North Central State College

B O A R D   P A C K E T

August 27, 2025

NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, August 27, 2025
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. **PRESENTATION ON AACC ADVOCACY ACTIVITIES, POLICY ANALYSIS & UPDATES**
  – Mr. David Baime, Senior. Vice President for Government Relations and Policy Analysis for AACC

VI. **OSU-MANSFIELD ADVISORY BOARD REPORT** - *Ms. Linda Nelson*
  - Next OSU-M Advisory Board Meeting is September 18, 2025 (NCSC Rep. *To be determined*)

VII. **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)   Page 8

  D. Updates/Other   Page 62

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

Consent Agenda   (Action Required)

  Minutes:

  A. Approval of Minutes for July 23, 2025 "Regular Meeting"   Pages 10-15

  B. Approval of Minutes for July 23, 2025 "Board Retreat"   Pages 16-30

  Personnel Actions:

  C. Consideration of Approval of Employment of College Personnel – *R-2025-26*   Pages 31-32

Regular Agenda

  A. Consideration of Approval of the Advance Ohio Higher Education Act Policy   Pages 33-36
     (SB1 Compliance) – *R-2025-27 – Dr. Dorey Diab*   (Action Required)

  B. Treasurer's Report for June 30, 2025 – *Ms. Lori McKee*   Pages 37-43
          (Action Required)

  C. Treasurer's Report for July 31, 2025 – *Ms. Lori McKee*   Pages 44-50
          (Action Required)

IX. POLICY GOVERNANCE

A. Confirmation of Service on the 2026 North Central State College Trustee Selection Committee

B. Nominating Committee Report (Committee Appointments & Charge) (IAW 02.91)

    1. 2026 Reappointments (*Steven Stone, Patrick Williams, Kimberly Winkle**) ** denotes Gov. Appointee*

    2. Confirmation of Officers for 2026 *(L. Nelson-Chair, M. Masters-Vice Chair, K. Aspin-Secretary)*

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

    1. 2025-2026 Annual Calendar (IAW 02.70)

    2. Review of Actionable Items

    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 4.6 (Case Study) – *Mr. Steven Stone*
    "*Does Policy Governance Preclude Board-Staff Dialogue?*"

    2. Governance Policy Review (3.3 & 3.4) – *Ms. Duana Patton*

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

A. 2025 ACCT Leadership Congress (October 22-25, 2025) (New Orleans, LA)
Presentation: "Transforming Lives Through Workforce and Community Partnerships"
Thursday, 10/23/25, 8:00am – 9:00am Galerie 1, 2nd Floor, Marriott New Orleans

B. Review Meeting Dates for 2026

C. Board Retreat Considerations for 2026

XI. EXECUTIVE SESSION

To discuss the contract and compensation of a public employee.

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

XIII. TIME AND PLACE OF NEXT MEETING – *Ms. Linda Nelson*
- Wednesday, September 24, 2025 – The Gorman Room (165-Fallerius)

XIV. ADJOURNMENT – *Ms. Linda Nelson*

NC
North Central State College

BOARD OF TRUSTEE MEETING DATES
2025
**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 15, 2025	
		February 26, 2025	
E. Morando	March 20, 2025	March 26, 2025	None
		April 23, 2025	
S. Stone	May 15, 2025	May 28, 2025 L-n-L Timken/CSC	K. Kmetz
		July 23, 2025	
		August 27, 2025	
TBD	September 18, 2025	Sept. 24, 2025	TBD
TBD	November 20, 2025	October 15, 2025	
		December 3, 2025	TBD

OSU-M 2025 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.

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 or Trustees
(2025-2026 COLLEGE ACTIVITIES/PLANNING CALENDAR)

August 2025   **27 – Regular Board of Trustees Meeting (Fallerius)**

September 2025   **18 – 2025 ODHE Trustee Conference (Columbus)**
                        18 – Ohio State Mansfield Advisory Board Meeting
                        24 – Regular Board of Trustees Meeting (Fallerius)

October 2025   **15 – Regular Board of Trustees Meeting (Fallerius)**
                        22-25 ACCT Leadership Congress (New Orleans, LA)

November 2025   **No Regular Board meeting scheduled for November 2025**
                        20 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower)

December 2025   **3 – Regular Board of Trustees Meeting (Fallerius)**
                        3 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall)
                        4 – NCSC Employee Appreciation Event (Ralph Phillips Conf. Ctr.)

January 2026   **21 – Regular Board of Trustees Meeting (Fallerius)**

February 2026   **25 – Regular Board of Trustees Meeting (Fallerius)**

March 2026   **25 – Regular Board of Trustees Meeting (Fallerius)**

April 2026   **16 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center)**
                        22 – Regular Board of Trustees Meeting (Fallerius)

May 2026   **7 – Graduate Picnic**
                        8 – Commencement (Graduation)
                        27 – Regular Board of Trustees Meeting (Fallerius)

June 2026   **No Regular Board meeting scheduled for June 2025**

July 2026   **22 – Regular Board of Trustees Meeting/Annual Planning Retreat (Kehoe)**

August 2026   **26 – Regular Board of Trustees Meeting (Fallerius)**

September 2026   **?? – 2026 ODHE Trustee Conference (Columbus)**
                        ?? – Ohio State Mansfield Advisory Board Meeting
                        23 – Regular Board of Trustees Meeting (Fallerius)

October 2026   **21-24 ACCT Leadership Congress (Chicago, IL)**
                        28 – Regular Board of Trustees Meeting (Fallerius)

3357:13-04-00 Global Limitations (Executive Limitations)

The CEO will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices.

Effective: August 25, 2010
Next Review: September 24, 2025
Review Dates: 8/25/10, 7/30/11, 9/26/12, 9/25/13, 10/29/14, 9/23/15, 9/21/16, 9/20/17, 9/26/18, 9/25/19, 9/23/20, 9/22/21, 9/28/22, 9/27/23, 9/25/24

Required Approvals Agenda

Consent Agenda

Minutes:

A. Approval of Minutes for July 23, 2025 "Regular Meeting"

B. Approval of Minutes for July 23, 2025 "Board Retreat"

Personnel Actions:

C. Consideration of Approval of Employment of College Personnel – *R-2025-26*

Regular Agenda

A. Consideration of Approval of the Advance Ohio Higher Education Act Policy (SB1 Compliance) – *R-2025-28 – Dr. Dorey Diab*

B. Treasurer's Report for June 30, 2025 – *Ms. Lori McKee*

C. Treasurer's Report for July 31, 2025 – *Ms. Lori McKee*

North Central State College
Board of Trustees' Meeting
July 23, 2025

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 seven in person.

Chair, Ms. Linda Nelson called the meeting to order at 4:09 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
> Ms. Kimberly Winkle
> **Absent:**
> Ms. Duana Patton
> Exempt:
> Mr. Patrick Williams (IAW 10 U.S.C. §12302/38 U.S.C. §4312)

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. Lori McKee, Vice President of Business Services; 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 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 Dr. Dwight McElfresh and seconded by Ms. Kim Winkle and passing unanimously, the following items were approved.

A. Approval of Minutes for May 28, 2025 "Regular Meeting"

B. Consideration of Approval of Status Change – *R-2025-23*

CONSIDERATION OF APPROVAL OF
STATUS CHANGES

R-2025-23

<u>*STATUS CHANGE*</u>

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

 BEGINNING July 1, 2025
 Jeffrey Everly
 - *Jeffrey Everly is moving from IT Systems and Security Specialist to IT Systems and Security Administrator.*

BEGINNING July 1, 2025
Matthew Schwartz
 - *Matthew Schwartz is moving from Analyst, Information Systems to Assistant Director, Information Systems.*

BEGINNING July 1, 2025
 Laura Stackhouse
 - *Laura Stackhouse is moving from Analyst, Institutional Research to Senior Analyst, Institutional Research.*

BEGINNING July 1, 2025
 Rocket Whisler
- *Rocket Whisler is moving from Part Time Special Events Specialist to Full Time Special Events Specialist.*

C. Consideration of Approval of Employment of College Personnel – *R-2025-24*

CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL

R-2025-24

<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 2, 2025
Madison Boyer, Teacher Assistant Substitute, Child Development Center
North Central State College, Associate of Science, Medical Academy

BEGINNING June 16, 2025
Timothy Baumberger, Center Support Assistant, Crawford Success Center
Ohio State University, Bachelor of Science, Education
Ashland University, Certification, Special Education Instruction

BEGINNING July 1, 2025
Sara Woodruff, Nursing Lab Coordinator
Med Central College of Nursing, Bachelor's Degree, Nursing
Walden University, Master's Degree, Nursing

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2025-24

Madison Boyer is hired as a Teacher Assistant Substitute at the Child Development Center.
Timothy Baumberger is hired as the Center Support Assistant at the Crawford Success Center to replace Hannah Young.
Sara Woodruff is hired as the Nursing Lab Coordinator.

REGULAR AGENDA

A. Treasurer's Report for May 31, 2025 – *Ms. Lori McKee*

Ms. Lori McKee presented the Treasurer's Report for the period ending May 31, 2025. She stated that revenues for the month totaled $861,844. Expenditures were $1,275,902 leaving a deficit of $414,058. Year-to-date revenues totaled $21,627,015. Year-to-date expenditures totaled $16,037,967 leaving an excess of $5,589,047. The Month End

Investment Balance for May 31, 2025 was $14,503,244 ($3,214,872 in Star Ohio and $11,288,372 in Park National Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

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

Ms. Lori McKee – Addressed the status of the June Treasurer's Report. Explained that due to the SAS system conversion in early May, there are still unresolved system issues. One major item is payroll posting: since the College pays two weeks in arrears, two July pay periods should be posted back to June, but this has not yet occurred. The missing payroll figures are substantial, so preliminary June numbers are being withheld until they are complete. The full report will be presented in August.

She noted a change from earlier budget projections. Previous estimates were based on a 2% increase in SSI funding and a $5 per credit hour tuition increase per year. The final approved figures from the Senate and Governor are 1% SSI and a $10 per credit hour tuition increase per year. Budget projections will be updated accordingly. She clarified that these budget adjustments relate to fiscal year 2026. Fiscal year 2025, which includes June 2025, is unaffected by the recent funding changes.

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 called for discussion of policy governance policy 2.70 Agenda Planning Policy. She pointed out that this policy lays out a cycle that concludes each year on June 30th. Following this cycle, the college begins the new cycle with planning, budgeting, taking a look at the Ends statements for the coming year, ownership activities and Board training as well as conducting the routine business of the College. Policy 2.75 outlines the timeline for the CEO's evaluation/remuneration. She explained that at the end of today's activities, the Board will ascertain by vote, whether a majority of Board members felt that the individual monitoring reports have demonstrated fulfillment of a reasonable interpretation of the Board Ends and Executive Limitations policy expectations. Following a review of the agenda planning policy, the Board Chair asked for any questions with the agenda cycle as there was concern that the current date might cause a recurring issue that would prevent full Board participation. Discussion to continue at the August meeting when hopefully the full board is able to attend. The Board Chair continued the review of the Board's Annual Calendar/Agenda for the 2025-2026 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. <u>Hand deliver Annual Monitoring Report to Trustees in preparation for Annual planning Retreat.</u> – This item was accomplished in preparation for the retreat.

2. Owners Connections.

Linda Nelson – Reported that Dr. Diab is working on broadband improvements for Richland County. Mentioned an article in the local newspaper about these developments, which are expected to benefit areas along Route 30. Shared a recent conversation with a community member experiencing issues with phone and internet service; explained how the planned "middle mile" installation across Route 30 could help, followed by a "last mile" connection provided by local companies.

Dwight McElfresh – Described having lunch at BW3's in Ashland and meeting a new server who attended North Central but did not complete her degree. Learned she only has one class remaining and expressed intent to help her re-enroll and finish. Suggested providing her with a tuition voucher to support completion.

Elisabeth Morando Shared recent positive feedback about the College's nursing program from community members at both Avita and OhioHealth. Also referenced a Foundation Board committee meeting where Chris reported on a new phlebotomy program being developed. Believes there is strong demand for the program, especially among adults seeking a career change or "act two," rather than recent high school graduates. Anticipates the program will be well received.

3. Annual Board Self-Reflection Questionnaire Results for 2024-2025

Ms. Linda Nelson asked if all Trustees had the opportunity to review the Annual Board Self-Reflection Questionnaire results for 2024-2025? 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.

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

A. Chancellor's Annual Trustee Conference (September 18, 2024 – Columbus, OH)
The Chair announced that the Chancellor's Annual Trustee Conference will be held on September 18 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 Rory of their attendance. The Chancellor's office and the OACC will provide full event details as the date approaches.

B. ACCT Leadership Congress (October 22–26, 2024)
The Chair reminded the Board of the upcoming ACCT Leadership Congress. Trustees were encouraged to ensure their registration is complete. All but one trustee has registered to date; the remaining registration is pending.

C. Tax Resolution
A brief update was given on the tax resolution, with no new developments reported at this meeting.

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 on ways to improve meeting effectiveness. Suggested that notes from the evaluation be documented for future reference. Agreed with the approach and expressed appreciation for the meeting's overall flow.

X.   TIME AND PLACE OF NEXT MEETING

The next regular meeting of the Board of Trustees is scheduled for Wednesday, August 27, 2025 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 4:31pm.

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 23, 2025

I. CALL TO ORDER

The Chair, Ms. Linda Nelson resumed the July meeting by calling the annual planning retreat to order at 5:05 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
> Mr. Steven Stone
> Ms. Kimberly Winkle
> **Absent:**
> Ms. Duana Patton
> Exempt:
> Mr. Patrick Williams (IAW 10 U.S.C. §12302/38 U.S.C. §4312)

III. OTHER GUESTS PRESENT

Other guests present included: Dr. Kelly Gray, Vice President of Academic Services; Ms. Lori McKee, Vice President of Business Services; 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 2024-2025 Academic Year by presenting accomplishments summary of quantitative key performance indicators for Access, Success and Resources from the 2025 strategic plan. He reported that, overall, and as shown in the tables below, the College exceeded the quantitative goals in ten 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 three of the categories (highlighted in red).

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) the college has overcome or achieved over the 2 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, with goals for next year.

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 10 categories,*
2. *We have dropped below the goals, with 5% or more, in 3 categories,*
3. *We have dropped below the goals, with less than 5%, in 4 categories.*
4. *We have exceeded last year's metric but did not achieve goal in 3 categories*

(Note: due to the multitude of adverse factors impacting changes recently, 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 2025

Access: Headcount

Goal	AY 2022-23	AY 2023-24	AY 2024-25	AY 2023-24 to AY 2024-25 Change	Result
Increase annual headcount by **2%** for High School/<u>early college</u> students	1,380	1,509	1,477	-2.1%	Below
Increase annual headcount by **1%** for post-HS students <u>under age 25</u> (traditional)	1,036	1,015	977	-3.7%	Below
Increase annual headcount by **2%** for students <u>age 25 and over</u> (non-traditional)	667	687	678	-1.3%	Below
Increase annual headcount by **5%** for <u>minoritized</u> students	382	371	374	0.8%	Above, but not achieved

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 2025

Access: Credits Attempted

Goal	AY 2022-23	AY 2023-24	AY 2024-25	AY 2023-24 to AY 2024-25 Change	Result
Increase annual credit hours by **2%** for High School/<u>early college</u> students	15,807	17,446	17,191	-1.5%	Below
Increase annual credit hours by **1%** for post-HS students <u>under age 25</u> (traditional)	17,535	16,583	17,107	3.2%	Above
Increase annual credit hours by **2%** for students <u>age 25 and over</u> (non-traditional)	9,165	9,138	9,778	7.0%	Far Above
Increase annual credit hours by **5%** for <u>minoritized</u> students	5,039	5,034	5,245	4.2%	Above, but not achieved

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 2025

Success

Goal: Completion/Success of Entering Fall Cohorts	Entering Fall 2019 Cohort (N=551)	Entering Fall 2020 Cohort (N=431)	Entering Fall 2021 Cohort (N=432)	Fall 2020 Cohort to Fall 2021 Cohort Change	Result
Increase 3-year cohort success rate (graduate, transfer and/or re-enroll at NCSC) by **2%**. Any one marker counts.	51.4%	51.3%	58.1%	6.8%	Far Above
Increase 3-year graduation rates of entering fall cohorts by **2%**.	29.4%	37.6%	38.2%	0.6%	Above but not achieved
Increase 3-year university **transfer rates** of entering fall cohorts by **1%**.	18.5%	17.9%	19.0%	1.1%	Above
Increase rates of **re-enrollment** in third fall term of entering fall cohorts by **1%**.	12.9%	6.0%	11.1%	5.1%	Far Above

Key Performance Indicators for North Central State College
Strategic Planning 2025

Success

Goal: Fall to Fall Persistence of Entering Cohorts For New Students	Entering Fall 2021 (432)	Entering Fall 2022 (416)	Entering Fall 2023 (390)	2022 Cohort to 2023 Cohort Change	Result
Increase **Fall to Spring** persistence of new students by **2%**.	73.6%	74.5%	77.4%	2.9%	Above
Increase **Fall to Fall** persistence of new students by **2%**.	56.5%	55.3%	54.6%	--0.7	Below

Key Performance Indicators for North Central State College
Strategic Planning 2025

Success						
Goal: Fall to Spring / Fall to Fall Persistence of Entering Cohorts	Entering Fall 2021	Entering Fall 2022	Entering Fall 2023	Fall 2022 Cohort to Fall 2023 Cohort Change	Result	
Increase **Fall to Spring / Fall to Fall** persistence of new, post-HS **Minoritized** students by **2%. Average N is 65.**	65.8% / 42.5%	81.7% / 56.1%	64.2% / 37.7%	-17.5% / -18.4%	Far Below	Far Below
Increase **Fall to Spring / Fall to Fall** persistence of new, post-HS students **aged 25 & over** by **2%. Average N is 86.**	65.8% / 54.4%	71.6% / 55.6%	78.1% / 47.9%	6.5% / -7.7%	Far Above	Far Below

RESOURCES

Key Performance Indicators for North Central State College
Strategic Planning 2024

Resources					
Description		FY 2021-22	FY 2022-23	FY 2022-23	Result
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)		5.0	5.0	5.0	Far Above
Maintain a primary reserve ratio that is above our peers	NCSC	0.9	1.04	1.05	Far Above
	Peers	0.47	0.51	0.57	
Have an SSI Share greater than our Eligible FTE share	SSI Share	2.0%	2.0%	1.9%	Above
	FTE Share	1.7%	1.8%	1.8%	

- Excluding Associated Impacts of GASB 68/75
- 5.0 is the maximum Composite Score

Executive Summary of Key Performance Indicators based on goals established for 2024-2025
Monitoring Report Summary with General Goals for Next Year 2025-2026

ACCESS

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

1. Student access:

a. There was a drop in headcount of high school and early college, in post high school under and over 25 years old students caused by multiple factors including strong competition from colleges and universities; concerns about college costs and loan debts; rural environment demographics; 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). *In 2024-25, the drop varied between 1.3% and 3.7%. However, there was an increase of credit hours between 3.2% and 7% due to the same students taking additional credit hours.* 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 dropped by 2.1% from 1,509 to 1,477; and credit hours dropped by 1.5% from 17,446 to 17,191).*

    ii. Students post high school but under age 25 (traditional students):
- Increase annual headcount (HC) by 1% and credit hours by 1% *(HC dropped by 3.7% from 1,015 to 977; and credit hours increased by 3.2% from 16,583 to 17,107).*

    iii. Students age 25 and over (non-traditional students):
- Increase annual headcount (HC) by 2% and credit hours by 2% *(HC dropped by 1.3% from 687 to 678; and credit hours increased by 7% from 9,138 to 9,778).*

    iv. Minority students:
- Increase HC by 5% and FTE by 5% *(HC increased by 0.8% from 371 to 374; and credit hours increased by 4.2% from 5,034 to 5,245). But the goal was achieved.*

b. 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 an extremely affordable rate, including free tuition (College Credit Plus, College-Now and Tuition Freedom Scholarship), with 70% of our students not getting any loans.

GOAL FOR NEXT YEAR: increasing enrollment continues to be our highest priority. The Access Key Performance Indicators are to increase headcount by 2% for non-traditional students and 5% for minoritized students. Increase credit hours by 2% for both early college/CCP and post high school students.

2. **Student success:**

Overall, *the 3-year cohort success rate for graduates, transfer and re-enroll students have increased;* but *the annual fall to fall and fall to spring persistence rate has dropped (except for post-high school students over 25).*

a. Overall assessment of KPI goals:

(1) Increase 3-year cohort success rate (either graduate, transfer, or re-enroll at NC State) by 2% - any one marker count *(increased by 6.8% from 51.3% to 58.1%)* from Fall 2020 cohort to Fall 2021 cohort.

(2) Increase 3-year graduation rate by 2% of entering fall cohorts *(increased by 0.6% from 37.6% to 38.2% but goal of 2% was not achieved)* from Fall 2020 cohort to Fall 2021 cohort.

(3) Increase 3-year university transfer rate by 1% of entering fall cohorts *(increased by 1.1% from 17.9% to 19%)* from Fall 2020 cohort to Fall 2021 cohort.

(4) Increase re-enrollment rate by 1% in third fall term of entering fall cohorts *(increased by 5.1% from 6.0% to 11.1%)* from Fall 2020 cohort to Fall 2021 cohort.

(5) Increase Fall to Spring persistence rate of new students by 2% *(increased by 2.9% from 74.5% to 77.4% from Fall 2022 to Spring 2023).*

(6) Increase Fall to Fall persistence rate of new students by 2% *(dropped by 0.7% from 55.3% to 54.6% from Fall 2022 to Fall 2023).*

(7) Increase Fall to Spring persistence rate of new, post high school minority students by 2% *(decreased by 17.5% from 81.7% to 64.2% from Fall 2022 to Spring 2023).* The percentages are deceivingly high due to the small number of students (65).

(8) Increase Fall to Spring persistence rate of new, post high school students aged 25 and over by 2% *(increased by 6.5% from 71.6% to 78.1% from Fall 2022 to Spring 2023).*

(9) Increase Fall to Fall persistence rate of new, post high school minority student by 2% *(decreased 18.4% from 56.1% to 37.7% from Fall 2022 to Fall 2023).* The percentages are deceivingly high due to the small number of students (65).

(10) Increase Fall to Fall persistence rate of new post high school students aged 25 and over by 2% *(decreased by 7.7% from 55.6% to 47.9% from Fall 2022 to Fall 2023).*

b. *All students' retention from fall to spring increased by 1.1%, from 81.2% to 82.3%, from Fall 2023 to Fall 2024. Fall to fall retention decreased 0.8%, from 58.9% to 58.1%, from fall 2022 to fall 2023.*

c. *Annual credit completion rates for on campus or online increased by 1.3% (from 90.6% to 91.9%) from 2023-24 to 2024-25.* High school annual credit completion rates are usually over 98%. This is mostly due to a more successful cohort group of students taking CCP classes with additional daily support from the teachers.

d. *Annual distance (online or hybrid) credit completion rates increased by 1.6% from 88.9% to 90.5% from 2023-24 to 2024-25.*

e. Overall credits attempted vs. credits completed increased by 0.9%, from 92.3% to 93.2%, from FY2023-24 to FY2024-25. The increase was 1% for non-minoritized students; around the same at 89% for minoritized students; around the same at 98% for high school students. That of post high school students showed an increase of 1.9% from 87.9% to 89.8%.

f. There were six hundred and thirty-five certificates, associate, and bachelor's degrees awarded in 2024-25. *There were 403 degrees and major certificates (>30 credit hours) awarded in 2023-24 in comparison to 347 with peers.*

g. Success points earned (2023-2024):

   i. *The number of success points earned for completing 12 college level credit hours increased by 1.4% (from 855 in 2022-23 to 867 in 2023-24).*

   ii. *The number of success points earned for completing 24 credit hours increased by 15.4% (from 506 in 2022-23 to 584 in 2023-24).*

   iii. *The number of success points earned for completing 36 credit hours increased by 18% (from 354 in 2022-23 to 415 in 2023-24).*

   iv. Gateway math success points increase was almost the same (from 709 to 710).

      1. *Gateway English success points dropped by 5.6% (from 716 to 676).*

h. Licensure/certification rate as percentage of 2023 graduates: *ADN 95.7%; LPN: 100%; RAD: 92%; OPOTA:100%; Respiratory care: 66% for Certified Respiratory Therapist; 44% for Registered Respiratory Therapist;* PTA: no 2025 graduates but the PTA program is no longer on probation; and still working with 2024 graduates at 50% with some retesting in July.

i. *Contact hours taught by full-time faculty increased to 65.4% in 2024-25 from 63.2% in 2023-24 (continues to be greater than 50% over the years),* demonstrating a commitment to student success and full-time employment under tough conditions.

j. *The average quarterly wages for our graduates for 2023-2024 was $10,698 (or $42,792 annually). In comparison, the average overall per capita in our service region is $30,976*; or $47,605 if considering all individual income sources.

GOAL FOR NEXT YEAR: The Success Key Performance Indicators are to increase fall-to-fall persistence of new, post-HS students and of new adult and minoritized students by 2%. Increase overall success rate (graduation, transfer and/or still enrolled) and graduation rate by 2%. Median wages of applied program graduates will be at or above 100% of the area median wages.

3. **Resources:**
   a. *Human.*
      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 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. *I also started the Leadership and Management Academy in Spring 2025, and continued into the summer, meeting once a month with 20 to 30 people discussing different topics such as leadership and management characteristics, personality tests; and operation activities such as fiscal and budget management.*
      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%, similar to the national average according to CUPA.*
      vi. *Over the past year, the percentage of minority among all employees remains around the same as last year (~9%) 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 17% annually, full-time staff are around 11%.*
      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 closed satellite branches).

- *Furthermore, we will have an increase in salaries this year of 4% to the base while keeping the employer/employee insurance contribution at 81% / 19% in order to attract new employees and keep good employees.*
- *Continuing with the Council of Governments (COG) health plan in Stark County:, the health insurance increase remains in single digit for the coming year at 4.97% (was ~6.48% last year). And, it will also be providing one month of premium holiday, saving up to several hundred dollars per year for employees (employees don't have to pay for health care for 1 month), and around $240,000 for the College.*
- *The above changes in benefits will more than 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 decided to go remote this summer again due to low number of students taking courses with most of them being online/hybrid; having multiple facilities projects, including 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.*

GOAL FOR NEXT YEAR: continue to review safety protocols; the culture of valuing and respecting individuals; provide better compensation; the Leadership and Management Academy to enhance professional development and succession planning for managers and interested employees; increase professional development activities for faculty and staff; and reduce employee turnover rate.

b. *Fiscal*

    Increasing revenues:

       i. *We were able to increase the reserve again to 105% 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 previous year). While all OACC colleges' reserve average is at 57%, with peers at 49%, 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, while allowing for*

unforeseen circumstances due to tremendous risks we are facing with lower demographics and enrollment while maintaining employment, and continued maintenance for a 56-year-old campus.

 ii. *We have also maintained the Ohio Department of Higher Education composite ratio at full 5.0 (composite score was 2.7 the first year, and 5.0 last year). The composite score ratio for OACC peer colleges is at 4.3 for FY24. 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 $25.4M in May, 2025, that is 16 times the average cash needed per month (~$1.57M).*

 iv. *Joining the COG in Stark County for health insurance coverage has been very helpful. The one holiday-premium month will save the College ~$240,000 in payments next year.*

 v. *We continue to maintain a manageable shared services cost with OSU- Mansfield (was of 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% (zero). 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 next year 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.*

Foundation:

 i. *The foundation total assets as of the third quarter of the year was $9.75M (was 9.17M last year).*

 ii. *The Foundation has an FY26 operational budget of $286,198 (last year $269,000) and a revenue target of $497,560 (was $493,900 last year). No new staff resources have been added.*

 iii. *Emerald Club brought in over $673k in donations this past year (in comparison to $800k the year before and exceeding the goal of $493k).*

 iv. *The NCSC Foundation received the first $30,000 of a $150,000 pledge for the refurbishment of the nursing lab; $43,400 for the 5g Broadband workforce program; and $5k for the CDC parent and instructor essentials.*

Grants:

We continue to be successful with our grant efforts. The amount is over $3.98 million this past year (FY2025) (was $3.18M in FY24) from local, state, and federal sources.

The total amount of dollars brought into the College outside the College budget in FY 2025 becomes ~$10.5M (was $9.8M last year), creating heavy workload on multiple College departments especially the grant and business departments.

GOAL FOR NEXT YEAR: continue to enhance the financial and fiscal viability of the institution by bringing additional revenues, reducing cost, and aligning existing financial resources with the College mission. The Fiscal Resources Key Performance

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 clean house by getting rid of obsolete items, and recycling on campus.*
       iv. *We continue with campus improvement projects for carpeting and painting as needed.*
       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, is 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 also in the process of upgrading the phone system to be used remotely with Zoom software. An alternate internet provider contract is being negotiated 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 have purchased laptops for all full-time faculty and staff using, and we are in the process of updating some of them with the technology and 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.*
           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.

GOALS FOR NEXT YEAR: Enhance the agility and adaptability of the institution by offering more efficient and flexible scheduling of online courses and programs, and provide more short-term courses, certificates and programs (8-week terms). Continue to heavily invest in information technology, wireless connectivity, and cyber security.

V. COLLEGE SUSTAINABILITY POSITION

Dr. Dorey Diab President Dorey 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)

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 the 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 with additional raises will help to address that, and by continually evaluating the impact of insurance cost to keep our employees whole.*

3. *Restructuring the college and training 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 costs 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, and starting the Leadership and Management Academy, we are able to prepare the next generation of college leaders and enhance succession planning.*

5. *Our decision to increase salaries was implemented for the coming year with a 4% raise.*

Fiscal Resources Sustainability

Increasing Revenues:

1. *Increased the reserve again to 105%, which is the highest among all 22 community colleges.*
2. *Maintained the composite ratio above 4 (a full score of 5.0 again).*
3. *As of May 2025, we have the highest monthly cash flow of 25.4 million dollars which includes ~ 14 million dollars in savings between Park National (~$11M) and Star Ohio accounts (~$3M).*
4. *Emerald Club brought in 673 thousand dollars in donations.*
5. *Received over 3.98 million dollars in grants.*
6. *Using state 2.9 million dollars from two cycles of the state capital budget for the renovation of the Fallerius.*

Reducing Cost:
1. *Saved $240,000 in health care costs from 1 holiday-premium month last year, and for the coming year.*
2. *Continue to maintain a lower shared services cost of around one million dollars.*
3. *No major fixed costs of dormitories, lecture halls, athletic facilities like in universities*

Physical/Environmental Resources Sustainability
Reducing the College carbon footprint and cost

1. *Working with OSU-M, we continue to do lighting retrofits to LED's on the main campus (pathways, classrooms, restrooms, roadways) so that we can maximize our energy savings as electricity costs continue to increase.*
2. *We have increased awareness of paper recycling, cloud-based storage, and limited printing. With more online courses, faculty are using mostly computer storage.*
3. *Recycling is continuing on the main campus: plastics and aluminum cans are being collected.*
4. *The Facilities team decreased the labor of cleaning all the classrooms by meeting with the assistant deans of each building to minimize utilization of classrooms. By doing this, labor efforts were reduced, and safety and cleanliness were increased.*
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 have replaced inefficient boilers and chillers with energy efficient models at Byron Kee and Fallerius.*
7. *The charts below show the utilization and cost of electricity, gas, and water throughout the main campus (OSU-M and NCSC combined) from 2022 to 2025.*
8. *We have a beautiful green campus.*

However, over the past fiscal year, and although the total campus utility consumption, including electricity, natural gas, water, and sewer have decreased by approximately 1%, the overall utility costs have increased by 8%.

We are continuing to concentrate 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.

VI.   **SUPPLEMENTAL INFORMATION – Building our Changing Normal Together**

In preparing for the future of higher education and the future of our college, "__we are building our changing normal together, as there is no back to normal__"; for good is no longer good enough. This is not simply 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 agility, caring and resiliency.

If there is any evidence of "there is no back to normal," it is Artificial Intelligence (AI) and its impact on the future. AI is changing everything; it is moving at the "speed of light." It took Facebook five years to reach 100 million people, and only two months for ChatGPT to do the same. AI can be creatively and positively disruptive by helping us manufacture intelligence to advance cognitive skills.

The College has identified four areas to scale up AI literacy:

(1) *Impact of using AI inside the classroom for learning facilitation, AI-augmented pedagogy, 24/7 tutoring support especially for adult students, and industry-aligned curricula.*
(2) *Impact of using AI outside the classroom to enhance efficiency in processes and procedures in enrollment management, financial aid processing and academic advising, and identify at-risk students for earlier support, and guide degree planning and path alignment.*
(3) *Professional development activities to enhance the capabilities of faculty and staff.*
(4) *Develop new policies to reflect the impact of AI on students and employees.*

Other evidence of how we are building our changing normal together in our region is the Route 30 Broadband project and the Child Care initiative. Students and employees without broadband, computer devices, and digital literacy will be left behind. Families lacking quality childcare and ultimately health care for inability to work will cycle in and out of poverty. The College is working and is delivering on both initiatives to make that happen for our community.

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 community, the state and the nation including:

1) *The president being re-appointed to the national board of the American Association of Community Colleges for three years 2025-2028; having co-chaired the Commission on Research and Community College Trends and Issues and as a member of the Audit and Finance Committee; and chairing the Commission on Public Relations Advocacy and Advancement next year.*

> ### There is no "back to normal"
> ### There is "building our changing normal together"
>
> So, why and how are we building our changing normal together for a better future?
>
> 1. Because we are focused on our mission, the pursuit of our purpose of providing individuals with the knowledge, skills (tech, life, experiential), and inspiration to succeed in their chosen path; in courses, certificates, associate and baccalaureate degrees; tuition and debt free.
> 2. With bold leadership and a sense of urgency in differentiating our human, fiscal, and physical resources to overcome the major challenges and the harsh environment we are facing (whether academic, economic/financial, political, cultural, technological, or demographic).
> 3. Because we are an agile, caring, and resilient institution, adjusting and changing our sail through future thinking and foresight planning regardless how the storm may be blowing, adding appreciated value to our students, each other, and our communities.
> 4. Because we are being true to our brand by Choosing to Be Exceptional among institutions of higher education:
>   1. Providing high quality, affordable opportunities to people who seek to learn, grow, and thrive.
>   2. Removing system barriers for student success; and changing from time and process (seat time) to more outcome- and competency-education; and short-term credentials.
>   3. Collaborating and partnering to enhance educational attainment, workforce development, social mobility, and economic prosperity.
>   4. Aiming not just for success, but also for significance and impact.

2) The College receiving the <u>American Association of Community Colleges 2024 Award for Board / CEO Relations</u>, and the president being a finalist for the CEO of the Year award.

3) Board members and the president participating in the Association of Community Colleges Trustees (ACCT) National Legislative Summit in Washington DC to advocate with the Senate and the Congress to support students in Pell grants including short-term Pell for workforce certificates. <u>Pleased that short-term Pell has been approved by the federal policy passed on July 2025</u>.

4) Board members and the president participating in the Ohio Association of Community Colleges (OACC) state legislative summit to advocate for stronger State Share of Instruction and tuition increase, to strengthen support for students with scholarships to meet workforce talent needs. <u>Pleased that the state legislature has approved an increase of 1% in State Share of Instruction, and a $10 increase in tuition per credit hour per year (this amounts to over one half million dollars per year).</u>

5) <u>House Speaker, Matt Huffman being our commencement speaker this year, whose connection proved critical in securing the $20 million from the state for the Route 30 Broadband Project, the idea that was the brainchild of the president</u>; and Senator Jon Husted being our commencement speaker last year.

6) Board members and the president participating in Leader Richland to educate eighth graders on the importance of continuing education, career planning, and leadership aspirations.

7) Our former Board Chair serving on the OACC Executive Committee, and the President serving on the OACC strategic planning committee that adopted the environmental scan landscape factors impacting community colleges which were developed by the president.

8) The College continually being recognized by Achieving the Dream, not just as a Leader College, but also as a Leader College of Distinction (twice) based on achievements in student success.

9) *The Board and the President continually being asked to present nationally at the Association of Community College Trustees on topics related to Board-CEO relations (including a new session with President Dan Phelan of Jackson College in Michigan).*

10) *<u>The President and CEO of the American Association of Community Colleges, Dr. Walter Bumphus, presenting to the College board</u> on national topics impacting community colleges.*

11) *The president serving on multiple community boards to further advance raising educational attainment including: <u>the United Way of Richland County (chairing the strategic planning committee and working with the Board and the Richland Foundation on a potential day care initiative); Broadband Ohio for Richland County with the commissioners, the Mayor and the Chamber (a critical role in securing the $20 million from the state for the Route 30 Broadband Project);</u> The Executive Committee of Workforce Development Board, The Richland County Development Group, the Talent Development Council of Team NEO (North East Ohio), the College Foundation Board and committees, and many college programs business advisory committees.*

12) *Thankful for the College financial viability and strength for that has been our saving grace as we are doing very well with our reserve and our monthly cash on hand to address the multitude of challenges and the VUCA environment that higher education is facing.*

VII.   EXECUTIVE SESSION

The Chair called for an Executive Session at 6:53 p.m. to discuss the Employment and/or compensation of a public employee (The president's annual evaluation). Mr. Steven Stone made a motion and it was seconded by Ms. Elisabeth Morando. 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"
> Mr. Steve Stone – "yes"
> Ms. Kimberly Winkle – "yes"

At 7:39 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

CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL

R-2025-26

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 6, 2025
Laura Irmer, Assistant Dean, Liberal Arts
University of Indianapolis, Bachelor of Liberal Studies, Master of Arts, English
Spalding University, Master of Fine Arts, Poetry Concentration

BEGINNING August 7, 2025
Fisher Kalb, Mechanical Engineering Faculty
North Central State College, Bachelor of Science, Mechanical Engineering Technology

BEGINNING August 7, 2025
Danielle Reith, Education Faculty/Program Coordinator
Ohio State University, Bachelor of Science, Early Childhood Education, Master of Education, Early Childhood Education

BEGINNING August 7, 2025
Nychole Rose, Respiratory Care Faculty/Clinical Coordinator
North Central State College, Associate of Applied Science, Respiratory
Independence University, Bachelor of Science, Respiratory Care

BEGINNING August 7, 2025
Alexander West, Mechanical Engineering Faculty/Program Coordinator
Ohio State University, Bachelor of Science, Mechanical Engineering

BEGINNING August 7, 2025
Alison Yasick, Biology Faculty
Indiana University of Pennsylvania, Bachelor of Science, Biology
Indiana University of Pennsylvania, Master of Science, Biology
Cleveland State University, Ph.D. Regulatory Biology

BEGINNING August 14, 2025
Rachel Miller, Teacher Assistant Substitute, Child Development Center

BEGINNING August 25, 2025
Savannah Greiner, Teacher Assistant Substitute, Child Development Center

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2025-26
Laura Irmer is hired as Assistant Dean of Liberal Arts to replace Moses Rumano.
Fisher Kalb is hired as Mechanical Engineering Faculty to replace Cyrus Hagigat.
Danielle Reith is hired as Education Faculty/Program Coordinator.
Nychole Rose is hired as Respiratory Care Faculty/Clinical Coordinator to replace Chase Keen.
Alexander West is hired as Mechanical Engineering Faculty, Program Coordinator to replace Michael Beebe.
Alison Yasick is hired as Biology Faculty to replace Ruba Alsheyab.
Rachel Miller is hired as a Teacher Assistant Substitute at the Child Development Center.
Savannah Greiner is hired as a Techer Assistant Substitute at the Child Development Center.

CONSIDERATION OF APPROVAL OF THE
ADVANCE OHIO HIGHER EDUCATION ACT POLICY

R-2025-27

WHEREAS, the 136th Ohio General Assembly enacted The Advance Ohio Higher Education Act under Senate Bill 1 (SB1) which establishes specific requirements for Ohio public institutions of higher education; and

WHEREAS, the College recognizes its legal obligation to comply with The Advance Ohio Higher Education Act in order to maintain good standing with the State of Ohio and ensure its continued ability to serve students; and

WHEREAS, adoption of a formal The Advance Ohio Higher Education Act compliance policy will:

1. Ensure the College operates in full compliance with state law;
2. Provide a clear framework for institutional procedures, roles, and responsibilities in meeting The Advance Ohio Higher Education Act requirements, thereby strengthening accountability and consistency across the College;
3. Reduce the risk of legal exposure or reputational harm associated with noncompliance;
4. Support the College's mission by promoting safe, transparent, and responsible operations that benefit students, employees, and the community;
5. Streamline processes for responding to obligations under the Act, enabling the College to act quickly and effectively; and
6. Foster public trust and confidence in the College's governance and oversight; and

WHEREAS, the President has reviewed and recommends the adoption of The Advance Ohio Higher Education Act policy for compliance as presented.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Trustees of North Central State College, that The Advance Ohio Higher Education Act policy, as presented in the attached document, is hereby approved and adopted, and that the President is authorized to take all actions necessary to implement and maintain compliance with its provisions.

(see attached)

3357:13-12-03 Compliance with the Advance Ohio Higher Education Act (SB1) Policy

(A) Definitions

    (1) Controversial belief or policy: Any belief or policy that is the subject of political controversy, including but not limited to climate policy, electoral politics, foreign policy, diversity, equity, and inclusion (DEI) programs, immigration policy, marriage, or abortion.

    (2) Intellectual diversity: Multiple, divergent, and varied perspectives on an extensive range of public policy issues.

    (3) State institution of higher education: As defined in section 3345.011 of the Ohio Revised Code.

(B) Institutional Declarations

The College affirms and declares that it will:

    (1) Fulfill its primary mission of discovery, improvement, transmission, and dissemination of knowledge and citizenship education through research, teaching, discussion, and debate.

    (2) Ensure the fullest degree of intellectual diversity.

    (3) Encourage students to reach their own conclusions on controversial beliefs or policies without indoctrination.

    (4) Demonstrate intellectual diversity in course approvals, general education requirements, course evaluations, reading programs, annual reviews, departmental strategic goals, and student learning outcomes.

    (5) Maintain institutional neutrality by not endorsing or opposing controversial beliefs or policies, except where funding or mission is directly affected, or in limited exceptions such as armed hostility declared by the U.S. Congress.

    (6) Not require or forbid endorsement of any ideology or political stance by students, faculty, or administrators.

    (7) Prohibit political or ideological litmus tests, including diversity statements, in hiring, promotion, and admissions.

    (8) Ensure no conditions of work or study require endorsement of an ideology or political stance.

    (9) Seek invited speakers representing diverse ideological and political views.

(10) Post all speaker fees, honoraria, or other payments over $500 for College-sponsored events on its website in a public, searchable format accessible within three clicks from the homepage.

(C) General Prohibitions

(1) The College shall not:

(a) Require or offer any orientation or training course regarding DEI unless:

(i) Required to comply with state or federal law or regulation;

(ii) Required to meet state or federal professional licensure requirements; or

(iii) Required to obtain or retain accreditation.

Exceptions require a written request to the Chancellor of Higher Education.

(b) Maintain or establish DEI offices or departments.

(c) Use DEI criteria in job descriptions.

(d) Contract with consultants or third parties to promote admissions, hiring, or promotion on the basis of race, ethnicity, religion, sex, sexual orientation, gender identity, or gender expression.

(e) Establish new institutional scholarships with DEI criteria. Existing scholarships with donor-imposed DEI requirements may continue, but no new funds may be accepted for them.

(2) No prohibited DEI function may be replaced with another under a different designation serving the same purpose.

(3) If research grant requirements conflict with these prohibitions, the College shall attempt compliance while retaining eligibility and, if necessary, submit an exception request to the Chancellor.

(D) Exceptions

This policy does not prohibit:

(1) Compliance with federal law or regulations.

(2) Professional judgment in academic disciplines unless misused to constrict intellectual diversity or require ideological endorsement.

(3) Recognition of national/state holidays, support for the Constitution and laws, or display of the U.S. or Ohio flag.

(E) Responsibilities

    (1) Board of Trustees: Approve implementation of the SB1 compliance policy; receive regular compliance updates from the President as necessary.

    (2) President: Ensure operational compliance with SB1; designate a compliance officer or office to coordinate SB1 activities; and report to the Board on compliance status as necessary.

    (3) Compliance Officer/Responsible Office (Human Resources): Implement SB1 requirements, coordinate training, monitor adherence to the policy, maintain records, and serve as the primary liaison with state oversight entities.

    (4) All Employees: Comply with SB1 requirements, College procedures, and participate in any required training.

(F) Enforcement - Failure to adhere to this policy may result in corrective or disciplinary action in accordance with College policies, up to and including termination of employment, and may be subject to applicable state or federal penalties.

(G) Violations of Policy by College Employee - Students, student groups, faculty or staff may submit a complaint about an alleged violation of this policy by an employee of the College. A complaint can be submitted by consulting ([15-021- Procedures for Initiating a Student Complaint](#))

Effective: August 27, 2025
Next Review: August 1, 2030
Review Dates: 8/27/25

The Treasurer's Report

with Dashboard Analysis

for the Period Ending

June 30, 2025

North Central State College
Analysis of Current Revenue and Expenditures
Period Ending June 30, 2025

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Prior YTD	Current vs. Prior
Revenues:																		
State Share of Instruction	$782,672	$782,672	$782,672	$782,672	$782,672	$782,674	$788,224	$788,224	$788,224	$788,224	$788,224	$788,226	$9,425,380	9,392,069	$33,311	9,392,069	$9,333,830	$91,550
Student Tuition and Fees	4,859,260	$1,234,620	$137,799	$2,522,293	$942,747	$1,189,592	$137,513	$18,937	$67,031	$4,631	$7,963	$1,412	11,123,798	11,030,192	93,606	11,030,192	10,430,857	692,941
Other Revenues	93,212	$122,924	$119,850	$23,478	$79,714	$72,268	$88,815	$107,669	$88,514	$106,454	$12,285	$164,669	1,079,853	563,200	516,653	563,200	1,000,690	79,163
University Center	0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	0	0	0	0	0	0
Capital Debt Service	0	$71,945	$0	$0	$0	$0	$0	$21,452	$0	$0	$0	$0	93,397	40,000	53,397	40,000	0	93,397
Child Development Center	56,445	54,788	125,540	84,779	44,149	50,871	34,481	34,634	71,370	61,210	47,193	38,028	703,488	669,215	34,273	669,215	611,348	92,140
Workforce & Community Development	1,705	14,418	56,875	6,299	7,830	10,658	1,737	16,504	26,156	12,360	1,770	17,523	173,835	317,351	(143,516)	317,351	164,017	9,818
Facilities	9,965	2,230	$1,700	$3,965	$1,325	$4,690	$1,670	725	$1,945	$4,500	$4,409	$1,720	38,844	48,972	(10,128)	48,972	30,654	8,190
Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	$5,803,259	$2,283,597	$1,224,436	$3,423,486	$1,858,437	$2,110,753	$1,052,440	$988,145	$1,043,240	$977,379	$861,844	$1,011,579	$22,638,593	$22,060,999	$577,594	$22,060,999	$21,571,395	$1,067,198
Expenditures:																		
Payroll	$227,145	$782,977	$713,091	$692,324	$716,987	$772,341	$887,468	$703,014	$649,143	$702,855	$731,187	$681,778	8,260,310.03	8,462,887	$202,577	$8,462,887	$7,712,538	($547,772)
Fringes	87,589	$392,141	$260,636	$259,931	$113,957	$274,408	$368,405	$263,776	$229,915	$264,677	$262,896	$427,409	3,205,738.53	3,948,663	$742,924	3,948,663	3,072,483	(133,255)
Printing	1,073	($355)	$5,628	$1,804	$412	$304	$454	$355	$2,752	$2,071	$10,194	$15,840	40,531.69	35,000	($5,532)	35,000	23,991	(16,541)
Advertising	700	$9,070	$5,319	$6,152	$10,790	$17,875	$9,521	$3,168	$20,404	$21,504	$17,110	$15,788	137,400.20	159,500	$22,100	159,500	153,166	15,766
Postage	0	$350	$0	$0	$18	$0	$0	$350	$500	$0	$0	$1	1,218.98	50,000	$48,781	50,000	20,926	19,707
Shared Campus Expense	0	$0	$341	$1,092	$0	$451	$0	$353,273	$177,066	$176,636	$0	$368,703	1,077,562.14	1,100,000	$22,438	1,100,000	911,698	(165,864)
Professional Development	27,844	$4,621	$8,109	$879	$12,913	$9,360	$1,871	$9,486	$6,049	$13,751	$18,321	$49,654	162,858.16	344,070	$181,212	344,070	138,577	(24,281)
Grants and Scholarships	43,260	$0	$91,703	$97,823	$15,787	($278)	($6,035)	$78,328	$66,501	$0	($8,032)	$24,673	403,729.66	2,190,000	$1,786,270	2,190,000	1,115,519	711,789
Equipment Lease and Rental	8,919	$4,460	$5,782	$4,460	$4,460	$5,782	$4,460	$4,460	$6,669	$4,460	$4,460	$1,323	59,692.28	104,200	$44,508	104,200	61,178	1,485
New Equipment	(10)	$3,933	$556	$33,596	$0	$1,978	$867	$1,355	$9,117	$18,473	$0	$123,714	193,579.12	352,747	$159,168	352,747	419,340	225,761
Professional Fees	15,914	$15,864	$3,324	$27,679	$631	$19,136	$20,212	$9,151	$422	$80,061	$6,084	$60,435	258,912.76	392,077	$133,164	392,077	252,330	(6,583)
All Other Expenses	760,449	342,919	205,153	189,649	124,425	149,997	83,398	49,085	89,324	187,286	96,155	118,664	2,396,505.54	2,698,288	$301,782	2,698,288	2,133,042	(263,463)
Child Development Center	16,236	83,588	50,694	48,202	39,455	51,554	65,899	50,375	50,015	57,647	55,940	98,901	668,505.50	651,050	($17,456)	651,050	546,881	(121,625)
Corporate	1,986	16,788	28,586	12,320	11,343	13,413	18,668	14,830	16,175	13,040	13,874	33,643	194,666.12	214,416	$19,750	214,416	174,652	(20,014)
Facilities	72,511	119,007	106,954	85,262	56,736	88,569	159,783	79,594	69,252	91,901	67,713	128,658	1,125,939.86	1,358,101	$232,161	1,358,101	1,042,809	(83,131)
Total Expenditures	$1,263,616	$1,775,362	$1,485,877	$1,461,172	$1,107,913	$1,404,891	$1,614,971	$1,620,598	$1,393,303	$1,634,362	$1,275,902	$2,149,183	$18,187,151	$22,060,999	$3,873,848	$22,060,999	$17,779,129	($408,021)
Excess (Deficit)	$4,539,643	$508,235	($261,441)	$1,962,314	$750,524	$705,862	($562,531)	($632,454)	($350,063)	($656,983)	($414,058)	($1,137,604)	$4,451,443	$0	$4,451,443	$0	$3,792,266	$659,177

Total Investment Balance - $14,637,450 ($3,226,632 - Star Ohio and $11,410,818 - Park National)

North Central State College
All Other Expenses
Period Ending June 30, 2025

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget
Office Supplies	234.65	80.26	1,915.50	44.92	75.72	140.04	218.27	625.45	504.75	11,992.42	24.00	46.50	15,902.48	12,300.00	(3,602.48)	12,300.00
Instructional Supplies - Lecture	0.00	0.00	1,367.19	75.92	41.08	0.00	124.90	0.00	582.50	11,716.06	0.00	120.75	14,028.40	31,704.00	17,675.60	31,704.00
Paper Supplies	0.00	2,863.70	0.00	0.00	3,734.40	0.00	0.00	0.00	400.00	3,460.89	0.00	0.00	10,458.99	12,000.00	1,541.01	12,000.00
Other Supplies	0.00	0.00	153.93	4,251.04	991.96	12,464.59	0.00	0.00	8,682.35	1,750.00	0.00	0.00	28,293.87	27,215.00	(1,078.87)	27,215.00
Instructional Supplies - Lab	9,728.93	55,894.67	56,345.81	93,711.16	6,629.35	16,121.92	19,041.48	9,442.25	44,933.01	73,683.50	15,254.94	17,312.89	418,099.91	425,112.00	7,012.09	425,112.00
Travel	0.00	381.81	304.49	608.94	2,246.61	950.01	493.32	57.68	601.34	186.41	934.22	1,716.61	8,481.44	28,730.00	20,248.56	28,730.00
Non-Inventory Software (501)	2,110.65	8,552.00	0.00	0.00	0.00	750.00	250.00	255.00	354.00	0.00	0.00	0.00	12,271.65	25,874.00	13,602.35	25,874.00
Non-Inventory Books	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00	1,500.00	1,500.00
Equipment Maintenance	0.00	0.00	1,270.62	0.00	0.00	0.00	3,750.00	0.00	0.00	595.02	0.00	0.00	5,615.64	57,711.00	52,095.36	57,711.00
Software Upgrade/Maintenance	699,049.54	136,860.81	51,911.31	72,450.92	6,554.22	79,303.77	23,118.00	(1,675.00)	9,325.00	67,041.55	49,753.23	1,958.00	1,195,651.35	976,537.00	(219,114.35)	976,537.00
Building Maintenance	7,780.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,780.04	15,000.00	7,219.96	15,000.00
Vehicle Maintenance	0.00	146.28	175.35	235.12	825.28	1,576.02	58.38	191.44	1,034.38	781.60	1,420.65	3,675.67	10,120.17	12,500.00	2,379.83	12,500.00
Telephone	967.34	8,082.75	7,113.61	2,077.43	15,184.95	80.22	16,222.09	7,119.97	7,119.12	7,144.37	10,415.96	9,279.71	90,807.52	127,000.00	36,192.48	127,000.00
Cell Phones	0.00	893.24	893.71	893.70	730.70	801.08	741.60	759.81	759.87	818.04	1,016.61	1,840.49	10,148.85	13,000.00	2,851.15	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Security	0.00	604.30	0.00	0.00	164.85	0.00	0.00	164.85	0.00	0.00	0.00	164.85	1,098.85	3,000.00	1,901.15	3,000.00
Internet Connection	1,580.44	2,080.44	2,592.44	2,580.44	1,468.44	1,580.44	2,080.44	7,739.21	1,580.44	2,580.44	1,580.44	3,080.44	30,524.05	80,000.00	49,475.95	80,000.00
License Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	122.50	78.50	0.00	0.00	0.00	201.00	4,195.00	3,994.00	4,195.00
Bank Fees - General	462.07	839.73	841.92	0.00	1,685.34	852.41	860.82	843.72	845.45	846.52	847.95	1,133.60	10,059.53	9,200.00	(859.53)	9,200.00
Bank Fees - Credit	0.00	1,648.51	10,582.01	0.00	7,741.53	3,530.10	2,818.97	2,857.38	9,976.06	1,751.97	2,027.46	3,797.91	46,731.90	52,000.00	5,268.10	52,000.00
Insurance	0.00	95,084.42	0.00	0.00	0.00	27,501.00	0.00	0.00	0.00	0.00	0.00	66,125.42	188,710.84	178,220.00	(10,490.84)	178,220.00
Shipping/Freight	0.00	116.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	116.06	4,000.00	3,883.94	4,000.00
Sponsored/Donated	2,255.00	0.00	525.00	500.00	600.00	0.00	2,330.00	2,640.00	100.00	1,375.00	950.00	885.60	12,160.60	11,200.00	(960.60)	11,200.00
Commencement	0.00	0.00	72.85	0.00	0.00	0.00	0.00	0.00	0.00	1,843.70	12,891.13	3,768.58	18,576.26	24,100.00	5,523.74	24,100.00
Catering	0.00	757.57	878.10	88.02	921.46	2,506.79	112.17	161.85	120.33	1,454.21	305.23	1,904.92	9,210.65	11,680.00	2,469.35	11,680.00
Subscriptions	90.00	12.64	73.78	1,787.64	12.64	1,112.64	17.13	17.13	746.51	14.99	687.15	2,624.19	7,196.44	11,391.00	4,194.56	11,391.00
Dues	37,748.70	22,264.20	0.00	1,099.00	53,232.00	80.00	295.00	2,699.00	3,212.33	1,910.00	125.00	2,691.00	125,356.23	148,798.00	23,441.77	148,798.00
Program Development	0.00	150.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	150.00	400.00	250.00	400.00
Recruitment	0.00	2,340.99	1,238.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	201.60	0.00	3,780.63	3,000.00	(780.63)	3,000.00
Other Expense	200.00	359.87	56,733.85	9,536.42	21,969.14	1,025.65	11,626.28	19,493.15	2,654.57	823.09	1,572.99	2,635.45	128,630.46	285,921.00	157,290.54	285,921.00
Bad Debt Expense	(2.08)	3,275.12	10,682.47	(3.67)	0.40	(2.96)	(0.39)	(4.54)	0.50	0.60	(25.00)	0.00	13,920.45	105,000.00	91,079.55	105,000.00
Collection Costs	(1,756.16)	(370.37)	(518.90)	(288.11)	(384.94)	(376.82)	(760.19)	(4,426.07)	(4,286.75)	(4,484.03)	(3,828.19)	(6,098.19)	(27,578.72)	0.00	27,578.72	0.00
	760,449.12	342,919.00	205,153.08	189,648.89	124,425.13	149,996.90	83,398.27	49,084.78	89,324.26	187,286.35	96,155.37	118,664.39	2,396,505.54	2,698,288.00	301,782.46	2,698,288.00

North Central State College
Period Ending June 30, 2025

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Current YTD	Beginning Budget	Budget Release	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center																		
Revenues	$ 56,445	$ 54,788	$ 125,540	$ 84,779	$ 44,149	$ 50,871	$ 34,481	$ 34,634	$ 71,370	$ 61,210	$ 47,193	$ 38,028	703,488 $	669,215 $	669,215 $	34,273	$ 611,348 $	92,140
Payroll	7,585	48,385	31,838	30,445	30,044	34,476	43,192	32,495	29,634	32,541	33,089	58,221	411,946	385,034 $	385,034	(26,912)	324,308	(87,638)
Fringes	3,621	36,261	14,283	13,566	4,744	12,307	18,843	15,511	14,972	14,526	13,868	25,170	187,672	182,426 $	182,426	(5,246)	162,788	(24,884)
Non-Payroll	5,030	(1,059)	4,573	4,191	4,667	4,771	3,864	2,369	5,409	10,580	8,983	15,510	68,888	83,590 $	83,590	14,702	59,784	(9,104)
Total Expenses	16,236	83,588	50,694	48,202	39,455	51,554	65,899	50,375	50,015	57,647	55,940	98,901	668,506	651,050	651,050	(17,456)	546,880	(121,626)
Excess (Deficit)	$ 40,209	$ (28,800)	$ 74,846	$ 36,577	$ 4,694	$ (683)	$ (31,418)	$ (15,741)	$ 21,355	$ 3,563	$ (8,747)	$ (60,873)	34,982 $	18,165 $	18,165 $	16,817	$ 64,468 $	(29,486)
Corporate																		
Workforce & Community Development																		
Revenues	$ 1,705	$ 14,418	$ 56,875	$ 6,299	$ 7,830	$ 10,658	$ 1,737	$ 16,504	$ 26,156	$ 12,360	$ 1,770	$ 17,523	173,835 $	317,351 $	317,351 $	(143,516)	$ 164,017 $	9,818
Payroll	1,417	4,952	14,622	7,996	9,194	9,167	11,845	10,081	8,827	10,505	11,125	14,520	114,251	102,777 $	102,777	(11,474)	74,919	(39,332)
Fringes	460	3,521	2,098	2,147	1,431	2,246	3,188	2,461	2,268	2,535	2,615	3,852	28,822	27,499 $	27,499	(1,323)	23,708	(5,114)
Non-Payroll	109	8,315	11,866	2,177	718	2,000	3,635	2,288	5,080	0	134	15,271	51,593	84,140 $	84,140	32,547	76,024	24,431
	1,986	16,788	28,586	12,320	11,343	13,413	18,668	14,830	16,175	13,040	13,874	33,643	194,666	214,416	214,416	19,750	174,651	(20,015)
Excess (Deficit)	(281)	(2,370)	28,288	(6,021)	(3,513)	(2,755)	(16,931)	1,674	9,981	(680)	(12,104)	(16,120)	(20,832)	102,935	102,935	(123,767)	(10,634)	(10,198)

North Central State College
Fiscal Year 2025

Financial Update

Revenues - Expenditures Summary

	Approved Budget	June	YTD	% of Total
REVENUES	$22,060,999	$1,011,579	$22,638,593	102.6%
EXPENDITURES	$22,060,999	$2,149,183	$18,187,151	82.4%
TOTAL MARGIN		($1,137,604)	$4,451,443	

FY 2025 YTD REVENUES

$2,089,416 — 9%
$9,425,380 — 42%
$11,123,798 — 49%

- State Share of Instruction
- Student Tuition and Fees
- Other Revenues

FY 2025 YTD EXPENDITURES

$6,721,102 — 37%
$8,260,310 — 45%
$3,205,739 — 18%

- Payroll
- Fringes
- Other Expenses

Total Margin

$4,451,443 — FY 2025
$5,133,936 — FY 2024

Year-To-Date Revenues & Expenditures Update

YTD Revenues: $22,638,593 (FY 2025), $21,334,341 (FY 2024)
YTD Expenses: $18,187,151 (FY 2025), $16,200,405 (FY 2024)
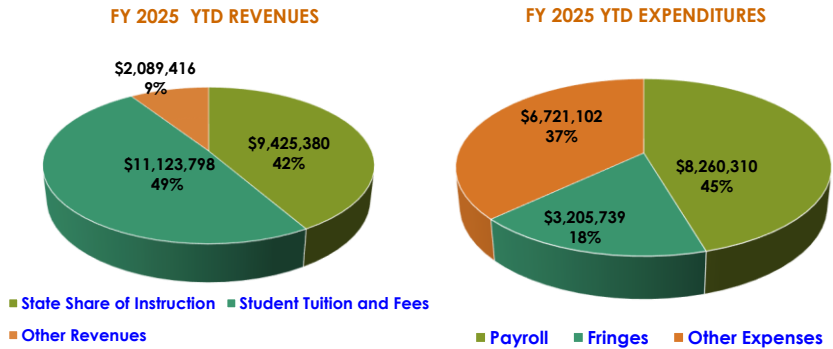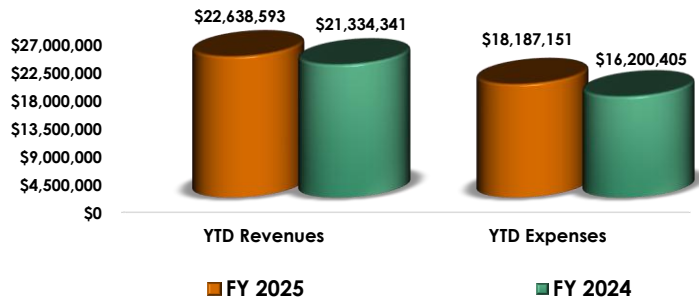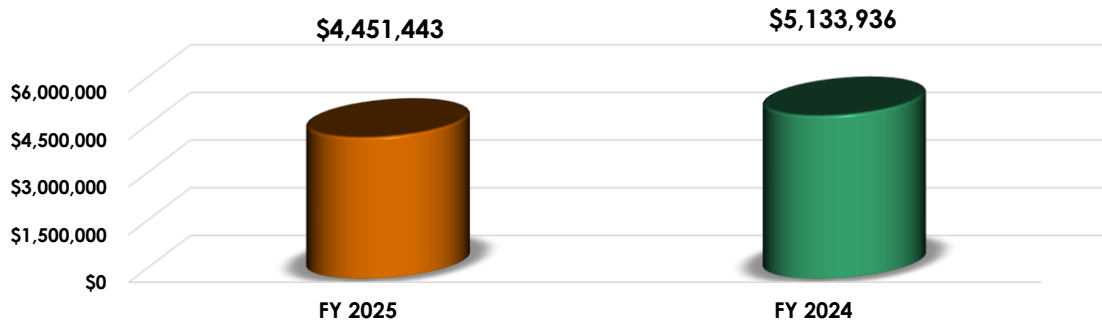
- FY 2025
- FY 2024

FY 2025 Percent of Revenues & Expenditures

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Revenues	26%	10%	7%	16%	8%	10%	7%	7%	6%	7%	6%	10%
Expenditures	6%	8%	6%	7%	5%	6%	5%	4%	5%	4%	4%	5%

- Revenues
- Expenditures
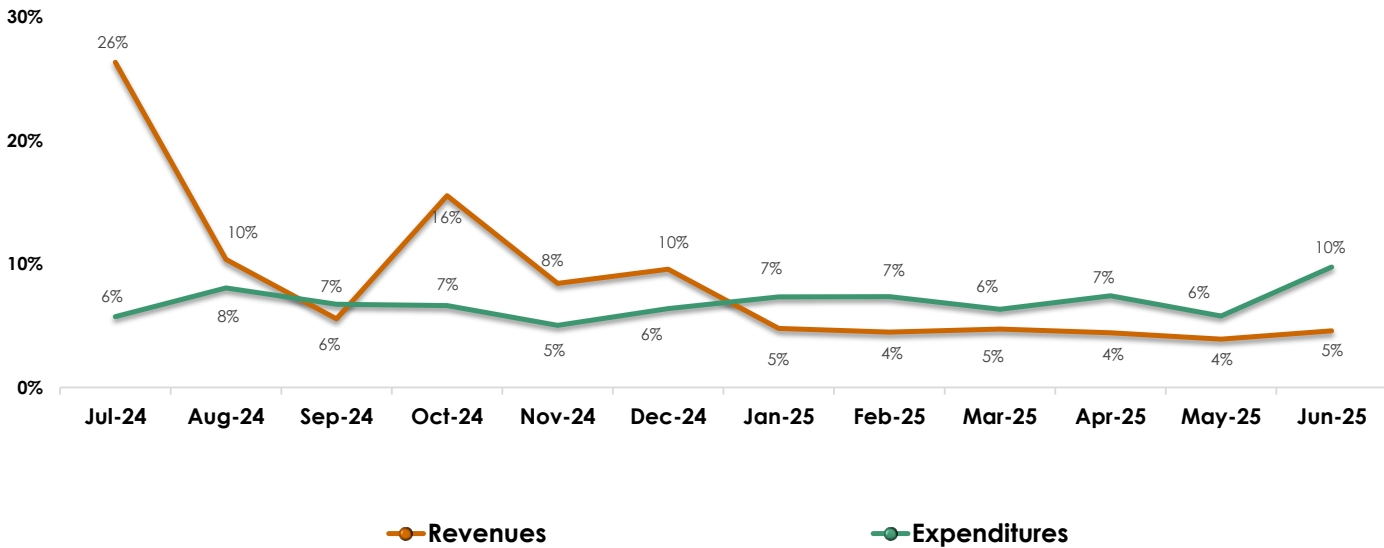
North Central State College
Fiscal Year 2025

YTD Thru June 2025 Financial Update

Revenues

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2025 $	5,803,259	2,283,597	1,224,436	3,423,486	1,858,437	2,110,753	1,052,440	988,145	1,043,240	977,379	861,844	1,011,579
FY 2024 $	5,107,433	2,085,032	1,113,594	851,960	4,270,929	1,413,105	1,919,923	868,876	896,892	902,173	968,965	935,459
% Variation	14%	10%	10%	302%	-56%	49%	-45%	14%	16%	8%	-11%	8%
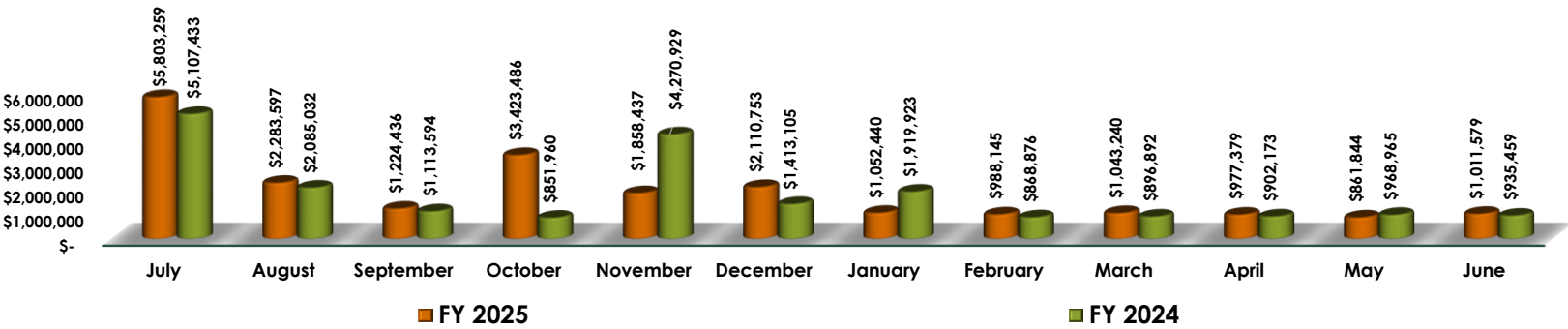
Expenditures

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2025 $	1,263,616	1,775,362	1,485,877	1,461,172	1,107,913	1,404,891	1,614,971	1,620,598	1,393,303	1,634,362	1,275,902	2,149,183
FY 2024 $	593,549	1,594,316	1,793,201	1,295,909	1,058,807	1,412,244	1,125,900	1,245,374	1,694,152	1,254,699	1,481,250	1,651,005
% Variation	113%	11%	-17%	13%	5%	-1%	43%	30%	-18%	30%	-14%	30%

Monthly Cash-On-Hand Update

Total Annual Expense (less depreciation) = $18,891,358
Average Cash Per Month =
$18,891,358/12 = $1,574,280

FY2024 values: $20,203,279 (July), $19,854,986 (August), $21,650,948 (September), $20,287,823 (October), $18,797,511 (November), $20,512,859 (December), $21,749,135 (January), $21,426,787 (February), $21,721,779 (March), $21,969,625 (April), $22,804,970 (May), $22,398,651 (June)

FY2025 values: $24,182,372 (July), $23,670,242 (August), $21,831,655 (September), $21,359,139 (October), $21,510,627 (November), $24,407,959 (December), $25,869,467 (January), $26,561,837 (February), $26,841,731 (March), $25,527,198 (April), $25,403,385 (May), $25,033,782 (June)

Months: JULY, AUGUST, SEPTEMBER, OCTOBER, NOVEMBER, DECEMBER, JANUARY, FEBRUARY, MARCH, APRIL, MAY, JUNE

Legend: FY2024, FY2025

The Treasurer's Report

with Dashboard Analysis

for the Period Ending

July 31, 2025

North Central State College
Analysis of Current Revenue and Expenditures
Period Ending July 31, 2025

	Jul-25	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Prior YTD	Current vs. Prior
Revenues:							
State Share of Instruction	$830,619	$830,619	846,004	($15,385)	10,152,053	$782,672	$47,947
Student Tuition and Fees	5,237,346	5,237,346	5,851,772	(614,426)	11,253,407	4,859,260	378,086
Other Revenues	14,956	14,956	53,183	(38,227)	638,200	93,212	(78,256)
University Center	0	0	0	0	0	0	0
Capital Debt Service	0	0	0	0	40,000	0	0
Child Development Center	71,700	71,700	60,117	11,583	667,964	56,445	15,255
Workforce & Community Development	3,579	3,579	28,135	(24,556)	337,615	1,705	1,874
Facilities	9,495	9,495	4,081	5,414	48,972	9,965	(470)
Fund Balance	0	0	0	0	0	0	0
Total Revenues	**$6,167,695**	**$6,167,695**	**$6,843,292**	**($675,596)**	**$23,138,211**	**$5,803,260**	**$364,436**
Expenditures:							
Payroll	$235,173	235,173.00	245,432	$10,259	$8,921,141	$227,146	($8,027)
Fringes	85,890	85,890.10	167,234	$81,343	4,348,073	87,589	1,699
Printing	3,861	3,861.06	2,613	($1,249)	31,350	1,073	(2,788)
Advertising	1,900	1,900.00	13,167	$11,267	158,000	700	(1,200)
Postage	0	-	4,167	$4,167	50,000	0	0
Shared Campus Expense	0	-	0	$0	1,100,000	0	0
Professional Development	6,432	6,431.90	30,811	$24,379	369,735	27,844	21,412
Grants and Scholarships	23,865	23,864.96	183,333	$159,468	2,200,000	43,260	19,395
Equipment Lease and Rental	8,919	8,919.08	8,683	($236)	104,200	8,919	0
New Equipment	2,489	2,489.00	27,348	$24,859	328,177	(10)	(2,499)
Professional Fees	26,183	26,182.75	29,419	$3,236	353,022	15,914	(10,269)
All Other Expenses	819,498	819,497.66	237,048	($582,450)	2,844,573	760,449	(59,049)
Child Development Center	12,098	12,098.00	31,504	$19,406	721,586	13,403	1,305
Corporate	8,617	8,617.00	11,094	$2,477	203,875	1,986	(6,631)
Facilities	68,678	68,678.00	75,932	$7,254	1,354,479	72,512	3,834
Total Expenditures	**$1,303,603**	**$1,303,603**	**$1,067,784**	**($235,819)**	**$23,088,211**	**$1,260,784**	**($42,818)**
Excess (Deficit)	**$4,864,093**	**$4,864,093**	**$5,775,508**	**($911,415)**	**$50,000**	**$4,542,476**	**$321,617**

Total Investment Balance - $14,628,835 ($3,238,851 - Star Ohio and $11,389,984 - Park National)

North Central State College
All Other Expenses
Period Ending July 31, 2025

	Jul-25	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget
Office Supplies	292.36	292.36	1,068.75	776.39	12,825.00
Instructional Supplies - Lecture	27.49	27.49	2,059.75	2,032.26	24,717.00
Paper Supplies	0.00	0.00	1,000.00	1,000.00	12,000.00
Other Supplies	0.00	0.00	2,467.92	2,467.92	29,615.00
Instructional Supplies - Lab	58,708.13	58,708.13	41,554.76	(17,153.37)	498,657.10
Travel	40.00	40.00	2,194.17	2,154.17	26,330.00
Non-Inventory Software (501)	9,216.18	9,216.18	1,261.25	(7,954.93)	15,135.00
Non-Inventory Books	0.00	0.00	125.00	125.00	1,500.00
Equipment Maintenance	0.00	0.00	4,184.25	4,184.25	50,211.00
Software Upgrade/Maintenance	660,293.75	660,293.75	89,539.66	(570,754.09)	1,074,475.87
Building Maintenance	0.00	0.00	1,250.00	1,250.00	15,000.00
Vehicle Maintenance	0.00	0.00	1,000.00	1,000.00	12,000.00
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	0.00	0.00	6,666.67	6,666.67	80,000.00
License Fees	205.50	205.50	344.75	139.25	4,137.00
Bank Fees - General	725.45	725.45	766.67	41.22	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	1,016.67	216.67	12,200.00
Commencement	0.00	0.00	2,008.33	2,008.33	24,100.00
Catering	0.00	0.00	957.00	957.00	11,484.00
Subscriptions	0.00	0.00	766.67	766.67	9,200.00
Dues	86,637.48	86,637.48	12,699.83	(73,937.65)	152,398.00
Program Development	0.00	0.00	41.67	41.67	500.00
Recruitment	0.00	0.00	333.33	333.33	4,000.00
Other Expense	3,147.67	3,147.67	23,555.67	20,408.00	282,668.03
Bad Debt Expense	(3.00)	(3.00)	8,750.00	8,753.00	105,000.00
Collection Costs	(593.35)	(593.35)	0.00	593.35	0.00
	819,497.66	819,497.66	237,047.75	(582,449.91)	2,844,573.00

North Central State College
Period Ending July 31, 2025

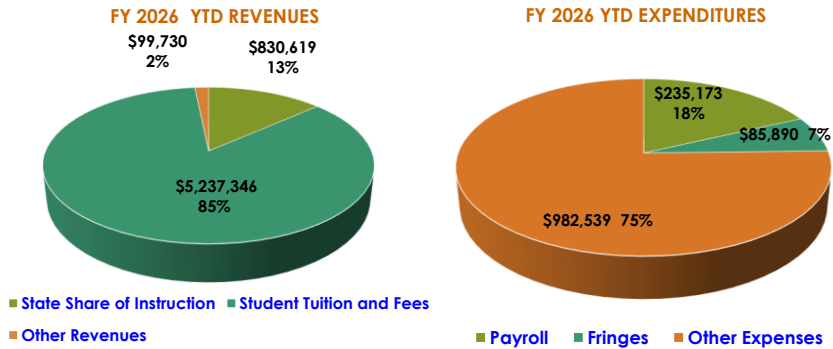|	Jul-25	Current YTD	Beginning Budget	Budget Release	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center							
Revenues	$ 71,700	71,700 $	667,964 $	60,117 $	11,583	$ 56,445 $	15,255
Payroll	6,683	6,683	384,723 $	14,797	8,114	7,585	902
Fringes	3,218	3,218	253,273 $	9,741	6,523	3,621	403
Non-Payroll	2,197	2,197	83,590 $	6,966	4,769	2,197	0
Total Expenses	12,098	12,098	721,586	31,504	19,406	13,403	1,305
Excess (Deficit)	$ 59,602 $	59,602 $	(53,622) $	28,613 $	30,989	$ 43,042 $	16,560
Corporate							
Workforce & Community Development							
Revenues	$ 3,579	3,579 $	337,615 $	28,135 $	(24,556)	$ 1,705 $	1,874
Payroll	1,553	1,553	102,921 $	3,959	2,406	1,417	(136)
Fringes	453	453	28,474 $	1,095	642	460	7
Non-Payroll	6,611	6,611	72,480 $	6,040	(571)	109	(6,502)
	8,617	8,617	203,875	11,094	2,477	1,986	(6,631)
Excess (Deficit)	(5,038)	(5,038)	133,740	17,041	(22,079)	(281)	(4,757)

North Central State College
Fiscal Year 2026

Financial Update

Revenues - Expenditures Summary

	Approved Budget	July	YTD	% of Total
REVENUES	$23,138,211	$6,167,695	$6,167,695	26.7%
EXPENDITURES	$23,088,211	$1,303,603	$1,303,603	5.6%
TOTAL MARGIN		$4,864,093	$4,864,093	

FY 2026 YTD REVENUES

$99,730 2%
$830,619 13%
$5,237,346 85%

- State Share of Instruction
- Student Tuition and Fees
- Other Revenues

FY 2026 YTD EXPENDITURES

$235,173 18%
$85,890 7%
$982,539 75%

- Payroll
- Fringes
- Other Expenses

Total Margin

$4,864,093 — FY 2026
$4,539,643 — FY 2025

Year-To-Date Revenues & Expenditures Update

YTD Revenues: $6,167,695 (FY 2026), $5,803,259 (FY 2025)
YTD Expenses: $1,303,603 (FY 2026), $1,263,616 (FY 2025)

- FY 2026
- FY 2025

FY 2026 Percent of Revenues & Expenditures

27%
6%
Jul-25

- Revenues
- Expenditures
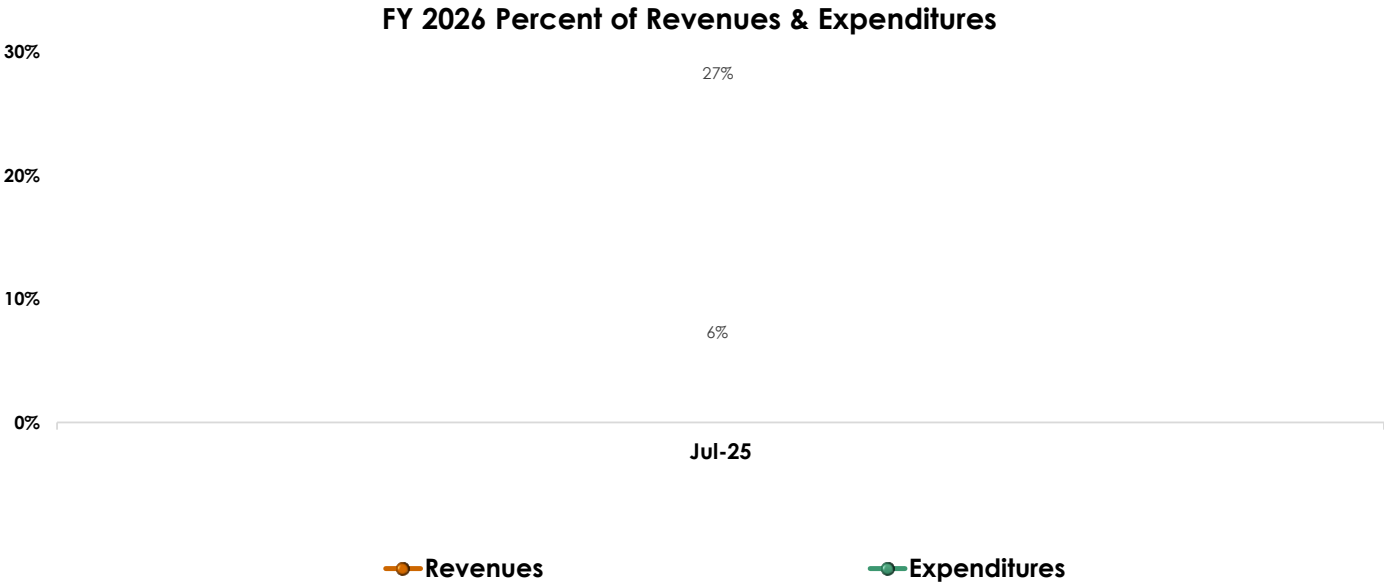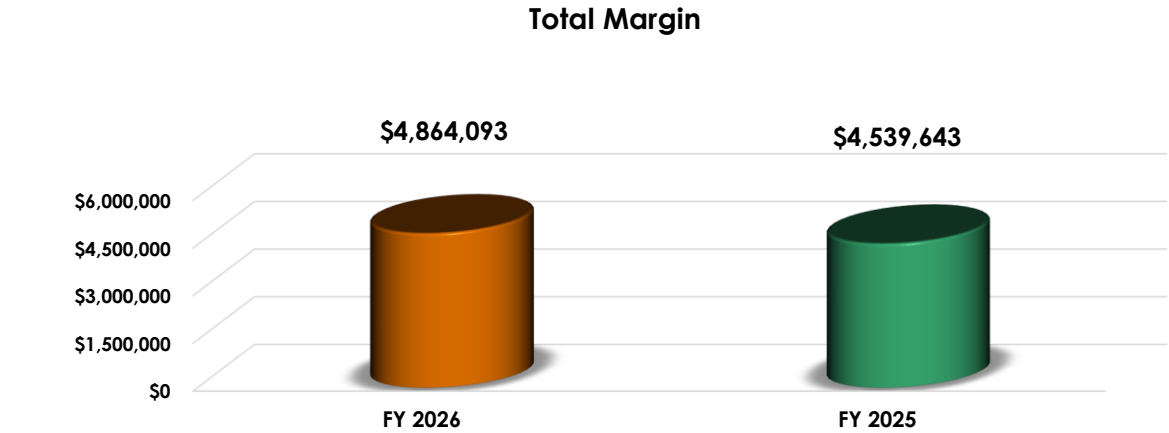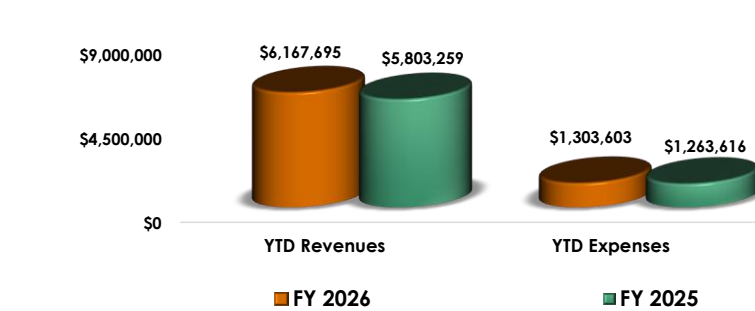
North Central State College

Fiscal Year 2026

<u>**YTD Thru July 2025 Financial Update**</u>
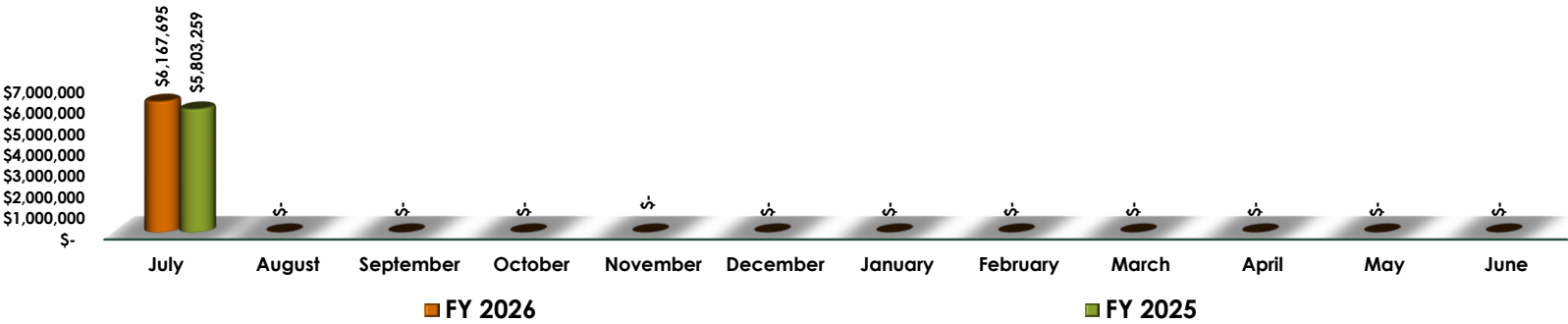
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	$ 6,167,695	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2025	$ 5,803,259											
% Variation	6%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Expenditures

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	$ 1,303,603	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2025	$ 1,263,616	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
% Variation	3%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Monthly Cash-On-Hand Update

Total Annual Expense (less depreciation) = $18,891,358
Average Cash Per Month =
$18,891,358/12 = $1,574,280

$24,182,372

$23,914,144

$26,000,000

$22,000,000

$18,000,000

$14,000,000

$10,000,000

$6,000,000

$2,000,000

$(2,000,000)

JULY

FY2025   FY2026
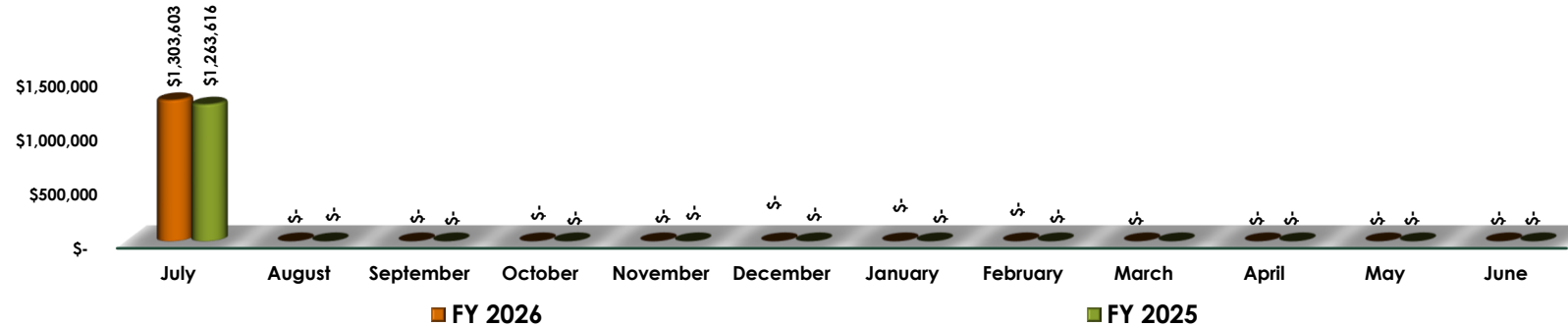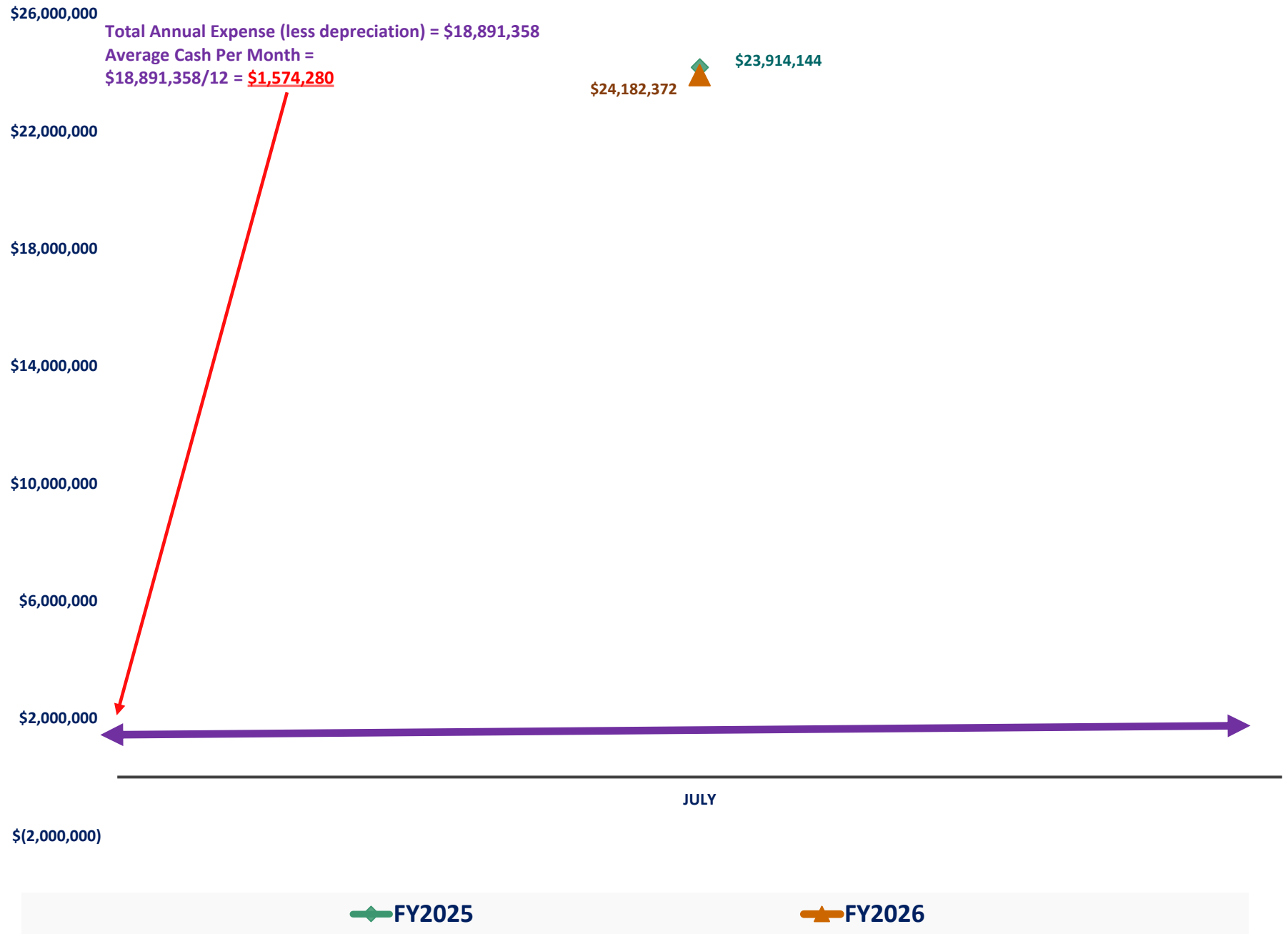
Charge to the Nominating Committee (Guideline)

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 1st year incumbent to confirm their willingness to carry out the 2nd 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 2nd 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 2026

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

June 2025:   BOT does not meet in June for summer break

July 2025:   Campus Completion Plan Update (due in even numbered years)
Board of Trustees Annual Planning Retreat
President/CEO's Monitoring Report/Sustainability Presentation
PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5)
Acceptance of Annual Monitoring Report
Review Board Annual Self-Assessment Survey Trends Results
Development/Approval of Board Annual Agenda/Calendar for 2025-2026

August 2025:   President's Performance Evaluation/Contract/Compensation
PolGov Rehearsal Scenario (4.6)
PolGov Policy Review (3.3 & 3.4)
BOT Self-Assessment Survey Trends Report (2nd Quarter)
Low Enrollment and Duplicative Courses and Program Report (every
    3 years; Next Report Due in August of 2028)
Board-Ownership Linkage Activity: David Baime, Senior Vice President,
    Government Relations for AACC ([See About Information](#))

September 2025:   PolGov Rehearsal Scenario (6.5)
PolGov Policy Review (4.0, 4.1 & 4.2)
Review Remaining Annual Ethics Training Requirements
Board-Ownership Linkage Activity Discussion

October 2025:   Nominating Committee reports *expiring terms* to the Board
Nominating Committee reports *Confirmation of Officers* for 2026
Annual Report of Efficiency Review (routinely in October)
PolGov Rehearsal Scenario (4.9)
PolGov Policy Review (4.3, 4.4 & 4.5)
BOT Self-Assessment Survey Trends Report (3rd Quarter)
Board-Ownership Linkage Activity Discussion

November 2025:   No regular board meeting in November for Thanksgiving break

December 2025:   Audit Report presented to Board (privately) and (publicly)
Conclude Confirmation of BOT Officers & Approvals for Reappointment
Annual Report of Efficiency Review (routinely in October)
PolGov Rehearsal Scenario (5.11)
PolGov Policy Review (4.6, 4.7 & 4.8)
Board-Ownership Linkage Activity: Employee Appreciation Banquet
Board-Ownership Linkage Activity: NCSC/OSU-M Joint Board Meeting
Deadline for BOT Annual Ethics Training

January 2026:	All Board appointments are official and begin on the 17th
	Installation/Confirmation of BOT Officers (installation - odd year)
	Reorganization of Board Committees (Nominating & Executive)
	PolGov Rehearsal Scenario (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)
	Board-Ownership Linkage Activity Discussion

February 2026:	PolGov Rehearsal Scenario (TBD)
	PolGov Policy Review (2.0, 2.1 & 2.2)
	Board-Ownership Linkage Activity Discussion

March 2026:	PolGov Rehearsal Scenario (TBD)
	PolGov Policy Review (2.3, 2.4 & 2.5)
	Board-Ownership Linkage Activity Discussion

April 2026:	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 2026:	Operating Budget Presentation/Approval for coming fiscal year
	Investment Policy Approval
	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 2026: | BOT will not meet in June for summer break |

July 2026:	Approval/Submission: College Completion Plan
	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.

Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Discuss finding a different date in July for the Board Retreat to encourage "full" Board attendance.	August 2025	L. Nelson
2.	BOT to review 2nd Quarter Trend Analysis Report at Aug. Board Meeting	August 2025	S. Williams
3.	ACCT Presentation Team to set date/time for presentation assignments, discussion, and practice prior to the ACCT Leadership Congress	August 2025	D.Diab/D.McElfresh
4.			
5.			
6.			
7.			

North Central State College

BOARD OF TRUSTEES 2025 Policy Governance Training Schedule

NCState Meeting Date	Principle Discussion	Discussion Leader	PolGov Policy Review	Discussion Leader
January 15, 2025	Rehearsal Scenario 3.18	K. Aspin	4.9 Executive Limitations	K. Winkle
February 26, 2025	Rehearsal Scenario 3.9	D. McElfresh	2.0, 2.1, 2.2 Governance Process	S. Stone
March 26, 2025	Rehearsal Scenario 5.10	~~P. Williams~~ D. McElfresh	2.3, 2.4, 2.5 Governance Process	E. Morando
April 23, 2025	Rehearsal Scenario 6.5	L. Nelson	2.6, 2.7, 2.8, 2.9 Governance Process	M. Masters
May 28, 2025	Rehearsal Scenario 4.3	K. Winkle	3.0, 3.1, 3.2 Board-CEO Relationship	L. Nelson
July 23, 2025	*None Scheduled*	*Planning Retreat*	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	*Planning Retreat*
August 27, 2025	Rehearsal Scenario 4.6	S. Stone	3.3, 3.4 Board-CEO Relationship	D. Patton
September 24, 2025	Rehearsal Scenario 6.5	E. Morando	4.0, 4.1, 4.2 Board-CEO Relationship	K. Aspin
October 15, 2025	Rehearsal Scenario 4.9	M. Masters	4.3, 4.4, 4.5 Executive Limitations	D. McElfresh
December 3, 2025	Rehearsal Scenario 5.11	D. Patton	4.6, 4.7, 4.8 Executive Limitations	P. Williams

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 4.6

TITLE: Does Policy Governance Preclude Board-Staff Dialogue?

SCENARIO: To preclude inappropriate discussions between board and staff members, the CEO prohibits staff members from socializing with board members in any context unless they first get permission from the CEO. Board members question the propriety of such a staff policy. What should they do?

Resolve this scenario by answering the following questions:

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

   Ends: N/A

   Executive Limitations: The CEO shall not cause or allow conditions that are unlawful, imprudent, or unethical (2.0). The CEO shall not cause or allow staff conditions that are unfair (2.2).

   Board-Management Delegation: The board will never give instructions to persons who report directly or indirectly to the CEO (3.2.1). The board will not evaluate, either formally or informally, any staff member other than the CEO (3.2.2). As long as the CEO uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the CEO can make all further policies (3.3.3). The staff treatment policy is to be reviewed annually (3.4.5).

   Governance Process: Board members may not attempt to exercise individual authority over the organization (4.5.3). Board members will not express individual judgments of performance of employees of the CEO (4.5.3.C).

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 empowered to make all decisions regarding the staff, subject to applicable 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   <u>No</u>   Unsure

   (***Explain your answer.***) It is not likely that prohibiting interaction between staff members and board members is a reasonable interpretation of "unfair" or even "unlawful."

IF NO:

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

(*underline*)   Yes   No   Unsure

(*Explain your answer.*)

3. **What action, if any, should the board or board member now take? (***Specify the board or board member actions that you believe would be consistent with Governance Process and Board-Management Delegation policies***.)** The concerned board members should have the matter placed on the board's agenda for discussion. If the board finds that the CEO's rule is a reasonable interpretation of its policy, yet the board finds the rule unacceptable, the board should amend its policy. If the board finds that the CEO's rule is not a reasonable interpretation of its policy, the CEO should be found in violation of the policy and should be expected to correct the situation. The board should also consider that the CEO may have established the rule in response to detrimental board behavior, such as board members' undermining CEO authority to the staff. In this case, the board's own discipline warrants attention, and the board should confirm its commitment to refrain from inappropriate staff instruction and evaluation.

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

   4a. What amendments or additions do you suggest? Executive limitations policy 2.2 may be amended with wording such as "although the authority to instruct and evaluate staff remains with the CEO, the CEO shall not prevent contact between the board or its members and the staff."

   4b. What further information, if any, does the board need before deciding on this change?

   You are now ready for full board discussion and decision.

3357:13-03-30 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 27, 2025
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

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 27, 2025
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

North Central State
C O L L E G E

BOARD OF TRUSTEE MEETING DATES 2026

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

January 21, 2026

February 25, 2026

March 25, 2026

April 22, 2026

May 27, 2026

July 22, 2026[*2]

August 26, 2026

September 23, 2026

October 28, 2026[*3]

December 2, 2026

NOTE: 1. No regular meetings scheduled for June and November.
       2. July 22nd will consist of Regular Meeting followed by Annual Planning Retreat.
       3. ACCT Leadership Congress dates for 2026 are October 21-24 (Chicago).

<u>**SEPARATION REPORT**</u>

Report for August 2025

Effective August 6, 2025
**Stephanie Whitesel, Academic Liaison, Engineering Technology, Business &
Criminal Justice Division**
Reason: Resigned

Effective August 7, 2025
Randall Blankenship, Workforce Development Manager
Reason: Resigned

Effective August 15, 2025
Emily Leonhard, LPN Nursing Faculty
Reason: Resigned

Effective August 26, 2025
**Brittany Morgan, Teacher Assistant Substitute & Paraprofessional, Child
Development Center**
Reason: Resigned

Effective August 28, 2025
Heidi Kreglow, Assistant Dean, Health Science Division
Reason: Resigned

Trustees, Presidents, and Board Professionals:

On behalf of Governor Mike DeWine, it is my honor to invite you to the Ohio Trustees Conference on Thursday, September 18th at Columbus State Community College.

A full breakfast and registration will begin at 8:00 a.m. with programming beginning at 9:00 a.m., so please arrive promptly. The event will be held at Mitchell Hall, 250 Cleveland Avenue, Columbus, OH 43215 - the same location as last year's conference.

This year's conference agenda will be familiar for attendees who attended last year's conference with a bit more rigor and depth for returning guests, not to mention updated survey results from Gallup. New this year will be an opportunity to fulfill portions of training now required under Senate Bill 1.

An increasingly competitive landscape in higher education is compressing revenue margins and former ways of doing business. Trustees are in a unique position to empower presidents to move swiftly and strategically and we hope the trustee conference gives you that confidence.

Governor DeWine will provide a keynote address in the morning session followed by an address from Lt. Governor Tressel after lunch. These will be not-to-be-missed events.

We are also excited to offer three breakout sessions; boards are encouraged to divide their representation. Each attendee may select one of three sessions, and all will be recorded:

1. Program Review 2.0 - Youngstown State University

   YSU is a state leader in program review, utilizing a nuanced and comprehensive process by which it decides which programs grow and which ones go. We are excited to welcome Drs. Jenn Pintar and Mike Sherman to share their innovative approach and framework. This year's review will build on last year's presentation (available online) and go more in-depth on some topics.

2. The Law and You: Senate Bill 1 Review - Ohio Attorney General's Office

   How familiar are you with Senate Bill 1? This session will dive deeper into what it means for you as a trustee, how the Ohio Attorney General's office views your duties and the steps you must take as institutions. There will be time at the end to ask questions.

3. How Colleges Spend Money - American Council of Trustees and Alumni (ACTA)

    What can IPEDS data tell you about your institution's spending approach? Do you know which programs you offer are duplicated by other Ohio colleges? What does optimization mean for classroom facilities? Explore data with Anna Silers and Armand Alacbay from ACTA and learn unique characteristics of your own institution you might have otherwise never known.

Registration is now open.

Please follow this link to register for either the in-person or virtual event.

For those attending in-person, the event begins at 8:00 a.m. and concludes at 5:30 p.m.

- Breakfast will be served beginning at 8:00 a.m. and ending at 9:00 am
- Lunch will be served at 11:30 a.m.
- A reception with hors d'oeuvres will begin at 4:00 p.m.

For those attending virtually, the livestream will begin at 9:00 a.m. and conclude at 4:00 p.m.

When registering, you will be asked to select one breakout session and, for those attending in-person conference, any dietary restrictions.

In-person registration ends September 11, 2025.
Virtual registration ends Wednesday, September 17, 2025.

Please discuss internally and register early; we have limited capacity at this event. Registration availability will be first come, first served.

If you have questions about sessions, please contact Alex Penrod: apenrod@highered.ohio.gov.
If you have issues with registration, please contact Betsy Kordes: bkordes@highered.ohio.gov.

I look forward to seeing you again on September 18th!

With gratitude,

Mike Duffey
Chancellor
Ohio Department of Higher Education

2025

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Policy Governance® Model

Owners

Customers

Board Means

Staff Means

Governance Process Officer Responsibility (Board Chair)

CEO - Chief Executive Officer Responsibility (President)

CGO - Chief Governance Officer Responsibility (President)

Governance Process
(Ownership Linkage)
How the Board Governs itself
Policies 2.x

Ends
What is the Organization for?
What Good -
For Whom -
At What Cost -
Policies 1.x

Board -- CEO Linkage
How the Board Delegates to the CEO
Policies 3.x

Executive Limitations
MEANS that are not acceptable
Policies 4.x