North Central State College

Board Packet
August 26, 2026

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NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, August 26, 2026
5:30 pm – 165-Fallerius and Zoom

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. OSU-MANSFIELD ADVISORY BOARD REPORT - *Ms. Linda Nelson*
- Next OSU-M Advisory Board Meeting is September 17, 2026 (NCSC Rep. *To be determined*)

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

A. Student Engagement Update

B. North Central State College Foundation/Development Update

C. Monitoring Report(s): Executive Limitations (04-00 Global Limitations)

D. Updates/Other — Page 62

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

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

<u>Minutes:</u>

A. Approval of Minutes for July 22, 2026 "Regular Meeting" — Pages 9-16

B. Approval of Minutes for July 22, 2026 "Board Retreat" — Pages 17-33

<u>Personnel Actions:</u>

C. Consideration of Approval of Status Change – *R-2026-29* — Page 34

D. Consideration of Approval of Employment of College Personnel – *R-2026-30* — Page 35

E. Consideration of Approval of College Personnel Professional Growth Recognition - *R-2026-31* — Page 36

<u>Regular Agenda</u>

A. Treasurer's Report for July 31, 2026 – *Ms. Lori McKee* — Pages 37-44 **(Action Required)**

B. Chancellor's Trustee Challenge – Financial Viability Ratios — Pages 45-46

VIII. POLICY GOVERNANCE

A. Confirmation of Service on the 2027 North Central State College Trustee Selection Committee

B. Nominating Committee Report (Committee Appointments & Charge) (IAW 02.91) Pages 47-48

1. 2026 Nominating Committee *(Dwight McElfresh-Chair, Elisabeth Morando, Duana Patton)*

2. 2027 Reappointments (*Linda Nelson, Elisabeth Morando, Kristin Aspin**) ** denotes Gov. Appointee*

3. Nomination of Officers for 2027 *(M. Masters-Chair, K. Aspin-Vice Chair, TBD-Secretary)*

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

1. 2026-2027 Annual Calendar (IAW 02.70) Pages 49-50

2. Review of Actionable Items Page 51

3. Community Connections

4. Reflections on 2nd Quarter Self-Assessment Survey (April – June) (IAW 02.16)

D. Board Training (IAW 02.70) (b))

1. Policy Governance Rehearsal Scenario 3.19 (Case Study) – *Ms. Kristin Aspin* Pages 53-54
"*Whose CEO Is It Anyway?"*

2. Governance Policy Review (3.3 & 3.4) – *Mr. Steven Stone* Pages 55-56

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

A. Discussion of Meeting Dates for October 2026 & October 2027 Page 57

B. 2026 ACCT Leadership Congress (October 21-24, 2026) (Chicago, IL)
Presentation: "From Adoption to Excellence: Making Policy Governance Work for Community College Boards"
Friday, 10/23/26, 8:00am – 9:00am

C. 2026 Trustee Conference: Wednesday, September 9, 2026 Pages 58-59
(OSU Fawcett Event Center, 2400 Olentangy River Rd., Columbus, OH)

D. OACC Annual Conference Excellence Awards – Nominations Now Open Pages 60-61

X. EXECUTIVE SESSION

To discuss the contract and compensation of a public employee.

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

XII. TIME AND PLACE OF NEXT MEETING – *Ms. Linda Nelson*

- Wednesday, September 23, 2026 – The Gorman Room (165-Fallerius)

XIII. ADJOURNMENT – *Ms. Linda Nelson*

North Central State College

BOARD OF TRUSTEE MEETING DATES 2026

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

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~~ *November 4, 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
(2026-2027 COLLEGE ACTIVITIES/PLANNING CALENDAR)

August 2026	**26 – Regular Board of Trustees Meeting (Fallerius)**
September 2026	**9 – 2026 ODHE Trustee Conference (OSU Fawcett Center, Columbus)** **17 – Ohio State Mansfield Advisory Board Meeting** **23 – Regular Board of Trustees Meeting (Fallerius)**
October 2026	**8 – Foundation Scholarship Luncheon (Kehoe)** **15 – Workforce Forging the Future Meeting (Kehoe)** **21-24 ACCT Leadership Congress (Chicago, IL)** **28 – Regular Board of Trustees Meeting (*Conflicting Schedule with RGP*)**
November 2026	**4 - Potential "October" Board meeting (LnL @ AvitaHS/OACC Visit)** **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	**?? – 2027 ODHE Trustee Conference (Columbus)** **22 – Regular Board of Trustees Meeting (Fallerius)**
October 2027	**13-16 ACCT Leadership Congress (Philadelphia, PA)** **27 – Regular Board of Trustees Meeting (Fallerius)**

Required Approvals Agenda

<u>Consent Agenda</u>

<u>Minutes:</u>

A. Approval of Minutes for July 22, 2026 "Regular Meeting"

B. Approval of Minutes for July 22, 2026 "Board Retreat"

<u>Personnel Actions:</u>

C. Consideration of Approval of Status Change – *R-2026-29*

D. Consideration of Approval of Employment of College Personnel – *R-2026-30*

E. Consideration of Approval of College Personnel Professional Growth Recognition - *R-2026-31*

<u>Regular Agenda</u>

A. Treasurer's Report for July 31, 2026 – *Ms. Lori McKee*

B. Chancellor's Trustee Challenge – Financial Viability Ratios

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

I. CALL TO ORDER

This meeting was held in-person in room 164 of the James W. Kehoe Center in Shelby, Ohio. Trustee participation was eight in person.

Chair, Ms. Linda Nelson called the meeting to order at 4:05 p.m. in room 164 of the Kehoe Center. At that time, she asked all to rise and join her in reciting the pledge of allegiance followed by her reading of the Global ENDS Policy for North Central State College.

II. ROLL CALL

The Secretary, Mr. Stephen Williams called the roll.

Present:
Ms. Kristin Aspin
Mr. Mark Masters
Dr. Dwight McElfresh
Ms. Elisabeth Morando
Ms. Linda Nelson
Mr. Steven Stone
Mr. Patrick Williams
Ms. Kimberly Winkle
Absent:
Ms. Duana Patton

III. INTRODUCTION OF GUESTS

Board Chair, Ms. Linda Nelson asked President Dorey Diab to introduce the guests present. President Diab acknowledged the presence of: Dr. Kelly Gray, Vice President of Academic Services; Ms. Amber Wertman, Executive Director of the College Foundation and Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation.

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

Ms. Linda Nelson explained that the primary focus of tonight's meeting will be to tend to our Required Approval Agenda and our Policy Governance Agenda.

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

Dr. Dorey Diab explained that many of the elements of the President's Report will be included as part of the Retreat. Dr. Diab reviewed the agenda for the retreat following the regular meeting and had nothing further to add.

VI. 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 Ms. Kimberly Winkle and seconded by Ms. Elisabeth Morando and passing unanimously, the following items were approved.

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

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

CONSIDERATION OF APPROVAL OF STATUS CHANGES

R-2026-24

STATUS CHANGE

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.*

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

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.

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

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."*

REGULAR AGENDA

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

In the absence of Ms. Lori McKee, Dr. Dorey Diab presented the Treasurer's Report for the period ending May 31, 2026. He stated that revenues for the month totaled $959,065. Expenditures were $1,565,079 leaving a deficit of $606,014. Year-to-date revenues totaled $25,191,470. Year-to-date expenditures totaled $16,818,625 leaving an excess of $8,372,845. The Month End Investment Balance for May 31, 2026 was $15,025,340 ($3,349,102 in Star Ohio and $11,676,238 in Park National Bank). Dr. Diab described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: On a motion by Mr. Steven Stone and seconded by Mr. Patrick Williams the item was approved with a unanimous vote.

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

Dr. Dorey Diab presented the Treasurer's Report for the period ending June 30, 2026 but explained that although he is presenting the numbers as they are currently, this report will be a preliminary report as there are still many accounts and activities that are in progress or still need to occur in order to wrap up the previous fiscal year. He stated that revenues for the month thus far totaled $1,005,945. Expenditures were $4,879,663 leaving a deficit of $3,873,718. Year-to-date revenues totaled $26,197,415. Year-to-date expenditures totaled $21,698,288 leaving an excess of $4,499,126. The Month End Investment Balance for June 30, 2026 was $15,095,263 ($3,359,627 in Star Ohio and $11,735,636 in Park National Bank). Dr. Diab described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: On a motion by Mr. Patrick Williams and seconded by Dr. Dwight McElfresh the item was approved with a unanimous vote.
Dr. Dorey Diab – Reminded the Board about the status of the June Treasurer's Report by explaining that there are still unresolved issues that Ms. McKee will report on in more detail later.

C. Consideration of Approval of College Completion Plan for 2026-2027
– R-2026-27 – Dr. Dorey Diab

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.*

ACTION TAKEN: On a motion by Dr. Dwight McElfresh and seconded by Ms. Kimberly Winkle the item was approved with a unanimous vote.

VII. POLICY GOVERNANCE

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

1. Discussion of Policy Governance Policy 2.70 Agenda Planning Policy.

Board Chair, Ms. Linda Nelson reviewed the Board's Annual Calendar/Agenda for the 2026-2027 Academic/ Reporting Year.

2. Review of Actionable Items.

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

a. <u>Distribute Annual Self-Assessment Survey to Trustees in June for Board analysis and discussion at the annual planning retreat in July</u> – This item was submitted prior to this meeting.

b. <u>Solicit Trustee meal preference from Panera Bread for July Annual Board Retreat.</u> – This item was completed in preparation for the retreat.

c. Hand deliver Annual Monitoring Report to Trustees in preparation for Annual planning Retreat. – This item was accomplished in preparation for the retreat.

2. Owners Connections.

Dwight McElfresh: Mr. McElfresh reflected on school districts facing financial watch, noting that their challenges highlight the importance of North Central State's strong financial operations. He emphasized not taking for granted the College's timely financial management and accurate business processes.

Mark Masters: Mr. Masters shared that several parents told him their children entered higher education through the College Now program and have since graduated from other colleges, reinforcing the program's positive long-term impact.

Elisabeth Morando: Ms. Morando praised College Now as a unique opportunity but questioned whether enough students and families are aware of it, suggesting that awareness in traditional high schools could be stronger.

Kristin Aspin: Ms. Aspin observed that families are often overwhelmed by the volume of school communications, making it easy for important information, including College Now opportunities, to be overlooked despite schools' efforts to share it.

3. Annual Board Self-Reflection Questionnaire Results for 2025-2026

Ms. Linda Nelson asked if all Trustees had the opportunity to review the Annual Board Self-Reflection Questionnaire results for 2025-2026? Overall, results are positive and reflected good basic operations, appreciation with the leadership of the CEO, appreciation for the Board training we go through each month, enlightenment with the importance of the Trustees role in advocacy. In the essence of time, Ms. Nelson asked Trustees if there were any trends that came to their attention that needed some further evaluation. The Executive Committee will continue to evaluate the trends suggested in the Questionnaire for potential topics of future Board training.

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

A. 2027 NCSC BOT Proposed Meeting Dates

The Chair called for any discussion on the proposed meeting dates for 2027. President Diab referred to a potential conflict in October for both 2026 and 2027 with the AACC meetings. Dates will be looked into further for better options.

B. 2026 Chancellor's Annual Trustee Conference (Wednesday, September 9, 2026 – Columbus, OH)

The Chair announced that the date of the Chancellor's Annual Trustee Conference has been changed from the September 10th to September 9th in Columbus. Registration information is typically sent via email; however, it has not yet been received. Once details are available, trustees are to notify Steve and Dorey of their ability to attend. The Chancellor's office and the OACC will provide full event details as the date approaches.

C. ACCT Leadership Congress (October 21–25, 2026)
The Chair reminded the Board of the upcoming ACCT Leadership Congress. Trustees were encouraged to ensure their registration is complete.

IX. MEETING EVALUATION (IAW 02.16) – *Dr. Dwight McElfresh*

Board Chair, Ms. Linda Nelson called for a discussion on tonight's meeting evaluation. Trustees commented that the meeting stayed on track and moved smoothly from one order of business to the next which helped with staying on track for this important two-part meeting.

X. TIME AND PLACE OF NEXT MEETING

The next regular meeting of the Board of Trustees is scheduled for Wednesday, August 26, 2026 at 5:30 p.m. in the Board Meeting Room (the Gorman Room, 165-Fallerius).

XI. ADJOURNMENT

The Chair called for any additional information items.

ACTION TAKEN: As there was no further business or information items, the Board Chair, Ms. Linda Nelson declared the meeting adjourned at 4:55pm.

Respectfully submitted:

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

North Central State College
Board of Trustees' Annual Planning Retreat
July 22, 2026

I. CALL TO ORDER

The Chair, Ms. Linda Nelson resumed the July meeting by calling the annual planning retreat to order at 5:03 p.m. in the ground floor conference room (164) of the James W. Kehoe Center.

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. OTHER GUESTS PRESENT

Other guests present included: Dr. Kelly Gray, Vice President of Academic Services; Ms. Amber Wertman, Executive Director of the College Foundation; and Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation.

IV. PRESENTATION OF THE PRESIDENT'S MONITORING REPORT
– by Dr. Dorey Diab

President Diab began his Monitoring Report for the 2025-2026 Academic Year by presenting accomplishments summary of quantitative key performance indicators for Access, Success and Resources from the 2026 strategic plan. He reported that, overall, and as shown in the tables below, the College exceeded the quantitative goals in 14 of the categories (highlighted in varying shades of green), dropped below the goal with less than five percent in four categories (highlighted in yellow), and dropped below the goal with five percent or more in none of the categories.

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) the college has overcome or achieved over the past years as well as the uncertainty that the current culture presents in preparing for the coming year. Following the summary below of the Global Ends Policy on access, success and resources, Dr. Diab went over the other Ends and Executive limitations with tables, charts, and trends over the years, as summarized below.

Summary of Global Ends Policy 1-00,
in Alignment with Quantitative Key Performance Indicators from Strategic Plan

Overall, and as shown in the table below:

1. *We have exceeded the quantitative goals in 14 categories*,
2. *We have exceeded last year's metric but did not achieve goal of 2% in 4 categories*
3. *We have dropped below the goals, with less than 5%, in 4 categories*.
4. *We have not dropped below the goals, with 5% or more, in any categories (no red boxes),*

(Note: due to the multitude of adverse factors impacting changes at the College, institutional research recommended to mark a drop of 5% and higher in red as below goal, and those below 5% in cautious yellow).

ACCESS

Key Performance Indicators for North Central State College
Strategic Planning 2026

Access

Goal: Increase Annual Headcount	AY 2023-24	AY 2024-25	AY 2025-26	Change	Result
Increase annual headcount by 2% for students age 25 and over (**non-traditional**)	687	678	664	-2.1%	Below
Increase annual headcount by 5% for **minoritized*** students	371	374	435	16.3%	Far Above
Increase annual headcount by 2% for High School/**early college** students	1509	1477	1586	7.4%	Far Above
Increase annual headcount by 2% for **post-HS** students.	1702	1655	1682	1.6%	Met

Note: Minoritized students are also included in the age group and HS status counts and students over 25 in the minoritized counts as appropriate.

Key Performance Indicators for North Central State College
Strategic Planning 2026

Access

Goal: Increase Annual Credit Hours	AY 2023-24	AY 2024-25	AY 2025-26	Change	Result
Increase annual credit hours by 2% for students age 25 and over (**non-traditional**)	9,138	9,778	9,970	2.0%	Met
Increase annual credit hours by 5% for **minoritized*** students	5,034	5,246	5,660	7.9%	Above
Increase annual credit hours by 2% for High School/**early college** students	17,446	17,191	19,334	12.5%	Far Above
Increase annual credit hours by 2% for **post-HS** students.	25,721	26,885	27,064	0.7%	Below

Note: Minoritized students are also included in the age group and HS status counts and students over 25 in the minoritized counts as appropriate.

SUCCESS

Key Performance Indicators for North Central State College
Strategic Planning 2026: Success

Goal: Fall to Fall Persistence of Entering Cohorts	Entering Fall 2022 Cohort (N=416)	Entering Fall 2023 Cohort (N=390)	Entering Fall 2024 Cohort (N=410)	Fall 2023 Cohort to Fall 2024 Cohort Change	Result
Increase **Fall to Fall** persistence of new, post-HS students by 2%.	55.3%	54.6%	60.0%	5.4	Above
Increase **Fall to Fall** persistence of new, post-HS Minoritized students by 2%.	56.1%	37.7%	52.7%	15.0	Far Above
Increase **Fall to Fall** persistence of new, post-HS students aged 25 & over by 2%.	55.6%	47.9%	53.8%	5.9	Above

Goal: Completion/Success of Entering Fall Cohorts	Entering Fall 2020 Cohort (N=431)	Entering Fall 2021 Cohort (N=432)	Entering Fall 2022 Cohort (N=416)	Fall 2021 to 2022 Cohort Change	Result
Increase 3-year cohort success rate (graduate, transfer and/or re-enroll at NCSC) by 2%. Any one marker counts.	51.7%	58.6%	58.2%	-0.4	Below
Increase 3-year graduation rate of entering fall cohorts by 2%.	37.6%	38.2%	37.0%	-1.2	Below

Key Performance Indicators for North Central State College
Strategic Planning 2026: Post-Graduation Success

Bachelor Degree attainment* of Transfer Associate Graduates (AA or AS)	2019-20 Graduates (N=72)	2020-21 Graduates (N=63)	2021-22 Graduates (N=72)	2020-21 to 2021-22 Change	Result
Increase bachelor attainment of transfer associate degree graduates within 3 years of associate degree by 2%	23.3%	31.3%	38.9%	7.6	Far Above
Median Annualised Wages of Employed Applied Graduates (AAB, AAS, ATS, BAS, CERT if 30+ hours) Meet or Exceed Richland County Median**	2022-23 Grads (N=266) Benchmark $41,230	2023-24 Grads (N=256) Benchmark $43,730	2024-25 Grads (N=270) Benchmark $44,700	2022-23 to 20223-24 Change	
MEDIAN wages of employed Applied graduates --6 months out ***	$47,628	$51,136	$51,970	1.6%	
Percent of Richland Median Wage.	115.5%	116.9%	116.3%		Above

RESOURCES

Key Performance Indicators for North Central State College
Strategic Planning 2025
Resources

Description		FY 2022-23	FY 2023-24	FY 2024-25	Result
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)		5.0	5.0	4.6	Exceeded
Maintain a primary reserve ratio that is above our peers	NCSC	1.04	1.05	1.07	Exceeded
	Peers	0.51	0.57	0.50	
Have an SSI Share greater than our Eligible FTE share	SSI Share	1.92%	1.92%	2.05%	Exceeded
	FTE Share	1.75%	1.75%	1.75%	

Summary of Key Performance Indicators based on goals established for 2025-2026

Global Ends Policy - Mission: fulfill the strategic goals of student access, success, and resources.

1. ***Student access:***

   There was an increase in annual headcount for all students and for minoritized students; an increase in credit hours of high school/early college students; and an increase in credit hours of post high school students. One drop was in annual headcount of students age 25 and over. This is a major success considering the multiple factors impacting our institution including: strong competition from colleges and universities; concerns about college costs and loan debts; rural environment drop in demographics and lower birth rate after the 2008 recession; and strong economy with low unemployment rate and demand for employees that prevented them from going back to school. All these factors caused higher education nationally and locally to be at an inflection point with a VUCA period of disruption (volatile, uncertain, complex, and ambiguous). Specifically, in comparison to the Key Performance Indicators (KPI's):

   i. *Students high-school / Early College:*
      - *Increase annual headcount (HC) by 2% and credit hours by 2% (HC increased by 7.4% from 1,477 to 1,586; and credit hours increased by 12.5% from 17,191 to 19,334).*

   ii. *Students post high-school but under age 25 (traditional students):*
      - *Increase annual headcount (HC) by 1% and credit hours by 1% (HC increased by 1.6% from 1655 to 1,682; and credit hours increased by 0.7% from 26,885 to 27,064).*

   iii. *Students age 25 and over (non-traditional students):*
      - *Increase annual headcount (HC) by 2% and credit hours by 2% (HC decreased by 2.1% from 678 to 664; and credit hours increased by 2% from 9,778 to 9,970).*

   iv. *Minority students:*
      - *Increase HC by 5% and Full Time Equivalent (FTE) by 5%: (HC increased by 16.3% from 374 to 435; and credit hours increased by 7.9% from 5,246 to 5,660).*

   The College provided strong pathways to our students from high school, to certificates, to associate degrees, and to baccalaureate degrees (including the Mechanical Engineering Technology, and the Bachelor of Science in Nursing) at a great value, including Tuition Freedom (College Credit Plus, College-Now and Tuition Freedom Scholarship), with 70% of our students not getting any loans.

2. ***Student success:***

   a. *Overall assessment of key performance indicators:*

      i. *Increase 3-year cohort success rate (either graduate, transfer, or re-enroll at NC State) by 2% - any one marker count (decreased by 0.4% from 58.6% to 58.2% from Fall 2021 cohort to Fall 2022 cohort).*

      ii. *Increase 3-year graduation rate by 2% of entering fall cohorts (decreased by 1.2% from 38.2% to 37% from Fall 2021 cohort to Fall 2022 cohort).*

      iii. *Increase 3-year university transfer rate by 2% (increased by 2.3% from 27.2% to 29.5% from 2021-22 graduates to 2024-25 graduates).*

      iv. *Increase Fall to Fall persistence of new, post-high school students by 2% (increased by 5.4% from 54.6% to 60% from Fall 2023 to Fall 2024).*

      v. *Increase Fall to Fall persistence rate of new, post high school minoritized students by 2% (increased by 15% from 37.7% to 52.7 from Fall 2023 to Fall 2024).*

vi. Increase Fall to Fall persistence rate of new post high school students aged 25 and over by 2% (increased by 5.9% from 47.9% to 53.8% from Fall 2023 to Fall 2024).

b. *Two new performance indicators with regard to graduates have been added this past year*

   i. Increase bachelor attainment of transfer associate degree graduates within 3 years of associate degree by 2% (increased by 7.6% from 31.3% to 38.9% from Fall 2021 to Fall 2022)

   ii. Median Annualized Wages of Employed Applied Graduates (AAB, AAS, ATS, BAS, CERT if 30+ hours) meet or exceed Richland County Median (the increase is 116.3% comparing the amount of $51,994 for graduates to $44,700 for Richland County Median, in the 2024-25 academic year)

c. *Licensure/certification rate as percentage of 2026 graduates: Registered Nursing 97.6%; Practical Nursing: 100%; Radiology: 96.9%; OPOTA:100%; Respiratory Therapy: 60%; PTA: no 2025 graduates still working with 2026 grads at 50% with some retesting in July)*

d. *All degree-seeking students' retention from Fall to Spring increased by 1.1% from 82.6% to 83.7% from Fall 2024 to Fall 2025.*

e. *New students' retention from Fall to Spring increased by 2.3% from 77.8% to 80.1% from Fall 2024 to Fall 2025. FA2025 crosses the psychologically important 80% threshold for the first time.*

f. *All degree-seeking students' retention from Fall to Fall increased by 2.2% from 70.6% to 72.8% from Fall 2023 to Fall 2024.*

g. *New students' retention from Fall to Fall increased by 5.4% from 54.6% to 60% from Fall 2023 to Fall 2024 (exceeding the national community college average of 55.1% for the first time).*

h. *There were 411 degrees and major certificates (30+ credit hours) awarded in 2024-25 in comparison to 409 with peers.*

i. *Completing credentials and graduated within 150% of the time (in 3 years instead of two) is another way to measure student success. A major progress has been made over the years since COVID as the rate of entering first time, full-time, degree seeking cohorts has increased from 29% for fall 2019 cohort, to 41% for fall 2020 cohort, to 46% for fall 2021 cohort, to 47% for fall 2022 cohort.*

j. *Completing credential within 200 % of the time (in 4 years instead of two) is another way to measure student success. Another major progress has been made over the years since COVID as the rate of entering first time, full-time, degree seeking cohorts has increased from 34% for fall 2019 cohort to 46% for fall 2020 cohort, to 47% for fall 2021 cohort, to 48% for fall 2022 cohort.*

k. *Annual credit completion rates for on campus or online increased by 0.6% (from 91.9% to 92.5%) from 2024-25 to 2025-26. High school annual credit completion rates are at 98.3% for 2025-62.*

l. *Annual distance (online or hybrid) credit completion rates increased by 0.3% from 90.5% to 90.8% from 2024-25 to 2025-26.*

m. *Success points earned (2024-2025):*

   i. The number of success points earned for completing 12 college level credit hours increased by 2.9% (from 871 in 2023-24 to 896 in 2024-25).

   ii. The number of success points earned for completing 24 credit hours increased by 2.6% (from 584 in 2023-24 to 599 in 2024-25).

   iii. The number of success points earned for completing 36 credit hours increased by 18% (from 415 in 2023-24 to 435 in 2024-25).

n. *Contact hours taught by full-time faculty increased to 68.6% in 202-26 from 65.3% in 2024-25 (continues to be greater than 50% over the years), demonstrating a commitment to student success and full-time employment under tough conditions.*

3. Resources:

a. <u>Human</u>.

i. With regard to communication and professional development, we continued to do system-wide interdepartmental communication with the whole College community by publishing the President's Report that comes from all department managers every two weeks about their strategic projects.

ii. We continued to have many hybrid meetings and professional development via Zoom to save time and in-person to enhance engagement at convocation and during in-service days in November and February, and at open forums once a semester (during any month with a 5th Thursday).

iii. We continued to have monthly faculty meetings with the academic divisions. During these meetings, we have focused on the areas of teaching and learning, safety and security protocols, and assessment. We also continued our monthly meetings with middle managers including the deans and the VP's, to enhance professional development and succession planning on different topics related to leading and managing the institution.

iv. Personally, I continued with the Leadership and Management Academy (that started in Spring 2025) meeting once a month with 15 to 25 people discussing different topics such as leadership and management characteristics; personality tests; and operation activities such as fiscal and budget management; including input from a student panel.

v. In terms of hiring, we continued realignment of personnel in areas of greatest needs and hiring positions due to retirement, replacement or new positions. Although we have lost additional personnel this past year due to the availability of higher paying jobs, especially in the private sector and in health care. As a result, the full-time employees' turnover excluding retirement stands at around 14%-16%, similar to the national average according to CUPA. One of the new strategic objectives for the coming year is to improve on this.

vi. Over the past year, the percentage of minority among all employees was 8% (was 9% last year) while less than that of the percentage of minorities in the service region and among students which is around 12% for both. Full-time faculty are around 12% annually, full-time staff are around 9%.

vii. In terms of benefits, we have done very well by our employees:

- *As a result of our fiscal discipline, unlike other higher education institutions, we did not have a layoff nor did we have a reduction in salaries (several colleges and universities across Ohio have either closed, laid-off employees, or have not provided raises).*
- *We will again have an increase in salaries this year of 4% to the base while keeping the employer/employee insurance contribution at 81% in order to attract new employees and keep good employees. Our faculty contract was at 2%.*
- *Continuing with the Council of Governments (COG) health plan in Stark County, the health insurance increase for medical remains in single digit, in fact a little less, for the coming year at 4.89% (was ~4.97% last year; with 10% decrease in dental, no change in vision, and a decrease in life insurance premium from 12.5 cents to 10 cents per $1,000). And, it will also be providing one month of premium holiday, saving between $224 for single coverage and $545 for family coverage for*

employees (employees don't have to pay for health care for one month), and around $271,000 for the College.

- *The above changes in benefits will cover the increase in insurance and the impact of inflation, and keep everyone financially whole.*
- *College closing for two weeks over the holidays at the end of the year allowing employees more family time with pay.*
- *Continuing with the four 10-hour day summer schedule (from mid-May to end of July) to allow employees to enjoy 3-day weekends with their family and friends. We continue to go remote this summer due to low number of students taking courses with most of them being online/hybrid; having multiple facilities projects, including finishing up the renovation of Fallerius, which require the attention of the facilities department; cutting down on gas and electrical utility costs, helping our employees cut down on travel time and reduce their cost of gas and the impact of inflation. Student-facing offices will have coverage every day. Buildings with labs (Health Sciences and Kehoe) are open several days per week to allow for in-person activities and labs; and the Child Development Center is open in-person all the time.*
- *We plan to continue the four 9-hour day schedule, and one half-day remote on Fridays this coming year during fall and spring semesters.*
- *Continuing with the Earned-Time-Off for part-time faculty and staff based on their years of service.*
- *Continuing to provide tuition reimbursement and professional development stipends for all employees with a range of $60,000 to $70,000 per year.*

b. *Fiscal:*

i. *We were able to increase the reserve again to 107% last year (from 6% the first year, 8% the second year, 12% the third year, 17% the fourth year, 20% the fifth year, 31% the sixth year, 37% the 7th year, 51% the 8th year, 64% the 9th year, 84% the 10th year, 90% the 11th year, 104% the 12th year, and 105% the 13th year). While all OACC colleges' reserve average is at 57%, with peers at 50%, the college's reserve is the highest of all community colleges. This is extremely helpful to weather the potential financial crises like we did during the pandemic, and allow for unforeseen circumstances due to tremendous risks we are facing with lower demographics and enrollment while maintaining employment, and continued maintenance for a 57-year-old campus. Moving forward we may need to dip into the reserve to renovate facilities and purchase equipment that the state no longer allows to collect fees for.*

ii. *The College's Ohio Department of Higher Education composite ratio is at 4.6 (composite score was 2.7 the first year, and 5.0 last year). The composite score ratio for OACC peer colleges is at 4.0 for FY25. Multiple factors and ratios affect the calculation of the composite ratio and the reserve including expendable net position and net assets, operating expenses, plant debt, revenues, expenses, and the timing of their occurrences by June 30.*

iii. *Maintained a healthy monthly cash-on-hand of $27.8 million as of May, 2026, that is 18 times the average cash needed per month (~$1.57M). The June amount will be shown at the July board meeting.*

iv. *Joining the COG in Stark County for health insurance coverage has been very helpful. The one premium holiday month will save the College close to $271,000 in payments next year. Employees with single coverage will save ~$224 and those with family coverage will save ~$545.*

v. *We continue to maintain a manageable shared services cost with OSU- Mansfield (around one million dollars per year)*

vi. *We continue to balance the budget year after year.*

vii. *We continue to have a clean financial audit year after year.*

viii. *The 3-year (2016-2019) Cohort Default Rate (CDR) for students (an indicator of students paying back their loans) continues to be ~0% (0.7). This very low CDR (generally in the teens during the pre-Covid years) is due mostly to the Feds delaying payments of student loans because of the pandemic. We will likely see a spike in the future after the Feds start requiring payments again on loan debt. As a point of reference, the U.S. Department of Education will stop providing financial aid to students at a college if the CDR reaches 30% or higher and remains there for two years. Enticing students to pay back loans normally requires much work on the part of the financial aid office.*

ix. *Foundation:*

1. *The Foundation total assets from our investors as of April, 2026 was $10.47M (was ~$9.17M last year), and increases to $11.89M when including the amount in the Richland County Foundation.*
2. *The Foundation has an operational budget of $443k for the coming year*
3. *Emerald Club brought in over $510k in donations this past year, and exceeding the goal of $442k)*
4. *Facility rental revenue also surpassed projections, reaching over $40k compared to the $37k goal.*
5. *Additional non-credit workforce training activity has generated approximately $104k.*
6. *Approximately $258,000 in scholarship award offers have been extended to students for the coming year*

x. *Grants awarded: We continue to be successful with our grant efforts. The amount is over $3,082,408 this past year (FY2026) from local, state, and federal sources. Grants/Scholarships Awarded (beyond fundraising) included:*

1. *Early Head Start - $646,493*
2. *Early Childhood Education - $106,250*
3. *Perkins - $111,658*
4. *Work Ready - $100,000*
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 - $550,000*
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*

xi. *For summer 2025, fall 2025, and spring 2026 (FY26), The College awarded more than $6,987,615 dollars in federal, state, institutional, and Foundation awards including the following:*
   1. *Foundation student scholarships - $179,033.40*
   2. *Foundation nursing program scholarships and books - $82,085.31*
   3. *College Tuition Freedom scholarships - $446,679.60*
   4. *State scholarships for students - $397,766.65*
   5. *Pell for students - $3,378,739.98*
   6. *Federal Supplemental Educational Opportunity Grant (SEOG) - $97,367.11*
   7. *Federal Work Study program - $ 4405.29*
   8. *Total Federal Direct Loan funds disbursed - $2,401,538.00*

xii. *The total amount of dollars brought in to the College outside the College budget in FY 2026 becomes $10.58M (creating heavy workload on multiple College departments especially the grant and business departments):*
   1. *$3.08 million from grants as shown above*
   2. *$0.51 million dollars from fundraising*
   3. *$6.99 million dollars shown above*

xiii. *We have combined capital dollars from the state two-cycle budgets (~$2.9M) to use toward the renovation of the Fallerius building. The process of moving personnel from the Byron-Kee building has been mostly accomplished. The cost of renovation (around $4.8M) was more than what was available from state dollars. The plan has been to do the project in phases over two years and use college dollars as needed:*
   4. *Phase I (almost complete this summer):*
      a. *State dollars ($2.9M);*
      b. *College dollars for construction ($544k); and ($278k) for furniture. Total ($822k).*
   5. *Phase II: State Dollars ($876k); College dollars ($175k) – to do next year when state dollars are available*

c. *Physical:*

Physical-facilities:

i. *Although we still have so many needs, our facilities and information technology infrastructure teams have done an excellent job in continually going above the call of duty to improve on delayed maintenance of the infrastructure. This includes buildings, equipment, and technology.*

ii. *We continue to optimize space utilization by improving scheduling, at the College and with OSU-M, while closing/leasing unused space.*

iii. *We continue to get rid of obsolete items, and recycle on campus.*

iv. *We continue with campus improvement projects for carpeting and painting.*

v. *The data on sustainability is provided at the end of this report.*

vi. *The focus of the facility department, beyond the regular daily maintenance, continues to be on the Fallerius renovation.*

Physical-Information Technology:

i. *The IT department has done an excellent job over the past year upgrading and moving our Ellucian core software platform to the cloud. They are close to finishing the upgrade of the phone system to be used from anywhere using the Zoom software. An alternate internet provider contract has been established to ensure continuity of service during potential outages.*

ii. *Given the increasing trend of students bringing their own devices, or loaning College computers to them, the College is consolidating/reducing the inventory of student* *workstations on campus, putting less stress on maintenance as well as avoiding future costs. However, there is an increase in loaning computers to students, and we continue to purchase and update laptops for all full-time faculty and staff, including software.*

iii. *There is one next-generation tech classroom (HY-Flex) in every building with a computer station, projector, audio and video cameras, and TV's to provide both synchronous (at the same time) and asynchronous (taped) learning from inside and outside the classroom.*

iv. *There has been an increased use of software for automation and standardization processes (Colleague Self-Service, Aviso, Acalog and Curriculog) for data collection, management, and reporting for the business office, human resources, program review, curriculum, and strategic planning. Software includes Ellucian, and Colleague Self-Service for students, financial aid, finance, human resources, and payroll.*

v. *The Information Technology Department:*
   1. *continues to update/replace firewall appliances for the main campus, the Kehoe Center, and the Crawford Success Center to enhance cyber security. We have had many attempts of cyber-attacks on our systems; and we are thankful that no private data has been breached to our knowledge.*
   2. *has been implementing the use of multi-factor authentication for faculty and staff (email address, password, and passcode sent to phones) for email and Office 365 products and requiring students to change their passwords. This has been especially challenging with dually enrolled students at high schools.*
   3. *continues to utilize Microsoft Azure cloud storage to have asynchronous offsite storage of College data that is backed up for business continuity. Working with OSU, and through a state subsidy, a 10GB internet connection has been made to the main campus.*

V. COLLEGE SUSTAINABILITY POSITION

President Diab addressed the three areas of focus in the College's sustainability position as requested by the board. These areas included, Human Resources, Fiscal Resources, and Physical / Environmental Resources. Some of this information is duplicative of what was previously stated.

Sustainability Plan (Per Board Request)

Considering the current environment and future trends, and in order to develop a sustainability plan, the College board and administration need to be aware of the risks and landscape factors impacting our institution. These range from the demographic cliff; the drop in high school graduation after the last recession; the low educational attainment in a rural region, economically under-resourced area with first generation students, working, caring for family, and trying to go to college. These are combined with a culture that is questioning the value of higher education with concerns about increasing college cost and rising student debt; not to mention the state and the nation going through tumultuous cultural, social and especially political crises; with increased competition from both public, private and online higher education institutions. More recently, these risks have surged with exponential increase in changes and cost of technology, especially with the potentially perilous impact of artificial intelligence. As a result, higher education is truly at an inflection point, living in a VUCA period of disruption (Volatile, Uncertain, Complex, and Ambiguous).

Yet, with risks and challenges come opportunities to prepare for the future. Peter Drucker stated: "the greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic." Arthur Levine and Scott Van Pelt emphasized a corresponding shift in the balance of power from institutions to learners; increasing demand from learners for anytime, anyplace, unbundled, low-cost, individualized instruction that fits their circumstances; emphasis on outcomes-based, learner-centered education; a rise in market-aligned, shorter-term learning experiences that provide just-in-time badges, certificates and micro credentials.

Further research by ACCT indicated that: the divide is widening for rural community colleges due to the demographic cliff, labor market changes, and poverty. Some of the solutions they recommend include: bold regional leadership, acting boldly to build financial solvency, cultivating partnerships to create regional economic opportunity and support students' basic needs, diversifying faculty to represent student population, and redesigning advising and support services.

Based on the above environmental scan, the question then becomes: how are we addressing the above risks, challenges and trends to sustain the present and create the future of our College?
We are doing that by:

1. *Being mission driven, data informed, with core focus on student access and success, and the alignment of the human, fiscal, and physical resources*
2. *Being agile, caring, and nimble*
3. *Changing from time and process (seat time) to more outcomes, and competency-based education*
    - *With anytime and anyplace access for students, and available remote work for employees*
    - *With a major shift to skills & certificates in the short term, and degrees in the long term*
    - *Preferably through a cohort or an academy group*
    - *With technical skills, professional/human skills, and hands-on/project-based/internship learning*
    - *From high school to baccalaureate degree, tuition and debt free.*

Differentiating Worth for the College Competitive Advantage
Sustaining the Present and Creating the Future for our College and our Region
OUR WHY – an Entrepreneurial Execution Culture of Agility, Caring, and Resiliency

AGILITY Y RESILIENCY

CARING

Agility
-In delivering tech skills, human/professional skills, work/experiential skills, in-person, hybrid, online, 8-week courses, 16- week courses, Open Education Resources, competency-based education to expedite completion
-High school CCP pathways, College Now, certificates, associate & baccalaureate degrees (BASMET, BSN)
-Workforce and strong business partnerships to meet the talent needs of employers
-Tuition, scholarships, and debt Free for students (Tuition Freedom for high schoolers; Tuition Freedom for Adults,70% no loans)."

Caring by supporting the academic (faculty coaching, tutoring, advising, Open Education Resources); and basic needs of students (food, transportation, technology), moving from transactional to relational and transformational collaboration

Resiliency to develop, respond, and overcome disruptive surprises to augment our financial viability and enhance the economic and social mobility of our students and employees, and the prosperity of our region

To enhance the economic and social mobility of our students and employees, and the prosperity of our community.

Human Resources Sustainability

This is addressed by:

1. *Having a flexible schedule throughout the year, working remotely when needed, providing for longer time off over the weekend, the holidays, or the summer to allow employees to relax more and spend more time with their families. At least, this will help the College maintain more of its workforce; and at best, be an employer of choice in the region.*
2. *Continually providing raises and a good "compensation and benefit" package to our employees we are able to retain more current talent, enhance morale, and hire new people. Our employees' exit interviews indicate strong satisfaction with employee benefits with a desire for better salaries. Our compensation package will help address that, especially when we continually provide raises and evaluate the impact of insurance cost to keep our employees whole.*
3. *Restructuring the college and promoting internal personnel to grow our own and address positions that became vacant, we were able to maintain our momentum, address concerns about the lack of advancement and mobility at the college, while reducing cost and solving the issue of limited pool of qualified candidates who are willing to locate to Mansfield.*
4. *Continually providing professional development for middle managers, we are able to prepare the next generation of college leaders and enhance succession planning.*
5. *The full-time employees' turnover excluding retirement has ranged from 13% to 16%, an area we need to improve upon. It is much less among faculty than it is among the staff.*
6. *As previously stated, and although not required contractually with the faculty, we continue to increase salaries by 4%. This has taken place the past three years. Average salary increase at Ohio's community colleges is 2.7%.*

Fiscal Resources Sustainability

Increasing Revenues:

1. *Increased the reserve again from 104% to 107% which is the highest among all 22 community colleges.*
2. *Maintained the composite ratio above 4.*
3. *As of May 2026, we have the highest monthly cash flow of $27.8M which includes ~ $15M in savings between Park National (~$11.68M) and Star Ohio accounts (~$3.35M).*
4. *Emerald Club brought in $485k in donations.*
5. *Received over $3.0M in grants.*
6. *Having used COVID dollars wisely for capital expenditures, we were able to set aside $2.9M from two cycles of the state capital budget for the renovation of the Fallerius Building – Phase I. Thus, reducing the amount of College dollars used for the project.*

Reducing Cost:

1. *Saved $271,000 in health care cost from one premium holiday month last year.*
2. *Continue to maintain a shared services cost of around one million dollars.*
3. *Continued energy efficiency efforts at Kehoe and saved $ 30,970 from FY24 to FY25.*

Physical/Environmental Resources Sustainability

Reducing the College carbon footprint and cost

1. *We continue to do lighting retrofit on the main campus while working with OSU-M so that we can maximize our energy savings. As of May 2026, tracking over the past 14 years showed savings of $461,971 without fixtures cost, and $435,341 if including fixtures cost.*
2. *Continue to work with Shared Services to change pathway lights, classroom/restroom lights, roadway lights and parking lot lights to LED's to reduce energy used on the main campus.*
3. *We have increased awareness of paper recycling, cloud-based storage, and limited printing.*
4. *Recycling is continuing on the main campus: plastics and aluminum cans are being collected.*
5. *We have increased our utilization of e-signature for purchase orders and grants to a great extent, thus minimizing paperwork and administrative cost.*
6. *We continue to replace inefficient boilers and chillers with energy efficient models.*
7. *The charts below show the utilization and cost of electricity, gas, and water throughout the main campus (OSU-M and NCSC combined) over the past several years.*
8. *We have a beautiful green campus.*

Utility costs continue to increase. We continue to discuss and research ways to reduce these costs without much success. We are concentrating on our preventative maintenance and scheduled work order system to keep existing equipment operating efficiently. Some of our equipment is reaching the age of replacement and we are prioritizing capital monies for these projects.

Campus electricity consumption rose by 3% over the past year and 4.9% compared to two years ago. Meanwhile, utility costs have climbed significantly, increasing 17.7% year-over-year and 24.4% over a two-year period. This trend aligns with statewide pressures; Ohio electricity costs jumped over 22% this past year, marking the second-highest spike in the nation. This surge is driven by regional factors, including the rapid expansion of data centers, local coal plant closures, and distribution rate hikes. To mitigate these rising costs, we have completed the installation of new chillers in Kee Hall and Fallerius, integrated a second chiller replacement for Fallerius into the Capital Plan, and launched the design phase for an upgraded cooling system serving the Ovalwood, Conard, and Eisenhower buildings at OSU-M. Additionally, we are actively exploring solar panels as a potential supplemental power source for the campus.

Campus natural gas consumption rose by 7% over the past year, though it remains slightly down (0.3%) compared to five years ago. Concurrently, natural gas costs surged 26.5% year-over-year and 5.3% over a five-year period. This sharp annual cost increase was partially driven by geopolitical volatility—specifically the conflict in the Middle East, which caused March costs to double from $20,000 last year to $40,000 this year. Local utility distribution rate hikes and increased regional competition from the AI data center boom continue to serve as additional compounding factors in these rising expenses.

Water and Sewer consumption decreased 1.1% from one year ago and increased by 3% from five years ago. Water and Sewer costs were up 3.9% one year ago and up 75% from five years ago. This sharp increase from five years ago is due to escalating municipal infrastructure rates.

VI. SUPPLEMENTAL INFORMATION – Onward & Upward, From Good to Great

Working Together to raise the Stature of North Central State College
And the Prosperity in our Community

In preparing for the future of higher education and the future of our college, ***<u>we are choosing a Compass Strategy as the navigation radar to our True North.</u>*** *This is not just to sustain the institution, but more importantly to advance its journey in the pursuit of excellence; not simply to be successful but also to be of significance and influence in the lives of others; leading North Central Ohio by providing exceptional education, in an inspiring environment with caring people, in an entrepreneurial culture of organizational agility, caring, and disciplined implementation.*

To that end, the board and the president have been engaged as a team to elevate the stature and reputation of North Central State College in service to its region, the state and the nation.

In his book "From Good to Great," Jim Collins spoke of three disciplines: people, thought, and action. For higher education, that means:

1. *Disciplined people with Level 5 Leadership that is focused on the mission first with relentless resolve on student success and regional impact.*
2. *Disciplined thought through high-impact talent in faculty and staff who move completion rates in workforce-aligned programs.*
3. *Disciplined action that confronts reality through data informed decision-making to address low enrollment, demographic cliff, program inefficiencies, and misalignment with workforce needs.*

Mr. Collins introduced the three "Hedgehog" principles to go from Good to Great:

1. *What you are passionate about,*
2. *What you can be best at, and*
3. *What drives your resource engine.*

At North Central State College, these three principles are:

1. *We are passionate about our student success and community impact*
2. *We are best at technical programs in healthcare, manufacturing, and business*
3. *Our resource engine is driven by enrollment, funding streams from state and grants, and employer partnerships*

Guided by its True North, how has NC State achieved Level 5 Leadership and implemented the Hedgehog principles?

1. *Tuition Freedom Scholarship since 2015 that has raised educational attainment in the region, added value to our students, and lifted the burden of debt (The Ohio State University is now copying us).*
2. *A focus on workforce development, labor market and upward mobility of our graduates before even became an initiative of Achieving the Dream (ATD), which led to the College receiving the 2026 Leah Meyer Austin Award, the pinnacle recognition by ATD for focus on student completion, and post-graduation success to enhance community prosperity. This has taken place after the College was recognized as a Leader College of Distinction for three consecutive times since 2018.*
3. *Being one of five national organizations to get a grant worth more than one half million dollars to establish a Unified Digital Technology System for Digital Holistic Student*

Support from the Gates Foundation and Achieving the Dream to integrate disparate technology platforms for enhanced data framework to expedite insightful decision making for better student outcomes.

4. *Leading the state in the Open Education Resources (OER) grant implementation to provide online courses for free to students. The American Association of Colleges and Universities (AAC&U) just published a report identifying OER as a new high impact practice with many benefits: lower course withdrawal rate, increase in students earning A grades, improved time to completion, faculty changing their teaching/learning practices, and especially supportive of underserved students.*
5. *Developed the concept and initiated the Broadband WIFI project for our region by engaging local, regional, and state leaders, and House and Senate political leaders over three years. The project has expanded to cover Route-30 from east to west of the state. Implementation is starting this summer.*
6. *Leading strategic planning at the United Way to address a major community need for childcare, that is becoming a "United for Working Family" initiative by the board to sustain the workforce through additional support beyond childcare.*
7. *The College receiving the American Association of Community Colleges 2024 Award of Board / CEO Relations, and the president being a finalist for the CEO of the Year award.*
8. *The president being appointed to the national board of the American Association of Community Colleges (AACC) starting July, 2024, and continually chairing multiple commissions including the Presidents Academy Executive Committee to provide professional development activities for tenured presidents and CEOs of community colleges on issues and trends impacting higher education.*
9. *Trustees and the president participating in local, state, and national organizations: The Association of Community Colleges Trustees (ACCT) Leadership Congress, ACCT National Legislative Summit in Washington DC, the Ohio Association of Community Colleges (OACC) state legislative summit, and Leader Richland to advocate with the Senate and the Congress for student engagement and support, and share knowledge in governance excellence.*
10. *Having influential commencement speakers to connect the College with policy makers: Lt. Governor and currently Senator Husted being our commencement speaker three years ago and visiting the College many times prior to initiating the TowerTech program and engaging in several College activities; Senator Sherrod Brown being our commencement speaker two years ago, Speaker of the House Matt Huffman last year, and Dr. Karen Stout, ATD CEO, this year.*

Having made such progress, the question then becomes what is next for NC State?

Building on Jim Collin's principles, great colleges are built on:

1. *Disciplined leadership that is humbled and mission-driven.*
2. *Talent alignment with the right people on the right bus and in the right seat.*
3. *Strategic clarity of doing what we are passionate about, doing it the best way possible and making it our resource engine.*
4. *Relentless realism of facing challenges and making data-informed decisions.*
5. *Operational discipline with effectiveness and efficiency providing clear priorities and accountability.*
6. *Consistent execution that builds momentum over time.*

What we are today is a high performing, financially strong, student-centered community college. *Building on the State focus, Achieving the Dream, and the community recognition of student outcomes,* ***what is next is a nationally recognized model for regional economics, upward mobility, and workforce transformation****. Implementing Jim Collin's flywheel, one Compass True North process for progress can be:*

1. *Better advising that leads to higher retention.*
2. *Higher retention that leads to stronger reputation.*
3. *Stronger reputation that leads to more enrollment.*
4. *More enrollment that leads to more resources.*
5. *More resources that lead to more reinvestment (in people, programs, and technology…).*
6. *For a healthier and a more prosperous community.*

VII. EXECUTIVE SESSION

The Chair called for an Executive Session at 7:50 p.m. to discuss the Employment and/or compensation of a public employee (The president's annual evaluation). Mr. Mark Masters made a motion and it was seconded by Mr. Steven Stone. Ms. Linda Nelson, Board Chair, explained that she does expect further business following the executive session. A roll call vote on the motion was approved unanimously by all members present.

Ms. Kristin Aspin – "yes"
Mr. Mark Masters – "yes"
Dr. Dwight McElfresh – "yes"
Mrs. Elisabeth Morando – "yes"
Mrs. Linda Nelson – "yes"
Ms. Duana Patton – "yes"
Mr. Steve Stone – "yes"
Mr. Patrick Williams – "yes"
Ms. Kimberly Winkle – "yes"

At 8:39 p.m., the Chair, Ms. Linda Nelson, declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

A. Consideration of Acceptance of the President/Chief Executive Officer's Annual Monitoring Report – *R-2025-25 – Ms. Linda Nelson*

CONSIDERATION OF ACCEPTANCE OF
THE PRESIDENT/CHIEF EXECUTIVE OFFICER'S
ANNUAL MONITORING REPORT

R-2026-28

WHEREAS: *upon deliberation of the monitoring report presented as to the reasonableness of the CEO's interpretations for all ENDS policies and Executive Limitations policies, the board finds all the interpretations to pass the "reasonable person test" and thereby accepted, and*

WHEREAS: *upon further deliberations of the monitoring report presented, the Board accepts the data presented as demonstrating the accomplishment of the CEO's interpretation for all ENDS policies and Executive Limitations policies.*

NOW, THEREFORE BE IT RESOLVED: *by the Board of Trustees of North Central State College that the monitoring report of the President/Chief Executive Officer, Dr. Dorey Diab, for the 2025-2026 reporting year, has met and exceeded the expectations expressed by the Board in current ENDS and Executive Limitations policies.*

ACTION TAKEN: Ms. Elisabeth Morando moved for Acceptance of the President/Chief Executive Officer's Annual Monitoring Report for 2025-2026. Mr. Mark Masters seconded the motion, and the item was approved with a unanimous vote.

VIII. ADJOURNMENT

The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Ms. Linda Nelson, declared the annual planning retreat adjourned at 8:45 p.m.

Respectfully submitted:

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

CONSIDERATION OF APPROVAL OF STATUS CHANGES

R-2026-29

<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 August 3, 2026
Abigail Sauder

- *Abigail Sauder is moving from Part Time Substitute Teacher to Full Time Teacher Assistant at the Child Development Center.*

BEGINNING August 13, 2026
Sara Woodruff

- *Sarah Woodruff is moving from Nursing Lab Coordinator to RN Nursing Faculty.*

BEGINNING August 13, 2026
Brandel Boyd

- *Brandel Boyd is moving from Assistant Professor, Business to Associate Professor, Business.*

CONSIDERATION OF APPROVAL OF EMPLOYMENT OF COLLEGE PERSONNEL

R-2026-30

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 August 3, 2026
Camryn Campbell, Advisor, College Credit Plus
Marietta College, Bachelor of Arts, Marketing and Communications

BEGINNING August 13, 2026
Andrea Graves, Psychology Faculty
Capella University, Ph.D and Master of Science, Educational Psychology
Heidelberg College, Bachelor of Science, Psychology and Biology

BEGINNING August 18, 2026
Ashley O'Brian, Part Time Administrative Assistant, Health Science Division

BEGINNING August 31, 2026
Lisa Rundag, Admissions Assistant
Franklin University, Bachelor of Science, Business Administration

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-30

Camryn Campbell is hired as Advisor, College Credit Plus to replace Rachel Kral.
Andrea Graves is hired as Psychology Faculty to replace Michelle Slattery.
Ashley O'Brian is hired as Part Time Administrative Assistant, Health Science Division to replace Aubrey Place.
Lisa Rundag is hired as Admissions Assistant to replace Melissa Hershner.

CONSIDERATION OF APPROVAL OF
COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION

R-2026-31

Laura Stackhouse *has completed a Master of Science, 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 August 19th 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

July 31, 2026

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

	Jul-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Prior YTD	Current vs. Prior
Revenues:							
State Share of Instruction	$865,407	$865,407	865,134	$273	10,381,609	$830,619	$34,788
Student Tuition and Fees	5,698,096	5,698,096	6,474,304	(776,208)	12,450,584	5,237,346	460,750
Other Revenues	(13,170)	(13,170)	69,850	(83,020)	838,200	14,956	(28,126)
University Center	0	0	0	0	0	0	0
Capital Debt Service	0	0	0	0	20,000	0	0
Child Development Center	6,635	6,635	69,962	(63,327)	777,356	71,700	(65,065)
Workforce & Community Development	636	636	28,135	(27,499)	337,615	3,579	(2,943)
Facilities	0	0	0	0	0	9,495	(9,495)
Fund Balance	0	0	0		0	0	0
Total Revenues	**$6,557,603**	**$6,557,603**	**$7,507,384**	**($949,781)**	**$24,805,364**	**$6,167,695**	**$389,908**
Expenditures:							
Payroll	$437,248	437,248.49	254,823	($182,425)	$9,206,013	$235,173	($202,075)
Fringes	203,863	203,862.80	180,359	($23,504)	4,689,321	85,890	(117,973)
Printing	2,214	2,213.86	2,821	$607	33,850	3,861	1,647
Advertising	1,565	1,565.00	13,375	$11,810	160,500	1,900	335
Postage	0	-	4,167	$4,167	50,000	0	0
Shared Campus Expense	0	-	0	$0	1,100,000	0	0
Professional Development	19,803	19,802.59	34,863	$15,061	418,360	6,432	(13,371)
Grants and Scholarships	40,001	40,001.05	187,500	$147,499	2,250,000	23,865	(16,136)
Equipment Lease and Rental	0	-	8,683	$8,683	104,200	8,919	8,919
New Equipment	18,049	18,048.92	74,348	$56,299	892,176	2,489	(15,560)
Professional Fees	16,884	16,884.08	37,335	$20,451	448,022	26,183	9,299
All Other Expenses	249,377	249,377.11	254,241	$4,864	3,050,893	819,498	570,121
Child Development Center	33,479	33,478.69	35,330	$1,851	810,319	12,098	(21,381)
Corporate	6,225	6,225.26	8,883	$2,657	165,544	8,617	2,392
Facilities	91,779	91,779.02	75,415	($16,364)	1,376,166	68,678	(23,101)
Total Expenditures	**$1,120,487**	**$1,120,487**	**$1,172,142**	**$51,655**	**$24,755,364**	**$1,303,603**	**$183,116**
Excess (Deficit)	**$5,437,116**	**$5,437,116**	**$6,335,242**	**($898,126)**	**$50,000**	**$4,864,092**	**$573,024**

Total Investment Balance - $15,063,025 ($3,370,568 - Star Ohio and $11,692,457 - Park National)

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

	Jul-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget
Office Supplies	48.00	48.00	1,068.75	1,020.75	12,825.00
Instructional Supplies - Lecture	0.00	0.00	3,099.75	3,099.75	37,197.00
Paper Supplies	0.00	0.00	1,000.00	1,000.00	12,000.00
Other Supplies	1,667.80	1,667.80	2,467.92	800.12	29,615.00
Instructional Supplies - Lab	27,869.11	27,869.11	31,287.33	3,418.22	375,448.00
Travel	95.90	95.90	2,902.50	2,806.60	34,830.00
Non-Inventory Software (501)	0.00	0.00	1,136.25	1,136.25	13,635.00
Non-Inventory Books	0.00	0.00	125.00	125.00	1,500.00
Equipment Maintenance	5,295.00	5,295.00	5,600.92	305.92	67,211.00
Software Upgrade/Maintenance	94,051.30	94,051.30	106,116.75	12,065.45	1,273,401.00
Building Maintenance	20,286.90	20,286.90	1,250.00	(19,036.90)	15,000.00
Vehicle Maintenance	0.00	0.00	1,083.33	1,083.33	13,000.00
Telephone	0.00	0.00	10,583.33	10,583.33	127,000.00
Cell Phones	0.00	0.00	1,083.33	1,083.33	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00
Security	0.00	0.00	250.00	250.00	3,000.00
Internet Connection	2,080.44	2,080.44	6,666.67	4,586.23	80,000.00
License Fees	0.00	0.00	344.75	344.75	4,137.00
Bank Fees - General	738.99	738.99	766.67	27.68	9,200.00
Bank Fees - Credit	0.00	0.00	4,333.33	4,333.33	52,000.00
Insurance	0.00	0.00	14,851.67	14,851.67	178,220.00
Shipping/Freight	0.00	0.00	333.33	333.33	4,000.00
Sponsored/Donated	800.00	800.00	933.33	133.33	11,200.00
Commencement	0.00	0.00	2,008.33	2,008.33	24,100.00
Catering	0.00	0.00	973.67	973.67	11,684.00
Subscriptions	2,443.00	2,443.00	766.67	(1,676.33)	9,200.00
Dues	94,497.81	94,497.81	12,938.17	(81,559.64)	155,258.00
Program Development	0.00	0.00	41.67	41.67	500.00
Recruitment	0.00	0.00	250.00	250.00	3,000.00
Other Expense		0.00	31,227.67	31,227.67	374,732.00
Bad Debt Expense	(0.01)	(0.01)	8,750.00	8,750.01	105,000.00
Collection Costs	(497.13)	(497.13)	0.00	497.13	0.00
	249,377.11	249,377.11	254,241.08	4,863.97	3,050,893.00

North Central State College
Period Ending July 31, 2026

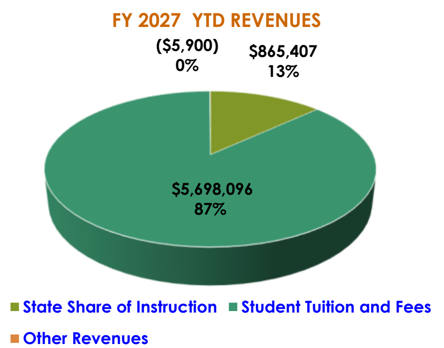
	Jul-26	Current YTD	Beginning Budget	Budget Release	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center							
Revenues	$ 6,635	6,635	$ 777,356	$ 69,962	$ (63,327)	$ 71,700	$ (65,065)
Payroll	22,021	22,021	421,363	$ 16,206	(5,815)	6,683	(15,338)
Fringes	9,261	9,261	296,166	$ 11,391	2,130	3,218	(6,043)
Non-Payroll	2,197	2,197	92,790	$ 7,733	5,536	2,197	0
Total Expenses	33,479	33,479	810,319	35,330	1,851	12,098	(21,381)
Excess (Deficit)	$ (26,844)	$ (26,844)	$ (32,963)	$ 34,632	$ (61,476)	$ 59,602	$ (86,446)
Corporate							
Workforce & Community Development							
Revenues	$ 636	636	$ 337,615	$ 28,135	$ (27,499)	$ 3,579	$ (2,943)
Payroll	2,871	2,871	81,176	$ 3,122	252	1,553	(1,318)
Fringes	1,205	1,205	28,308	$ 1,089	(116)	453	(752)
Non-Payroll	2,150	2,150	56,060	$ 4,672	2,522	6,611	4,461
	6,225	6,225	165,544	8,883	2,657	8,617	2,392
Excess (Deficit)	(5,589)	(5,589)	172,071	19,252	(24,841)	(5,038)	(551)

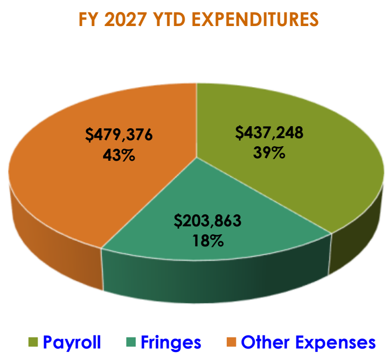
North Central State College
Fiscal Year 2027

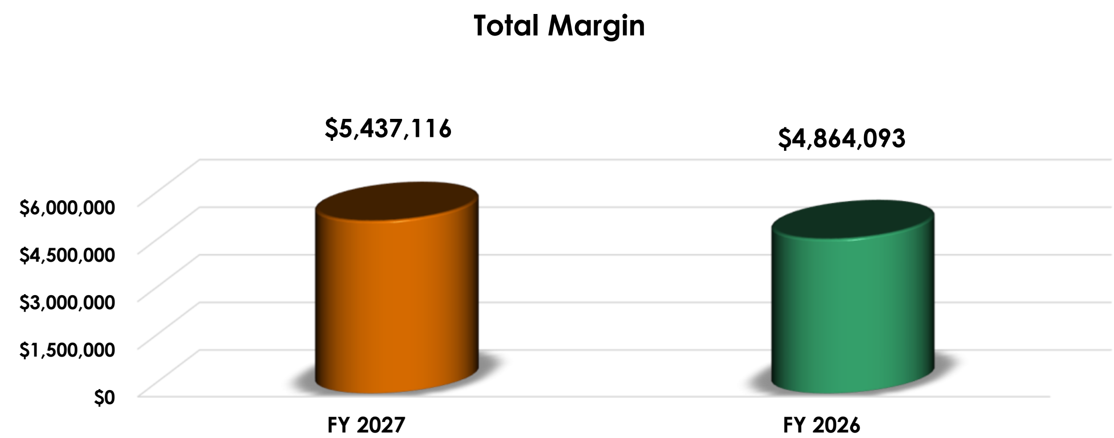
Financial Update

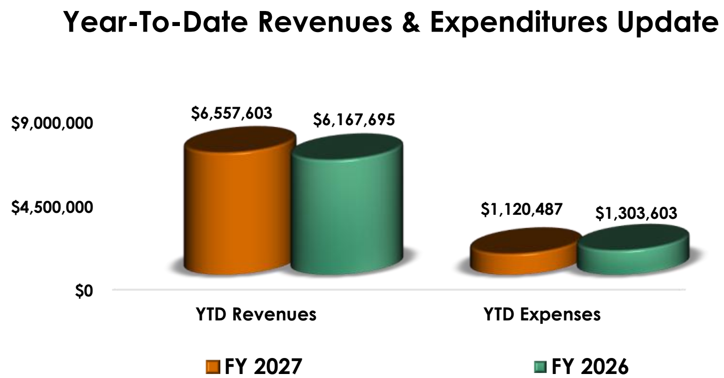
Revenues - Expenditures Summary

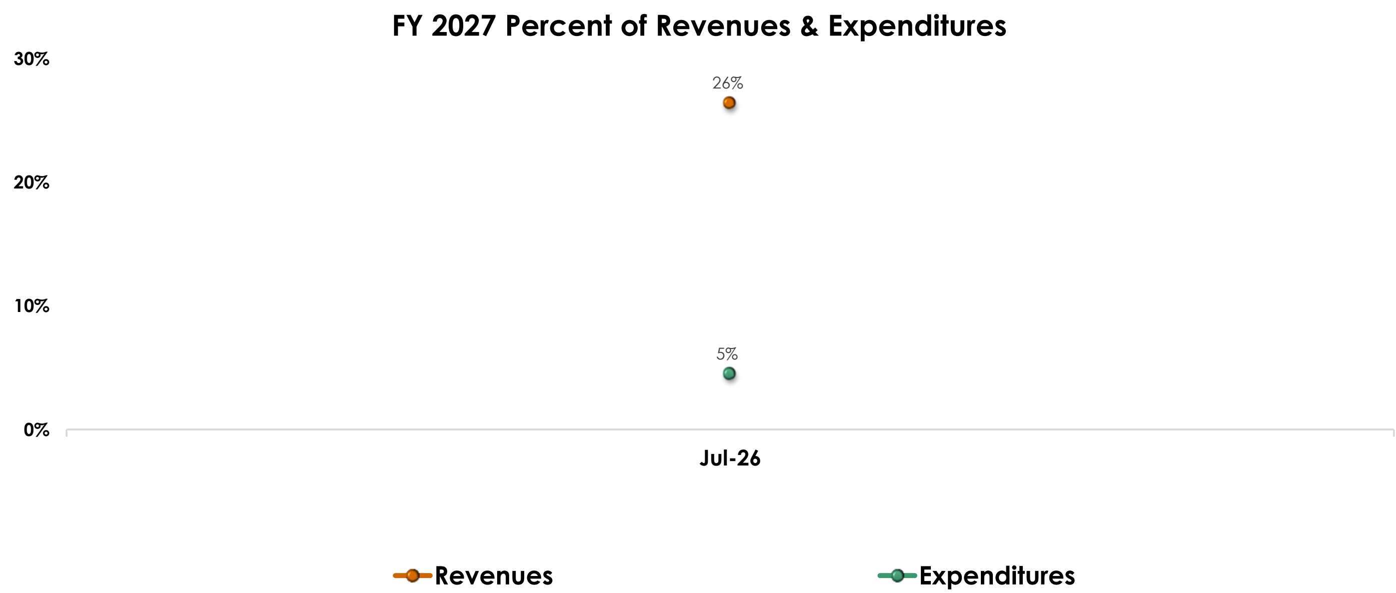
	Approved Budget	July	YTD	% of Total
REVENUES	$24,805,364	$6,557,603	$6,557,603	26.4%
EXPENDITURES	$24,755,364	$1,120,487	$1,120,487	4.5%
TOTAL MARGIN		$5,437,116	$5,437,116	











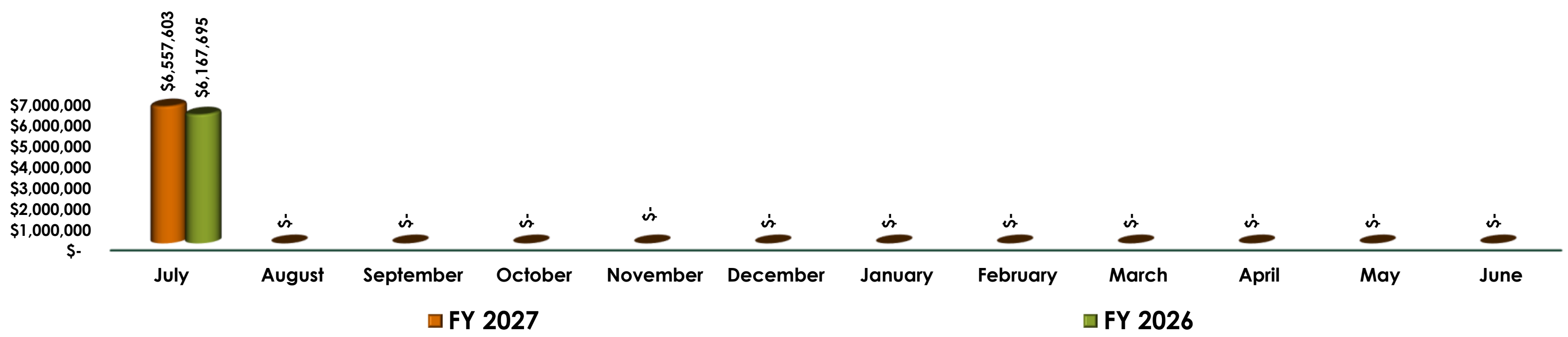
North Central State College

Fiscal Year 2027

YTD Thru July 2026 Financial Update

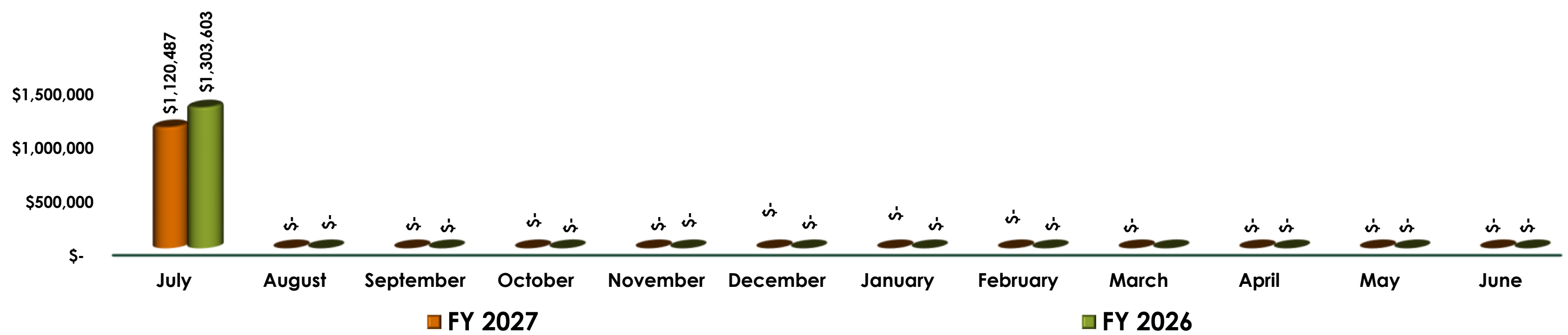
Revenues

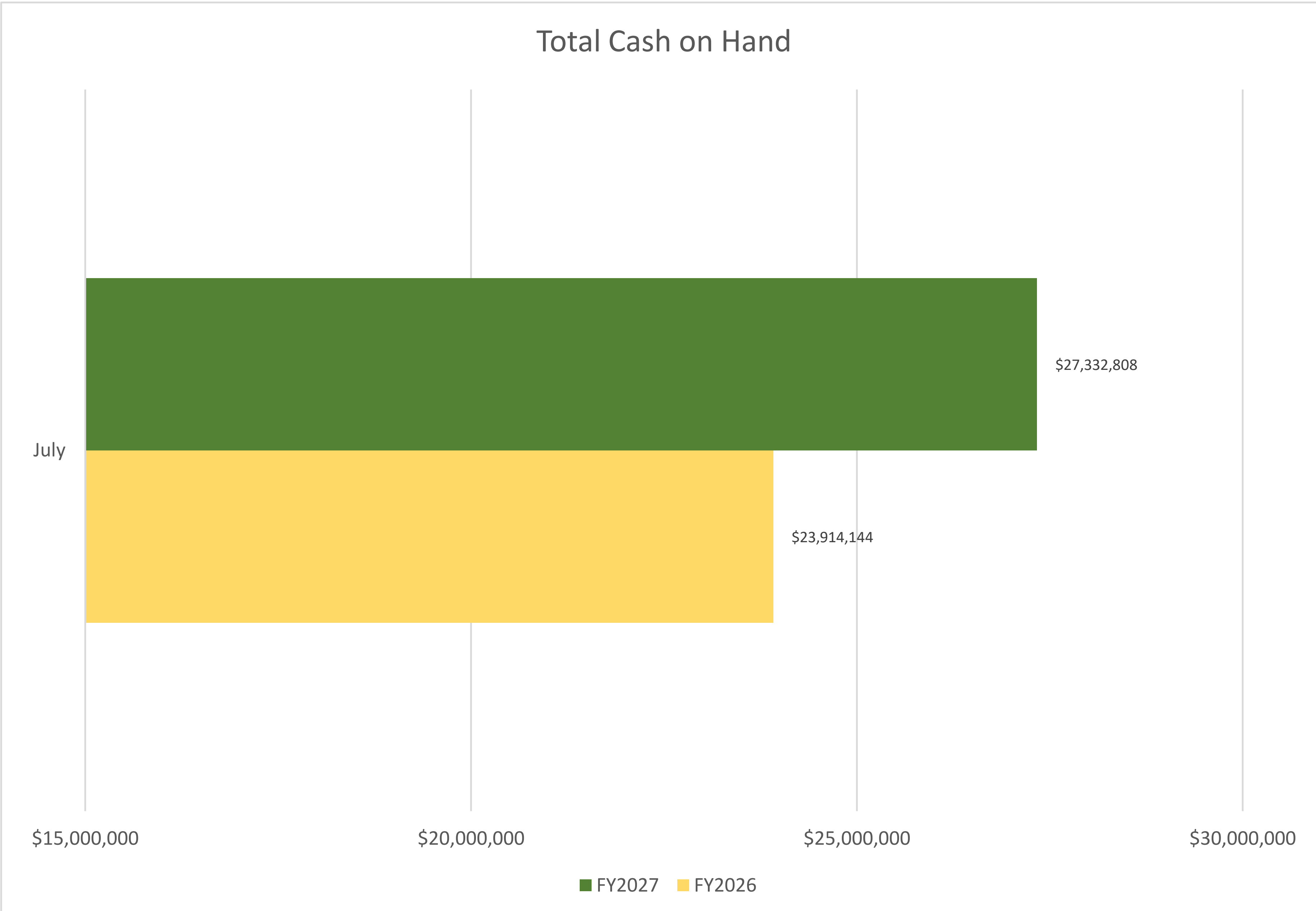
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2027	$ 6,557,603	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2026	$ 6,167,695											
% Variation	6%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

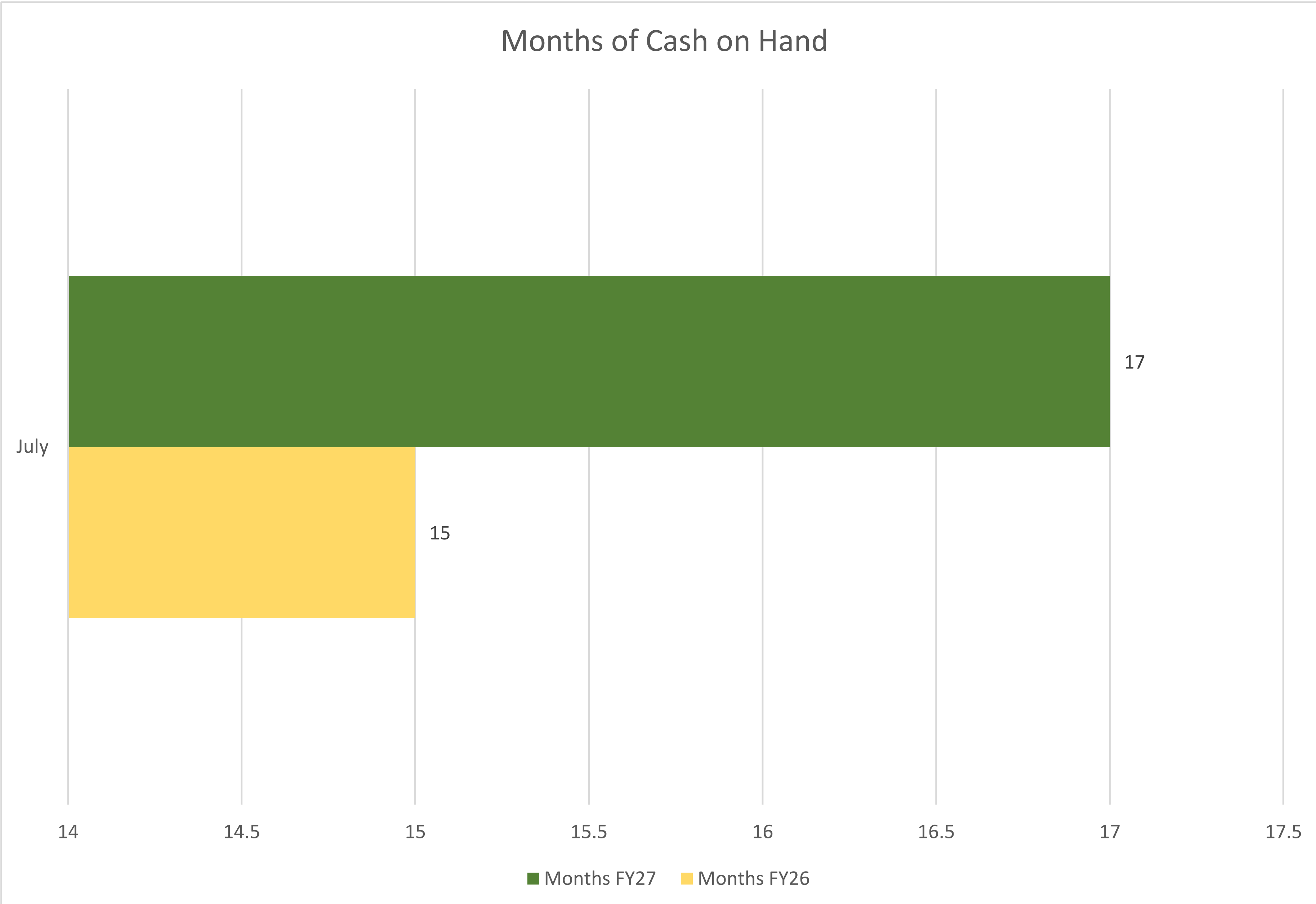


Expenditures

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2027	$ 1,120,487	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2026	$ 1,303,603	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
% Variation	-14%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!




Total Cash on Hand
July
$27,332,808
$23,914,144
$15,000,000
$20,000,000
$25,000,000
$30,000,000
FY2027
FY2026


Months of Cash on Hand
July
17
15
14
14.5
15
15.5
16
16.5
17
17.5
Months FY27
Months FY26

Outlook

Take the Trustee Challenge! - Preparation for the Ohio Trustees Conference - September 9, 2026

From MDuffey@highered.ohio.gov <MDuffey@highered.ohio.gov>
Date Mon 8/10/2026 4:42 PM
To MDuffey@highered.ohio.gov <MDuffey@highered.ohio.gov>

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

Good afternoon, Trustees:

We are less than one month ahead of the September 9, 2026 trustees conference and I have a ***Trustee Challenge*** to offer!

As you know, higher education is undergoing a market shift as a result of declining birthrates, declining college-going rates and a clear shift toward higher-wage disciplines such as STEM, healthcare, business, etc.

Since I became Chancellor in 2024, ODHE initiated deeper and more strategic analyses of key financial ratios, FTE enrollment, staffing loads and other metrics of relevance at our institutions. We hope, but cannot assume, that you know or are familiar with these key indicators.

However, as Chancellor, it has been my experience that not every trustee is aware of these ratios and figures that go much further than basic financials and enrollment trends. And yet we know that colleges and universities sometimes experience increased business risk even while growing or maintaining enrollment.

This risk typically occurs concurrent with increased discounting and other changes to enrollment strategies that decrease revenue per full-time equivalent student. Prime examples include institutions that pursue dual enrollment (College Credit Plus) aggressively and/or athletics expenditures. In our experience, enrollment growth does not necessarily result in positive revenue – often quite the opposite. With that in mind, we want to offer an exercise you may enjoy.

Are you ready to test your fiscal acumen? Take the ***Trustee Challenge***! Here's how…

By means of this email, I am asking you to **gather the following five data points in advance of the conference**. Please note: it is my expectation that your president and CFO will be the ones to share them with you. I don't expect trustees to identify these figures on their own.

For purposes of this exercise, IHE leaders should use your institution's audited financials for 2023, 2024 and 2025. If your president or CFO has questions re: methodology, please contact Scott Campbell, ODHE Financial Oversight Analyst, at scampbell@highered.ohio.gov. Any required datasets beyond audited statements are noted in each metric. For example, we utilize FTE enrollment in some calculations.

- - -

FIVE KEY METRICS FOR THE 2026 OHIO TRUSTEES CONFERENCE

- **INCOME – FY23-FY25 Three-Year Average Net Income Ratio** - This ratio indicates whether the institution is generating positive or negative net revenue over the last three years. ODHE frequently reviews three-year averages to assess the trend at a particular institution. Losses must be backfilled with cash and/or use of liquid/semi-liquid assets such as depletion of endowments. A positive income ratio is a key goal for every institution.
  - Calculation - Three-Year Average Net Income is the sum of changes in net position divided by the sum of total revenue over three years, net of pension activity.
- **WEALTH - FY25 Expendable Net Assets (GASB Net Position) Per FTE** - If you need money, outside of cash on hand, to invest in your college or university, your expendable net assets position per full-time equivalent student is a measure that can be evaluated. If this measure is low, the institution may not have sufficient assets to invest in new strategies or manage the impact of multiple years of net losses (tying into the three-year average net income ratio described above).
  - Calculation - FY25 Expendable Net Assets (Net Position) Per FTE is the sum of FY25 Expendable Net Position and Unrestricted Net Position, net of pension liabilities,
    divided by FY 2025 Full-Time Equivalent (FTE) Enrollment as reported to the Ohio Department of Higher Education.
    - The already published dataset for FTE enrollment is located here: https://highered.ohio.gov/data-reports/key-topic-areas/dr-enrollment
- **OPERATIONS – FY25 Days Cash on Hand –** The cash position of colleges and universities changes weekly. This variability requires sufficient liquidity to pay payroll, utilities, vendors, etc. on a timely basis. Cash depletion occurs when expenses outpace revenues, forcing institutions to rely on one-time cash reserves for operations. The amount of time an institution may cover a structural shortfall depends on the number of days cash on hand. Days cash on hand is a measure that identifies how strong the cash position of the institution is relative to its

typical rate of spending. Institutions with relatively high wealth can have low cash on hand, but having both low wealth and low cash on hand is indicative of significant financial distress.

- Calculation - Days Cash on Hand is calculated by taking the sum of unrestricted cash, plus cash equivalents, plus short-term investments, and dividing that by the sum of operating expenses plus interest expense on debt divided by 365. This provides a cash vs. one day expense ratio that results in a number of days of cash on hand. (Use your FY25 financial statements from your audit to determine your days of cash on hand as of June 30, 2025.)

- **PLANT COSTS – FY25 Percent of Operating Expenses** - You have heard legislators say that institutions have too many buildings. Well, this metric provides a way to calculate how expensive maintenance of physical facilities (plant costs) are as a percentage of your business overall. A low figure is desirable.
  - Calculation - Plant Costs as a Percentage of Operating Expense is calculated as plant expense included in operating expenses excluding depreciation, divided by total operating expense. (Again, use your FY25 financial statements from your audit to determine this calculation.)
- **MARGIN – FY25 Change in Net Assets Per FTE** - As a trustee, you must consider whether each student, across varying financial aid packages and program expenses by discipline, produces sufficient revenue to result in a healthy college or university. While this is often best analyzed program-by-program, a simple analysis can be produced institutionally for a high-level trend and comparison with peers. Institutions with low change in net assets per FTE should be examining their business model closely.
  - Calculation – Change in Net Assets Per FTE is Change in Net Assets for FY 2025, net of change in pension liabilities, divided by the FTE enrollment for FY 2025. (If you want to get fancy, look at the trend over time and/or consider different types of students such as in-state, out-of-state, international, part- and full-time, dual enrollment, etc. – this is not necessary for this exercise.)

NEXT UP - WHERE DOES YOUR INSTITUTION STAND?

For each of the five metrics calculated, please select a quintile (20% segment) where you believe your institution stands compared to its peer group.

For purposes of quintile selection, rank your institution as a 1 if you think, for that specific metric, your institution is among the top 20% best in the state, a 2 if you are the next 20% and so on, with a 5 representing the lowest 20% of your peer group. We will send the observed ranges a day or two before the conference so you can check your selections.

Please note: We will provide ranges for Ohio's public universities and community colleges. We will not provide ranges for Ohio's independent colleges, but trustees and presidents can benchmark from public universities or community colleges if they wish to participate in this exercise this year.

Thank you for participating in this challenge! We will cover these ratios and metrics during our morning session on financial viability and program review. Each trustee will be able to individually compare his/her notes on the five metrics against quintiles we will share in the meeting based on audited financials.

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Charge to the Nominating Committee (Guideline)

The Board Chair appoints a Nominating Committee to develop a recommendation for the Board's consideration in the matters of Appointments/Reappointments of service terms and Appointment/Confirmations of service to an Executive Office (Chair, Vice-Chair, and Secretary).

<u>Appointment/Reappointment to Three-year Term of Service on the Board of Trustees</u>

1. The Committee considers Recommendation or Non-Recommendation for Reappointment of currently serving Trustee's whose terms are about to expire on January 16 (same date every year).

2. If the incumbent Trustee is recommended for reappointment, the committee solicits the incumbent's Acceptance or Non-Acceptance of the recommendation for Reappointment

3. If the incumbent is Not recommended for reappointment or Declines reappointment, the Nominating Committee begins the process of Prospecting/Solicitation of "new" Candidates to fill the anticipated vacancy.

Note: The Committee is free to solicit any source it sees fit for candidate recommendations and other Trustees (not serving directly on the Committee) are encouraged to solicit candidate recommendations that they may then forward to the Nominating Committee for consideration.

4. The Committee carries out an Interview of candidates for consideration of filling vacancies.

For Governor appointed positions

a. The Nominating Committee may conduct interviews for a single candidate or a pool of candidates <u>to encourage him/her/them to submit an application to the governor's office for consideration</u> once the position becomes vacant.

b. If the nominating committee finds a single candidate for the Board's consideration, the Board may take action to submit a recommendation to the governor's office for consideration however, the governor's office makes the final selection from all applications available in their pool of applicants.

c. The Governor's office takes no action until the term actually expires. Once the term has actually expired, the governor's office will review the pool of applicants and take any recommendations into consideration and may even seek the College President's input toward making a re-appointment or a new appointment. <u>This is the same whether the incumbent trustee is seeking reappointment or not!</u>

5. From the recommendations and candidate interviews, the Committee develops a Recommendation to submit to the BOT for consideration of Approval (ideally at or before the October meeting).

6. The Chair of the Nominating Committee introduces the Committee's Recommendation and moves for approval of the recommendation as presented. Hopefully, another member of the Board will Second the motion to open it up for further discussion. Upon the conclusion of discussion, the Board Chair calls the question. If the vote on the motion is positive, the Secretary to the Board carries out the action to the NCSC Trustee Selection Committee (for Local Appointments) or submits the Board's recommendation to the Governor's Office (for Governor Appointments) or both as appropriate.

Selection/Confirmation of Slate of Board Officers

Our Board Chair appoints a Nominating Committee to develop a recommendation for the Board's consideration. The routine process follows a 2-year sequence of succession whereby the Board appoints a Secretary of the Board who in 2 years will assume the role of Vice-Chair and in 2 more years will assume the role of Chair.

Each odd numbered year, the Nominating Committee approaches the incumbent trustees to garner their acceptance of the recommendation for moving to the next higher office and approaches a trustee from the county of the incumbent Chair to solicit one of the remaining (2) trustees to assume the Secretary role with the understanding they will follow the promotion tract to the Chair position. Since we have a total of 9 trustees, 3 of which represent each of the 3 counties in our service district, the board seeks to have a representative from each county serving at some level in the executive committee (as Chair, Vice-Chair, or Secretary). While that is not always possible, it is the desired composition.

Our terms of office are for 2-years however, each even numbered year; the Nominating Committee approaches the 1^{st} year incumbent to confirm their willingness to carry out the 2^{nd} year of their term in the current office. If all officers confirm their willingness to serve the second year, the Nominating Committee brings forward a recommendation for reappointment of the current officers. If the incumbent is not willing or able to carry out the 2^{nd} year of his or her term in office, the committee will solicit another trustee to fill that upcoming role either for just the one year or as part of the rotation, as appropriate.

In all cases, the Nominating Committee formulates a recommendation to bring before the full board for consideration of approval either at or before their December meeting. Since the approval of officers does not require any external approval process, it may be acted upon later than that for appointments/reappointments. This sets the stage for the Installation of Officers action to take place at the January meeting.

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 (3.19) 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 (5.9) 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~~ Rescheduled to November 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 (3.10) PolGov Policy Review (4.3, 4.4 & 4.5) BOT Self-Assessment Survey Trends Report (3rd Quarter) Board-Ownership Linkage Activity: OACC Visit (Avi Zaffini) Board-Ownership Linkage Activity: Link-n-Learn (Avita HS, Ontario)
November 2026	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 (3.17) 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 (4th 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 (1st 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 15th) 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 (Ashland)
2. Avita Health Systems (Ontario) – November 2026

North Central State College

Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Discuss meeting conflict with October 2026 (October 28th Rural Guided Pathways Institute#4) and (October 21 ACCT Leadership Congress)	August 2026	D. Diab/L. Nelson
2.	Discuss finding a different date in October 2027 for the Board Meeting to avoid conflicts with ACCT (October 13-16) and Rural Guided Pathways Institute #6 (October 26-29) *See October 20, 2027 (Week #3)	August 2026	D. Diab/L. Nelson
3.	BOT to review 2nd Quarter 2026 Trend Analysis Report at Aug. Board Meeting	August 2026	S. Williams
4.	ACCT Presentation Team to set date/time for presentation assignments, discussion, and practice prior to the ACCT Leadership Congress (October)	August 2026	D.Diab/E.Morando /D.McElfresh/P. Williams
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~~ November 4, 2026	Rehearsal Scenario 3.10	D. Patton	4.3, 4.4, 4.5 Executive Limitations	E. Morando
December 2, 2026	Rehearsal Scenario 3.17	D. McElfresh	4.6, 4.7, 4.8 Executive Limitations	K. Winkle

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

REHEARSAL WORKSHEET

Rehearsal 3.19

TITLE: Whose CEO Is It Anyway?

SCENARIO: The school board is made aware that at least part of the community is dissatisfied with the performance of the school system. Vocal community members have expressed their belief that the system's CEO should be replaced. How should the board respond?

Resolve this scenario by answering the following questions:

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

   Ends: Policy 1.0, example C

   Executive Limitations: All

   Board-Management Delegation: The board will view CEO performance as identical to organizational performance so that organizational accomplishment of board-stated ends and avoidance of board-proscribed means will be viewed as successful CEO performance (3.2.3). As long as the CEO uses any reasonable interpretation, the CEO is authorized to make all further decisions, which will have full force and authority as if decided by the board (3.3.3). Monitoring will be solely against Ends and Executive Limitations (3.4).

   Governance Process: The board, on behalf of the owners, sees to it that the school system accomplishes ends and avoids unacceptable means(4.0). The board will govern lawfully, emphasizing encouragement of diversity in viewpoints (4.1). Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance (4.2). The board will include in its agenda plan consultations with selected groups within the ownership or other methods of gaining ownership input (4.3.2.A). The board will receive education on governance and on ends determination (4.3.2.B).

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

   (*underline*) <u>**Yes**</u> **No**

   The CEO is delegated responsibility for performance of the school system, as defined by Ends and Executive Limitations policies.

   IF YES:

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

   (*underline*) **Yes** **No** <u>**Unsure**</u>

   (*Explain your answer.*) CEO performance has been questioned. Board members should confirm whether the board's monitoring demonstrates that the CEO has met the board's Ends and Executive Limitations expectations.

IF NO:

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

(*underline*) Yes No Unsure

(*Explain your answer.*)

3. **What action, if any, should the board or board member now take? (*Specify the board or board member actions that you believe would be consistent with Governance Process and Board-Management Delegation policies.*)** If the board finds that CEO performance is a reasonable interpretation of board policies, the board has an obligation to support and defend the CEO. If the board has tolerated unacceptable performance, it must be more rigorous in demanding a reasonable interpretation of its policies. Replacement of the CEO should occur only if the CEO failed to meet the board's, not the community's, expectations.

   The board should understand that while it cannot satisfy all opinion groups, it has an obligation to be aware of their opinions. Even if the school system is meeting board expectations, the board must consider whether the expectations themselves sufficiently reflect community values or needs.

   The board should include in its community linkage the goal of ensuring community understanding that dissatisfaction with board decisions should be brought to the board, not reflected in judgments of CEO performance.

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

   4a. What amendments or additions do you suggest? The board may find it useful to have a more detailed agenda plan to meet with community groups (4.3.2.A).

   4b. What further information, if any, does the board need before deciding on this change? The board should identify the groups not yet heard from that would add to the diversity of opinions the board can hear.

You are now ready for full board discussion and decision.

3357:13-03-30 Accountability of the CEO (Board-CEO Linkage)

The CEO is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the CEO.

Accordingly:

3.31 The board will never give instructions to persons who report directly or indirectly to the CEO.

3.32 The board will not evaluate, either formally or informally, any staff other than the CEO.

3.33 The board will view CEO performance as identical to organizational performance, so that organizational accomplishment of board stated Ends and avoidance of board proscribed means will be viewed as successful CEO performance.

Effective: August 25, 2010
Next Review: August 26, 2026
Review Dates: 8/25/10, 7/30/11, 6/27/12, 8/28/13, 9/24/14, 8/26/15, 8/24/16, 8/23/17, 8/22/18, 8/28/19, 8/26/20, 8/25/21, 8/24/22, 8/23/23, 8/28/24, 8/27/25

3357:13-03-40 Monitoring CEO Performance (Board-CEO Linkage)

Systematic and rigorous monitoring of CEO performance will be solely against the only expected CEO job outputs: organizational accomplishment of any reasonable interpretation of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations, reasonably interpreted.

Accordingly:

3.41 Monitoring is simply to determine whether or not expectations expressed in board policies have been met. Information that does not disclose this will not be considered to be monitoring information.

3.42 The board will obtain disclosure about the CEO’s interpretations of the board policy being monitored directly from the CEO.

3.43 The board will obtain data disclosing whether or not the CEO’s interpretations have been accomplished using one or more of three methods: (a) by internal report, in which the CEO discloses the data to the board; (b) by external report, in which an external, disinterested third party selected by the board collects the data; and (c) by direct inspection, in which data are collected by the board, a designated board member or by designated board members.

3.44 In every case, the board will determine: (a) the reasonableness of the CEO’s interpretations, using a “reasonable person test” rather than with interpretations favored by individual board members. The board is the final arbiter of reasonableness. The board will also assess: (b) whether data demonstrate the accomplishment of the interpretation.

3.45 All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will normally use a routine schedule.

Effective: August 25, 2010
Next Review: August 26, 2026
Review Dates: 8/25/10, 7/30/11, 6/27/12, 8/28/13, 9/24/14, 8/26/15, 8/24/16, 8/23/17, 8/22/18, 8/28/19, 8/26/20, 8/25/21, 8/24/22, 8/23/23, 8/28/24, 8/27/25

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~~
October 20, 2027 - ?

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).
4. Rural Guided Pathways Institute #6 dates for 2027 is October 26-29 (West Coast).

Outlook

2026 Ohio Trustees Conference - Registration Link

From MDuffey@highered.ohio.gov <MDuffey@highered.ohio.gov>
Date Fri 8/14/2026 2:48 PM
To MDuffey@highered.ohio.gov <MDuffey@highered.ohio.gov>

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

Dear Trustees, Presidents, and Invited Guests:

On behalf of Governor Mike DeWine, it is my honor to invite you to the 2026 Ohio Trustees Conference on Wednesday, September 9, 2026.

The conference will begin with a networking breakfast from 8:00 to 9:30 a.m. in the Fawcett Center at The Ohio State University.

Ohio Trustees Conference
Wednesday, September 9, 2026
8:00 a.m. – 4:30 p.m.
Breakfast begins at 8:00 a.m.; lunch will be served from 12:15 to 1:15 p.m.
The Fawcett Center at The Ohio State University
2400 Olentangy River Road, Columbus, OH 43210
Parking passes will be provided the week of the event.

This year’s conference will be organized into morning and afternoon segments. The morning will include the breakfast and Governor’s remarks, as well as sessions of relevance to the entire higher education community, including Ohio’s independent colleges and universities. We hope Ohio’s independent colleges and universities will remain through lunch.

After lunch, the afternoon segment will focus specifically on Senate Bill 1 required training for public college and university trustees. To receive credit for SB1 training, public trustees will need to attend the afternoon sessions. We are excited that Lt. Governor Jim Tressel will personally lead a session on institutional advancement in the afternoon!

Registration for in-person attendance is now open.
Click here to register for the conference. You will be asked for any dietary restrictions.
Registration will close at 11:59 p.m. on Wednesday, September 2, 2026.

Registration for virtual attendance is also open.
Please use the same link above.
Virtual registration will close at 11:59 p.m. on Tuesday, September 8, 2026.

With limited space for in-person attendance, I encourage you to register as soon as possible. If you have questions regarding the conference, please contact Alex Penrod at apenrod@highered.ohio.gov. If you have questions about or issues with registration, please contact Betsy Kordes at bkordes@highered.ohio.gov.

We look forward to seeing you on September 9!

With gratitude,

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Ohio Department of Higher Education | 988 Suicide & Crisis Lifeline Ohio

Dear OACC Presidents and Trustees Delegates,

Nominations are now open for the **2026 OACC Annual Conference Excellence Awards**. Each college may nominate **one individual per award**, with nominations submitted by either the **college president** or the **chair of the board of trustees**.

Terry M. Thomas Friend of Community Colleges Award

This award recognizes an individual who is not a community college trustee and who, through sustained action over time, has significantly advanced the cause of community college education in Ohio on a statewide basis.

Maureen C. Grady Award for Special Achievement

This award honors individuals who are either a current or former trustee who has demonstrated extraordinary leadership during their service and made outstanding contributions to their college or to community colleges as a whole.

Distinguished Alumnus Award

This award acknowledges graduates of a certificate or degree program at an Ohio community college who have attained notable professional achievements and engaged in philanthropic or public service activities that support the community and/or college.

All nomination materials must be submitted by September 18, 2026.

Award recipients will be recognized at the **OACC Annual Conference** on **November 13, 2026**, at **Columbus State Community College**.

If you have any questions, please feel free to contact me at **smurphy@ohiocc.org**

Thank you for helping us recognize and celebrate the outstanding individuals who strengthen Ohio's community college system.

Sam

SAM MURPHY
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OACC
OHIO ASSOCIATION OF
COMMUNITY COLLEGES

Terry M. Thomas Friend of Community Colleges Award

Eligible nominees are individuals who are not trustees of a community college and who, through sustained action over time, have significantly advanced the cause of community college education in Ohio on a statewide basis. Candidates must be nominated by a college president or the board of trustees' chairperson. Previous recipients of this award are not eligible.

Maureen C. Grady Award for Special Achievement

Eligible nominees must be a current or former Trustee who has demonstrated extraordinary leadership throughout the term of their service as a Trustee or throughout a particular period of their service and has also made outstanding professional contributions to their college or to community colleges as a whole. Additionally, candidates must be nominated by either a college president or the board of trustees' chairperson. Previous recipients of this award are not eligible.

Distinguished Alumnus Award

Eligible nominees must be graduates of a certificate or degree program at an Ohio community college. They should have attained notable professional achievements and engaged in specific philanthropic or public service activities that support the community and/or college. Additionally, candidates must be nominated by either a college president or a board of trustees chairperson. Previous recipients of this award are not eligible.

<u>SEPARATION REPORT</u>

Report for August 2026

Effective August 6, 2026
Katy Bennet, Resource Navigator
Reason: Resigned

Effective August 6, 2026
Marissa Hamilton, Advisor, College Credit Plus
Reason: Resigned

Effective August 7, 2026
Greer Gledhill, Academic Liaison, Engineering Technology, Business and Criminal Justice Division
Reason: Resigned

Effective August 14, 2026
Adrianna Moore, Assistant Teacher, Child Development Center
Reason: Resigned (will remain a Substitute for Summer needs)

2026

January

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May

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31						

June

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September

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October

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November

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

December

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

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January

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

February

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

March

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

April

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

May

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

June

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

July

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

August

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

September

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

October

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

November

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

December

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

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