than an operating level (i.e., infringing upon CEO's decisions)?	No degree	Some degree	Average	Above average	Always	

**Part II: Duty of Loyalty Assessment**

The duty of loyalty requires trustees to monitor the affairs of the College with candor, personal honesty and integrity. They are prohibited from advancing their own personal or business interests, or those of others, at the expense of the College.

Question	Rating Scale (circle one)					Comments
8. How would you assess your level of understanding, support, and promotion of the Mission <sup>1</sup> of North Central State College?	None	Below average	Average	Above average	Significant	
9. How would you assess your recognition of the positive accomplishments of North Central State College?	None	Below average	Average	Above average	Significant	
10. How would you assess your level of support of the College's foundation and fund-raising efforts?	None	Below average	Average	Above average	Significant	

**North Central State College  
Board of Trustees  
Annual Evaluation**

Question	Rating Scale (circle one)					Comments
11. How would you assess your level of support of the College by attending meetings and college sponsored events?	None	Below average	Average	Above average	Significant	
12. How would you assess your level of support for state and national community college associations?	None	Below average	Average	Above average	Significant	
13. How gratifying is Board service to you?	Not gratifying	Somewhat gratifying	Average	Very gratifying	Extremely gratifying	
14. How would you assess your level of understanding and acceptance of the Board Code of Conduct & Ethics and all other Board policies?	None	Below average	Average	Above average	Significant	
15. Regarding Board service:						
a. I wish to stand for re-appointment at the end of my current term		Yes		No		
b. I believe that the Board should establish a mandatory retirement age.		Yes		No		
c. I believe that the Board should establish term limits.		Yes		No		

**Part III: Duty of Candor Assessment**

The duty of candor entails trustees full and open disclosure of facts and circumstances which may impact a board’s consideration of, or decisions regarding, matters of attention, e.g., disclosure of any and all direct and indirect business and personal relationships with those seeking to do business with the College.

Question	Rating Scale (circle one)					Comments
16. As a member of the Board, do you believe your thoughts and opinions are heard and considered?	Not heard nor considered	Occasionally heard and considered	Usually heard and considered	Often heard and considered	Always heard and considered	

**North Central State College  
Board of Trustees  
Annual Evaluation**

Question	Rating Scale (circle one)					Comments
17. Do you feel that you have the opportunity to raise issues outside of the agenda?	Never	Occasionally	Usually	Often	Always	
18. Do you feel that the Board and the CEO work together effectively and maintain open lines of communication?	Never	Occasionally	Usually	Often	Always	
19. How would you rate the level of access the Board has to the CEO?	None	Limited	Average	Often	Unlimited	
20. How would you rate the Board's willingness to tackle the tough issues, i.e., "the elephant in the room?"	Never	Occasionally	Usually	Often	Always	
21. Do you feel that the Board enjoys an environment that promotes candor?	Never	Occasionally	Usually	Often	Always	

**Part IV: Board Composition/Organization**

Question	Rating Scale (circle one)					Comments
22. Is the Board aware of current and relevant information on state and national issues?	Never	Occasionally	Usually	Often	Always	
23. Does the Board set a positive example for the community and students?	Never	Occasionally	Usually	Often	Always	
24. Does the Board work to build positive relationships with all stakeholders?	Never	Occasionally	Usually	Often	Always	
25. Do the skills and background of the current Board adequately represent the voice of the owners?	Insufficient	Less than adequate	Adequate	More than adequate	Highly sufficient	

**North Central State College  
Board of Trustees  
Annual Evaluation**

26. In consideration of future Board members, how important is it that the Board's composition in terms of diversity (e.g., ethnicity, experience, age, gender) is reflective of our community?	Not important	Somewhat important	Of average importance	Above average in importance	Critical
27. How would you rate the ongoing education and training received by the Board through Board presentations, Board material, and higher education governance and trends (e.g., publications, seminars)?	Insufficient	Below average	Appropriate	Above average	Significant
28. How would you rate the number of Board meetings?	Too few	Could use 1-2 more	Just right	Could use 1-2 less	Too many
29. How would you rate the adequacy and timeliness of the Board materials?	Seriously inadequate and untimely	Somewhat inadequate and untimely	Adequate and often timely	More than adequate and timely	Excellent and always timely

**Part V: Duties of Owner Linkage**

Question	Rating Scale (circle one)					Comments
30. How would you rate the Board's efforts in providing the community with timely and relevant information	Insufficient	Below average	Appropriate	Above average	Significant	
31. How would you rate the Board's efforts in evaluating how the College's services are impacting the community?	Insufficient	Below average	Appropriate	Above average	Significant	
32. How would you rate the Board's efforts in maintaining a network of strong relationships with community leaders?	Insufficient	Below average	Appropriate	Above average	Significant	

**North Central State College  
Board of Trustees  
Annual Evaluation**

33. How would you rate the Board's participation in community activities as representatives of North Central State College?

Insufficient      Below average      Appropriate      Above average      Significant

**Part VI: General Questions/Comments**

34. What are the Board's greatest strengths?

35. As a Trustee, I am most pleased about?

36. The Board of Trustees' greatest accomplishments this past year have been?

37. What do you consider to be the top challenges for the College in 2022-2023 (rank the following)? Please feel free to add comments regarding your priorities.

- Human Resources
- Cybersecurity
- Growth
- Technology
- Regulatory Compliance
- Fiscal viability
- Sustainability
- Strategic Planning
- Environmental Impact
- Other

**North Central State College  
Board of Trustees  
Annual Evaluation**

38. Is there anything about the College that keeps you up at night?

39. As a Trustee, I recommend the following goals for the coming year:

**North Central State College  
Board of Trustees  
Annual Evaluation**

**Part V: General Questions/Comments cont'd.**

40. Do you feel more challenged today as a trustee than in years past? If so, why? How could CEO help?

41. What could the Board do to improve its efficiency and/or effectiveness? What aspect of the Board's performance could be improved and how?

42. Other comments, clarification of any comments, suggestions, including how this annual survey may be improved:

Name: \_\_\_\_\_

Date: \_\_\_\_\_

## Board Self-Assessment Annual Survey

**BOT Retreat held on:** \_\_\_\_\_

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

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

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

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

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

COMMENTS:

## **SEPARATION REPORT**

### ***Report for May 2026***

*Effective May 1, 2026*

***Leigh Gribble, Part Time Center Support Assistant, Crawford Success Center***

*Reason: Resigned*

*Effective May 1, 2026*

***Madison Eshelman, Teacher Assistant Substitute, Child Development Center***

*Reason: Resigned*

*Effective May 1, 2026*

***Melissa Hershner, Administrative Assistant, Admissions, Gateway Services, CCP***

*Reason: Resigned*

*Effective May 3, 2026*

***Misty Bishop, Nursing Pathways Mentor***

*Reason: Resigned*

*Effective May 8, 2026*

***Mikayla Ruscin, Teacher Assistant Substitute, Child Development Center***

*Reason: Resigned*

*Effective May 8, 2026*

***Heidi Chambers, Radiology Science Faculty***

*Reason: Resigned*

*Effective May 8, 2026*

***Hemanta Dulal, Assistant Professor, Mechanical Engineering Technology***

*Reason: Non-Renewal of Contract*

*Effective May 8, 2026*

***Michelle Slattery, Associate Professor/Program Coordinator, Psychology and Sociology***

*Reason: Resigned*

*Effective May 8, 2026*

***Alexander West, Assistant Professor/Program Director, Mechanical Engineering Technology***

*Reason: Resigned*

*Effective May 14, 2026*

***Sarah Grissom, Academic Liaison, Engineering Technology, Business and Criminal Justice***

*Reason: Resigned*

*Effective May 21, 2026*

***Chana Robinson, Administrative Assistant, Student Records***

*Reason: Retired*

*Effective May 29, 2026*

***Tori Sauder, Lead Infant Toddler Teacher, Child Development Center***

*Reason: Resigned*

# 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
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

## March

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				

## 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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# Policy Governance® Model

