North Central State College

Board Packet
July 22, 2026

This document has been prepared in compliance with WCAG 2.1 Level AA accessibility standards.
For accommodations, contact: swilliam@ncstatecollege.edu

NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, July 22, 2026
4:00 pm – James W. Kehoe Center – Conference Room (164-Kehoe)

I. **CALL TO ORDER –** *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. **PRESIDENT'S REPORT**– *Provided as part of the retreat* Pages 8, 89
- Preview BOT Annual Planning Retreat Agenda

VI. **REQUIRED APPROVALS AGENDA** (IAW 2.73) **–** *Ms. Linda Nelson*

<u>Consent Agenda</u> **(Action Required)**

<u>Minutes:</u>

A. Approval of Minutes for May 27, 2026 Regular Meeting Pages 10-27

<u>Personnel Actions:</u>

B. Consideration of Approval of Status Change(s) – *R-2026-24* Page 28

C. Consideration of Approval of Employment of College Personnel – *R-2026-25* Pages 29-30

D. Consideration of Approval of College Personnel Professional Growth Recognition – *R-2026-26* Page 31

<u>Regular Agenda</u>

A. Treasurer's Report for May 31, 2026 – *Dr. Dorey Diab* Pages 32-39 **(Action Required)**

B. Treasurer's Report for June 30, 2026 – *Dr. Dorey Diab* Pages 40-47 **(Action Required)**

C. Consideration of Approval of College Completion Plan *- R-2026-27 – Dr. Dorey Diab/Dr. Kelly Gray* Pages 48-82 **(Action Required)**

VII. **POLICY GOVERNANCE**

A. Discussion of Agenda Planning (IAW 02.72) – *Ms. Linda Nelson*

1. Discussion of PolGov Policy 2.70 Agenda Planning Policy & Annual Agenda for Academic Year (AY) 2026-2027 — Pages 83-85

2. Review of Actionable Items — Page 86

3. Owner Connections (IAW 2.72a.)

4. Annual BOT Self-Reflection Questionnaire Trend Results — sent separately

VIII. BOARD CHAIRPERSON'S REPORT – *Ms. Linda Nelson*

1. 2027 NCSC BOT Proposed Meeting Dates — Page 88

2. 2026 Trustee Conference: Thursday, September 10, 2026 (Columbus, OH)

3. ACCT Leadership Congress (October 21-25, 2026) (Chicago, IL)

IX. MEETING EVALUATION (IAW 02.06) **–** *Ms. Linda Nelson*

X. TIME AND PLACE OF NEXT MEETING

- Wednesday, August 26, 2026 – (Hybrid) Fallerius Technical Education Center, BOT Conference Room 165-F & Zoom

XI. ADJOURNMENT

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)

NCState Rep.	OSU-M Meeting Date	NCState Meeting Date	OSU-M Rep.
		January 21, 2026	
		February 25, 2026	
P. Williams	March 19, 2026 *Cancelled*	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)

July 2026	**22 – Regular Board of Trustees Meeting/Annual Planning Retreat (Kehoe)**
August 2026	**26 – Regular Board of Trustees Meeting (Fallerius)**
September 2026	**10 – 2026 ODHE Trustee Conference (Columbus)** **17 – Ohio State Mansfield Advisory Board Meeting** **23 – Regular Board of Trustees Meeting (Fallerius)**
October 2026	**8 – Foundation Scholarship Luncheon (Kehoe)** **21-24 ACCT Leadership Congress (Chicago, IL)** **28 – Regular Board of Trustees Meeting (Fallerius)**
November 2026	**No Regular Board meeting scheduled for November 2026** **12 – OACC Governing Board Meeting (Columbus State)** **12-13 OACC Annual Conference (Columbus State)** **19 - Ohio State Mansfield Advisory Board Meeting**
December 2026	**2 – Regular Board of Trustees Meeting (Fallerius)** **2 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall)** **3 – NCSC Employee Appreciation Event (Ralph Phillips Conf. Ctr.)**
January 2027	**20 – Regular Board of Trustees Meeting (Fallerius)**
February 2027	**24 – Regular Board of Trustees Meeting (Fallerius)**
March 2027	**24 – Regular Board of Trustees Meeting (Fallerius)**
April 2027	**15 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center)** **28 – Regular Board of Trustees Meeting (Fallerius)**
May 2027	**6 – Graduate Picnic** **7 – Commencement (Graduation)** **26 – Regular Board of Trustees Meeting (Fallerius)**
June 2027	**No Regular Board meeting scheduled for June 2027**
July 2027	**28 – Regular Board of Trustees Meeting/Annual Planning Retreat (Kehoe)**
August 2027	**25 – Regular Board of Trustees Meeting (Fallerius)**
September 2027	**?? – 2026 ODHE Trustee Conference (Columbus)** **?? – Ohio State Mansfield Advisory Board Meeting** **22 – Regular Board of Trustees Meeting (Fallerius)**

Board July Meeting & Summer Planning Retreat

July 22, 2026 – Agenda

Location: Kehoe Center (Conference Room 164)

4:00pm – 4:40pm	Regular July Board Meeting (40 minutes) *(Consent Agenda, Regular Agenda, May Treasurer's Report, Annual Board Self-Reflection Questionnaire)*
4:40pm – 5:00pm	Dinner/Social Time/Break (20 minutes)
5:00pm – 5:30pm	Global Ends Policy 1.0 Vision, Mission, Strategic Goals (30 minutes)
5:30pm – 6:00pm	Ends Policies (30 minutes) Valuing and Respecting Individuals Policy 1-10 Equal Opportunity Policy 1-20 Career Readiness and Development Policy 1-30 Transferability Policy 1-40 Enrichment Policy 1-50
6:00pm – 6:10pm	Break (10 minutes)
6:10pm – 6:40pm	Executive Limitations (30 minutes) Global Limitations 4.00 Communication and Support to the Board 4-10 Treatment of Consumers 4-20 Treatment of Employees 4-30 Compensation and Benefits 4-40
6:40pm – 7:10pm	Executive Limitations (continued-30 minutes) Financial Planning / Budgeting 4-50 Financial Condition and Activities 4-60 Asset Protection 4-70 Focus of Grants and Contracts 4-80 Emergency CEO Succession 4-90
7:10pm – 7:20pm	Break (10 minutes)
7:20pm – 7:50pm	College Sustainability Position & Preparing for the Future
7:50pm – 8:20pm	Board Executive Session
8:20pm – 8:30pm	Board Meeting with President/Acceptance of Monitoring Report
8:30pm	Adjournment

Required Approvals Agenda

<u>Consent Agenda</u>

<u>Minutes:</u>

A. Approval of Minutes for May 27, 2026 Regular Meeting

<u>Personnel Actions:</u>

B. Consideration of Approval of Status Change(s) – *R-2026-24*

C. Consideration of Approval of Employment of College Personnel – *R-2026-25*

D. Consideration of Approval of College Personnel Professional Growth Recognition – *R-2026-26*

<u>Regular Agenda</u>

A. Treasurer's Report for May 31, 2026 – *Dr. Dorey Diab*

B. Treasurer's Report for June 30, 2026 – *Dr. Dorey Diab*

C. Consideration of Approval of College Completion Plan *- R-2026-27 – Dr. Dorey Diab/Dr. Kelly Gray*

North Central State College
Board of Trustees' Meeting
May 27, 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 nine in person and none online.

Board Chair, Ms. Linda Nelson called the meeting to order at 5:33 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
Mr. Mark Masters
Dr. Dwight McElfresh
Ms. Elisabeth Morando
Ms. Linda Nelson
Ms. Duana Patton
Mr. Steven Stone
Mr. Patrick Williams
Ms. Kimberly Winkle

III. INTRODUCTION OF GUESTS

President Diab introduced Ms. Marcella Smith, Trustee for The Ohio State University at Mansfield Advisory Board. President Diab also introduced Dr. Kelly Gray, Vice President for Academic and Student Services (online); Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation, and introduced Ms. Amber Wertman (online), the new Executive Director for the College Foundation.

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

Ms. Linda Nelson explained that the primary focus of tonight's meeting will include: Hearing the report from our Ohio State University Mansfield Advisory Board representative; Conducting the routine business of the College; Hearing the FY2025-2026 Budget Proposal and Considering it for Approval; and Continuing with our regular Policy Governance Training and Policy Review.

V. OSU-MANSFIELD ADVISORY BOARD REPORT – *Ms. Linda Nelson*
- Ms. Marcella Smith (Trustee, OSU-M Advisory Board)

Board Chair, Ms. Linda Nelson welcomed Ms. Marcella Smith of the OSU-M Advisory Board and offered her the floor to present her report. Ms. Smith thanked the Board for inviting her to join our Board meeting. Ms. Smith's report was as follows:

- At the May 21st Mansfield Board meeting, the following were appointed as the officers for the upcoming 2026-2027 year: Amy Goyal, Chair, Zoi Romanchuk, Vice-Chair, and Kenneth Kmetz, Secretary.

- The Nominating Committee Chair, Zoi Romanchuk, reported that Jeremy Secrist will be recommended for the Mansfield Board for a three-year term (which carries with it the possibility of being reappointed for two additional three-year terms). Student Alex Rathburn will be recommended for appointment as the student board member for a one-year term (which carries with it the possibility of being reappointed to a second, one-year term.

- Jerry Clark, the Mansfield Campus's representative to the OSU Alumni Association Council's board, reported on the two-day spring meeting held in Columbus. The council heard from the Offices of Government Affairs, Marketing, others, but interesting was these alumni associations stats:

    - There are a total of 630,372 living alumni in 50 states and 175 countries, with over 900,000 total degrees conferred since the first class in 1878. Some current alumni stats by state:

        - Ohio – 370,263
        - California – 25,995
        - Florida – 24,431
        - Texas – 14,740
        - Illinois – 13,429
        - New York – 12,856

- The Council members also toured the Multispecies Animal Learning Complex at OSU's Waterman Ag and Natural Resources Lab. This facilities' education mission is to "sustain life" across the state and it houses about 2,200 animals including dairy and beef cattle, equine, swine, poultry, and small ruminants (small cloven-hoofed mammals like sheep and goats). The permanent housing for roughly 30 horses (mares, stallions, and young horses) allows each to have its own stall featuring its own outdoor turnout area.

- Aside from what was reported at the Mansfield Board's meeting, I wanted to share with you information on the Ecolab – the 640+ acres of campus land which offers a unique setting to deliver the three pillars of OSU's Land Grant mission – education, research and extension.

- Stewardship should be a guiding principle that shapes our relationship with nature. The Ecolab is a primary outreach hub for the Ohio Woodland Stewards and born of our partnership with the school of Environment and Natural Resources. It is one of the marquees Living Lab programs within the broader Ohio State constellation.

- Gabe Karns, OSU Mansfield's Land Manager, provided this report on Ecolab updates:

  - 8th year of syrup production was the shortest ever (17 days) but we made the third most amount of syrup ever – so it was intense!
  - Two full-time Ecolab technicians wrapped up a full, one-year term position in April and were moving on to other employment opportunities in the environmental field.
  - The Ecolab now has drafted a formal report template detailing case study findings from various projects around the campus.
  - Ecolab was recognized within the OSU Sustainability Institute as an exemplar for promoting the "3 pillars of the Land Grant mission" as noted before.
  - The free and open to the community Saturday maple Syrup production program again had 100 participants.

NCSC Trustee, Ms. Kristin Aspin added a few of her insights from the OSU-M Advisory Board meeting as well.

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

A. Student Organizations/Activities Updates

President Dorey Diab presented the Student Engagement report as follows:

<u>TRiO SSS Update:</u>

- On April 23, the annual TRIO Awards & Graduation Celebration was held. The night was an opportunity to celebrate the many achievements of students within the TRIO SSS program with their family and friends, and the faculty and staff who supported them during the academic year. The night also featured words of encouragement from Mr. Rajan Franklin, TRIO and NC State alumni. We recognized 30 TRIO student graduates (our biggest group so far) and the following award recipients:
  - ✓ Directors Award: Landon Hyatt
  - ✓ Trio Maverick: Nicci See, AiRese Deans
  - ✓ Rising Star Award: Shanna Clay, Thomas Foley
  - ✓ Trio Champion: Katy Bennett (Staff), Jordynn Liggett (Faculty)
  - ✓ Outstanding Tutor: Sheri Brenneman
  - ✓ Outstanding Participation: Ryan Earles, Mik'a Letlow

Psi Beta – Psychology Fraternity

- Since Faculty Advisor, Michelle Slattery has resigned from her faculty position, she is not certain what will happen with Psi Beta. For the past few years, there has not been much interest or engagement with this group. She thought Laura Irmer and Steve Haynes would be deciding on how to proceed with Psi Beta.

Phi Theta Kappa Update:

- PTK grew to 15 members by the end of 25-26 academic year, with 3 graduating (all in the College Now Business program).

- PTK Chapter President Jesse Halfhill was recognized as OACC All Academic First Team, first student speaker for the Hall of Excellence event, and was the Student Scholar of the Year.

- He received nearly $6000 in PTK scholarships to further his education at Ashland University in the fall, majoring in finance.

Honors College Update:

- The Honors College Poster Exhibition on April 29 featured 12 students with 14 research projects. Due to renovations, the event was held at the Shelby Kehoe facility.

- Students were available to share information regarding their research with guests during the 4-5:30 event reception.

- The Honors College was honored to have two students graduate from the program and receive the Honors College medallion at graduation.

Viktoria Arnett

Viktoria Arnett is graduating with an Associate of Applied Science in Engineering Technology. Viktoria will be attending Ohio Northern University in the fall to major in Electrical Engineering with concentrations in Robotics and Cybersecurity.

Jesse Halfhill

Jesse Halfhill is graduating with an Associate of Arts in Business Administration. He is currently attending Ashland University and will double major in Business Analytics and Finance with an anticipated graduation date of May, 2028.

Jesse is working on securing an internship at a financial services company for the summer, with a long-term goal of working in corporate.

B. North Central State College Foundation Development and Update – *Dr. Dorey Diab*

Dr. Dorey Diab communicated the following report on behalf of the College Foundation:

Foundation-Emerald Club - Major Gifts-

- Fundraising income deposited through first half of May, FY26 $510,483 – Goal of $442,560
- Employee Campaign – Total for FY27 $5,005
- Scholarship Selection – Sent out $258,350 award offers so far for FY27

Workforce

- Non-credit Workforce income since February, completed including OSHA - $30,092 *part of income from utilizing certificate funding

- Foundation/Hospital Partnership Nursing Students enrolled for Summer semester
  - PN - 17
  - LPN to RN Articulation - 7
  - BSN - 5
  - Rentals income FY26 $40,508 - Goal of $37,000

- Workforce Training Schedule – June
  - Customized corporate trainings schedules for Eagle Crusher and Gorman Rupp
  - Baker's Pizza and RMC being developed with company leaders
  - Excel Workshop – Crawford Success Center
  - Leadership and Supervision Series 1 – Brethren Care Village Ashland

C. Monitoring Report: Executive Limitations Policy - ENDS Focus of Grants and Contracts (04-80)

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

3357:13-04-80 ENDS Focus of Grants and Contracts (Executive Limitations)

The CEO will not enter into any grant or contract arrangements that fail to emphasize the production of ends and the avoidance of unacceptable means.

The CEO will not

4.81 Allow grantees to be unaware of restrictions on particular methods and activities to preclude grant funds from being used in unethical, unlawful, or imprudent ways.

4.82 Make grants to grantees that do not have, in the CEO's opinion, the capacity to produce appropriately targeted, efficient results.

4.83 Fund specific methods except when doing so for research purposes, when the result to be achieved is knowledge about differential effectiveness of various methods.

Effective: January 18, 2023
Next Review: December 3, 2025
Review Dates: 8/25/10, 7/30/11, 12/5/12, 12/4/13, 2/25/15, 12/2/15, 12/7/16, 12/6/17, 12/5/18, 12/4/19, 12/2/20, 12/1/21, 12/7/22, 1/18/23, 12/6/23, 12/4/24

The College acts as a financial agent on multiple grants. These grants are performed by college employees or other quasi-employees (i.e., they receive their paychecks from the College, who acts as the financial agent, with employees being either directly or indirectly employed by the College). Examples include TRIO, Title III, and Early Head Start. The College holds such employees to the standards specified by the grantor, in addition to the College standard operating procedures. We generally do performance evaluations of these employees in collaboration with the entities they represent. Renewal of many of these grants is evidence of the college acting in a prudent, lawful and ethical way. We also turned down some grants that were not in alignment with our mission, or did not have the capacity to do.

Since 2014, the college has managed and continue to manage over 31 million dollars in grants, including capital projects, in prudent, lawful and ethical ways. Any major changes to grant contracts are addressed with government representatives or the state controlling board to receive official permissions prior to proceeding.

<u>Grants awarded</u>: We continue to be successful with our grant efforts. The amount is over $3.18 million this past year (FY2024) from local, state, and federal sources. Grants/Scholarships Awarded (beyond fundraising) a total of $2,932,408:
1. Early Head Start - $646,493
2. Early Childhood Education - $106,250
3. Perkins - $111,658
4. Work Ready - $100,000 (not received yet and not included in total)
5. Trio - $272,364
6. Choose Ohio First 19.07 - $12,628
7. Choose Ohio First 21.31 - $272,829
8. Choose Ohio First 22.25 - $112,500
9. Choose Ohio First 23.25 – $36,000
10. Title III - $440,630
11. Artificial Intelligence - $100,000
12. Digital Holistic Student Support - $500,000
13. Strengthening Community Colleges 5 - $132,656
14. Prevention First - $15,000
15. Reducing Barriers - $20,000
16. Strong Start (HS) - $3,400
17. Strong Start to Science - $50,000
18. Leah Myers - $100,000

D. College Updates / Other

College Update

1. Chair Linda Nelson, President Diab, VP Kelly Gray, Faculty Rita Wiening, Assistant Dean Brooke Miller, and Rep. Marilyn John, celebrated our College-Now Business student Jesse Halfhill's selection into the Phi Theta Kappa (PTK) All-Ohio Academic Team. The event was held by OACC at the statehouse, with the presence of Jesse's parents Joel and Jill, and the national president of PTK Dr. Lynn Tincher-Ladner. Jesse received a $1,000 scholarship being in the All-Ohio Academic Team, 1st Team; a proclamation of achievement from Rep. John and Speaker Huffman.
   - Jesse currently serves as the President of the College's Beta Theta Eta Chapter of Phi Theta Kappa; is a member of the NC State Honors College; and was the only student ever invited to speak at the annual North central Ohio Hall of Excellence Induction Ceremony. Jesse is also the recipient of the $1,000 Franklin B. Walter Scholarship by the Mid-Ohio Education Service Center Board of Governors. He received nearly $6000 in PTK scholarships to further his education at Ashland University in the fall, majoring in finance.

2. On Monday, April 27, President Diab was interviewed by an Ashland University doctoral candidate student, Ling Zeng, whose dissertation was on dual enrollment in Ohio.

3. On Wednesday, April 29, many Honor College students exhibited their posters at Kehoe. The posters continue to show depth of topics and presentation skills.

4. On Thursday, April 30th, and Friday May 1, the Digital Holistic Student Support team, and Achieving the Dream coaches visited the College to interview staff and continue their fact finding of the College technology infrastructure on the inter-operability of the Customer Relation Management System, the Student Information System, and the Faculty-Student classroom software, to mind the data and provide additional insights for better decision making on student success.

5. On Wednesday, May 6, the scoring committee of the Route 30 Broadband project met at the College to evaluate the three bidders who submitted proposals on the project. The committee was made of team members form Broadband Ohio, The Ohio Department of Transportation, The Ohio Academic Resource Network, Mansfield Mayor, Richland Commissioner, and the College President. The decision was made to award the project to one finalist who will be named later after the contract is signed.

6. On May 6, and at the invitation of Dave Eichinger, President Diab and a dozen community leaders met with our area new U.S. House of Representative Bob Latta to discuss the latest activities in Washington D.C. and the region. The new redistricting in Ohio made the north side of Mansfield as well as our campus and the Kehoe Center part of his service region (that was originally part of Rep. Jim Jordan's service area).

7. On Friday evening, May 8, Dr. Karen Stout, CEO of Achieving the Dream provided the commencement address at North Central State College! She stated: "Because when a community college like North Central State College is thriving, it does far more than educate students. It

becomes a force for regional possibilities. It strengthens employers, fuels local talent, anchors civic life, and creates hope where hope is needed most."

VII. REQUIRED APPROVALS AGENDA

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 April 22, 2026 "Regular Meeting"

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

CONSIDERATION OF APPROVAL OF
STATUS CHANGES

R-2026-18

<u>STATUS CHANGE</u>

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.

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

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

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."*

REGULAR AGENDA

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

Ms. Lori McKee presented the Treasurer's Report for the period ending April 30, 2026. She stated that revenues for the month totaled $978,709. Expenditures were $1,581,576 leaving a deficit of $602,867. Year-to-date revenues totaled $24,224,593. Year-to-date expenditures totaled $15,253,546 leaving an excess of $8,971,047. The Month End Investment Balance for April 2026 was $15,018,782 ($3,338,351) in Star Ohio and $11,680,431 in Park National Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of the Treasurer's Report for the period ending April 30, 2026. Mr. Mark Masters seconded the motion, and following some brief discussion, the item was approved with a unanimous vote.

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

CONSIDERATION OF APPROVAL OF
2026-2027 OPERATING BUDGET

R-2026-21

***WHERAS:** 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.*

Ms. Lori McKee explained that making a variety of assumptions on how the budget may go as well as other projected revenues and expenditures at the College, we are confident that this budget proposal is our best assessment at this point. Ms. McKee continued with discussion of the various components and rationale for the assumptions for Revenues and Expenditures.

ACTION TAKEN: Mr. Patrick Williams moved for approval of resolution R-2026-21 2026-2027 Operating Budget. Mr. Steven Stone seconded the motion, and following some brief discussion, the item was approved with a unanimous vote.

NORTH CENTRAL STATE COLLEGE
FY27 Budget Development Summary Worksheet

	Proposed FY 2026	Amended FY2026	Proposed FY 2027
Revenues:			
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	-
Total Revenues	23,138,211	23,223,568	24,805,364
Expenditures:			
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			
Total Expenditures	23,088,211	23,173,568	24,755,364
	50,000	50,000	50,000
Total Payroll and Benefits	14,861,864	14,586,472	14,861,864
	0.64	0.63	0.60

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

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 2026-2027fiscal year.*

Ms. Lori McKee explained that there were no changes to the current policy language for the coming year.

> **ACTION TAKEN:** Ms. Duana Patton moved for approval of resolution R-2026-22 Policy 17-04 Investment Policy for Fiscal Year 2027. Ms. Elisabeth Morando seconded the motion and the item was approved with a unanimous vote.

D. Consideration of Approval of Curriculum for Spring Semester – R-2026-23
– Dr. Dorey Diab/Dr. Kelly Gray

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.*

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of resolution R-2026-23 Approval of Curriculum for 2026 Spring Semester. Ms. Kimberly Winkle seconded the motion, and the item was approved with a unanimous vote.

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

CC Mtg Date	Proposal	Proposal Type	Vote	Rationale
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

VIII. 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 June, July, and August.

2. Preview 2026-2027 Annual Calendar/Agenda
Board Chair, Ms. Linda Nelson explained that the Annual Calendar/Agenda is a preview of the DRAFT agenda items and activities planned for the coming year.

3. Review of Actionable Items.

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

a. At the May 20th OACC Governing Board meeting, inquire about details and virtual options for Trustee Training at the Ohio Trustee Conference and report back to the board. – This item will be addressed later in the agenda.

b. Confirm Trustee attendance for the July Annual Board Planning Retreat – This item will be addressed later in the agenda.

c. 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. – This item will be addressed later in the agenda.

d. Solicit Trustee meal preference from Panera Bread for July Annual Board Retreat – This item to be done prior to the retreat.

e. Hand deliver Annual Monitoring Report to Trustees in preparation for Annual Planning Retreat – This item to be done the week prior to the retreat.

f. HB96: General Education Curriculum Review. – This item to be addressed at the appropriate time in the future.

g. HB96: General Education Curriculum Changes – This item to be addressed at the appropriate time in the future.

4. Community Connections.

Ms. Elisabeth Morando reported positive feedback received through LeaderRichland discussions and shared encouraging higher education enrollment trends. She noted recent reports indicating that community colleges continue to be the fastest-growing sector in higher education, with enrollment increases outpacing those of four-year institutions, reinforcing the value and relevance of the community college mission.

Dr. Dwight McElfresh reflected on conversations held during the Graduate Picnic, sharing that graduates expressed appreciation for their educational experiences and optimism regarding their future educational and career opportunities.

Ms. Duana Patton shared her appreciation for being recognized as a Trustee during commencement activities. She noted that the recognition generated positive conversations with neighbors and community members, providing an opportunity to discuss the College and its impact on students and the region.

Mr. Patrick Williams reported attending the Mansfield Senior High School graduation, where he engaged in conversations with parents regarding their students' future educational plans. The discussions highlighted growing interest in affordable, accessible pathways to higher education and career preparation.

Ms. Kimberly Winkle shared a newspaper article featuring Crestline High School graduates. She noted that several students highlighted their post-graduation plans, including enrollment at North Central State College, reflecting the institution's continued visibility and appeal among local graduating seniors.

Ms. Kristin Aspin reported that while accompanying a school field trip involving seventh- and eighth-grade students, she engaged in numerous conversations about North Central State College. Discussions focused on academic programs, College Now, and College Credit Plus opportunities, generating interest and positive engagement from both students and parents.

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

1. Mr. Mark Masters led the discussion of Rehearsal Scenario 6.01 “How Much Should Board Members Contribute?

In this 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?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Dr. Dwight McElfresh led the discussion and review of Governance Process policies 3.0, 3.1 and 3.2. The Board concurred that policies 3.0, 3.1, and 3.2 are all still relevant and still accurate.

3. BOT Annual Self-Reflection Questionnaire & Annual Self-Assessment Survey discussion (prep for Annual Planning Retreat (July 22, 2026) – Board Secretary, Mr. Stephen Williams pointed out that the Annual Self-Assessment Survey focuses on the group performance over the past year whereas; the Self-Reflection Questionnaire (individual tool) focuses on the individual's comprehension of policy governance and other Board work principles to help the Board Executive Committee focus future training needs towards a deeper self-awareness and comprehension of the individuals. It is unfair to administer this tool when new trustees are newly onboarded and have not really had sufficient time to see these principles in action. Since there have been several new trustees onboarded in recent years, the decision had been to employ the Self-Assessment Survey (group tool) until new trustees have some time to get acclimated to policy governance and other Board dynamics. The board decided that new trustees have had ample exposure to begin using the annual self-reflection questionnaire (individual assessment tool) rather than the self-assessment survey (group assessment tool).

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

A. Follow-up from Graduate Picnic & Commencement Ceremony (May 7 & 8)

Ms. Linda Nelson shared her impressions of the Commencement Ceremony and what it meant to her to be able to stand before this audience and really get to take in all that this day means to so many and her pride in being able to be a part of this transformation. Dr. Dwight McElfresh shared that he had the opportunity to meet with many of the graduates at the graduate picnic and was impressed by the positive influence the College has had on this group of young people and how mature, determined and focused their next steps are in their career journey. Other Trustees who attended the Commencement Ceremony shared their impressions and observations as well.

B. Follow-up from 2026 LeaderRichland (May 14, 15, & 18; 7th & 8th grade boys)

Ms. Linda Nelson shared that she felt the groups that she had were very tentative or very engaged. Some of them did a better job of delegation and working as a team, and others struggled a little bit with that, but they did participate, and there were so many good teams each time. Although there only ended up being one group that was a bit out of sorts, overall it was all good.

Dr. Dwight McElfresh, Ms. Elisabeth Morando, and Mr. Patrick Williams shared similar observations that team members for the most part were supportive of each other and really into the element of competition. For the most part, they were respectful. Trustees thanked Mr. Steve Williams for his efforts and putting all pieces together to make such a successful presentation. It really worked out well. Ms. Nelson added, I really felt that we fed off of each other really nice in focusing on the leadership concepts and other information about the College.

C. BOT July Regular Meeting & Annual Planning Retreat (July 22nd) Kehoe Center)

Ms. Linda Nelson reminded Trustees that the July meeting and annual planning retreat is July 22nd at Kehoe. It starts at 4:00pm then we have a light dinner before going into our planning retreat. So, when Steve puts that out, just remember it's at the Kehoe in the big "Glass Room."

D. Follow-up from the OACC Governing Board Meeting (May 20, 2026)

Ms. Linda Nelson called upon Dr. Dwight McElfresh who serves as the Board's Voting Delegate to the OACC Governing Board for some highlights of the last meeting. Dr. McElfresh provided the following highlights:

- Approval of new officers with him as President elect and reported on leadership changes at several colleges including retirements at Clark State and Cincinnati State.

- Shared discussions on concerns about the lack of movement on board appointees, noting that some colleges have been waiting over two years and Marion Tech sometimes lacks a quorum.

- Mentioned challenges with short-term Pell grants and bureaucracy, while praising Ohio's leadership and association president.

- The group discussed upcoming ethics training requirements, with Mr. Stephen Williams recommending they stay on top of ethics compliance while noting that attending the annual meeting in Columbus on September 10th might satisfy this and all other training requirements.

D. 2026 Trustee Conference: Thursday, September 10, 2026 (Columbus, OH)

Ms. Linda Nelson provided a reminder that September 10th is the Trustee Conference. She will be at Columbus State, and asked that others place that on their calendar. Usually there's some kind of invite that comes out for trustees to register so that they know you're coming. This year's event will be particularly important as Trustees from all over the State will be looking to fulfill the Trustee Training requirements that this event promises to satisfy. Now is the time to pencil this date into your calendar and plan to register to attend as soon as the registration becomes available to avoid the event closing out, if that is possible.

E. 2026 ACCT Leadership Congress (October 21-24, Chicago, IL)

Ms. Linda Nelson reminded Trustees that the Leadership Congress is October 21st through the 24th in Chicago, IL. There was some brief discussion on who is planning to attend and other discussion about the proposed presentation(s). There was discussion of the responsibility of the College's ACCT Voting Delegate. Following some discussion, Dr. Dwight McElfresh volunteered to be the voting delegate again. There was a discussion on other travel arrangement considerations (driving vs flying).

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

Board Chair, Ms. Linda Nelson called for a discussion on tonight's meeting evaluation. Trustees appreciated having everyone present as well as the policy governance discussions by Dr. Dwight McElfresh and Mr. Mark Masters.

XI. TIME AND PLACE OF NEXT MEETING

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, July 22, 2026 at 4:00 pm at the Kehoe Center in Shelby (Room 164, 1st Floor)

XII. ADJOURNMENT

Board Chair, Ms. Linda Nelson called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Ms. Linda Nelson declared the meeting adjourned at 7:11 p.m.

Respectfully submitted:

______________________________	______________________________
Mr. Stephen R. Williams, Board Secretary	Ms. Linda S. M. Nelson, Board Chair

CONSIDERATION OF APPROVAL OF STATUS CHANGES

R-2026-24

<u>STATUS CHANGE</u>

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

BEGINNING July 1, 2026
Caree Bash
- *Caree Bash will move from Director, CCP to Dean, Access and Enrollment.*

BEGINNING July 1, 2026
Jerry Bell
- *Jerry Bell will move from Enrollment Specialist to Assistant Director of Admissions.*

BEGINNING July 1, 2026
Abigail Crager
- *Abigail Crager will move from Full Time Office Assistant to Full Time Administrative Assistant, Engineering, Business and Criminal Justice Division.*

BEGINNING July 1, 2026
Yvonne Hawes
- *Yvonne Hawes will move from Part Time Office Assistant to Part Time Administrative Assistant, Liberal Arts Division.*

BEGINNING July 1, 2026
Nicholas Ramey
- *Nicholas Ramey will move from Advisor, CCP to Lead Advisor, CCP.*

CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL

R-2026-25

<u>NEW HIRES</u>

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

BEGINNING June 1, 2026
Victoria Haas, Infant/Toddler Lead Teacher, Child Development Center
Ohio State University, Associate of Arts, Early Childhood Development and Education

BEGINNING June 22, 2026
Krystal Pasqualini, Assistant Director of Financial Aid
Ashland University, Master of Business Administration
College of Wooster, Bachelor of Arts, Anthropology

BEGINNING June 30, 2026
Margaret Sulser, Part-Time Center Support Assistant, Crawford Success Center
Ashland Theological Seminary, Master of Arts, Christian Education
Mount Union College, Bachelor of Arts, Sociology

BEGINNING July 13, 2026
Angy Alkire, Nursing Lab Coordinator
Ohio University, Bachelor of Science, Nursing
North Central State College, Associate of Applied Science, Nursing

BEGINNING July 13, 2026
Colleen Delamater, Part Time Administrative Assistant, Registrar
Ohio Northern University, Bachelor of Science, Business Administration

BEGINNING July 13, 2026
Melissa Kodger, Academic Liaison, Engineering Technology, Business and Criminal Justice Division
Wright State University, Bachelor of Arts, Biological Sciences
Ashland University, Bachelor Plus Teaching Certificate

BEGINNING July 15, 2026
Cory Herrmann, Facility/Program Coordinator, Correctional Education
Indiana University, Bachelor of Business Administration
Anderson University, Master of Business Administration

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-25

Victoria Haas is hired as Infant/Toddler Lead Teacher at the Child Development Center to replace Tori Sauder.

Krystal Pasqualini is hired as Assistant Director of Financial Aid to replace Chloe Mealey.

Margaret Sulser in hired as a Part-Time Center Support Assistant, Crawford Success Center to replace Leigh Gribble.

Angy Alkire is hired as Nursing Lab Coordinator to replace Sara Woodruff.

Colleen Delamater is hired as Part-Time Administrative Assistant in the Registrar's Office.

Melissa Kodger is hired as Academic Liaison, Engineering Technology, Business and Criminal Justice division, to replace Sarah Grissom.

Cory Herrmann is hired as Facility/Program Coordinator, Correctional Education to replace Corisa Welch.

CONSIDERATION OF APPROVAL OF
COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION

R-2026-26

Amanda Windom *has completed an Associate of Applied Science degree in Human Services from North Central State College.*

THEREFORE, BE IT RESOLVED: *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective May 11th in accordance with the policy adopted under resolution 1991-30 for "Professional Growth Recognition."*

Thomas Prendergast *has completed 60% of an EdD degree in Higher Education Administration from the University of Mississippi.*

THEREFORE, BE IT RESOLVED: *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective June 8th in accordance with the policy adopted under resolution 1991-30 for "Professional Growth Recognition."*

Jeffery Everly *has completed a Bachelor of Science degree in Cybersecurity & Information Assurance from Western Governors University.*

THEREFORE, BE IT RESOLVED: *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective June 22nd in accordance with the policy adopted under resolution 1991-30 for "Professional Growth Recognition."*

Md Saiful Islam *has completed a Master of Science degree in Data Science from Eastern University.*

THEREFORE, BE IT RESOLVED: *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective June 22nd 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

May 31, 2026

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

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Amended Budget	Prior YTD	Current vs. Prior
Revenues:																	
State Share of Instruction	$830,619	$830,619	$830,619	$830,619	$830,619	$830,618	$850,411	$850,411	$850,411	$850,411	$850,411	$9,235,768	9,245,667	($9,899)	10,086,182	$8,637,154	$598,614
Student Tuition and Fees	5,243,834	$1,267,570	$84,902	$2,132,529	$3,853,689	$1,007,681	$720,296	$27,424	($92,827)	($520)	$8,314	14,252,892	11,353,382	2,899,510	11,353,382	11,122,386	3,130,506
Other Revenues	14,956	$146,022	$114,347	$63,271	$110,623	$108,596	$38,084	$139,594	$10,172	$36,383	$45,169	827,218	585,017	242,202	638,200	915,184	(87,966)
University Center	0	$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	$0	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	46,875	689,203	654,487	34,716	719,217	665,460	23,743
Workforce & Community Development	3,579	1,817	36,816	14,736	2,704	9,909	817	12,565	28,751	7,716	4,104	123,514	309,480	(185,966)	337,615	156,312	(32,798)
Facilities	9,495	240	$6,040	$3,305	$620	$6,756	$239	1,340	$1,100	$5,573	$4,192	38,900	44,891	(5,991)	48,972	37,124	1,776
Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0		-	0	0
Total Revenues	**$6,174,183**	**$2,297,053**	**$1,211,232**	**$3,110,691**	**$4,843,715**	**$2,012,813**	**$1,662,838**	**$1,085,216**	**$855,955**	**$978,709**	**$959,065**	**$25,191,470**	**$22,232,924**	**$2,958,546**	**$23,223,568**	**$21,627,017**	**$3,564,453**
Expenditures:																	
Payroll	$235,173	$779,440	$722,678	$720,065	$744,347	$741,958	$940,028	$716,586	$711,099	$718,459	$556,014	7,585,847.00	7,844,477	$258,630	8,829,175	$7,578,531	($7,316)
Fringes	85,890	$443,880	$273,912	$245,555	$115,551	$293,590	$415,675	$285,941	$285,703	$283,209	$299,545	3,028,451.22	3,516,267	$487,816	4,155,588	2,778,329	(250,122)
Printing	3,861	$5,564	$4,298	$1,011	$4,387	$746	$376	$339	$1,893	$4,673	$579	27,727.59	28,738	$1,010	31,350	24,692	(3,036)
Advertising	1,900	$13,008	$5,781	$8,125	$13,951	$7,033	$9,706	$8,014	$21,207	$26,320	$16,610	131,655.69	144,833	$13,178	158,000	121,612	(10,044)
Postage	0	$266	$0	$370	$11,000	$0	$266	$370	$0	$0	$0	12,271.18	45,833	$33,562	50,000	1,218	(11,053)
Shared Campus Expense	0	$273	$137	$16,638	$0	$0	$495	$0	$212,776	$212,324	$212,324	654,966.04	660,000	$5,034	1,100,000	708,859	53,893
Professional Development	6,432	$9,336	$7,449	$5,436	$32,251	$7,760	$13,130	$7,322	$1,992	$7,433	$10,587	109,127.66	338,924	$229,796	369,735	113,204	4,076
Grants and Scholarships	23,865	$393	$117,298	$111,606	$50	$85	$0	$133,042	$78,033	($500)	$0	463,871.80	2,016,667	$1,552,795	2,200,000	379,057	(84,815)
Equipment Lease and Rental	8,919	$4,460	$4,460	$4,459	$5,782	$1,323	$4,560	$0	$10,172	$2,260	$0	46,393.60	95,517	$49,123	104,200	58,370	11,976
New Equipment	2,489	$18,317	$1,275	$5,147	$38,368	$171	$13,631	($6,130)	$21,289	$37,805	$193,007	325,368.96	631,516	$306,147	688,926	69,865	(255,504)
Professional Fees	26,183	$18,824	$14,051	$24,790	$19,717	$13,088	$24,493	$6,758	$2,181	$30,192	$33,659	213,935.54	323,604	$109,668	353,022	198,478	(15,458)
All Other Expenses	819,498	239,432	604,273	76,427	29,890	99,578	57,321	138,565	135,206	113,722	100,722	2,414,633.69	2,607,525	$192,892	2,844,573	2,277,841	(136,793)
Child Development Center	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	51,975	50,394	54,432	604,095.26	614,462	$10,367	719,217	569,607	(34,488)
Corporate	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	18,100	12,522	13,871	182,353.75	195,020	$12,666	224,438	161,022	(21,332)
Facilities	68,678	128,485	80,243	90,981	65,393	72,914	183,057	81,861	89,821	82,764	73,729	1,017,926.46	1,175,826	$157,899	1,345,344	997,282	(20,644)
Total Expenditures	**$1,303,603**	**$1,775,460**	**$1,910,504**	**$1,380,898**	**$1,148,662**	**$1,301,668**	**$1,770,952**	**$1,438,776**	**$1,641,447**	**$1,581,576**	**$1,565,079**	**$16,818,625**	**$20,239,207**	**$3,420,582**	**$23,173,568**	**$16,037,967**	**($780,658)**
Excess (Deficit)	**$4,870,581**	**$521,593**	**($699,272)**	**$1,729,793**	**$3,695,054**	**$711,144**	**($108,114)**	**($353,560)**	**($785,492)**	**($602,867)**	**($606,014)**	**$8,372,845**	**$1,993,717**	**$6,379,127**	**$50,000**	**$5,589,050**	**$2,783,795**

Total Investment Balance - $15,025,340 ($3,349,102 - Star Ohio and $11,676,238 - Park National)

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

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Amended Budget
Office Supplies	292.36	28.50	932.24	71.00	133.65	1,703.31	8.00	0.00	352.77	49.50	0.00	3,571.33	11,756.25	8,184.92	$ 12,825.00
Instructional Supplies - Lecture	27.49	15.33	0.00	248.26	(213.26)	95.75	0.00	425.17	237.92	402.50	0.00	1,239.16	22,657.25	21,418.09	$ 24,717.00
Paper Supplies	0.00	0.00	0.00	3,922.40	0.00	0.00	0.00	0.00	0.00	0.00	1,828.00	5,750.40	11,000.00	5,249.60	$ 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	1,702.10	37,224.80	27,147.08	(10,077.72)	$ 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	29,172.54	399,836.33	457,102.34	57,266.01	$ 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	480.55	7,936.59	24,135.83	16,199.24	$ 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	0.00	9,716.18	13,873.75	4,157.57	$ 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	0.00	1,375.00	1,375.00	$ 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	535.00	12,040.91	46,026.75	33,985.84	$ 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	41,456.71	1,284,473.73	984,936.21	(299,537.52)	$ 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	0.00	13,750.00	13,750.00	$ 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	1,701.03	4,130.44	11,000.00	6,869.56	$ 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	1,077.99	60,180.89	116,416.67	56,235.78	$ 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	804.57	8,061.82	11,916.67	3,854.85	$ 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	0.00	$ -
Security	0.00	439.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	439.45	2,750.00	2,310.55	$ 3,000.00
Internet Connection	0.00	3,660.88	2,080.44	2,080.44	2,480.44	6,495.36	2,580.44	2,080.44	2,080.44	1,580.44	2,580.44	27,699.76	73,333.33	45,633.57	$ 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	0.00	732.00	3,792.25	3,060.25	$ 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	1,729.28	10,370.25	8,433.33	(1,936.92)	$ 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	2,804.12	50,434.89	47,666.67	(2,768.22)	$ 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	0.00	196,049.00	163,368.33	(32,680.67)	$ 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	0.00	790.45	3,666.67	2,876.22	$ 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	500.00	10,930.00	11,183.33	253.33	$ 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	7,229.13	21,559.62	22,091.67	532.05	$ 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	23.88	7,172.30	10,527.00	3,354.70	$ 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	34.24	4,415.39	8,433.33	4,017.94	$ 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	0.00	125,519.79	139,698.17	14,178.38	$ 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	0.00	150.00	458.33	308.33	$ 500.00
Recruitment	0.00	1,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	3,666.67	2,666.67	$ 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	1,381.42	89,554.81	259,112.36	169,557.55	$ 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	433.59	41,486.90	96,250.00	54,763.10	$ 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)	(5,167.73)	(18,248.48)	0.00	18,248.48	$ -
	819,497.66	239,431.67	604,273.46	76,427.30	29,890.26	99,578.35	57,320.62	138,565.03	135,205.64	113,721.86	90,306.86	2,404,218.71	2,607,525.25	203,306.54	$ 2,844,573.00

North Central State College
Period Ending May 31, 2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Current YTD	Budget Release	Amended Budget	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center																	
Revenues	$ 71,700	$ 50,785	$ 138,508	$ 66,231	$ 45,460	$ 49,252	$ 52,991	$ 53,882	$ 58,347	$ 55,172	$ 46,875	689,203	$ 654,487	$ 719,217	$ 34,716	$ 665,460	$ 23,743
Payroll	6,683	50,841	32,607	33,249	33,403	29,915	49,071	31,927	32,564	30,704	34,024	364,988	$ 326,703	$ 386,103	(38,285)	353,727	(11,261)
Fringes	3,218	44,451	15,993	16,092	5,317	15,585	24,042	15,708	15,807	15,519	16,033	187,765	$ 211,136	$ 249,524	23,371	162,502	(25,263)
Non-Payroll	2,197	3,290	8,730	6,502	4,545	5,135	5,315	3,478	3,604	4,171	4,376	51,343	$ 76,624	$ 83,590	25,281	53,379	2,036
Total Expenses	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	51,975	50,394	54,433	604,096	614,462	719,217	10,366	569,608	(34,488)
Excess (Deficit)	$ 59,602	$ (47,797)	$ 81,178	$ 10,388	$ 2,195	$ (1,383)	$ (25,437)	$ 2,769	$ 6,372	$ 4,778	$ (7,558)	$ 85,107	$ 40,025	$ -	$ 45,082	$ 95,852	$ (10,745)
Corporate																	
Workforce & Community Development																	
Revenues	$ 3,579	$ 1,817	$ 36,816	$ 14,736	$ 2,704	$ 9,909	$ 817	$ 12,565	$ 28,751	$ 7,716	$ 4,104	123,514	$ 309,480	$ 337,615	$ (185,966)	$ 156,312	$ (32,798)
Payroll	1,553	11,400	8,966	10,262	14,008	10,254	14,359	9,920	11,003	7,233	10,718	109,676	$ 93,812	$ 110,869	(15,864)	99,730	(9,946)
Fringes	453	3,690	1,385	2,062	2,200	2,533	3,846	3,251	2,833	2,251	2,793	27,297	$ 34,768	$ 41,089	7,471	24,969	(2,328)
Non-Payroll	6,611	111	6,968	2,121	8,500	0	11,583	1,825	4,264	3,038	360	45,381	$ 66,440	$ 72,480	21,059	36,322	(9,059)
	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	18,100	12,522	13,871	182,354	195,020	224,438	12,666	161,021	(21,333)
Excess (Deficit)	(5,038)	(13,384)	19,497	291	(22,004)	(2,878)	(28,971)	(2,431)	10,651	(4,806)	(9,767)	(58,840)	114,461	113,177	(173,301)	(4,709)	(54,131)

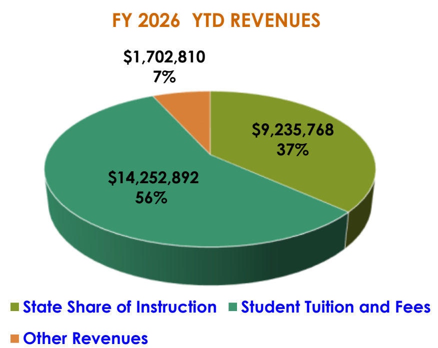
North Central State College

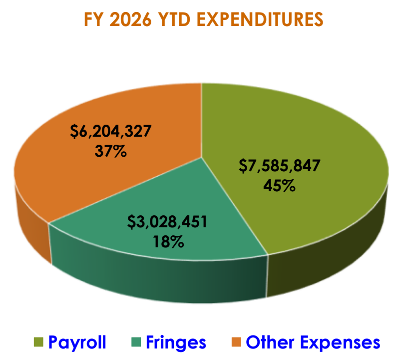
Fiscal Year 2026

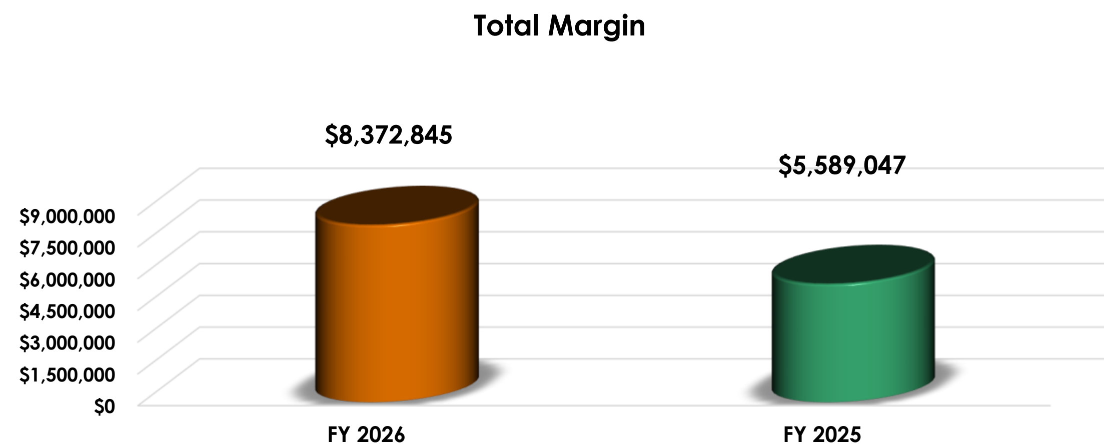
Financial Update

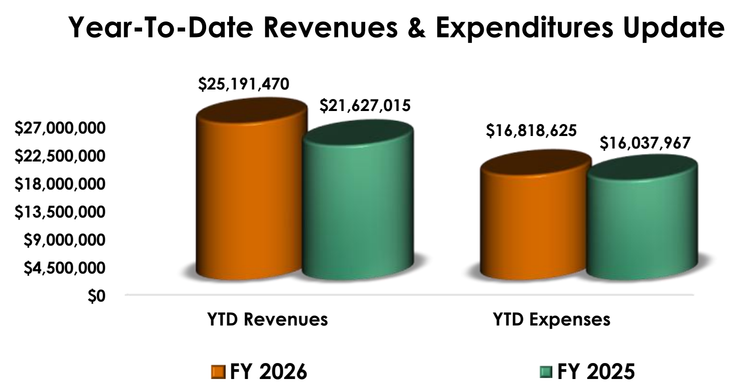
Revenues - Expenditures Summary

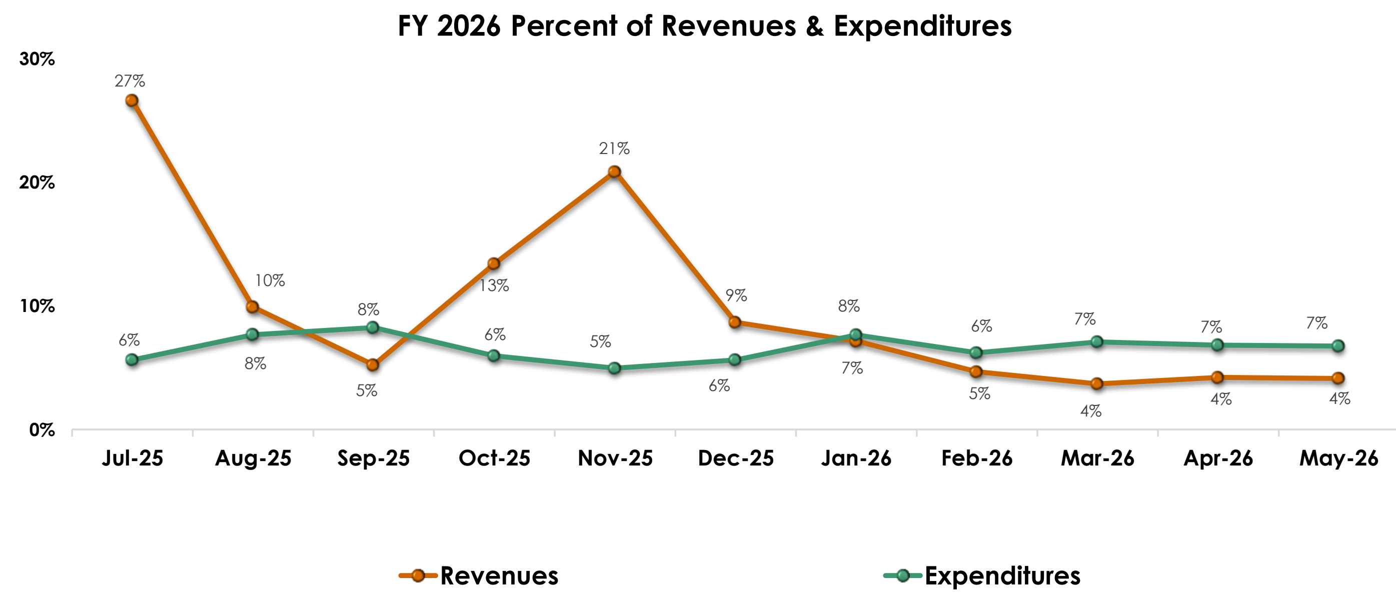
	Amended Budget	May	YTD	% of Total
REVENUES	$23,223,568	$959,065	$25,191,470	108.5%
EXPENDITURES	$23,173,568	$1,565,079	$16,818,625	72.6%
TOTAL MARGIN		($606,014)	$8,372,845	









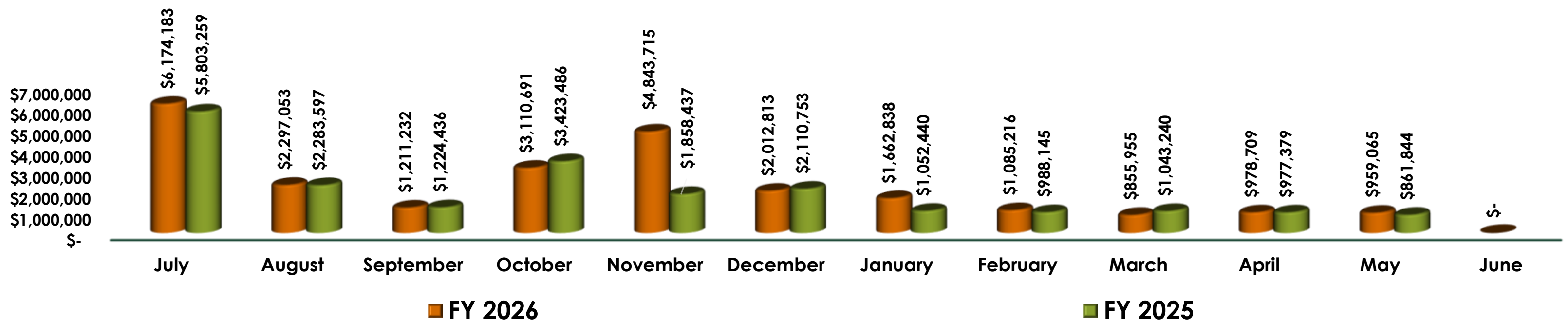


North Central State College

Fiscal Year 2026

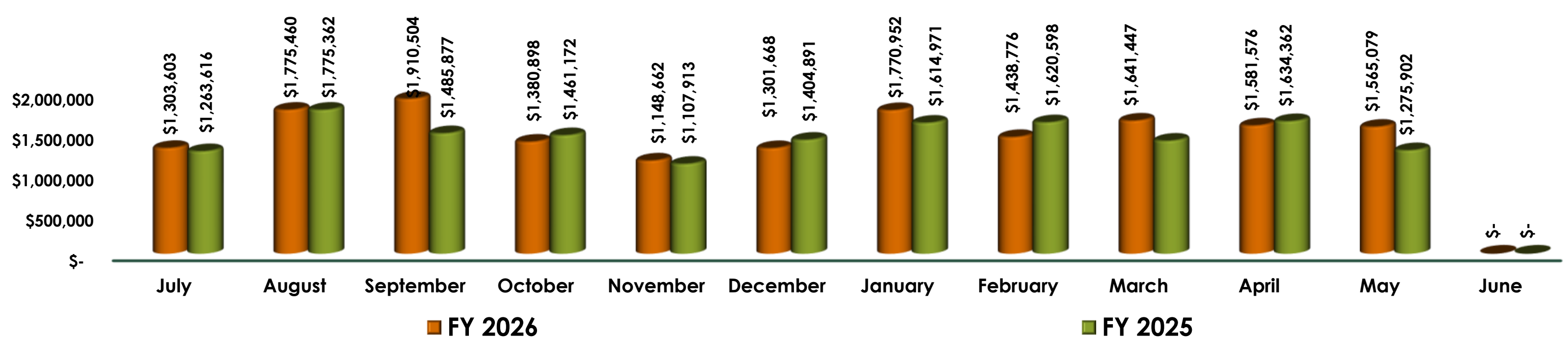
YTD Thru May 2026 Financial Update

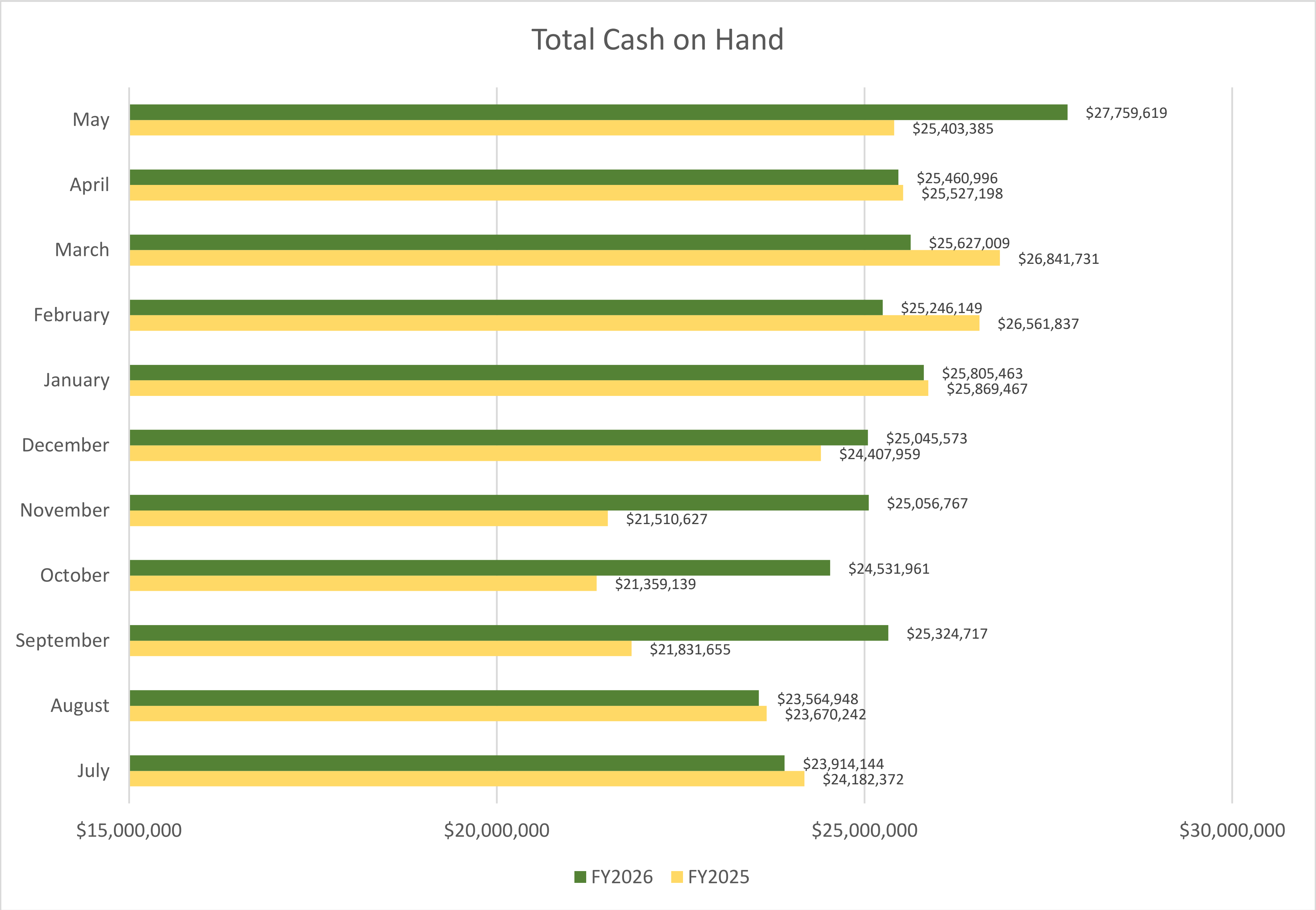
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	$ 6,174,183	$ 2,297,053	$ 1,211,232	$ 3,110,691	$ 4,843,715	$ 2,012,813	$ 1,662,838	$ 1,085,216	$ 855,955	$ 978,709	$ 959,065	$ -
FY 2025	$ 5,803,259	$ 2,283,597	$ 1,224,436	$ 3,423,486	$ 1,858,437	$ 2,110,753	$ 1,052,440	$ 988,145	$ 1,043,240	$ 977,379	$ 861,844	
% Variation	6%	1%	-1%	-9%	161%	-5%	58%	10%	-18%	0%	11%	#DIV/0!

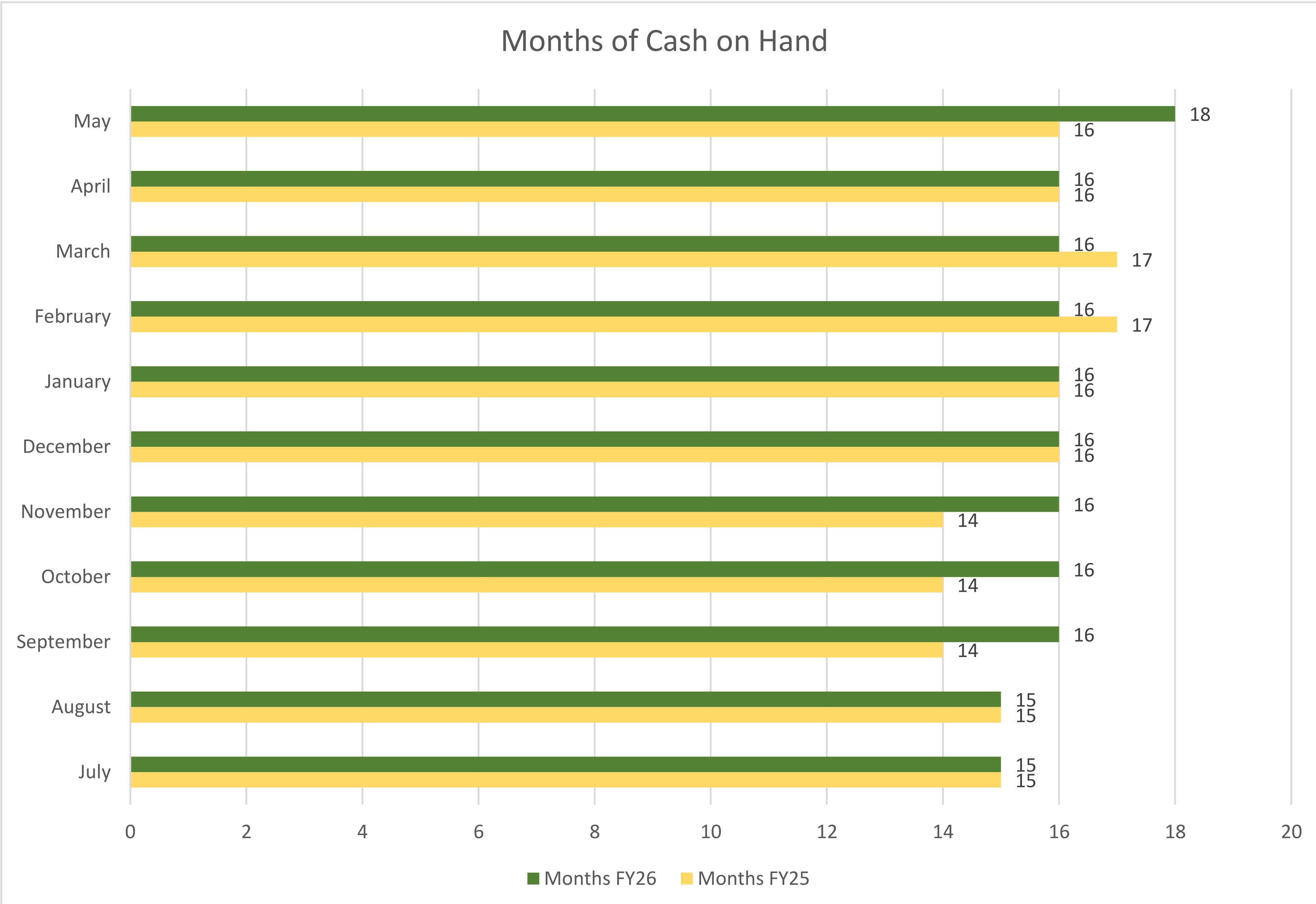


Expenditures

	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	$ 1,565,079	$ -
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	$ 1,275,902	$ -
% Variation	3%	0%	29%	-5%	4%	-7%	10%	-11%	18%	-3%	23%	#DIV/0!




Total Cash on Hand
May
$27,759,619
$25,403,385
April
$25,460,996
$25,527,198
March
$25,627,009
$26,841,731
February
$25,246,149
$26,561,837
January
$25,805,463
$25,869,467
December
$25,045,573
$24,407,959
November
$25,056,767
$21,510,627
October
$24,531,961
$21,359,139
September
$25,324,717
$21,831,655
August
$23,564,948
$23,670,242
July
$23,914,144
$24,182,372
$15,000,000
$20,000,000
$25,000,000
$30,000,000
FY2026
FY2025


Months of Cash on Hand
May
April
March
February
January
December
November
October
September
August
July
18
16
16
16
16
17
16
17
16
16
16
16
16
14
16
14
16
14
15
15
15
15
0
2
4
6
8
10
12
14
16
18
20
Months FY26
Months FY25

The Treasurer’s Report
with Dashboard Analysis

for the Period Ending

June 30, 2026

"Preliminary Report"

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

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Amended Budget	Prior YTD	Current vs. Prior
Revenues:																		
State Share of Instruction	$830,619	$830,619	$830,619	$830,619	$830,619	$830,618	$850,411	$850,411	$850,411	$850,411	$850,411	$850,414	$10,086,182	10,086,182	$0	10,086,182	$9,425,380	$660,802
Student Tuition and Fees	5,243,834	$1,267,570	$84,902	$2,132,529	$3,853,689	$1,007,681	$720,296	$27,424	($92,827)	($520)	$8,314	($253)	14,252,639	11,353,382	2,899,257	11,353,382	11,124,126	3,128,513
Other Revenues	14,956	$146,022	$114,347	$63,271	$110,623	$108,596	$38,084	$139,594	$10,172	$36,383	$45,169	$96,688	923,907	638,200	285,707	638,200	1,085,285	(161,378)
University Center	0	$0	$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	$0	$0	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	46,875	47,062	736,265	719,217	17,048	719,217	703,488	32,777
Workforce & Community Development	3,579	1,817	36,816	14,736	2,704	9,909	817	12,565	28,751	7,716	4,104	12,033	135,547	337,615	(202,068)	337,615	174,568	(39,021)
Facilities	9,495	240	$6,040	$3,305	$620	$6,756	$239	1,340	$1,100	$5,573	$4,192	$0	38,900	48,972	(10,072)	48,972	38,844	56
Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		-	0	0
Total Revenues	**$6,174,183**	**$2,297,053**	**$1,211,232**	**$3,110,691**	**$4,843,715**	**$2,012,813**	**$1,662,838**	**$1,085,216**	**$855,955**	**$978,709**	**$959,065**	**$1,005,945**	**$26,197,415**	**$23,223,568**	**$2,973,847**	**$23,223,568**	**$22,645,088**	**$3,552,327**
Expenditures:																		
Payroll	$235,173	$779,440	$722,678	$720,065	$744,347	$741,958	$940,028	$716,586	$711,099	$718,459	$556,014	$845,498	8,431,345.00	8,829,175	$397,830	8,829,175	$8,263,461	($167,884)
Fringes	85,890	$443,880	$273,912	$245,555	$115,551	$293,590	$415,675	$285,941	$285,703	$283,209	$299,545	$489,124	3,517,575.70	4,155,588	$638,012	4,155,588	3,368,876	(148,699)
Printing	3,861	$5,564	$4,298	$1,011	$4,387	$746	$376	$339	$1,893	$4,673	$579	$1,504	29,231.62	31,350	$2,118	31,350	40,827	11,596
Advertising	1,900	$13,008	$5,781	$8,125	$13,951	$7,033	$9,706	$8,014	$21,207	$26,320	$16,610	$5,113	136,768.43	158,000	$21,232	158,000	140,875	4,107
Postage	0	$266	$0	$370	$11,000	$0	$266	$370	$0	$0	$0	$0	12,271.18	50,000	$37,729	50,000	(876)	(13,147)
Shared Campus Expense	0	$273	$137	$16,638	$0	$0	$495	$0	$212,776	$212,324	$212,324	$425,098	1,080,064.04	1,100,000	$19,936	1,100,000	1,077,562	(2,502)
Professional Development	6,432	$9,336	$7,449	$5,436	$32,251	$7,760	$13,130	$7,322	$1,992	$7,433	$10,587	$57,300	166,428.06	369,735	$203,307	369,735	165,182	(1,246)
Grants and Scholarships	23,865	$393	$117,298	$111,606	$50	$85	$0	$133,042	$78,033	($500)	$0	$2,137,887	2,601,758.94	2,200,000	($401,759)	2,200,000	2,696,717	94,958
Equipment Lease and Rental	8,919	$4,460	$4,460	$4,459	$5,782	$1,323	$4,560	$0	$10,172	$2,260	$0	$3,582	49,975.78	104,200	$54,224	104,200	57,517	7,541
New Equipment	2,489	$18,317	$1,275	$5,147	$38,368	$171	$13,631	($6,130)	$21,289	$37,805	$193,007	$578,442	903,810.49	688,926	($214,884)	688,926	158,600	(745,210)
Professional Fees	26,183	$18,824	$14,051	$24,790	$19,717	$13,088	$24,493	$6,758	$2,181	$30,192	$33,659	$42,471	256,406.13	353,022	$96,616	353,022	163,389	(93,017)
All Other Expenses	819,498	239,432	604,273	76,427	29,890	99,578	57,321	138,565	135,206	113,722	100,722	29,385	2,444,018.36	2,844,573	$400,555	2,844,573	2,401,396	(42,623)
Child Development Center	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	51,975	50,394	54,432	99,319	703,414.26	719,217	$15,803	719,217	660,202	(43,213)
Corporate	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	18,100	12,522	13,871	15,580	197,933.75	224,438	$26,504	224,438	194,665	(3,269)
Facilities	68,678	128,485	80,243	90,981	65,393	72,914	183,057	81,861	89,821	82,764	73,729	149,360	1,167,286.46	1,345,344	$178,058	1,345,344	1,028,891	(138,395)
Total Expenditures	**$1,303,603**	**$1,775,460**	**$1,910,504**	**$1,380,898**	**$1,148,662**	**$1,301,668**	**$1,770,952**	**$1,438,776**	**$1,641,447**	**$1,581,576**	**$1,565,079**	**$4,879,663**	**$21,698,288**	**$23,173,568**	**$1,475,280**	**$23,173,568**	**$20,417,284**	**($1,281,004)**
Excess (Deficit)	**$4,870,581**	**$521,593**	**($699,272)**	**$1,729,793**	**$3,695,054**	**$711,144**	**($108,114)**	**($353,560)**	**($785,492)**	**($602,867)**	**($606,014)**	**($3,873,718)**	**$4,499,126**	**$50,000**	**$4,449,126**	**$50,000**	**$2,227,804**	**$2,271,323**

Total Investment Balance - $15,095,263 ($3,359,627 - Star Ohio and $11,735,636 - Park National)

North Central State College
All Other Expenses
Period Ending June 30, 2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Amended Budget
Office Supplies	292.36	28.50	932.24	71.00	133.65	1,703.31	8.00	0.00	352.77	49.50	0.00	119.96	3,691.29	12,825.00	9,133.71	$ 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	0.00	0.00	1,239.16	24,717.00	23,477.84	$ 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	1,828.00	0.00	5,750.40	12,000.00	6,249.60	$ 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	1,702.10	1,587.42	38,812.22	29,615.00	(9,197.22)	$ 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	29,172.54	8,233.18	408,069.51	498,657.10	90,587.59	$ 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	480.55	209.42	8,146.01	26,330.00	18,183.99	$ 26,330.00
Non-Inventory Software (501)	9,216.18	0.00	0.00	0.00	500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,716.18	15,135.00	5,418.82	$ 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	0.00	0.00	1,500.00	1,500.00	$ 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	535.00	262.00	12,302.91	50,211.00	37,908.09	$ 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	41,456.71	3,062.15	1,287,535.88	1,074,475.87	(213,060.01)	$ 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	0.00	0.00	15,000.00	15,000.00	$ 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	1,701.03	4,044.87	8,175.31	12,000.00	3,824.69	$ 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	1,077.99	2,022.36	62,203.25	127,000.00	64,796.75	$ 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	804.57	860.99	8,922.81	13,000.00	4,077.19	$ 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	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	0.00	0.00	439.45	3,000.00	2,560.55	$ 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	2,580.44	2,080.44	29,780.20	80,000.00	50,219.80	$ 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	0.00	0.00	732.00	4,137.00	3,405.00	$ 4,137.00
Bank Fees - General	725.45	1,099.58	1,103.27	842.13	1,190.33	733.29	735.58	735.16	738.92	737.26	1,729.28	1,410.58	11,780.83	9,200.00	(2,580.83)	$ 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	2,804.12	2,471.96	52,906.85	52,000.00	(906.85)	$ 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	0.00	0.00	196,049.00	178,220.00	(17,829.00)	$ 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	0.00	125.59	916.04	4,000.00	3,083.96	$ 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	500.00	1,858.00	12,788.00	12,200.00	(588.00)	$ 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	7,229.13	1,220.60	22,780.22	24,100.00	1,319.78	$ 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	23.88	824.14	7,996.44	11,484.00	3,487.56	$ 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	34.24	0.00	4,415.39	9,200.00	4,784.61	$ 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	0.00	150.00	125,669.79	152,398.00	26,728.21	$ 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	0.00	0.00	150.00	500.00	350.00	$ 500.00
Recruitment	0.00	1,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	4,000.00	3,000.00	$ 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	1,381.42	2,015.14	91,569.95	282,668.03	191,098.08	$ 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	433.59	(2,151.75)	39,335.15	105,000.00	65,664.85	$ 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)	(5,167.73)	(1,022.38)	(19,270.86)	0.00	19,270.86	$ -
	819,497.66	239,431.67	604,273.46	76,427.30	29,890.26	99,578.35	57,320.62	138,565.03	135,205.64	113,721.86	90,306.86	29,384.67	2,433,603.38	2,844,573.00	410,969.62	$ 2,844,573.00

North Central State College
Period Ending June 30, 2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Current YTD	Budget Release	Amended Budget	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center																		
Revenues	$ 71,700	$ 50,785	$ 138,508	$ 66,231	$ 45,460	$ 49,252	$ 52,991	$ 53,882	$ 58,347	$ 55,172	$ 46,875	$ 47,062	736,265	$ 719,217	$ 719,217	$ 17,048	$ 703,488	$ 32,777
Payroll	6,683	50,841	32,607	33,249	33,403	29,915	49,071	31,927	32,564	30,704	34,024	64,005	428,993	$ 386,103	$ 386,103	(42,890)	404,586	(24,407)
Fringes	3,218	44,451	15,993	16,092	5,317	15,585	24,042	15,708	15,807	15,519	16,033	29,593	217,358	$ 249,524	$ 249,524	32,166	186,534	(30,824)
Non-Payroll	2,197	3,290	8,730	6,502	4,545	5,135	5,315	3,478	3,604	4,171	4,376	5,721	57,064	$ 83,590	$ 83,590	26,526	69,083	12,019
Total Expenses	12,098	98,582	57,330	55,843	43,265	50,635	78,428	51,113	51,975	50,394	54,433	99,319	703,415	719,217	719,217	15,802	660,203	(43,212)
Excess (Deficit)	$ 59,602	$ (47,797)	$ 81,178	$ 10,388	$ 2,195	$ (1,383)	$ (25,437)	$ 2,769	$ 6,372	$ 4,778	$ (7,558)	$ (52,257)	$ 32,850	$ -	$ -	$ 32,850	$ 43,285	$ (10,435)
Corporate																		
Workforce & Community Development																		
Revenues	$ 3,579	$ 1,817	$ 36,816	$ 14,736	$ 2,704	$ 9,909	$ 817	$ 12,565	$ 28,751	$ 7,716	$ 4,104	$ 12,033	135,547	$ 337,615	$ 337,615	$ (202,068)	$ 174,568	$ (39,021)
Payroll	1,553	11,400	8,966	10,262	14,008	10,254	14,359	9,920	11,003	7,233	10,718	10,303	119,979	$ 110,869	$ 110,869	(9,110)	114,250	(5,729)
Fringes	453	3,690	1,385	2,062	2,200	2,533	3,846	3,251	2,833	2,251	2,793	3,702	30,999	$ 41,089	$ 41,089	10,090	28,821	(2,178)
Non-Payroll	6,611	111	6,968	2,121	8,500	0	11,583	1,825	4,264	3,038	360	1,575	46,956	$ 72,480	$ 72,480	25,524	51,593	4,637
	8,617	15,201	17,319	14,445	24,708	12,787	29,788	14,996	18,100	12,522	13,871	15,580	197,934	224,438	224,438	26,504	194,664	(3,270)
Excess (Deficit)	(5,038)	(13,384)	19,497	291	(22,004)	(2,878)	(28,971)	(2,431)	10,651	(4,806)	(9,767)	(3,547)	(62,387)	113,177	113,177	(175,564)	(20,096)	(42,291)

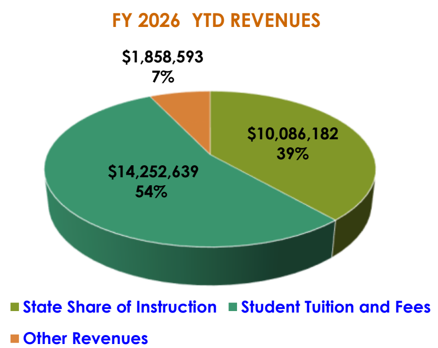
North Central State College

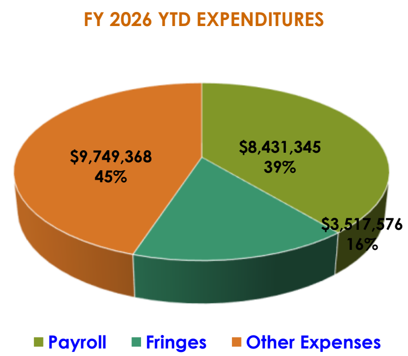
Fiscal Year 2026

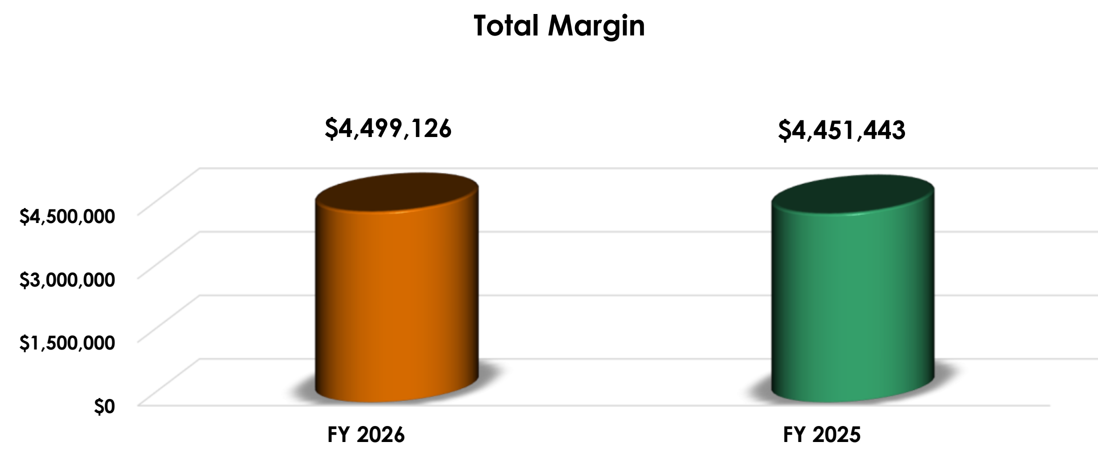
Financial Update

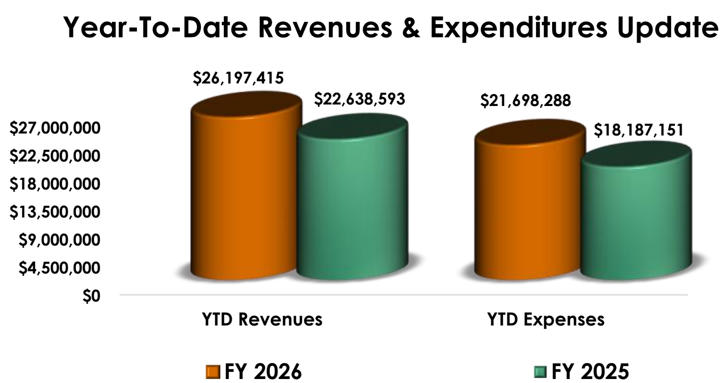
Revenues - Expenditures Summary

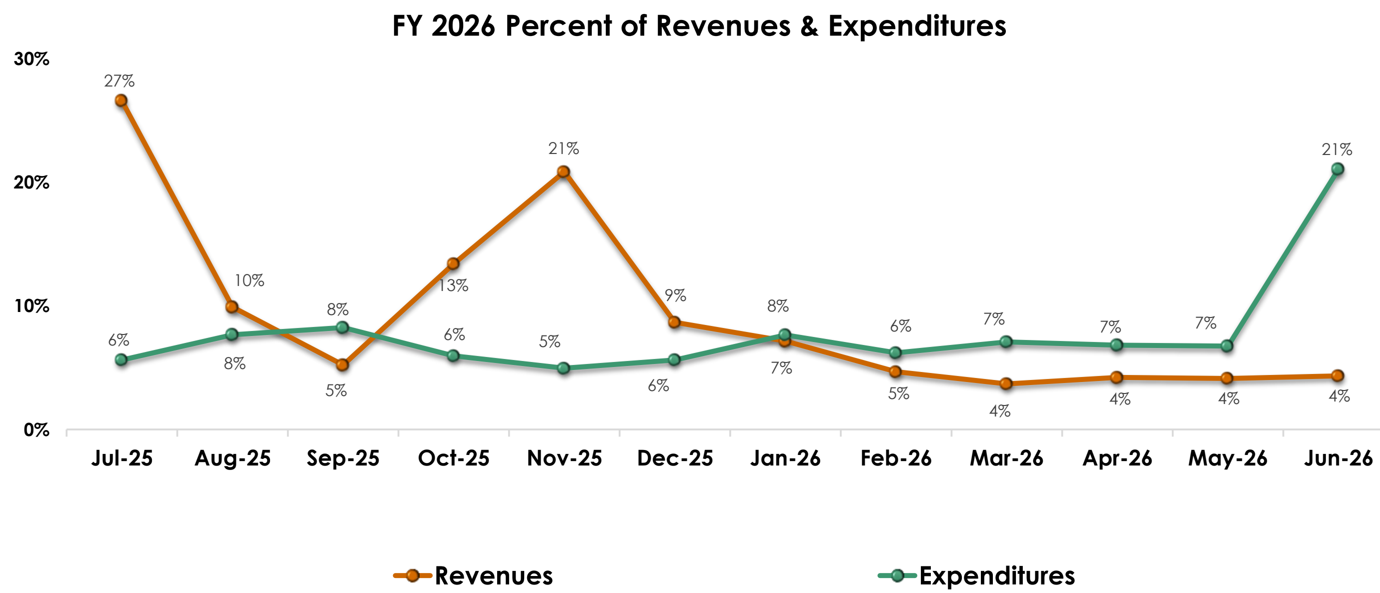
	Amended Budget	June	YTD	% of Total
REVENUES	$23,223,568	$1,005,945	$26,197,415	112.8%
EXPENDITURES	$23,173,568	$4,879,663	$21,698,288	93.6%
TOTAL MARGIN		($3,873,718)	$4,499,126	











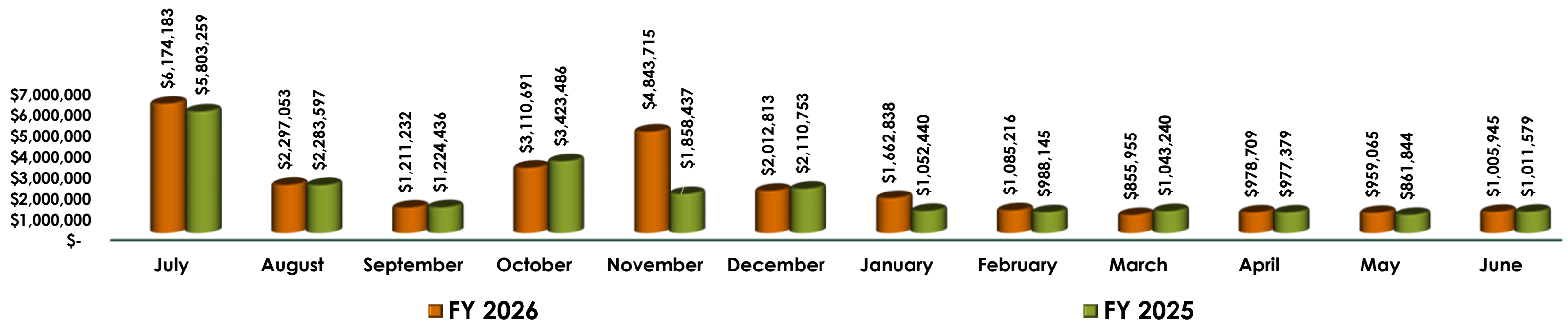
North Central State College

Fiscal Year 2026

YTD Thru June 2026 Financial Update

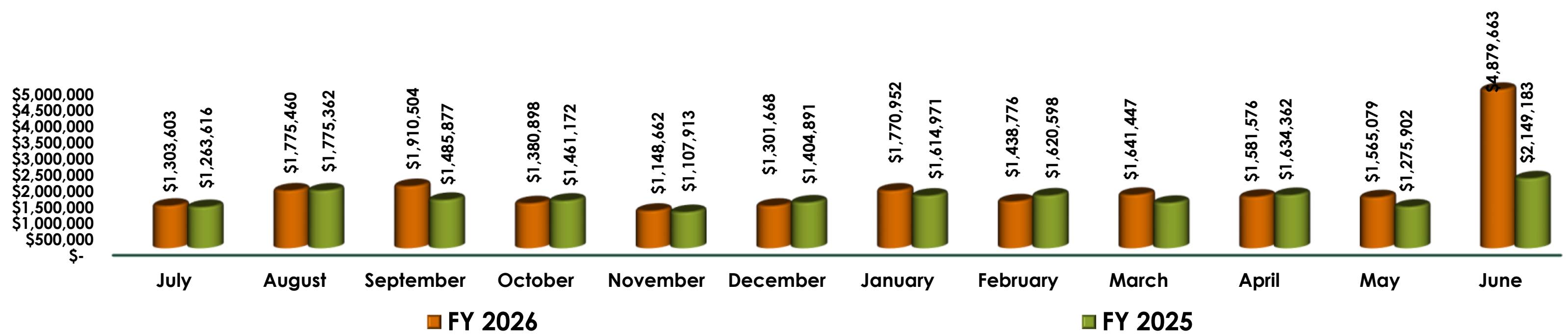
Revenues

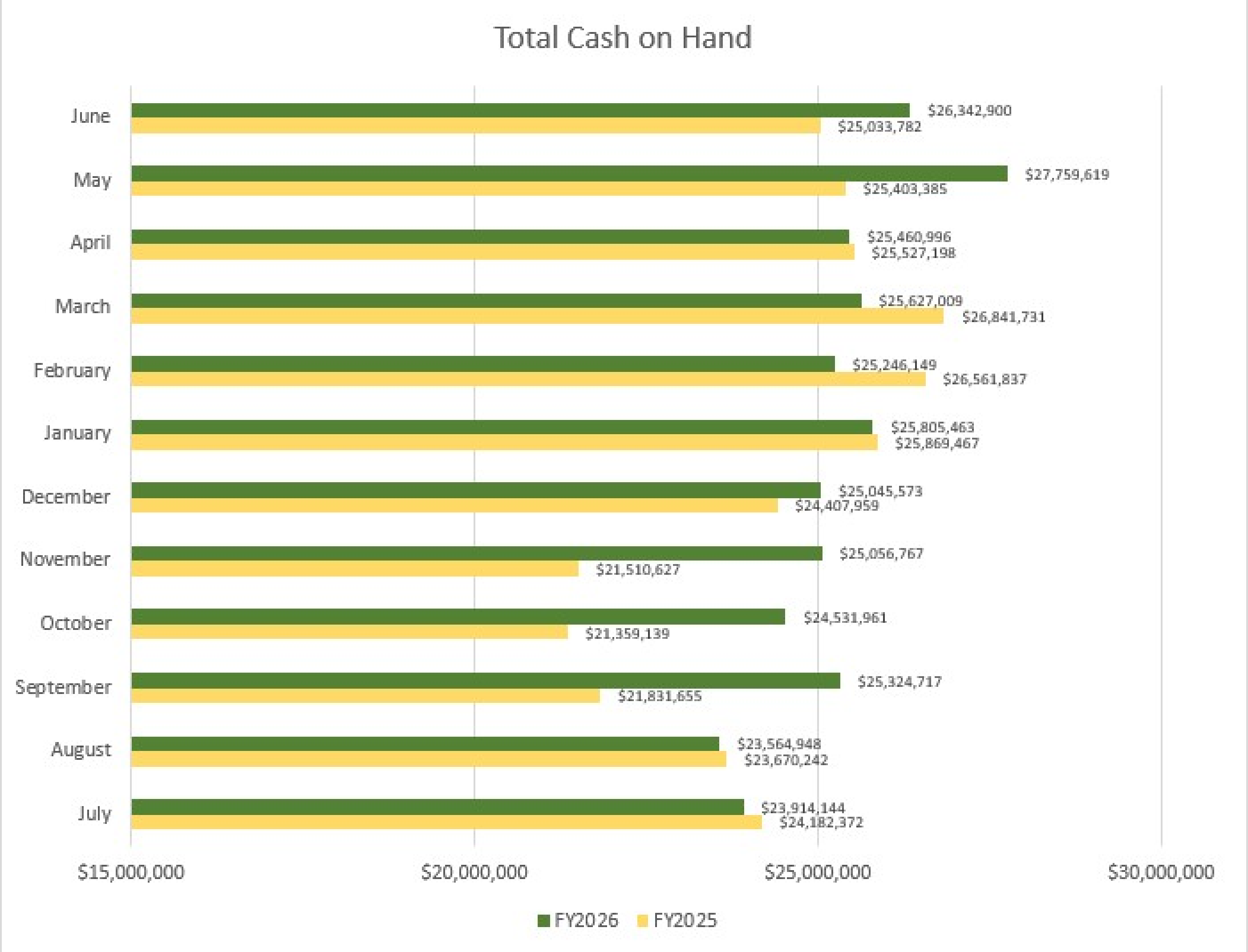
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	$ 6,174,183	$ 2,297,053	$ 1,211,232	$ 3,110,691	$ 4,843,715	$ 2,012,813	$ 1,662,838	$ 1,085,216	$ 855,955	$ 978,709	$ 959,065	$ 1,005,945
FY 2025	$ 5,803,259	$ 2,283,597	$ 1,224,436	$ 3,423,486	$ 1,858,437	$ 2,110,753	$ 1,052,440	$ 988,145	$ 1,043,240	$ 977,379	$ 861,844	$ 1,011,579
% Variation	6%	1%	-1%	-9%	161%	-5%	58%	10%	-18%	0%	11%	-1%



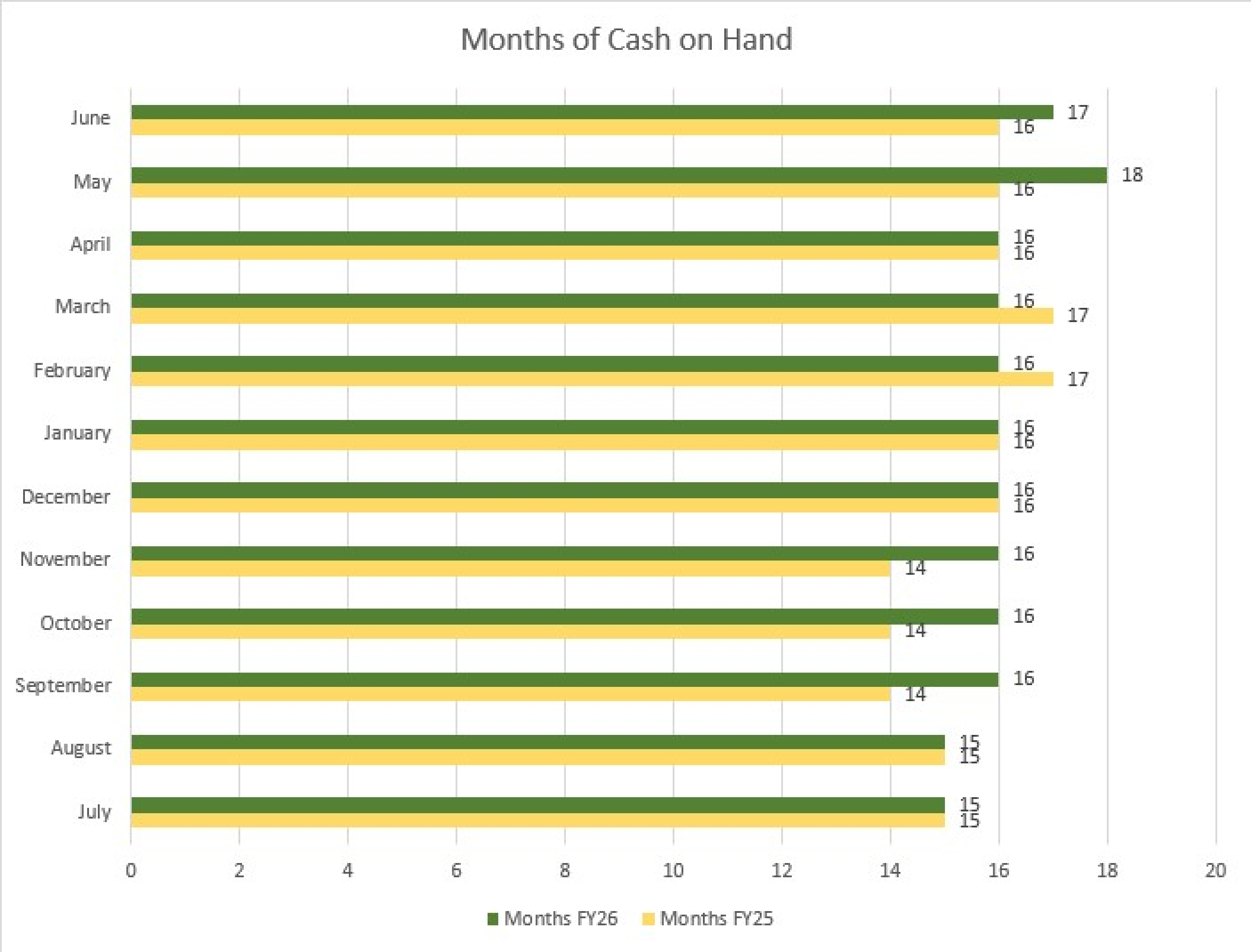
Expenditures

	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	$ 1,565,079	$ 4,879,663
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	$ 1,275,902	$ 2,149,183
% Variation	3%	0%	29%	-5%	4%	-7%	10%	-11%	18%	-3%	23%	127%





Total Cash on Hand
June
May
April
March
February
January
December
November
October
September
August
July
$26,342,900
$25,033,782
$27,759,619
$25,403,385
$25,460,996
$25,527,198
$25,627,009
$26,841,731
$25,246,149
$26,561,837
$25,805,463
$25,869,467
$25,045,573
$24,407,959
$25,056,767
$21,510,627
$24,531,961
$21,359,139
$25,324,717
$21,831,655
$23,564,948
$23,670,242
$23,914,144
$24,182,372
$15,000,000
$20,000,000
$25,000,000
$30,000,000
FY2026
FY2025



Months of Cash on Hand
June
May
April
March
February
January
December
November
October
September
August
July
17
16
18
16
16
16
16
17
16
17
16
16
16
16
16
14
16
14
16
14
15
15
15
15
0
2
4
6
8
10
12
14
16
18
20
Months FY26
Months FY25

CONSIDERATION OF APPROVAL OF
CAMPUS COMPLETION PLAN UPDATE
FOR NORTH CENTRAL STATE COLLEGE

R-2026-27

WHEREAS: *Completion plans provide a continuous improvement framework that can allow campuses to identify and implement strategies to increase the number and percentage of students earning meaningful postsecondary credentials, and*

WHEREAS: *House Bill 59 called for each public college and university to submit a campus completion plan that was approved by their board of trustees to the Chancellor by June 30, 2014, and*

WHEREAS: *The legislation further states that these plans are to be updated every two years.*

NOW, THEREFORE BE IT RESOLVED*: by the Board of Trustees that the following update to the College's Campus Completion Plan for 2026 is hereby approved.*

(see attached)

2026-28 Completion Plan

Note: This document was developed collaboratively by Community College Presidents, Chief Academic Officers, ODHE and OACC staff, as a recommended general framework for community colleges to use in updating their strategic Campus Completion Plans.

Purpose: The purpose of this Campus Completion Plan is to develop a systemic improvement plan for institution-wide policy and practice change that reaches the departmental- and classroom-levels for direct impact on student persistence and completion by:

- Engaging system-wide expertise in all aspects of the Plan's development, implementation and assessment;
- Identifying policies and practices that are advancing the institution toward improved student completion rates;
- Discerning strategies and methods that are likely to demonstrate impact toward increased student persistence and completion;
- Prioritizing improvement focus areas based on probability for positive impact on current student persistence and completion;
- Engaging employers in completion efforts that align with workforce needs.

This document is to serve as a vehicle for campuses to articulate the outcome of a strategic process for improvement.

Updating Campus Completion Plans: Completion plans are intended to be continuous improvement documents that are owned by the institution's faculty, staff and board of trustees. This template has been organized to encourage inclusion of the following items:

1) Measures of progress toward student completion goals established in your 2024-2026 completion plan;

2) Updated student completion goals, with metrics, for the period between July 1, 2026 and June 30, 2028, including goals related to:

    a. Increasing the percentage of new degree seeking students completing gateway mathematics and English courses within their first twelve months of study;

    b. Reducing the number of students in and sections of stand-alone developmental education courses in math and English

c. Placing students on clear pathways to graduation or transfer (if that is their goal) and careers;

d. Outcomes for students aged 25 and over;

e. Alignment to the state's workforce development priorities.

As in past years, the template is designed based on Completion by Design's Loss Momentum Framework, allowing colleges to plan efforts along the continuum of student progress—from "Connection" to " Successful First Year Entry" to "Student Progress" to "Completion". Questions are provided preceding each section to stimulate discussion regarding the plan.

And, as in past years, the use of this template is voluntary.

North Central State College

A few questions to consider about…

CONNECTION TO THE INSTITUTION

- Who are our students?
- What efforts are underway at the college to help students in need of remediation become better prepared for college?
- How do we build relationships with K-12 schools? How do we engage with parents and community?
- What do we have in place to specifically connect with adult students?
- What policies do we have that incentivize students to graduate from high school college ready? What policies and practices at the federal, state, and institutional levels are barriers to successful transition from the high school to college?
- What are pathways for College Credit Plus students?
- How does our institution orient students? How does our institution communicate learning expectations to our students? How does admissions, student support, registration, student life aid in this process?
- What instruments or data are used to place students into appropriate level coursework? How are these assessments linked with advising?
- How does co-requisite learning support the learning outcomes of the institution's gateway courses?
- Do we offer prior learning assessment for adult learners?
- Do we offer pathways into our institution by maximizing connection to Ohio Technical Centers through One Year Option and Career Tech Credit Transfer initiatives?
- Do our current academic and student programs meet our students' needs and interests? How do we know? How do we help students select a career?

CONNECTION

Outcomes from 2024-26

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	**What did you establish as your outcome?**	**What progress did you make towards strategy/goal?**	**What were measures of progress/success?**	**What contextual points are worth noting?**
Streamline post-high school onboarding processes, while increasing engagement, to increase applicant conversion.	*Increase post-high school applications by 3%. Goal not met. *Increase yield rate by 2%. Goal not met.	*General applications decreased to 1,721 in AY 26. *Yield declined to 35.7% in AY 25 and 35.2% in AY26.	*Compare general applications vs. AY24 (1,822). *Compare application to enrolled rate vs. AY 24 (40.6%)	*The onboarding approach has been streamlined in that all accepted students are immediately assigned to meet with a liaison (staff advisor) upon application, even if registration if months away. *Staff turnover within admissions and advising has been a challenge.
Increase level of service/support to CCP students and client school districts to place more high school students on a program path.	*Increase CCP enrollment by 2% for headcount and credit hours. Goal met. *Advisors will visit each high school site each month. Goal partly met. *Increase number of former CCP students who enroll at NCSC after high school by 5%. Goal not met.	*AY 26 headcount increased 3% from baseline and credits increased 11% from baseline. *Approximately 70% of sites received monthly visits. *Number of Spring 2025 high school graduates Who Had Taken CCP Enrolling at NCSC the next fall - 110 (12.6% of class that took CCP).	*Compare annualized CCP enrollments to AY 24 (1,509 headcount, 17,446 credits. *Goal met for monthly advising visits at each site during school year. *Number of CCP graduates that enroll following fall at NCSC. Baseline of 2023 high school graduating class – 111 (14.0% of class that took CCP).	*Three FT advisors bearing fruit, focusing on pathways starting with students taking on-campus and online. RGP. *Challenges with turnover. *90+ CCP students do graduate each year with an associate's, which does impact goals for re-enrollment though NCSC does recruit for BASMET from this group.

Enhance connection with traditionally under-served populations.	*Increase annual headcount, credits of minoritized students by 5%. Goals met. *Increase annual headcount, credits of adult students 2%. Goal partially met. *Increase incarcerated students served by 5%. Appointed campus liaison for justice-impacted log 10 contacts annually. Goal partially met.	*AY 26 minoritized headcount of 423 (14% increase) and credits of 5,586 (11% increase). *AY adult headcount of 659 (4% decrease) and 9,946 credits (9% increase). *28 students entered the business cert program at Richland Correctional in AY 2024. 31 students entered in AY 2026.	*Compare annualized minority headcounts and credits vs. AY24 (371, 5,034). *Compare annualized adult headcount and credits for AY 26 vs. AY 24 (687, 9,138). *Compare students served by RiCI and Tower Tech for AY25 vs. AY 24. Also, liaison maintain log of contacts from self-disclosed returning citizens	*Increased CCP participation in districts with higher minorities like Mansfield, Madison and Willard, contributing to increased conversion after HS. *Adult partnerships (LPN with hospitals, correctional ed) *Instruction has been delayed for the non-credit Tower Tech program since 2025 due to turnover in instructors and workforce personnel. Little traction for campus engagement of returning citizens other than serving on County Reentry Coalition.

2026-28 Improvement Focus Description: Improving Connection

Improvement Focus Current Status: Scaling in Progress

Focus:	**Strategy:**	**Leadership:**	**Others:**	**Outcome:**	**Measure:**	**Timeline**
Improvement Objective (College Strategy/Intervention Objectives)	**What will we do differently? What are the action steps for intervention?**	**Who will be responsible (title)?**	**Who will need to support /bolster the change and how (titles)?**	**What will be our outcome indicator of success?**	**How will we measure success?**	**What is our timetable?**
Become the region's leading provider of adult education through targeted recruitment and re-engagement campaigns.	*Engage with regional partners such as employers and CBOs to increase adult interest in NC State	*Director of Admissions *Work-Based Learning Manager (Manufacturing) *Dean, Engineering,	*NC State Foundation *Financial Aid Office *Institutional Research (data)	*Annual number of new adult (age 25+) students increase by 2% (baseline 175 for AY 26).	*Outcome tied to college strategic plan metrics and KPIs.	*Measured annually during college strategic planning.

		Business and Criminal Justice *Dean, Health Science and Health Care Partnerships		*Application conversion for adult (age 25+) students increase by 2% (baseline 27% for AY 26). *1% of adults age 25-65 in the service area will enroll at NCSC (baseline 0.7%)		
Expand early college pathways.	*Expand career development support and programming for pathway exploration. *Increase engagement in underrepresented districts and student populations. *Conduct parent information and educational campaigns on “intentional acts of CCP”. *Increase school partners.	*Director of CCP *Coordinators of CNOW programs.	*Academic Deans *Rural Guided Pathways team *Institutional Research (data)	*Annual CCP headcount increases by 2% (baseline 1,586 for AY 26). *Annual CCP credit hours increase by 2% (baseline 19,334 for AY 26). *Increase high school partners where we offer on-site courses by three additional sites. Current baseline of 30 unique partners.	*Outcome tied to college strategic plan metrics and KPIs.	*Measured annually during college strategic planning.

				*Increase by 5% sections offered at high school sites. Baseline for AY 2026 if 244. *The proportion of service area high school students enrolled at NCSC will exceed the AY 2026 baseline of 10% by two PPT.		
Expand workforce-aligned credentials with multiple entry and exit points.	*Build out Artificial Intelligence program path starting with certificate and culminating in applied bachelor's degree. *Relaunch manufacturing maintenance technician program including new employer partners.	*Program coordinators *Division deans and assistant deans	*AI Committee Chair *Director of Curriculum, Assessment, Compliance (CAC) *Institutional Research (data)	*By AY 28, stackable pathway in place for AI through bachelors. 25 pathway enrollees by AY 28. *By AY 28, 15 credit students enrolled in MTOM degree program and 6 new employer partners related to industrial technology.	*Outcome tied to college strategic plan metrics and KPIs.	*Measured annually during college strategic planning.

	*Increase health science program applications. *Launch early childhood education program.			*Health program applications received by May 1 will increase 2% annually. Baseline is 224. *By AY 28, 20 enrollees in applied ECE program while maintaining current enrollment (62 for 2025-26) in transfer education program.		

What additional information do we need?

1. ____
2. ____
3. ____

A few questions to consider about …

FIRST-YEAR ENTRY

- What are our gateway mathematics and English courses? How do students know which best fits their major?
- How will we increase the percentage of students completing their gateway mathematics and English courses in their first twelve months of study?
- What are we doing to reduce the number of stand-alone developmental courses that we offer?
- How do we advise and place students for efficient completion?
- Do students have options for structured degree pathways and/or meta-majors?
- Are students advised with default pathways to their chosen degree?
- How can we maximize credit accumulation?
- How do we help undecided students choose a career and educational path?
- How do we help students understand industry needs and high-demand areas?
- How are we advising students who intend to transfer for a bachelor's degree?
- How do we engage students within the college community?
- How do we ensure that student costs are transparent and student financial planning continuous?
- What policies do we have that incentivize students to persist from the first to second semester and from the first to second academic year with at least 12 credit hours?; What policies and practices at the federal, state, and institutional levels are barriers to successful transition from the first to second year?
- How do we help students who are underprepared for their course of study?
- How do we address the differences in learning styles? How do we address students with special needs? (students with disabilities, seniors, commuters, parents)
- How do we connect students with social services to address food and housing insecurity, transportation or childcare needs?

North Central State College

FIRST-YEAR ENTRY

Outcomes from 2024-26

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	**What did you establish as your outcome?**	**What progress did you make towards strategy/goal?**	**What were measures of progress/success?**	**What contextual points are worth noting?**
Develop campaign to normalize receptivity to student supports by entering students.	*Students receptive to institutional help on College Student Inventory increase by ten percentage points. Goal not met.	AY 24 mean score for receptivity to institutional help was 31.9 (7% receptive to help). AY 26 mean score for receptivity was 31.8 (6% receptive to help).	*Median scale on overall receptiveness as reported by students taking CSI in AY26 as compared to AY24 (31.9).	NCSC is piloting a short basic needs survey for new students to raise awareness of supports.
Expand scope of gateway completion.	*Review/refine pedagogy and support in gateway stat and English. *Analyze traditional dev. math course in relation to Algebra with goal to eliminate. *Goal met for completing both disciplines. *Improve gateway science courses through Ohio SSS project. Goal partially met.	*Entering FA23 cohort (no former CCP or transfer), complete college English and math by end of year 1: 25.8%. Entering FA25 cohort, complete college English and math by end of year 1: 28.6%. *NCSC has developed a co-requisite course for chemistry through Ohio Strong Start Science that will be implemented in Fall 2026.	*Entering fall students that complete gateway math and English increase by 2%. *Entering cohorts completing science courses selected under SSS in one year.	*Cohort def: FTIEC students in the given term *Math completion by year 1 has improved from 50.2% to 55.3%, and English improved from 52.3% to 54.0%. *With the exception of a traditional developmental course for those on an engineering path, all developmental is delivered through co-reqs.
Continue enhancing holistic supports, especially for underserved groups.	*Refine service delivery of TRIO SSS to improve participant retention. Goal met. *Increase individual student contacts by tutors in assigned courses. Goal not met.	*From latest APR, persistence rate of 68%. *For AY26, visits decreased 59% and unique students decreased 41%.	*SSS participants in one fall retained by following fall (45% baseline). *Contacts in AY26 compared to AY25 as measured in Tutortrac.	*Note that due to sparse attendance, hours were reduced in the Tutoring Center to better focus resources. *As part of the Title III grant, a dedicated technology college provided direct student, faculty and

	*Encourage referrals to student assistance program. Goal partially met.	*Aviso alerts remained the same at 500 alerts showing a 0% movement. Our goal was 3% so we will work on reminding faculty to submit alerts also Aviso notes increased from 3436 to 5053 (fall 2025/spring 2026). This is a 47% increase. Our goal was 6%	*Increased referrals through Watermark system.	staff support. Retention and access coordinator provided 20+ workshops in AY26 and provided direct support to probationary students, targeting 307 students.
	*Targeted supports through Title III grant: technology support for online learning needs; and retention coordination to develop programs such as mentoring to enhance underserved student success. Goal partly met. Persistence goal not met from FA23 cohort.	*APR results to goal: Technology success coach and engagement tracking: 3.3/5. * APR results to goal: Access and retention coach: 3.3/5. *Next fall persistence for minority students for FA24 cohorts was 53%, and for adults was 54%. Did improve from FA23.	*Goals reported annually as part of the Annual Performance Report. *Compare next-fall persistence for most recent fall cohorts. (Minority 56%, adults 56% for FA22).	

2026-28 Improvement Focus Description: Improving Entry

Improvement Focus Current Status: Scaling in Progress

Focus:	Strategy:	Leadership:	Others:	Outcome:	Measure:	Timeline
Improvement Objective (College Strategy/Intervention Objectives)	**What will we do differently? What are the action steps for intervention?**	**Who will be responsible (title)?**	**Who will need to support /bolster the change and how (titles)?**	**What will be our outcome indicator of success?**	**How will we measure success?**	**What is our timetable?**

Provide comprehensive support services to facilitate adult learner engagement.	*Increase engagement with TRIO SSS program. *Increase engagement with Advocacy and Resource office. *Increase engagement by support staff within Title III grant (Technology Support Coach and Access and Retention Coordinator)	*Director TRIO SSS *Resource Navigator *Access and Retention Coordinator	*Assistant Deans *Director of CAC *Director of Title III *IR *Student Records	*TRIO SSS enrollment will average 140. Baseline of 122. *15% of surveyed NCSC students will respond to basic needs survey deployed each term. Baseline of 7%. *Feelings of support from NCSC to address financial issues from 2027 Trellis Student Financial Wellness Survey compared to 2025 baseline of 64%. *Performance metrics in Title III APR will increase above 2025 levels (66%).	*Outcome tied to college strategic plan metrics and KPIs. *Outcome part of grant reporting (APRs for TRIO, Title III and OACC grant reporting).	*Measured annually during college strategic planning.
Become the preferred pathway of traditional college students from the service area by maximizing their return on investment.	*Increase number of former CCP students who enroll at NCSC after high school. *Braid past experiences with CCP,	*Director of CCP *Coordinators of CNOW programs *Director of Admissions	*Academic Deans *Rural Guided Pathways team *Institutional Research (data)	*Increase from 2025 baseline of 12.6% of graduating HS CCP class to 17.6% of 2027 graduating CCP class.	*Percent of fall enrollees who are matriculating high school grads and had taken NCSC CCP.	*Measured annually during college strategic planning. *Measured annually during college strategic planning.

	CTAG, prior learning credits to help recent high school graduates navigate transition to college.			*Increase the proportion of undergrads age 18-24 to the service county population with no bachelor+. Baseline from 2025 ACS is 7%. Increase by 1%. *Increase applicant yield of traditional-age students. Baseline of 39.7% in AY 26.	*Outcome tied to college strategic plan metrics and KPIs.	
Expand flexible pathways, stackable pathways for living wage outcomes and continued educational attainment.	*Aligning with the Department of Labor Strengthening CC grant round 5, NCSC will curate and enroll short-term programs eligible for WF Pell. *Students will convert non-credit learning to credit through ITAG, PLA, etc.	*Academic Division Deans *DOL staff – Work-based learning *Title III Coordinator	*Title III Support Staff *Institutional Research	*Increase short-term credential enrollment by 5% by AY 28. Baseline of 78 for AY 26. *Have 2 programs eligible for Workforce Pell. *25+ students enrolled in AY 28 will have at least 180 converted credits. Baseline: 24 unique 2025-26 students had 174 converted credits.	*Outcome tied to college strategic plan metrics and KPIs. *Outcome part of Title III Performance Report. *Outcome part of DOL SCCTG report. *Converted credits from SIS	*Measured annually during college strategic planning.

	*Using the hospital partnership as a foundation, NCSC will push more “graduates” to re-enroll toward higher credentials. *NCSC will fully implement the main goals of its Title III grant to increase online and compressed term access and success.			*Increase degree and certificate seeking students that have previously earned a credential at NCSC by 2%. Baseline is 4% of degree and certificate seeking students for FA25. *NCSC will have met all goals within the Title III grant for converting programs to online and compressed formats. Current APR baseline is 12/15.		

How can we assist our student services staff members to feel competent and engaged with the strategies?

1. ____
2. ____
3. ____

A few questions to consider about …

STUDENT PROGRESS

- What measures do we collect and track to ensure that students are staying on track?
- How and when do we intervene with students to keep them on track?
- How do we engage students with meaningful workforce connections and experiences?
- How transparent and accessible are our programs of study?
- Why do our students fall behind or leave? How do we know?
- What policies do we have that incentivize students to stay on track?; What policies at the federal, state, and local levels are barriers to students' ability to persist?;
- How do we ensure alignment between instructional and student support services and among institutional interventions and programs?
- How do we determine the preparation of students for specific programs?
- How does our institution support student learning?
- How do we determine and address learning support needs of the students?

PROGRESS

Outcomes from 2024-26

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	**What did you establish as your outcome?**	**What progress did you make towards strategy/goal?**	**What were measures of progress/success?**	**What contextual points are worth noting?**
Consolidate advising model for more sustained 1-1 engagement.	*Scores on advising satisfaction - Community College Survey of Student Engagement (every 2-3 years).	*CCSSE data from the spring 2026 administration will not be available until July 31.	Median Likert scores on advising use and satisfaction increase 10%. Benchmark mean from 2023 is 1.86 for use, 1.68 for satisfaction.	*NCSC can update this in final board-approved version of the Completion Plan.
Continuing conversion of programs and course for 8-week and/or online.	*Numerical targets set on Title III Annual Performance Report. Goal partly met.	*80% of total college programs have successfully completed formal review and conversion. *83% of FT faculty have completed training.	*Achievement of target score in Title III Annual Performance Report for program and course conversions – 100% of targets. Also, achievement of target faculty professional development. – 100% of full-time faculty complete online training.	
Enhance efforts to provide financial support to continue through college.	*New OERs adopted annually. Goal met. *IPEDS data on all undergraduate loan usage. Baseline 26% vs. 29% OACC, $3,074 vs. $4,833. Goal met.	*There are currently 42 OER courses. 13 adopted in past year. *30% of degree/cert-seeking students took loans in AY 24, compared to OACC average of 31%.	*Five new/refreshed courses adopt OER annually. *Loan usage rate and loan amount for NCSC students remains below OACC average.	
Embed work-based learning in every program.	*Records on coops, clinicals, and internships. Goal not met.	*Of students in applied programs, 34% reported credit WBL in AY26.	*85% of academic programs will report a WBL experience. Of applied program students reporting credit-based WBL, the baseline was 25% of majors for AY24.	*Through Choose Ohio First, students in programs without WBL built into the curriculum are required to seek internship to remain as a COF scholar.

	*Number of internships available to NCSC students in AY25 compared to AY24. *Unique students attending fair events, using ODD services.	*Gap in tracking due to vacancy that did not restart until January 2026. *ODD partnership no longer active with NCSC.	*Internship opportunities increase by 20%. *Students attending internship fair, using ODD services increase by 20%.	

2026-28 Improvement Focus Description: Improving Progress

Improvement Focus Current Status: Scaling in Progress

Focus:	**Strategy:**	**Leadership:**	**Others:**	**Outcome:**	**Measure:**	**Timeline**
Improvement Objective (College Strategy/Intervention Objectives)	**What will we do differently? What are the action steps for intervention?**	**Who will be responsible (title)?**	**Who will need to support /bolster the change and how (titles)?**	**What will be our outcome indicator of success?**	**How will we measure success?**	**What is our timetable?**
Co-design programs with employers.	Develop and refine academic and workforce programs in collaboration with employers to ensure relevance, responsiveness and strong employment outcomes.	*Program coordinators *Division deans and assistant deans *Career pathway and internship office	*Director of Curriculum, Assessment, Compliance (surveys) *Institutional research *NCSC foundation and other funders	*100% of programs will report active employer advisory input. *80% of employers will report satisfaction with graduates.	*Active employer engagement reported by program coordinators with examples. *Employer survey (no baseline).	*Measured annually during college strategic planning.

	Require work-based learning within all programs.		(intern wages)	80% of applied programs will have required work-based learning (70% baseline).	*Review of course curriculum	
Future-ready learning.	Integrate Artificial Intelligence, digital fluency, technical competencies, professional skills and experiential learning throughout academic programs.	*AI Committee Chair *Program coordinators *Division deans	*Title III program *Academic Services *Institutional Research	*Meet the stated outcomes of the ODHE AI Integration grant, includes: Faculty adoption metrics against 2025 baseline; Allocation of all faculty training slots -Complete the revision of 10 course Canvas master shells that include adoption of effective AI use	*Review ODHE grant outcomes and goals for Canvas shell revisions.	*Measured annually during college strategic planning.
Successfully conclude Title III grant to maximize student progress toward completion.	*Grant will expire near end of calendar 2027 without extension. Continue to implement: -LMS standardization -Professional development	*Title III Coordinator *Division deans	*Title III staff *Institutional Research	-90% of full-time faculty (with 1+ year of service) will complete mandatory ACUE professional development courses. Baseline 83%.	*Annual Title III Performance Report (last will be in 2028 if no extension)	*Some data also part of annual strategic planning

	-Course restructuring (online, compressed) -Technology access			-All programs slotted for online or compressed will complete process (100% APR progress, 80% baseline) -60 courses will be transitioned to OER by AY 28. Baseline is 42. -Laptop loans will increase by 5% over baseline (84 in APR)		
Help more students achieve early momentum progress within key academic indicators.	Employ data empowerment strategies to enhance insights for student success strategies. Continue refining math and English completion strategies while launching science co-requisite in chemistry.	*Program coordinators *Division deans and assistant deans	*Academic liaisons (coordinated through Academic Services Dean) *Title III Director *Director of Student Support Services	*Complete gateway courses in math, English in Year 1. Raise by two PPT baseline 32% for FA24 FTEIC cohort. *Cohort completion of college-level A/P sequence in Year 1.	* Data measured during annual Strategic Planning. *Data will be part of Strong Start Science ODHE project. *Data measured during annual Strategic Planning.	*Data part of annual strategic planning.

	Continue to close success gaps by course modality, especially for session B sections and synchronous online courses. Target learning and support strategies to improve retention, especially with adult and minority students.			Close success gaps for synchronous (89% completion rate 2025-26) and session B courses (88% pass rate) by 2 PPT. Overall is 92.3% - gaps of 3 and 4 pp respectively Increase overall fall-to-fall retention by 2 PPT (60% baseline - FA2024 cohort). Close gaps with adult (6% baseline) and minority (7% baseline).	KPI from annual Strategic Planning.	
Reinforce student engagement and holistic supports	Increase student engagement to improve completion through awareness of available resources. Continue to address barriers related to basic needs, technology access, food security and mental health.	*Division deans and assistant deans *Director of Student Support Services *NCSC Foundation	*Academic liaisons *Staff within Student Support Services and Title III *Institutional Research	*Students on 2027 Trellis report a higher level of perceived support with College over baseline. (64%, 2025) Foundation emergency grants disbursed. Baseline 8 grants, $4,711 in AY 25.	* Trellis taken every 2 years. *Emergency grant data from College SIS.	* Data measured during annual Strategic Planning.

How can we assist our faculty and staff to feel competent and engaged with the strategies?

1. ____
2. ____
3. ____

North Central State College

A few questions to consider about …

STUDENT COMPLETION

- Do students have the opportunity to earn meaningful embedded certificates along the way to an associate degree?
- How can we increase credit attainment and help more students complete their credentials more quickly?
- Do we automatically award certificates when required coursework is completed? Do we align certificate programs to degrees?
- How do we assist students with college to career transition?
- How do we assist students who will be transferring to universities to complete bachelor's programs? Do we understand their success once they've transferred?
- What policies do we have that incentivize students to complete a goal or certificate in a timely manner? What policies and practices at the federal, state, and institutional levels are barriers to successful completion?
- Do our registration and withdrawal policies support completion?
- How do we know that students who complete our certificates and degrees have met our learning expectations?

COMPLETION

Outcomes from 2024-26

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	**What did you establish as your outcome?**	**What progress did you make towards strategy/goal?**	**What were measures of progress/success?**	**What contextual points are worth noting?**
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Use data to help push more students to graduation.	*Ten additional degrees awarded annually. Goal not met.	*Attemtpted once but produced 1-2 credentials and determined not worth manual effort.	*Degrees awarded outside of initial petition process.	*Fastest path and curriculum track work has begun, but a lack of time, resources, and availability has shelved the process.
Promote and support certificate completion.	*Increase certificate completion by 10% (broken into short-term and 30+ credits). *Increase 3-year graduation rate of entering fall cohorts by 2% with help of certificates.	*Regular certificates increased from 76 to 89 in AY 25, while short-term decreased from 162 to 161. Goal partly met. *Graduation rate (entering FT and PT in fall) was 37.0% for FA2022 cohort, compared to 37.6% for FA2020 cohort. Goal not met.	*Annual certificates awarded in AY25 compared to AY24 (162 short-term, 76 regular).	*Wages of major certificates shortly after graduation have only slightly trailed those of applied associate degrees. *Most short-term scholarships are auto-awarded. Despite scholarships, too few students choose to major initially in a ST credential.
Facilitate more “internal transfer” opportunities.	*Increase by 5% annually completers at NCSC who enroll into a higher credential at NCSC.	*By FA25, 43 students had previously earned a lower credential (excludes auto-award certs), or 4% of students. Goal partly met.	*Annual enrollees who have previously earned a lower credential at NCSC. Baseline for FA2023 was 9, or 1% of undergraduates.	
Facilitate more “external transfer” opportunities.	*Graduates transferring within a year of graduation increases 2% annually. Includes internal transfer. Goal met.	*For associate degree graduates in 2022-23 graduates, 32.3% transferred within about 6 months. For 2024-25 graduates, 37.1% transferred	*OGTP status by the Ohio Department of Higher Ed. *Articulation agreements.	*NCSC has also adopted a new KPI tracking bachelor attainment of graduates who earn an AA/AS degree.

	*Increase OGTP approvals by 25%. Goal met. *On campus degree completion will increase by one program in two years. Goal met.	*OGTP approvals have increased from five pathways in AY24 to eight pathways in AY26. *According to the OGTP page, students with OGTP AA degrees in psychology and social work can complete at the Ohio State Mansfield campus.		*NCSC is in intense discussions with university partners on a transfer pathway for a transfer and applied degree in early childhood education.

2026-28 Improvement Focus Description: Improving Completion

Improvement Focus Current Status: Scaling in Progress

Focus:	**Strategy:**	**Leadership:**	**Others:**	**Outcome:**	**Measure:**	**Timeline**
Improvement Objective (College Strategy/Intervention Objectives)	**What will we do differently? What are the action steps for intervention?**	**Who will be responsible (title)?**	**Who will need to support /bolster the change and how (titles)?**	**What will be our outcome indicator of success?**	**How will we measure success?**	**What is our timetable?**
Increase long-term persistence, graduation and transfer.	*Enhance institutional capacity, organizational agility, disciplined implementation and assessment culture to drive completion.	*College President *Vice President of Academics and Student Services	*Division deans	*3-Year student success rate (graduate, transfer or retained in 3 years). Baseline is 58.2% for Fall 2022 cohort. *Increase 3-year graduation rate of entering fall cohorts by 2%. Baseline of 37.0%	Annual measure of cumulative success rate based on incoming fall cohorts – college KPI.	*Part of annual strategic planning.

Increase graduates with credentials that lead to job placement, living wage employment and career advancement.	*Ensure program viability and effectiveness through a culture of continuous assessment, program review and faculty/staff professional development.	*Division deans *Program coordinators.	*Career and Internship Office *Work-based Learning Office *Institutional Research *Academic liaisons.	*Wages of employed applied recent graduates will meet or exceed the Richland County median wage. Baseline ratio of 116% for AY 25 grads. *Percent of applied graduates employed will increase by 5%. Baseline of 84% associate degree, 92% certificate, 100% bachelor. *Percent of graduates satisfied that NCSC prepared them well for obtaining a career. Baseline 78% in AY26.	Annual measure of cumulative success rate based on incoming fall cohorts – college KPI.	*Part of annual strategic planning.
Increase graduates with credentials that lead to successful bachelor completion.	*Increase and update TAGS, OT-36, GTP and individual articulations to maximize credit transfer with partners. *Obtain accreditation for BSN program at NCSC.	*Division deans *Director of Curriculum, Assessment, Compliance	*Academic liaisons *BASMET and BSN program faculty *Institutional Research	*Graduate transfer rates will increase by 2% over baseline (29.5% for AY25 graduates). *Increase bachelor attainment of transfer associate degree graduates	Annual measure of cumulative success rate based on incoming fall cohorts – college KPI.	*Part of annual strategic planning.

	*Improve competencies as a "receiving institution" for transfer to help recruit and support more associate degree graduates through a bachelor's degree.			within 3 years of associate degree by 2%. Baseline of 38.9% *Increase output of NCSC's applied bachelor programs by 5% (baseline 21 in AY26).		

What are our next steps?

1. ____
2. ____
3. ____

A few questions to consider about

OTHER ASPECTS OF COMPLETION SUCCESS

- What does the disaggregated data tell us about completion rates for different populations?
- How do we reshape our institution to build sustainable models of successful programs?
- How do we select and cultivate external linkages?
- Are our courses and program streams offered in student-friendly ways? What is our institution doing to create a culture to support success and completion? How do we engage people across employee categories and provide professional development to support change? How does our college manage process improvement?
- What else can we do?

OTHER

Outcomes from 2024-26

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	**What did you establish as your outcome?**	**What progress did you make towards strategy/goal?**	**What were measures of progress/success?**	**What contextual points are worth noting?**
Scale up dissemination of data to campus community through dashboards and internal Institutional Research page. *Goal partly met.	*More tools deployed to provide better decision support *Tools balance disaggregation of various subgroups with ensuring FERPA compliance *Tools will be visited every day on average by college employees	*Established and promoted public SharePoint page for college community, including: -Started "QuickBytes" newsletter for college community. -Shared enrollment comparison reports and 15th/30th day for all three terms with college. -Shared annual KPI sheet with definitions. *Led college team through ATD Data Literacy course. *Updated program review templates with anticipated release on annual basis.	*Output – deployment *Output – balance disaggregated data and security *Average daily logins	*NCSC had desired to start building a series of dashboards tied into the SIS. From a cost standpoint, the most sensible vehicle would have been Microsoft Power BI but this also presented security issues by purchase of additional user licenses. *In late 2025, NCSC was selected to be part of a Gates Foundation and Achieving the Dream project to better harmonize disparate data sets. A grant outcome will be a series of dashboards available to user bringing together SIS and Canvas data.

2026-28 Improvement Focus Description: Other

Improvement Focus Current Status: Scaling in Progress

Focus:	Strategy:	Personnel:	Others:	Outcome:	Measure:	Timeline
Improvement Objective (College	**What will we do differently?**	**Who will be**	**Who will need to support**	**What will be our outcome**	**How will we measure success?**	**What is our timetable?**

Strategy/Intervention Objectives)	What are the action steps for intervention?	responsible (title)?	/bolster the change and how (titles)?	indicator of success?		
Enhance institutional capacity, organizational agility, disciplined implementation and assessment culture by leveraging AI technology, continuous planning, and data-informed decision-making to optimize processes and outcomes and resource allocations.	*Create a "Unified Data and Technology System" (UDTS) out of the ATD/Gates grant. Should result in: -Trust in data quality -Single pane of glass transforming data across systems (starting with LMS and SIS) -Valuable insights -Embedded workflows -Accessibility with no limits on seats	*Executive Director, Grants and IR (Project Manager) *Director of IR *Director of IT *Academic Services Dean	*Supported by DHSS "Core Team"	*By AY 2028, NCSC will have a functional Unified Data and Technology System (UDTS) bringing together SIS and LMS data. *Based on codesign during the DHSS grant project, there will be a variety of dashboard views at the aggregate data level and individual student level to support advisor recommendations. *DHSS project evaluation from MDRC (quantitative and qualitative) will reflect that NCSC will far exceed baseline levels on areas of: -UTDS design and delivery -User experience -Value and impact -Adoption and change -Scalability	*Project progress, slated for wrap-up at conclusion of 2027. *Examination of dashboards available to users. *Evaluation data gathered by MDRC (document review, assessment, product usage, surveys, interviews and focus groups, administrative data).	*Project is set to conclude in December 2027. Even if extended, we will at least have formative evaluation to report.

What are our next steps?

1. ____
2. ____
3. ____

WORKFORCE

Legislative language (ORC Sec. 3345.81) calls for the campus plans to "align with the state's workforce development priorities."

As resources, please refer to the Governor's Office of Workforce Transformation's In-Demand Jobs List: https://topjobs.ohio.gov/wps/portal/gov/indemand/list and http://omj.ohio.gov/OMJResources/MasterList_Education.stm and the eleven JobsOhio key industries (listed at http://jobs-ohio.com).

JobsOhio industry clusters and labor market information for each occupation: http://omj.ohio.gov/OmjResources/OccupationsByIndustry.stm. Six JobsOhio regions: http://jobs-ohio.com/network/.

The eleven key industries are:

1. Advanced Manufacturing
2. Aerospace and Aviation
3. Automotive
4. Autonomous Mobility
5. Energy and Chemicals
6. Financial Services
7. Food and Agribusiness
8. Healthcare
9. Logistics and Distribution
10. Military and Federal
11. Technology

These information links as well as the Workforce Tools located on https://workforcedatatools.chrr.ohio-state.edu/ assist higher education institutions with the identification of the emerging and growing occupations in an effort to coordinate degree and certificate offerings in their region.

A few questions to consider about WORKFORCE

- Based on our College service area, which of the 6 JobOhio regions do we serve?
- Which of the 11 JobsOhio key industries are addressed in our current curriculum and programing?
- How have we linked our curriculum and programing to the OhioMeans Jobs In-Demand Jobs list? and other labor market information for each occupation?

- What are the job training needs of our community based on our regional economic development network?
- How do we connect our students needing employment with our employers needing an educated workforce?
- What are our current program advisory committees recommending to improve our curriculum and what new programs do they endorse?
- How have we linked our curriculum and programing to the OhioMeans Jobs In-Demand Jobs list?
- How do we align our credit on non-credit offerings?

WORKFORCE

Outcomes from 2024-26

Strategy/Goal:	**Outcome:**	**Progress:**	**Measure:**	**Comments:**
What did you plan to improve?	**What did you establish as your outcome?**	**What progress did you make towards strategy/goal?**	**What were measures of progress/success?**	**What contextual points are worth noting?**
Innovatively target advanced manufacturing needs of region and state	*Achieve ABET accreditation by 2025. Goal met.	*ABET accreditation achieved in 2025 for BASMET.	*ABET accreditation achieved.	The accreditation is retroactive to the program's first graduating class in 2023 and will remain in effect through 2031.
	*Close all funding gaps and implement IDAS manufacturing line. Goal met.	*As of December 2025, 170 students had received training on the IDAS line.	*IDAS manufacturing line implemented and in active use by early 2025.	
	*Increase apprentices taking credit coursework by 5% annually. Goal not met.	*Credit students that were apprentices dropped from 55 in AY 24 to 38 in AY 26.	*Number of sponsored students in engineering programs.	*NCSC is revitalizing its industrial technology and apprenticeship programs with support from the DOL Strengthening CC Training grant received in 2025.
	*Increase credit enrollment in Engineering by 5% annually. Goal not met.	*All engineering credit headcounts decreased from 168 in AY 24 to 141 in AY 26.	*Annual enrollment in all engineering programs for AY25 compared to AY24 (232).	

Target health care needs of region and state.	*Increase incumbent workers in nursing program pathway by 10% (57 baseline). Goal not met. *Enrollment in HS programs will increase by 15%. Goal exceeded (29%). *All programs will annually meet accreditor licensure standards for first-time test takers. Goal not met.	*There were 61 hospital partnership students in AY 25-26 (38 LPN, 25 LPN-RN and 8 BSN). *Program enrollment in nursing and allied health increased from 263 in AY 24 to 339 in AY 26. *Three of five programs met the external benchmark as of Spring 2026.	*Pathway applications from NC State Foundation. *Annual enrollment in HS programs. *Data from national accreditor registries.	*Funding partnerships have been expanded to higher levels of nursing. Dramatic improvement in all nursing programs. Physical Therapist Assistant program rebounding after declining to take a freshman class in AY 25. Not meeting the external benchmark does not automatically imply censure from an accreditor.
Create new partnerships with other industry markets.	*Increase WBL sites for students by 10%. Goal not met. *Increase enrollment by 10%. Goal not met. Program retired.	*There were 15 specific WBL sites off campus in FA25. *Bioscience program announced teachout in AY 26.	*WBL sites recorded by program coordinator. Baseline was 18 specific WBL sites off campus in FA23. *Annual enrollment in bioscience programs for AY25 compared to AY24 (21 baseline)	*While new coop and clinical sites are always helpful, creative scheduling with current sites is also important. NCSC was able to creatively schedule with current hospital partners to accommodate new cohorts of LPN trainees that were incumbent hospital workers.
Deliver non-credit trainings to meet immediate needs of employers.	*Increase workforce program headcounts by 5%. Goal met. *Add at least one new skill area for training. Goal met. *Develop innovative proposal to receive	*Approximately 740 trained. *New areas included Artificial Intelligence and Phlebotomy.	*Annual enrollment in WFD for AY25 compared to AY24 (700 baseline). *Inventory of non-credit skills training. *Approval of IMAP or Tech Cred funding.	*Non-credit training includes OSHA, Leadership/Supervision, Excel, AI intro, drone, phlebotomy, etc. *NCSC is intending to pursue WF Pell for

	IMAP or Tech Cred funding. Goal not me,	*Statewide Tech Cred funding in limbo.		industrial tech programming, and has also taken part in related DOL grant submission with all Ohio CCs that is pending.

2026-28 Improvement Focus Description: Agile and Effective Response to Industry Need

Improvement Focus Current Status: Scaling in Progress

Focus:	**Strategy:**	**Personnel:**	**Others:**	**Outcome:**	**Measure:**	**Timeline**
Improvement Objective (College Strategy/Intervention Objectives)	**What will we do differently? What are the action steps for intervention?**	**Who will be responsible (title)?**	**Who will need to support /bolster the change and how (titles)?**	**What will be our outcome indicator of success?**	**How will we measure success?**	**What is our timetable?**
Position NCSC as a workforce and economic hub by strengthening regional partnerships with employers, community organizations, local government and educational partners to raise educational attainment and enhance community prosperity.	*Continue implementation of the DOL Strengthening Community College Training Grant to increase apprentices. *Through active program review and development, increase ratios in programs leading to higher wages.	*Division Deans *Foundation Executive Director *Director of Admissions	*DOL grant staff *Workforce staff *Academic and Services Review Committee *Institutional Research	*Increase major employer partners for credit training by 10%. Baseline is 2 health systems, 10 manufacturers and Mechanics Bank. *Credit program alignment to regional workforce. Enrollment in “high value programs” will outnumber those in low-medium by 2X. Current	*Annual measure of partners. *Part of DOL grant reporting. *CRCC alignment tool update	*Will be part of annual strategic planning.

	*Develop innovative non-credit offerings sought by employers that can later convert to credit. *Strategically enhance outreach partnerships with nonprofit or government (Job and Family) organizations to help increase pipelines to NCSC of underserved populations.			baseline is 2.3 times. *Workforce contract revenue will increase by 5%. Baseline $116,00 *NCSC will have at least one <u>very strong</u> partnership with a community-serving organization in each service county. Baseline is 1/3 (Crawford).	*From NCSC Foundation. *Annual partner assessment.	

What are our next steps?

1. ____

2. ____

3. ____

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

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

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

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

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

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

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

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

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

Effective: May 25, 2016
Next Review: April 28, 2027
Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 5/25/16, 4/26/17, 4/25/18, 4/24/19, 4/22/20, 4/28/21, 4/27/22, 5/25/22, 4/26/23, 4/24/24, 4/23/25, 4/22/26

NORTH CENTRAL STATE COLLEGE
GOVERNANCE PROCESS POLICY 2.7
BOARD OF TRUSTEES ANNUAL AGENDA/CALENDAR
Fiscal Year 2027

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

June 2026:	BOT does not meet in June for summer break
July 2026:	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-Reflection Questionnaire Trends Results Development/Approval of Board Annual Agenda/Calendar for 2026-2027
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 (2nd 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 *expiring terms* to the Board Nominating Committee reports *Confirmation of Officers* 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 (3rd Quarter) Board-Ownership Linkage Activity Discussion
November 2026	No regular board meeting in November for Thanksgiving break OACC Annual Conference
December 2026	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) Approval of Curriculum for 2026 Fall Semester PolGov Rehearsal Scenario (TBD) 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/SB1 Training Requirements

January 2027: 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 (TBD)
PolGov Policy Review (4.9) Emergency Executive Succession Plan
Emergency Executive Succession Plan Statement (President/CEO)
BOT Self-Assessment Survey Trends Report (4^{th} 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^{st} 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)
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^{th})
OACC Annual Event for Board Members
Board-Ownership Linkage Activity Discussion

June 2027: BOT will not meet in June for summer break

July 2027: 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. University Hospitals Samaritan Medical Center

North Central State
COLLEGE

Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Distribute the Annual Self-Reflection Questionnaire to Trustees in late June or early July for Board analysis and discussion at the annual planning retreat in July	June-July 2026	S. Williams
2.	Solicit Trustee meal preference from Panera Bread for the July Annual Board Retreat.	July 2026	S. Williams
3.	Hand-deliver Annual Monitoring Report and Assessment Rubric to Trustees in preparation for Annual Planning Retreat.	July 2026	D. Diab/S. Williams
4.	Approve 2026-2027 College Campus Completion Plan (every 2 years, even years)	July 2026	D. Diab/K. Gray
5.	HB96: General Education Curriculum Review	December 2, 2026	D. Diab/K. Gray
6.	HB96: General Education Curriculum Changes	March 24, 2027 *Due: June 30, 2027*	D. Diab/K. Gray
7.			

North Central State College

BOARD OF TRUSTEES 2026 Policy Governance Training Schedule

NCState Meeting Date	Principle Discussion	Discussion Leader	PolGov Policy Review	Discussion Leader
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
July 22, 2026	*None Scheduled*	*Planning Retreat*	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	*Planning Retreat*
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.

North Central State
COLLEGE

BOARD OF TRUSTEE MEETING DATES 2027

All meetings will be held at NC State Main Campus
Fallerius Technical Building Gorman Room (165) unless otherwise announced
At 5:30 pm

January 20, 2027

February 24, 2027

March 24, 2027

April 28, 2027

May 26, 2027

July 28, 2027*2

August 25, 2027

September 22, 2027

October 27, 2027*3

December 1, 2027

NOTE: 1. No regular meetings scheduled for June and November.
2. July 28th will consist of Regular Meeting followed by Annual Planning Retreat.
3. ACCT Leadership Congress dates for 2027 are October 13-16 (Philadelphia, PA).

SEPARATION REPORT

Report for June and July 2026

Effective June 4, 2026
Rachel Kral, Advisor, College Credit Plus
Reason: Resigned

Effective July 9, 2026
Tina Foley, Accounting Clerk
Reason: Resigned

2026

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		

2027

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	

Policy Governance® Model