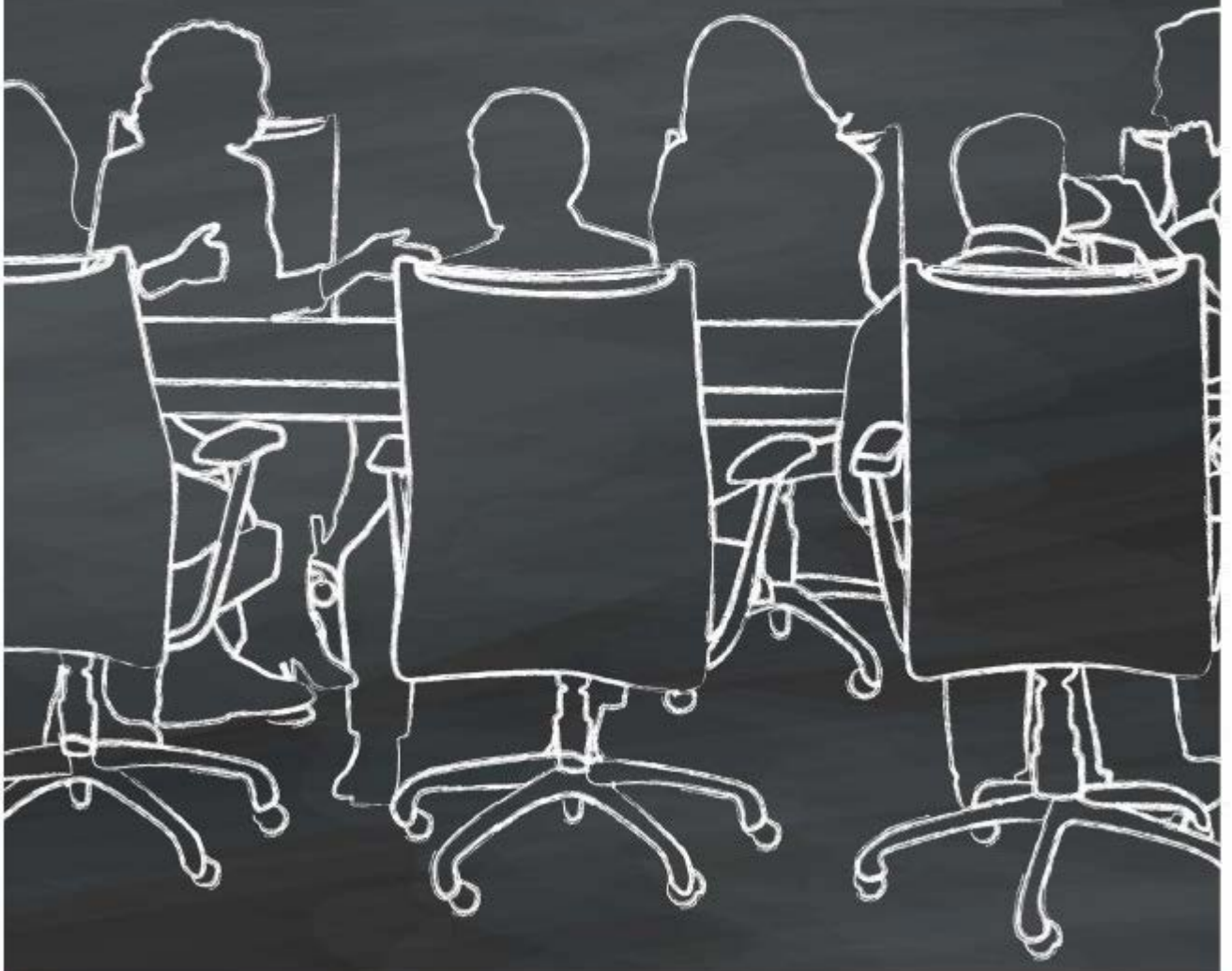
North Central State College



Board Packet
September 23, 2026

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NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, September 23, 2026 5:30 pm – 165-Fallerius and Zoom

NOTE: 2:00pm-3:30pm ACCT Presentation Team Meeting (Gorman Room 165-Fallerius)

I. CALL TO ORDER – *Ms. Linda Nelson*
- Pledge of Allegiance, Global Ends Policy Statement

II. ROLL CALL – *Mr. Stephen Williams*

III. INTRODUCTION OF GUESTS – *Dr. Dorey Diab*

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

V. OSU-MANSFIELD ADVISORY BOARD REPORT - *Ms. Linda Nelson*
- Next OSU-M Advisory Board Meeting is November 19, 2026 (NCSC Rep. *To be determined*)

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

A. Student Engagement Update

B. North Central State College Foundation/Development Update

C. Monitoring Report(s): Executive Limitations (01-10 Valuing and Respecting Individuals)

D. Updates/Other Page 67

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

Consent Agenda **(Action Required)**

Minutes:

A. Approval of Minutes for August 26, 2026 "Regular Meeting" Pages 9-30

Personnel Actions:

B. Consideration of Approval of Employment of College Personnel – *2026-33* Pages 32-33

C. Consideration of Approval of College Personnel Professional Growth Recognition – *2026-34* Pages 32-33

Regular Agenda

A. Consideration of Approval of the Bachelor of Applied Science in Business Administration and Technology Degree Curriculum – *R-2026-35* – *Dr. Dorey Diab/Dr. Kelly Gray* Pages 42-43 **(Action Required)**

B. Treasurer's Report for August 31, 2026 – *Ms. Lori McKee* Pages 49-56 **(Action Required)**

VIII. POLICY GOVERNANCE

A. Nominating Committee Report/Recommendation – *Dr. Dwight McElfresh*

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

1. 2026-2027 Annual Calendar (IAW 02.70) Pages 57-58

2. Review of Actionable Items Page 59

3. Community Connections

C. Board Training (IAW 02.70) (b)) Page 60

1. Policy Governance Rehearsal Scenario 5.9 (Case Study) Pages 61-62 – *Ms. Linda Nelson* "*Should the CGO Withhold Information from the Board?"*

2. Governance Policy Review (4.0, 4.1 & 4.2) – *Mr. Patrick Williams* Pages 63-66

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

A. 2026 ACCT Leadership Congress (October 22-25, 2025)
- NCSC Presentation: Friday, Oct. 23rd, 8:00am-9:00am; Location: To be determined

B. Reflections from ODHE Trustee Conference (September 9, 2026, The Fawcett Event Center, Columbus, OH)

C. Review Trustee Ethics/SB1 Training Requirements for 2026

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

XI. TIME AND PLACE OF NEXT MEETING – *Ms. Linda Nelson*
- Wednesday, November 4, 2026 – Avita Health Systems, Ontario

XII. ADJOURNMENT – *Ms. Linda Nelson*

North Central State College

BOARD OF TRUSTEE MEETING DATES
2026

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

NCState Rep.	OSU-M Meeting Date	NCState Meeting Date	OSU-M Rep.
		January 21, 2026	
		February 25, 2026	
P. Williams	March 19, 2026 *Cancelled*	March 25, 2026	K. Kmetz
		April 22, 2026	
K. Aspin	May 21, 2026	May 27, 2026	M. Smith
		July 22, 2026	
		August 26, 2026	
TBD	September 17, 2026 *Cancelled*	September 23, 2026	
TBD	November 19, 2026	November 4, 2026 *Link-n-Learn @ AvitaHS*	TBD
		December 2, 2026	TBD

OSU-M 2026 Meeting Information:
Meetings are 4:30p.m. – 6:00 p.m. via Zoom or Eisenhower 113 (Board Room)

North Central State College
ENDS Policy Statements

1.0 Global Ends Policy - North Central State College exists for the citizens of its service region to attain the knowledge and skills to succeed in their chosen path for learning, work, or enrichment, sufficient for the college to justify available resources.

1.1 Valuing and Respecting Individuals - The College fosters a welcoming environment that values individual differences, promotes mutual respect, and ensures that all individuals have meaningful opportunities to participate and contribute.

1.2 Equal Opportunity - The proportion of students from economically or educationally disadvantaged backgrounds is at least equivalent to the proportion in the local communities.

1.3 Career Readiness and Development - Students acquire and enhance relevant business and industry credentials, job skills, work habits, job leads and pathways to economic self-sufficiency especially in high demand technologies.

1.4 Transferability - Students prepared for advanced academic success will have the ability and the prerequisite academic experience sufficient for entry into a four-year college or university.

1.5 Enrichment - Enrichment opportunities exist to reflect community needs and values.

North Central State College

Vision

North Central State College changes lives and transforms communities through exceptional and accessible education within a caring environment for continuous learning. *(Revised July 2, 2025)*

Mission

Providing individuals with the knowledge, skills and inspiration to succeed in their chosen path. *(Revised June 28, 2017)*

Values *(Revised July 2, 2025)*

In all we do, we value and foster a culture of integrity, respect, and excellence.

We value our students and are committed to an exceptional learner-centered environment that is caring, supportive, responsive, and accessible.

We value our employees and are committed to an appreciative environment that is reflective of our region, collaborative, supportive and respectful.

We value our communities and are committed to an engaging environment and partnerships that are innovative, responsive, and impactful.

Differentiating Value

North Central State College (NCSC) is exceptional among higher education institutions in providing high quality, accessible opportunities to people who seek to learn, grow, and thrive. NCSC program offerings align technical proficiency, interpersonal skills, and experiential learning to address employers' needs. As education after high school is vital to improve social and economic prosperity in a changing world, NCSC remains the College of value for all. *(Revised July 2, 2025)*

North Central State College Board of Trustees
(2026-2027 COLLEGE ACTIVITIES/PLANNING CALENDAR)

September 2026	**9 – 2026 ODHE Trustee Conference (OSU Fawcett Center, Columbus)** **17 – ~~Ohio State Mansfield Advisory Board Meeting~~ (Cancelled)** **23 – Regular Board of Trustees Meeting (Fallerius)**
October 2026	**8 – Foundation Scholarship Luncheon (Kehoe)** **15 –Forging the Future Workforce Breakfast (Kehoe)** **21-24 ACCT Leadership Congress (Chicago, IL)**
November 2026	**4 - Regular "October" Board meeting (LnL @ AvitaHS/OACC Visit)** **12 – OACC Governing Board Meeting (Columbus State)** **12-13 OACC Annual Conference (Columbus State)** **19 - Ohio State Mansfield Advisory Board Meeting**
December 2026	**2 – Regular Board of Trustees Meeting (Fallerius)** **2 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall)** **3 – NCSC Employee Appreciation Event (Ralph Phillips Conf. Ctr.)**
January 2027	**20 – Regular Board of Trustees Meeting (Fallerius)**
February 2027	**24 – Regular Board of Trustees Meeting (Fallerius)**
March 2027	**24 – Regular Board of Trustees Meeting (Fallerius)**
April 2027	**15 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center)** **28 – Regular Board of Trustees Meeting (Fallerius)**
May 2027	**6 – Graduate Picnic** **7 – Commencement (Graduation)** **26 – Regular Board of Trustees Meeting (Fallerius)**
June 2027	**No Regular Board meeting scheduled for June 2027**
July 2027	**28 – Regular Board of Trustees Meeting/Annual Planning Retreat (Kehoe)**
August 2027	**25 – Regular Board of Trustees Meeting (Fallerius)**
September 2027	**?? – 2027 ODHE Trustee Conference (Columbus)** **22 – Regular Board of Trustees Meeting (Fallerius)**
October 2027	**13-16 ACCT Leadership Congress (Philadelphia, PA)** **20 – Regular Board of Trustees Meeting -3rd Wednesday (Fallerius)**

Required Approvals Agenda

Consent Agenda

Minutes:

A. Approval of Minutes for August 26, 2026 "Regular Meeting"

Personnel Actions:

B. Consideration of Approval of Status Change – *R-2026-33*

C. Consideration of Approval of Employment of College Personnel *R – 2026-34*

Regular Agenda

A. Consideration of Approval of the Bachelor of Applied Science in Business Administration and Technology Degree Curriculum – *R-2026-35*
– Dr. Dorey Diab/Dr. Kelly Gray

B. Treasurer's Report for August 31, 2026 – *Ms. Lori McKee*

North Central State College
Board of Trustees' Meeting
August 26, 2026

I. CALL TO ORDER

This meeting was held in a hybrid format with some participants attending in-person in the Board Room (165-Fallerius) and others online via Zoom. Trustee participation was nine in person.

Chair, Ms. Linda Nelson called the meeting to order at 5:30 p.m. and asked all to rise and join her in reciting the pledge of allegiance followed by the Global ENDS Policy for North Central State College.

II. ROLL CALL

The Secretary, Mr. Stephen Williams called the roll.

Present:

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

III. INTRODUCTION OF GUESTS

President Diab introduced: Dr. Kelly Gray, Vice President of Academic and Student Services; Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation; and Ms. Amber Wertman, Executive Director for Development and the College Foundation. Ms. Sara Rollo representing the Faculty also attended the meeting virtually.

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

Ms. Linda Nelson explained that the primary focus of tonight's meeting will be pretty routine but will include an executive session, and she does expect business following the executive session.

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

Board Chair, Ms. Linda Nelson announced that there is an OSU-M Advisory Board meeting coming up on September 17th and called for any Trustees who would be available to represent the NCSC Board at that meeting. Hearing none, and unless someone responds later that they are able to attend, we will report that we will not have a representative at the OSU-M meeting for September.

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

A. Student Organizations/Activities Updates

President Dorey Diab reported that there were no major student activities over the summer so the report is rather small. Still, TRiO has welcomed 29 students to their program and look forward to working with them throughout the year.

B. North Central State College Foundation Development and Update – *Ms. Amber Wertman*

President Dorey Diab introduced Ms. Amber Wertman, Executive Director for the College Foundation. Ms. Wertman presented the following report:

A. Annual Fundraising Campaign

- Reported that the Foundation has surpassed 20% of its $525,000 fundraising goal within the first couple months of the campaign.
- Additional contributions are expected, with confidence that the campaign will exceed 30% of its goal by the next meeting.
- Continued emphasis will be placed on steady fundraising progress and engagement with community supporters.

B. Community Outreach and College Promotion

- Reported recent outreach through participation in the Mansfield Rotary and ongoing conversations with community members.
- Noted that tours of the Kehoe Center provide an effective opportunity to showcase the College's programs, facilities, and workforce training opportunities.
- Economic Development representatives are scheduled to tour the Kehoe Center. The Foundation has offered to host site selectors and other individuals visiting the area to introduce them to the College's programs and potential workforce resources.

C. Scholarship Process

- Reported plans to reconvene the Scholarship Committee.
- Noted that the Foundation manages a significant number of scholarships and is working to improve and simplify the administration of the scholarship process.
- Plans include identifying systems that will consolidate scholarship information and processes in one location to improve consistency and efficiency.

C. Monitoring Report: Executive Limitations Policy – Global Limitation (04-00)

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

GLOBAL LIMITATIONS (EXECUTIVE LIMITATIONS)
Policy No. 3357:13-04-00

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.

Although there could be several occasions of complaints or concerns, there has been no intentional activity, decision, or circumstance that led to a legal action being taken against the College, to the administration awareness.

Fifteen completed complaints were investigated last year, with faculty (47%) and employees (40%) were the subjects of most complaints:

1. *Ten coming from students, with five against faculty, two against an employee, two against financial aid/cashier, and one against faculty/program*
    a. *One inappropriate contact that led to faculty resigning after a written discipline.*
    b. *Two grade disputes with one that did not go the student way, another that led to improvement in grade posting.*
    c. *Two academic issues, with one that led to student doing an alternative assignment without using PowerPoint, and another student joining another cohort in another semester.*
    d. *Student alleging mocking and bullying that was addressed by employee supervisor.*
    e. *Veteran student with billing disbursement issue. Student was advised to begin process early.*
2. *Two from employees, with one against administration, and one against employee*
    a. *Load sheet not submitted on time, employee not being paid. Resolved immediately.*
    b. *Employee being verbally abusive. Employee was given a written warning and a corrective action plan with training.*
3. *Two from community, with one against employee, and one against faculty*
    a. *A mother of a student objected to professor being transgendered, that was discussed with faculty to be more sensitive.*
    b. *Employee acting erratically at a party off campus when not working. Complainant was informed that college's response was limited.*
4. *One without identification, against an employee*
    a. *Employee parking on the sidewalk to unload delivery. Was told not to do that again.*

These complaints have been addressed by the assistant dean, dean, VP, or HR. Disciplinary or potential legal actions, if necessary, get discussed with the Attorney General's Office prior to rendering a final decision.

D. College Updates / Other

College Updates

1. Enrollment report: Staff are very engaged in admitting students for fall semester start-up. Things look good right now in terms of meeting our goal of 22,000 credits for the fall semester. Yet, everything is dependent on student completion so we won't know the real completion data until after the end of the semester.
2. August 4-7, 2026: President Diab participated in the AACC Board Retreat in DC. Highlights included:
    a. Hearing from John Colbert of Capitol Hill Partners on Federal Advocacy and Government Relations
    b. Federal Agency Policy Updates from:
        i. Marek Laco, Deputy Assistant Secretary of Labor (ETA), U.S. Dept. of Labor
        ii. Casey Sacks, Acting Secretary of Career, Technical and Adult Education, U.S. Education Department
    c. Association Governance & Board Development from Paul Lannon, Holland & Knight on best practices of board governance
    d. Association Strategic Priorities for 2026-2027
        i. Investing in Our Future: A New Executive Leadership Structure for AACC
        ii. Strategic Communications as Engine of AACC's Mission
        iii. Members at the Center: A State of Membership
        iv. Fiscal Stewardship Plan Update
    e. Board Committee Meetings: Audit and Finance; Community College Advancement; Directors and Membership Services; Program Initiatives and Workforce Training; Public Policy & Government Relations
3. August 12, 2026: President Diab participated in the OACC presidents meeting. Highlights included
    a. Presentation by Director Brian Baldridge from the Ohio Department of Agriculture on partnerships with community college: food distribution and need for technicians
    b. Presentation by Lisa Gray and Cassandra Palsgrove of Ohio Excels on partnerships with Ohio schools and community Colleges to increase credentials
    c. Presentation by Chris Spence of the New Growth Group on potential federal and state grants
    d. Legislative and Government Relations Update from Avi Zaffini and the association consultant
4. August 12, 2026: as President Diab was unable to attend NCSC Foundation Resource Development committee due to conflict with the OACC presidents meeting, the following information was shared with the committee through the Executive Director Ms. Wertman:
    a. Requesting that the meeting with the investment managers takes place twice a year instead of once due to major changes taking place in the economy, the state and the nation, not to mention technology and inflation
    b. The reports from our investors look very good. Should we inquire with the Richland Foundation on whether there is a possible change in sector allocations (mainly the hedge fund)?

c. Investment gains net of fees from Park National Bank are the best. Should we ask the investors to share sector investment philosophy without getting into proprietary issues?
d. Enrollment report: Everything is dependent on student completion so we won't know the real numbers until after the end of the semester. Things look good right now in terms of meeting our goal of 22,000 credits for the fall semester.

5. August 13-14, 2026: College Convocation highlight topics:
    a. College Update from Dr. Diab thanking everyone and sharing data outcomes of the great success the college had in fulfilling its mission last year and how we can continue to come together for a better year next year, while introducing the new hires
    b. Preparing the college community for HLC accreditation and the process to get there
    c. Outcomes of student surveys from CCSSE and Trelis and the strengths and opportunities needed to help our students succeed.
    d. Safety and security awareness by the Security Department
    e. Title IX bystander training
    f. Updates by the IT and Marketing departments
    g. Poster presentations of faculty projects
    h. Presentation by a nationally renowned speaker, Dr. Tricia Bertram Gallant, on Ethical utilization of Artificial Intelligence
6. August 17, 2026: Mansfield City Schools, Staff Opening Day Convocation
    Dr. Diab was invited to be the guest speaker. He spoke of the critical needs of partnership and collaboration between high schools and the College to strengthen pathways to higher education, enhance career development, and prepare the workforce and talent needed by our employers and our region

CYBERSECURITY REPORT

1 — Dedicated cybersecurity administrator
100% — College accounts protected by MFA*
1,100+ — Vulnerabilities mitigated
86.2% — Security awareness training completion
1.6% — Phishing susceptibility: consistently below the industry average of ~4.5%
100% — Backup success rate
0 - Significant cybersecurity incidents in last 12 months

What We've Done Recently

Cybersecurity Incidents

- ZERO recorded cybersecurity incidents within the last year (many attempted, none successful)

Governance & Staffing

- Hired our first dedicated Systems Security Administrator (Gage Everly)

- Began aligning our security governance to the NIST Cybersecurity Framework
- Launched institution-wide security awareness training for all staff and faculty

Technical Controls

- Deployed Sophos email security, with free antivirus extended to every employee's personal devices
- Rolled out new Fortinet firewalls to strengthen our network perimeter
- Multi-factor authentication (MFA Duo) required across College accounts
- Replaced our backup infrastructure with a modern, cloud-based solution, improving our ability to recover from an incident
- Deployed TenableIO for vulnerability scanning and remediation.
- Implemented recovery testing and quantified MTR (mean time to recovery).

Policy & Exposure Reduction

- Fully modernized our Computer & Network Use Policy, adding formal incident reporting obligations and codifying MFA requirements
- Requiring all adjunct communication through NCSC email — closing a records-retention gap and reducing impersonation risk
- Physical security RFP underway to modernize badge access and camera systems campus-wide

Why This Matters

This isn't a theoretical concern. NCSC has already been the target of well-executed, targeted phishing attempts against our staff as well as the victim of a breach due to an unpatched vulnerability (2024). The broader threat environment is intensifying: AI tools are making attacks cheaper and easier to execute, while sanctioned foreign actors continue to make these capabilities available to cybercriminals. We cannot outspend or outstaff the organizations driving these threats — our best defense is a smaller, better-defended footprint.

What's Next

- Continue to build out the cybersecurity program at the college including preventative maintenance schedules, NIST-guided technical controls, and the integration of cybersecurity into every project going forward by default
- A major overhaul of Colleague security and access controls, ensuring least-privilege access institution-wide
- Development of a formal Incident Response Policy
- Development of a Data Classification Policy
- Continued reduction of our attack surface through policy, process, and infrastructure changes through a myriad of initiatives (this is huge)

VII. REQUIRED APPROVALS AGENDA

CONSENT AGENDA

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

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

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

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

CONSIDERATION OF APPROVAL OF
STATUS CHANGES

R-2026-29

STATUS CHANGE

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

BEGINNING August 3, 2026
Abigail Sauder

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

BEGINNING August 13, 2026
Sara Woodruff

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

BEGINNING August 13, 2026
Brandel Boyd

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

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

CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL

R-2026-30

NEW HIRES

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

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

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

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

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

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-30

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

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

CONSIDERATION OF APPROVAL OF
COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION

R-2026-31

Laura Stackhouse *has completed a Master of Science, Data Science from Eastern University.*

THEREFORE, BE IT RESOLVED: *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective August 19th in accordance with the policy adopted under resolution 1991-30 for "Professional Growth Recognition."*

REGULAR AGENDA

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

Ms. Lori McKee presented the Treasurer's Report for the period ending July 31, 2026. She stated that revenues for the month totaled $6,557,603. Expenditures were $1,120,487 leaving an excess of $5,437,116. Year-to-date revenues totaled $6,557,603. Year-to-date expenditures totaled $1,120,487 leaving an excess of $5,437,116. The Month End Investment Balance for July 2026 was $15,063,025 ($3,370,568 in Star Ohio and $11,692,457 in Park National Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of the Treasurer's Report for the period ending July 31, 2026. Ms. Duana Patton seconded the motion, and the item was approved with a unanimous vote.

B. Chancellor's Trustee Challenge and Financial Viability Ratios – *Ms. Lori McKee*

The Board discussed the Chancellor's Trustee Challenge concerning financial viability ratios. It was noted that the Ohio Association of Community Colleges (OACC) had expressed concern about the manner in which the challenge was communicated, as institutions and trustees were not given advance explanation of the initiative.

The discussion noted that the purpose of the challenge appears to be to ensure trustees have a clear understanding of their institution's financial condition and are not surprised by financial concerns or developments. Ms. McKee and President Diab had reviewed the requested financial viability calculations in preparation for the Trustee Conference. Because the standards for determining a "good," "medium," or "low" rating had not yet been provided by the Chancellor's Office, Ms. McKee independently researched the ratios and calculated North Central State College's results.

The College had been provided with its financial information for the previous three years and instructions for calculating the ratios. The College's results were calculated using that information, while the comparative standards to be issued by the Chancellor's Office were still pending. It was noted that the final standards may differ because the Trustee Conference comparison is expected to include community colleges, universities, and private colleges. The College's preliminary ratings therefore should be considered informational and preliminary until the official comparison standards are released.

A Board member acknowledged the importance of trustees understanding the financial measures for which they have fiduciary responsibility but noted that several of the newly introduced calculations were unfamiliar. The Board member indicated that the cash-on-hand measure was readily understood because it is also emphasized by the College's auditors.

Ms. McKee explained that she had documented the source information and calculations used to develop the five ratios. It was noted that the Chancellor's Office had provided the College with the underlying information and calculation instructions but had not performed the calculations itself.

Financial Report Restructuring

The Board was advised that the financial report page covering the **Child Development Center and Corporate Workforce Training** will be revised beginning with the August financial reports.

As part of a campus restructuring of workforce training operations, the former Workforce Training department has been divided into four separate departments.

The revised financial reports will identify:

- Health Sciences, including the phlebotomy program;
- Engineering, Business and Criminal Justice, including the IST credit programs;
- Workforce, including non-credit training, soft-skills training, and the Skills-Based Testing Center; and
- TurboCert, operated through Mid-Ohio Higher Education at the Crawford Success Center.

Revenues and expenses have been allocated to the new departmental structure, and the revised reporting structure will appear in the financial statements beginning in August.

VIII. POLICY GOVERNANCE

A. Confirmation of Service on the 2026 North Central State College Trustee Selection Committee – *Mr. Stephen Williams*

Mr. Stephen Williams, Secretary to the Board, reported that Mr. Matthew Smith, Ms. Edith Humphrey, and Mr. James Cutright have been approached to confirm their service on the 2027 NCSC Trustee Selection Committee and all three have confirmed their continued service for 2027.

B. Nominating Committee Report (Committee Appointments and Charge)

Ms. Linda Nelson pointed out that since one of the three members of last year's Nominating Committee is up for reappointment this year, they will need to be replaced for 2027. Ms. Elisabeth Morando from Richland County will need to be replaced. Dr. Dwight McElfresh agreed to serve once again on behalf of Ashland County and Ms. Duana Patton agreed to serve once again on behalf of Crawford County. Ms. Nelson then asked if anyone else would be willing to serve. Mr. Steven Stone responded that he would be willing to serve if it was OK to have two from the same county. Dr. Diab responded that while it is preferred to have representation from each county, it is not a

requirement so, during times such as these, it would not be a problem for Mr. Stone to serve on the 2027 nominating committee. Ms. Nelson thanked Mr. Stone for agreeing to serve on the 2027 Nominating Committee and asked Dr. Dwight McElfresh to continue his service as the Chair of the Nominating Committee for 2027 to which he agreed.

Ms. Nelson then charged the nominating committee with their first task in confirming the ascension of Vice Chair and Secretary to the next office as Chair and Vice Chair, then to consider a recommendation for consideration of a Trustee to fill the role of Secretary for 2027 & 2028. Their second task was to consider their recommendation for reappointment of Ms. Linda Nelson, Ms. Elisabeth Morando, and Ms. Kristin Aspin as well as their willingness to accept the recommendation for reappointment. She further charged the Nominating Committee with doing their best to present their recommendations for the Board's consideration at the September meeting.

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

1. 2025-2026 Annual Calendar/Agenda

Board Chair, Ms. Linda Nelson called for a preview of the 2026-2027 Annual Calendar\Agenda for the upcoming months of September, October, November, and December.

2. Review of Actionable Items.

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

a. Discuss meeting conflict with October 2026 (October 28th Rural Guided Pathways Institute#4) and (October 21 ACCT Leadership Congress) – This item will be addressed later in the agenda.

b. Discuss finding a different date in October 2027 for the Board Meeting to avoid conflicts with ACCT (October 13-16) and Rural Guided Pathways Institute #6 (October 26-29) *See October 20, 2027 (Week #3) – This item will be addressed later in the agenda.

c. BOT to review 2nd Quarter Trend Analysis Report at August meeting – This item will be addressed later in the agenda.

d. ACCT Presentation Team to set date/time for presentation assignments, discussion, and practice prior to the ACCT Leadership Congress – This item will be discussed later in the agenda.

e. HB96: General Education Curriculum Review – This item will be discussed at a later time as appropriate.

f. HB96: General Education Curriculum Changes – This item will be discussed at a later time as appropriate.

3. Community Connections.

Ms. Duana Patton - Aging in Place and the Role of Community Colleges

- Ms. Duana Patton shared an invitation to participate in a Washington, D.C. roundtable focused on aging and the future workforce.
- She explained that organizers sought perspectives from individuals serving on a variety of boards and advisory groups rather than aging specialists.
- During planning discussions, she was asked which stakeholder groups were missing from the conversation and suggested that community colleges should have a seat at the table.
- Discussion emphasized the critical role community colleges play in preparing healthcare, home care, and other workforce professionals who support aging populations.
- Ms. Patton reflected on how her involvement with North Central State College has increased her awareness of the community college's broader impact on workforce and community development.

Dr. Dwight McElfresh - Regional Higher Education Enrollment Trends

- Dr. McElfresh noted that Ashland University recently announced a freshman class size below projections and below budget expectations.
- Discussion highlighted the enrollment challenges facing higher education institutions across the region.
- Concerns were expressed regarding the sustainability of recent investments in campus housing given enrollment declines.
- Additional discussion focused on reduced graduate enrollment as a result of increased competition from online programs.
- Dr. McElfresh also noted strong enrollment performance among Ohio community colleges, referencing Sinclair Community College's growth and statewide ranking among community colleges.

Mark Masters - College Credit Plus Experiences and Childcare Challenges

- Mark Masters shared conversations with parents of students who participated in College Now and College Credit Plus programs.
- While both families praised the quality of education received, differing experiences were reported regarding transferability of credits to receiving institutions.
- One family reported a smooth transfer process, while another encountered resistance from a receiving college when attempting to transfer credits.
- Mark also discussed ongoing efforts within his organization to address workforce childcare challenges.

- He noted that a significant percentage of employees are women and many are balancing childcare responsibilities.
- Discussion emphasized the connection between educational attainment, career advancement, sustainable wages, and the affordability of childcare.
- Participants agreed that employer-supported education and tuition assistance programs can be valuable tools for workforce development and family economic stability.

Mr. Mark Masters - Community Support for Education and the Value of North Central State College

- Mark Masters discussed local school funding levies and concerns about public attitudes toward education.
- He expressed concern that some community members focus primarily on tax implications while overlooking the broader value of education to community well-being and economic growth.
- Mark noted that North Central State College is frequently referenced positively during community discussions.
- Participants highlighted the importance of having a financially stable community college serving the region.
- Discussion included suggestions for continuing to communicate the College's financial strength and overall institutional health to the community.

College Leadership Discussion - Education as a Tool for Economic Mobility

- Participants discussed employer partnerships that bring faculty directly into workplaces to provide educational opportunities.
- Examples were shared of employees receiving workplace-based instruction while reducing barriers such as childcare, transportation, and out-of-pocket tuition expenses.
- Discussion emphasized the role of education in increasing earning potential, improving quality of life, and strengthening the regional workforce.

Ms. Elisabeth Morando - Parent and Student Perceptions of Higher Education

- Elisabeth Morando shared observations from conversations with local students and families.
- She noted that many high school students are increasingly focused on return on investment when considering educational pathways.
- Students frequently ask questions regarding career earnings, educational costs, and debt avoidance.
- Positive feedback was shared regarding the Tuition Freedom Scholarship and College Credit Plus opportunities that reduce educational expenses.
- Parents expressed appreciation for accelerated pathways that allow students to complete prerequisites and degree requirements earlier.

- Elisabeth indicated that many community members remain unaware of available educational opportunities and pathways, reinforcing the need for continued outreach and marketing efforts.

Ms. Elisabeth Morando - Community Foundation Partnership

- Elisabeth recognized an NCSC employee who recently participated in a Community Foundation fellowship program focused on career readiness.
- Positive feedback was received from student participants regarding the employee's presentation.
- Elisabeth noted opportunities to continue incorporating information about North Central State College programs and services into future workforce and leadership development initiatives.

College Leadership Discussion - Cultural Attitudes Toward Higher Education

- Participants discussed demographic and cultural challenges affecting higher education participation.
- Concerns were expressed that some adults place less value on continuing education than previous generations.
- Discussion highlighted the need to address misconceptions about the necessity and value of postsecondary education.
- Participants noted that changing public perceptions remains one of the most significant challenges facing educational institutions.

Board Discussion - Parent Engagement and Community Awareness

- Participants discussed opportunities to increase awareness of career pathways and educational opportunities among students and parents.
- Existing initiatives such as Manufacturing Day were highlighted as effective methods for exposing students to careers and educational options.
- A suggestion was made to create additional campus open houses targeted specifically toward parents.
- Participants agreed that marketing, community outreach, and word-of-mouth advocacy remain important tools for increasing awareness.

College Leadership Discussion - Rural Guided Pathways Parent Pilot Program

- College leadership shared plans for a new parent engagement pilot program at Crestview Local Schools.
- The initiative emerged from discussions during the Rural Guided Pathways project involving regional K-12 partners.

- The pilot will provide informational sessions for parents of first-time College Credit Plus students.
- Topics will include expectations for college-level coursework, strategies for supporting student success, and differences between high school and college academic responsibilities.
- The program is intended to improve student success while also increasing parental understanding of postsecondary education opportunities.
- Depending on outcomes and parent feedback, the model may be expanded to additional school districts.

Board Discussion - Outreach to School Leaders

- Participants suggested additional engagement opportunities for newly hired principals and school counselors.
- Discussion centered on ensuring educational leaders are aware of the programs, partnerships, and opportunities available through North Central State College.
- College leadership noted that planning is underway for a regional Workforce Summit that will bring together educators, state representatives, employers, and workforce development leaders.

College Leadership Discussion - Upcoming Workforce Summit

- Leadership announced an October Workforce Summit designed to bring together superintendents, employers, workforce leaders, representatives from the Ohio Department of Education and Workforce, the Ohio Department of Higher Education, and the Ohio Association of Community Colleges.
- The event will focus on workforce development and College Credit Plus initiatives.
- More than 200 individuals are expected to be invited to participate.

Mr. Mark Masters - JobsOhio Technician Path Initiative

- Mark Masters informed the group of an upcoming JobsOhio workforce initiative focused on expanding technician education and workforce development within manufacturing industries.
- The program is designed to provide financial incentives for employers to increase participation in apprenticeship, earn-and-learn, and technician training opportunities.
- Discussion highlighted potential opportunities for manufacturers to expand employee participation in North Central State College training and educational programs.
- Participants noted that the initiative aligns closely with anticipated workforce needs associated with major Ohio manufacturing investments and supply-chain growth.
- It was suggested that board members and community leaders may benefit from future talking points and information regarding the initiative.

Adjournment of Community Connections Discussion

- No additional community connections or discussion items were raised.

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

The group reviewed the results of the second-quarter Board Self-Assessment and noted that responses were overwhelmingly favorable across all assessment categories.

- **Board Agenda and Focus -** Feedback indicated that Board meetings followed the established agenda and remained focused on substantive governance work. Responses were generally positive, with no significant concerns noted.

- **Meeting Planning and Attendance -** Meetings were described as well planned and focused on the Board's work. Attendance was strong throughout the quarter, with only one absence due to emergency surgery. Best wishes were expressed for the individual's recovery.

- **Decision-Making Process -** Assessment results reflected that the Board's decision-making process remained aligned with the Carver Policy Governance model and maintained an emphasis on Ends rather than operational matters. Feedback was consistently favorable.

- **Participation and Engagement -** Comments indicated that participation was balanced among members. No concerns were raised regarding dominant participation or lack of engagement.

- **Board Conduct and Meeting Culture -** Assessment results reflected respectful, courteous, and open interactions among meeting participants. Board members were reported to have avoided side conversations.

- **Owner Linkage -** Respondents indicated that the Board continues to provide evidence of meaningful owner linkage and community connection efforts. Feedback in this area was positive.

- **Support of Presidential Interpretation -** Results showed continued Board support for the President's reasonable interpretation of Board policies. Responses were favorable.

The review concluded with an overall positive assessment of Board performance during the second quarter. Feedback reflected strong adherence to Policy Governance principles, productive meeting practices, respectful engagement among members, and continued emphasis on community connection and strategic governance.

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

1. Ms. Kristin Aspin led the discussion of Rehearsal Scenario 3.19 “Whose CEO Is It Anyway”?

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

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Mr. Steven Stone led the discussion and review of Governance Process policies 3.3 & 3.4. The Board concurred that policies 3.3 & 3.4 are still relevant and still accurate.

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

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

Board Chair pointed out conflicting schedules for both October meetings in 2026 & 2027 and called for a discussion of alternative meeting dates for each.

October 2026 Board Meeting Rescheduling

The Board discussed the need to adjust the October 2026 meeting date due to scheduling conflicts involving two major conferences. College representatives will be attending the Association of Community College Trustees (ACCT) conference as well as the Rural Guided Pathways Conference, which is required as part of a grant initiative.
After discussion, the recommended alternative was to move the October 2026 meeting to **November 4, 2026**. The Board discussed an offer to hold the November 4, 2026 meeting at the **Avita Health System Cancer Center** located in the former Sears building at the Ontario campus site. The location would provide an opportunity for trustees to tour the facility and strengthen community engagement efforts through the Board's Link & Learn program. Plans were outlined for trustees to arrive at approximately **4:00 p.m.** for a facility tour, followed by a light meal and discussion prior to the regular Board meeting at **5:30 p.m.** Members viewed the opportunity as a valuable addition to the Link & Learn experience and a way to enhance community connections. Additional details will be reviewed at the September Board meeting.

October 2027 Board Meeting Rescheduling

The Board then discussed the October 2027 meeting schedule. Similar to 2026, attendance at the Rural Guided Pathways Conference was expected to create a conflict with the regularly scheduled fourth Wednesday meeting date. To avoid the conflict, administration recommended moving the meeting one week earlier, from the fourth Wednesday to the third Wednesday of October. Members discussed the impact on reporting timelines and determined the change would be manageable and agreed to move

the October 2027 Board meeting to **October 20, 2027** (the third Wednesday of the month). The meeting will remain at the regular time and location unless future adjustments become necessary.

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

The board discussed preparations for participation in the upcoming ACCT Leadership Congress. The group's presentation is titled *From Adoption to Excellence: Making Policy Governance Work for Community Colleges*, scheduled to take place on Friday, October 23, 2026 at 8:00am-9:00a.m. Members noted the date and time of the presentation and addressed the need to set a practice schedule in advance of the event.

Dr. Dorey Diab suggested holding a practice session on September 23rd at 4:00 p.m., one hour before the regular board meeting, which begins at 5:30 p.m. One presenter noted a conflict in his schedule at that time and inquired if the run-through could be held earlier in the afternoon? Presentation team members indicated that they could accommodate an earlier time so the presentation run-through/practice was set for Wednesday, September 23rd from 2:00pm-3:00pm on the day of the regular September Board of Trustees meeting.

C. 2026 Chancellor's Trustee Conference: Wednesday September 9, 2026

The Board discussed the upcoming 2026 Trustee Conference, scheduled for **September 9, 2026**. Members were reminded that the conference venue has changed from prior years and that in-person attendees will need to report to the **OSU Fawcett Center** rather than Columbus State. An update was provided regarding attendance. Board members attending remotely inquired about conference access information. It was noted that Zoom participants should receive connection details closer to the conference date.
The group identified the individuals who will be attending in person and discussed transportation arrangements. Members expressed interest in carpooling to the conference. To assist with travel, staff will coordinate transportation for the in-person attendees and assigned follow-up actions to ensure all registration and travel logistics are completed prior to the conference.

D. OACC Annual Conference Excellence Awards – Nominations Now Open

The Board discussed nominations for the Ohio Association of Community Colleges (OACC) Annual Conference Excellence Awards. Members reviewed the award categories and noted that nomination materials are due by September 18.

Proposed Nominees - Administration presented the following recommended nominees:
- Mark Romanchuk for the Terry M. Thomas Friend of Community Colleges Award.
- Steve Stone for the Maureen C. Grady Award for Special Achievement.
- Patrick Williams for the Distinguished Alumnus Award.

Board members expressed support for the proposed nominations and indicated that each individual represented a strong candidate within their respective category. The Board expressed confidence in the proposed nominees and supported moving forward with the nomination process. Administration will complete and submit the nomination materials prior to the September 18 deadline.

OACC Trustee Communication and Information Sessions

Board Chair, Ms. Linda Nelson asked Dr. Dwight McElfresh to address an invitation received for an upcoming Ohio Association of Community Colleges (OACC) trustee information session to be held via Zoom on Friday morning. Dr. McElfresh provided an overview regarding the purpose of the session. Members were informed that one of the priorities of OACC leadership is to improve communication and engagement with community college trustees statewide. As part of this effort, OACC plans to offer four trustee-focused training or information sessions throughout the year. The upcoming session is expected to include updates from OACC staff on legislative matters, current issues affecting Ohio community colleges, and topics of interest to trustees.

Board members asked for confirmation that the session will be conducted virtually through Zoom and is intended primarily for trustees. It was noted that registration information and meeting links had been distributed via email, although some members questioned whether they had received all communications. Participants indicated that the session is expected to last approximately one hour.

Several board members discussed the meeting time and acknowledged that the scheduled Friday morning format may be difficult for some trustees to attend. It was suggested that feedback regarding scheduling preferences should be communicated to OACC leadership so future sessions can better accommodate trustee availability.

Board members were encouraged to participate in the upcoming OACC trustee information session and recognized the initiative as an opportunity to stay informed on legislative and statewide community college issues while strengthening trustee engagement with OACC activities.

X. EXECUTIVE SESSION

The Chair called for an Executive Session at 7:25 p.m. to discuss the Employment and/or compensation of a public employee (the president's contract and compensation). Mr. Steven Stone made a motion and it was seconded by Mr. Patrick Williams. 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. Duana Patton – "yes"
Mrs. Linda Nelson – "yes"
Mr. Steve Stone – "yes"
Mr. Patrick Williams – "yes"
Ms. Kimberly Winkle – "yes"

At 7:55 p.m., the Chair, Ms. Linda Nelson declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

A. Consideration of Approval of President's Contract Renewal and Compensation
– *R-2026-32 – Ms. Linda Nelson*

CONSIDERATION OF APPROVAL OF
PRESIDENT'S CONTRACT RENEWAL AND COMPENSATION

R-2025-28

WHEREAS*, President Dorey Diab has worked collaboratively with the Board of Trustees to advance the College's mission by creating a vision of access and success while aligning resources to accomplish that vision; and*

WHEREAS*, President Diab has undergone an extensive evaluation that included a thorough self-evaluation; and*

WHEREAS*, President Diab has provided evidence of successful accomplishment of the Board's stated Ends Policies and adherence to the Board's Executive Limitations Policies; and*

WHEREAS*, President Diab has demonstrated exceptional fiscal stewardship by maintaining balanced budgets, strengthening the College's financial position, maintaining a State Fiscal Health Composite Score above 4.6 for the past four years, and increasing the College's reserve balance by one hundred seven percent; and*

WHEREAS*, President Diab has provided leadership in the continued implementation of the Board's Ends Policies and Strategic Planning metrics that guide institutional planning and accountability; and*

WHEREAS*, President Diab is commended for the College's continued success in meeting the educational and workforce needs of the communities it serves, as well as for his leadership and advocacy at the state and national levels; and*

WHEREAS*, President Diab's visionary leadership and steadfast commitment to student success have resulted in North Central State College being recognized as a recipient of the prestigious Achieving the Dream Leah Meyer Austin Award, one of the nation's highest honors for community colleges.*

NOW, THEREFORE, BE IT RESOLVED *that the Board of Trustees of North Central State College approves the renewal of the employment contract for President Dorey Diab with the following amendments:*

1. *The current employment contract is extended for an additional five (5) years through June 30, 2032, and*
2. *President Diab's annual base salary shall be increased by seven percent (7%), effective and retroactive to July 1, 2026, and*
3. *President Diab shall receive a one-time performance stipend of thirty thousand dollars ($30,000.00), and*
4. *The Board authorizes the College to deliver all or a portion of the compensation approved in Sections 2 and 3 of this Resolution through a direct employer contribution to the Office of the President Section 403(b) retirement plan, in accordance with applicable federal and state law and retirement plan requirements. The Board further authorizes the College to provide additional compensation to offset the value of the retirement contributions that would not otherwise accrue as a result of the direct employer contribution, so that the President receives the full value of the compensation approved by this Resolution.*
5. *The compensation authorized herein shall be administered in a manner that complies with all applicable laws and regulations and reflects the Board's intent regarding the President's total compensation package, and*
6. *President Diab shall continue to receive an annual retention bonus ($10,000.00 paid at the end of each year) in accordance with the terms of his 2025-2026 contract, and*
7. *All other provisions of the 2025-2026 employment contract, including Sections 9(a) through 9(j), shall remain unchanged and in full force and effect, and*
8. *The payment of salary, bonuses, retirement contributions, and all other benefits is subject to the sufficiency of legislative appropriations and the availability of funds to enable performance by the College, and*
9. *The Board authorizes the Chair of the Board to execute an amended employment agreement that incorporates the compensation and benefits approved herein and sets forth the terms and conditions necessary to implement this Resolution.*

ACTION TAKEN: Ms. Elisabeth Morando moved for Approval of resolution R-2026-32 President's Contract Renewal and Compensation. Mr. Steven Stone seconded the motion. Dr. Dwight McElfresh conveyed his kudos to President Diab for a productive and highly successful year for the College. His message was echoed by the other members of the Board

as well. Following some additional congratulations and words of gratitude to President Diab, the item was approved with a unanimous vote of 9-0.

XI. TIME AND PLACE OF NEXT MEETING

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, September 23, 2026 in the Gorman Room (165-Fallerius).

XII. ADJOURNMENT

The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Ms. Linda Nelson declared the meeting adjourned at 7:59 p.m.

Respectfully submitted:

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

CONSIDERATION OF APPROVAL OF EMPLOYMENT OF COLLEGE PERSONNEL

R-2026-33

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 September 8, 2026
Jessie Furner, Admissions Representative
Ohio University, Bachelor of Science, Human and Consumer Science
Marion Technical College, Associate of Applied Science, Human Resources

BEGINNING September 8, 2026
Shelby Jones, Advisor, College Credit Plus
College of Wooster, Bachelor of Arts. Anthropology

BEGINNING September 8, 2026
Megan Metcalf, Academic Liaison, Engineering Technology, Business and Criminal Justice Division
Ohio University, Master of Science, Geological Sciences/Bachelor of Science, Applied Management

BEGINNING September 21, 2026
Nicholas Calderone, Executive Director, Marketing and Public Relations
Columbus College of Art and Design, Bachelor of Fine Arts, Media Studies

BEGINNING September 21, 2026
Alissa Brokaw, Part Time Substitute, Child Development Center

BEGINNING September 21, 2026
Georgiana Kosht, Part Time Substitute, Child Development Center

BEGINNING September 29, 2026
Shawn Conley, Accounting Clerk

BEGINNING September 29, 2026
D'Ayjon Harris, Staff Accountant, Accounts Receivable
University of Akron, Bachelor of Science, Accounting

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-33

Jessie Furner is hired as Admissions Representative to replace Robert Wappner.

Shelby Jones is hired as Advisor, College Credit Plus to replace Marissa Hamilton.

Megan Metcalf is hired as Academic Liaison, Engineering, Business and Criminal Justice Division to replace Greer Gledhill.

Nicholas Calderone is hired as Executive Director, Marketing and Public Relations to replace Keith Stoner.

Alissa Brokaw and Georgiana Kosht are hired as Part Time Substitutes at the Child Development Center.

Shawn Conley is hired as Accounting Clerk to replace Tina Foley.

D'Ayjon Harris is hired as Staff Accountant, Accounts Receivable to replace Lisa Barrick.

CONSIDERATION OF APPROVAL OF
COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION

R-2026-34

Jordynn Liggett *has completed a Doctor of Nursing Practice from Capella University.*

THEREFORE, BE IT RESOLVED: *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective September 25th in accordance with the policy adopted under resolution 1991-30 for "Professional Growth Recognition."*

CONSIDERATION OF APPROVAL OF THE BACHELOR OF APPLIED SCIENCE IN BUSINESS ADMINISTRATION AND TECHNOLOGY DEGREE CURRICULUM

R-2026-35

WHEREAS, *the Board of Trustees of North Central State College is responsible for establishing and approving institutional policies that guide the academic and operational functions of the College; and*

WHEREAS, *Section 3345.457 of the Ohio Revised Code requires each state institution of higher education to adopt a curricular approval process that provides faculty the opportunity to offer advice, feedback, and recommendations regarding the establishment or modification of academic programs, curricula, courses, general education requirements, and degree programs, while affirming that such recommendations are advisory in nature and that the Board of Trustees retains final authority over such actions; and*

WHEREAS*, the administration has completed its evaluation of the College's Bachelor of Applied Science in Business Administration and Technology curriculum, including learning outcomes, course requirements, assessment practices, and the degree to which the curriculum reflects the competencies identified by the State of Ohio; and*

WHEREAS*, the Academic Services leadership team, faculty, and curriculum committees have provided detailed findings and recommendations to inform this review by the Board of Trustees; and*

WHEREAS*, the Board has received, discussed, and evaluated the results of the College's internal review as required under House Bill 96;*

NOW, THEREFORE, BE IT RESOLVED*, that the North Central State College Board of Trustees formally acknowledges that it has completed the review and evaluation of the College's Bachelor of Applied Science in Business Administration and Technology curriculum in accordance with Section 381.750 of House Bill 96 and approves the program curriculum as presented; and*

BE IT FURTHER RESOLVED*, that the Board authorizes the submission of this resolution and all supporting documentation to the Chancellor of the Ohio Department of Higher Education.*

NORTH CENTRAL STATE COLLEGE

Bachelor of Applied Science: Business Administration & Technology **Concentration: N/A** **Year: 2027-2028**

	Preparatory Courses		
Complete	Course Number	Course Title	
	FYEX 0070*	College and Career Success	
	MATH 0084, STAT 0086 *	Developmental Math courses	

	FALL				**YEAR ONE**
Complete	Term	Course Number	Course Title	Prerequisites	Credits
		ACCT 1010 ^	Financial Accounting		4
		BUSM 1012	Introduction to AI and Business		3
		ENGL 1010 ^	English Composition I		3
		STAT 1010 ^ or MATH 1110	Probability and Statistics OR College Algebra	STAT 1010 – MATH 0084 or STAT 0086 (m) * MATH 1110 – MATH 0084 *	3-4
		^ Milestone course		**Semester Credit Hours**	**13-14**

	SPRING				**YEAR ONE**
Complete	Term	Course Number	Course Title	Prerequisites	Credits
		BUSM 1050	Management		3
		BUSM 1110	Business Law and Ethics		3
		CISS 1220	Microsoft Excel		2
		COMM 1010	Speech		3
		ECON 1510	Microeconomics	MATH 0084 *	3
		ENGL 1030 ^	English Composition II	ENGL 1010 (minimum grade of C-)	3
		^ Milestone course		**Semester Credit Hours**	**17**

	FALL				**YEAR TWO**
Complete	Term	Course Number	Course Title	Prerequisites	Credits
		ACCT 1030	Managerial Accounting	ACCT 1010	4
		BUSM 1150	Marketing	ECON 1510	3
		_____	Humanities Elective		3
		BUSM 2050	Entrepreneurship and Small Business		3
		CISS 1290	Microsoft Power BI and AI	CISS 1220	2
		^ Milestone course		**Semester Credit Hours**	**15**

	SPRING				**YEAR TWO**
Complete	Term	Course Number	Course Title	Prerequisites	Credits
		ITEC 1840	Ethics in an Information Age		3
		BUSM 2320	Business Analytics for Data Driven Decisions	CISS 1290(c)	3
		BUSM 2030	Human Resource Mgmt.	ENGL 1030 or BUSM 1170 or equivalent qualifying test score	3
		BUSM 2272 OR BUSM 2280 AND BUSM 2285	Case Studies in Business Cooperative Work Experience Seminar	BUSM 1150, ENGL 1030 or BUSM 1170, and a minimum of 45 credit hours completed. Students must have completed 20 semester credit hours of BUSM classes with a C- or better and have a 2.0 GPA. Students must get permission from the instructor to enroll in this class. BUSM 2285(m). BUSM 2280(m)	2
		ECON 2510	Macroeconomics	MATH 0084 *	3
		^ Milestone course		**Semester Credit Hours**	**14**

NORTH CENTRAL STATE COLLEGE

Bachelor of Applied Science: Business Administration & Technology **Concentration: N/A** **Year: 2027-2028**

	FALL				**YEAR THREE**
Complete	Term	Course Number	Course Title	Prerequisites	Credits
		_____	Humanities Elective		3
		SOCY 1010	Introduction to Sociology		3
		BIOL 1550	Microbiology for Health Prof	BIOL 1550L(m)	3
		BUSM 3030	Strategic Human Resource Management in the AI Era	BUSM 2030	3
		BUSM 3050	Entrepreneurial Finance & Small Business Operations	BUSM 2050, ACCT 1010, CISS 1290	3
		BUSM 3290	Predictive Logistics and Operational Quality	CISS 1290	3
		^ Milestone course		**Semester Credit Hours**	**18**

	SPRING				**YEAR THREE**
Complete	Term	Course Number	Course Title	Prerequisites	Credits
		CHEM 1030	Chemistry	MATH-0084 with a minimum grade of C- CHEM 1030L(m)	3
		POLT 2010	American Civic Literacy		3
		BUSM 4020	Corporate Policy and Strategic Planning	BUSM 2272 OR BUSM 2285	3
		BUSM 4010	Enterprise Risk, Governance, & Financial Controls	BUSM 2272 or BUSM 2285	3
		BUSM 4272 Or BUSM 4280 AND BUSM 4285	Capstone for Business Or Cooperative Work Experience II for Business AND Seminar II for Business	BUSM 2272 or BUSM 2285; and BUSM 3030, BUSM 3050, and BUSM 3290 BUSM 2272 or BUSM 2285; and BUSM 3030, BUSM 3050, BUSM 3290 Students must get permission from the instructor to enroll in this class. BUSM 4285(m) BUSM 4280 (m)	3
		^ Milestone course		**Semester Credit Hours**	**15**
				TOTAL SEMESTER HOURS	**92-93**

c = Can be concurrent m = Must be concurrent

* North Central State College uses a process of multiple measures placement to ensure that the skills of newly enrolled students are assessed as accurately as possible. The primary measure of placement used is the students' high school GPA (minimally through the completion of junior year of high school). See the Assessing Incoming Students' Readiness Skills (Student Placement) Procedure for details. Developmental English and mathematics course prerequisites can also be attained through placement testing. See the Standardized Testing Cutoff Scores for specific tests and test scores.

The College strongly recommends that students be covered by hospitalization insurance, which can be purchased through a private carrier. To obtain a brochure regarding insurance, contact the Student Success Center. (Rm 103 Kee Hall) or call toll free 888-755-4899, ext. 4761 or locally 419-755-4761.

HUMANITIES ELECTIVES				
Complete	Course Number	Course Title	Prerequisites	Credits
	HIST 1010	American History I		3
	HIST 1030	American History II		3
	PHIL 1010	Western Philosophy		3
	PHIL 1110	Ethics		3
	MUSC 1010	Music Appreciation		3

North Central State College

MASTER SYLLABUS	2027-2028

A. Academic Division: Engineering Technology, Business & Criminal Justice Division

B. Discipline: Business Administration

C. Course Number and Title: BUSM 3030: Strategic Human Resource Management in the AI Era

D. Assistant Dean: Brooke Miller, M.B.A.

E. Credit Hours: 3

F. Prerequisites: BUSM 2030

G. Last Course/Curriculum Revision Date: Fall 2027 Origin date: 09/10/2026

H. Textbook(s) Title:

Title

- Authors:
- Copyright Year:
- Edition:
- ISBN:

I. Workbook(s) and/or Lab Manual: None

J. Course Description: This course examines strategic human resource management through the lens of modern workforce evolution, focusing on communication, organizational leadership, and technology integration. Students explore and practice how to organize and present information effectively to executive audiences while navigating the alignment of talent management, HR analytics, and automated decision-making. Emphasis is placed on developing a strategic leadership voice, managing organizational performance, fostering inclusive workplaces, and leading talent development strategies aligned with enterprise goals.

K. College-Wide Learning Outcomes:

College-Wide Learning Outcome	Assessments - - How it is met & When it is met
Communication – Written	
Communication – Speech	
Intercultural Knowledge and Competence	
Critical Thinking	
Information Literacy	
Quantitative Literacy	

L. Course Outcomes and Assessment Methods:

Upon successful completion of this course, the student shall:

Outcomes	Assessments – How it is met & When it is met
1. Formulate executive-level oral and written business communications that effectively present strategic proposals to diverse stakeholders.	Executive-level written communications and oral presentations, evaluated through case studies and a course project; assessed throughout the duration of the course and at the end of the course.
2. Evaluate the strategic role of human resource management in aligning talent, technology, organizational structure, and corporate objectives.	Quizzes, case studies, and written analyses assessing strategic alignment of human resources, technology, organizational structure, and corporate objectives; assessed in the beginning and middle of the course.
3. Apply AI-powered tools for recruitment, resume screening, candidate matching, and automated onboarding.	Applied exercises, technology demonstrations, and project-based assessments using AI-powered HR tools; assessed in the middle and end of the course.
4. Design data-driven performance management systems that utilize predictive analytics and AI feedback loops.	Data-analysis exercises, case studies, and course projects involving performance measures, predictive analytics, and feedback processes; assessed in the middle and end of the course.
5. Analyze ethical considerations, algorithmic bias, privacy regulations, and compliance standards surrounding automated technology deployment in HR decision-making for recruitment, performance evaluation, and talent development.	Quizzes, discussions, case studies, and written analyses of ethics, bias, privacy, and compliance in automated HR decision-making; assessed throughout the duration of the course.
6. Utilize predictive workforce models and HR analytics to identify skills gaps, forecast staffing needs, and build internal succession pipelines.	HR analytics exercises, workforce-planning scenarios, and course projects addressing skills gaps, staffing forecasts, and succession planning; assessed in the middle and end of the course.
7. Formulate change management frameworks to guide cross-functional teams through operational transitions while building corporate trust and continuous learning.	Case studies, collaborative activities, written plans, and project-based assessments focused on change management, trust, and continuous learning; assessed in the middle and end of the course.

M. Recommended Grading Scale:

NUMERIC	GRADE	POINTS	DEFINITION
93–100	A	4.00	Superior
90–92	A-	3.67	Superior
87–89	B+	3.33	Above Average
83–86	B	3.00	Above Average
80–82	B-	2.67	Above Average
77–79	C+	2.33	Average
73–76	C	2.00	Average
70-72	C-	1.67	Average
67–69	D+	1.33	Below Average
63-66	D	1.00	Below Average
60-62	D-	0.67	Below Average
00--59	F	0.00	Failure

N. College Procedures/Policies:

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North Central State College

MASTER SYLLABUS	2027-2028

A. Academic Division: Engineering Technology, Business & Criminal Justice Division

B. Discipline: Business Administration

C. Course Number and Title: BUSM 3050: Entrepreneurial Finance & Small Business Operations

D. Assistant Dean: Brooke Miller, M.B.A.

E. Credit Hours: 3

F. Prerequisites: BUSM 2050, ACCT 1010, and CISS 1290

G. Last Course/Curriculum Revision Date: Fall 2027 Origin date: 09/10/2026

H. Textbook(s) Title:

Title

- Authors:
- Copyright Year:
- Edition:
- ISBN:

I. Workbook(s) and/or Lab Manual: None

J. Course Description: This course focuses on the financial mechanics, capital management, and operational strategies required to launch, manage, and scale small businesses and entrepreneurial ventures. Students examine financial risk, return metrics, capital budgeting, cost structure analysis, and valuation strategies within technology-enabled operating environments. Through practical applications and financial modeling, students learn to optimize resource allocation, manage cash flow, evaluate capital acquisition options, and build scalable financial models that maximize enterprise value while mitigating operational risk.

K. College-Wide Learning Outcomes:

College-Wide Learning Outcome	Assessments - - How it is met & When it is met
Communication – Written	
Communication – Speech	
Intercultural Knowledge and Competence	
Critical Thinking	
Information Literacy	
Quantitative Literacy	

L. Course Outcomes and Assessment Methods:

Upon successful completion of this course, the student shall:

Outcomes	Assessments – How it is met & When it is met
1. Apply capital budgeting techniques, cash flow forecasting, and valuation metrics to analyze venture growth and investment viability.	Capital budgeting and valuation problem sets, venture investment case studies, quizzes, and a financial feasibility analysis; assessed during the early and middle portions of the course and reinforced in the final project.
2. Construct dynamic financial models to project unit economics, operating margins, working capital requirements, and break-even points for growing enterprises.	Financial model creation assignments, spreadsheet-based scenarios, quizzes, and a venture forecasting project; assessed throughout the course, with a comprehensive model completed near the end.
3. Design lean business models that leverage modern management software and automation tools to optimize operational budget efficiency.	Lean business model development, technology and automation tool evaluations, operational case studies, and an operations improvement project; assessed primarily in the middle and later portions of the course.
4. Utilize market research tools and data analytics to validate market demand, analyze competitive positioning, and evaluate customer acquisition costs.	Market research assignments, competitive analysis case studies, data interpretation exercises, customer acquisition cost analyses, and a market validation project; assessed during the middle portion of the course and applied in the final project.
5. Evaluate financial risk, capital acquisition strategies (debt vs. equity), and liquidity management to ensure long-term solvency and enterprise stability.	Financing scenario analyses (debt-versus-equity, liquidity and cash flow, and a capital strategy recommendation exercises), and quizzes; assessed during the middle and later portions of the course.
6. Identify corporate structure, tax obligations, intellectual property considerations, and data privacy compliance standards applicable to small business operations.	Business structure comparison activities, compliance case studies, research assignments, and quizzes; assessed in the early and middle portions of the course and revisited in the final project.

M. Recommended Grading Scale:

NUMERIC	GRADE	POINTS	DEFINITION
93–100	A	4.00	Superior
90–92	A-	3.67	Superior
87–89	B+	3.33	Above Average
83–86	B	3.00	Above Average
80–82	B-	2.67	Above Average
77–79	C+	2.33	Average
73–76	C	2.00	Average
70-72	C-	1.67	Average
67–69	D+	1.33	Below Average
63-66	D	1.00	Below Average
60-62	D-	0.67	Below Average
00--59	F	0.00	Failure

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North Central State College

MASTER SYLLABUS	2027-2028

A. Academic Division: Engineering Technology, Business & Criminal Justice Division

B. Discipline: Business Administration

C. Course Number and Title: BUSM 3290: Predictive Logistics and Operational Quality

D. Assistant Dean: Brooke Miller, M.B.A.

E. Credit Hours: 3

F. Prerequisites: CISS 1290

G. Last Course/Curriculum Revision Date: Fall 2027 Origin date: 09/10/2026

H. Textbook(s) Title:

Title

- Authors:
- Copyright Year:
- Edition:
- ISBN:

I. Workbook(s) and/or Lab Manual: None

J. Course Description: This course integrates advanced quality management frameworks with modern logistics and supply chain strategies through the lens of artificial intelligence and predictive analytics. Students examine how data-driven quality control transforms continuous improvement, end-to-end supply chain visibility, inventory routing, and vendor performance management. Key focus areas include leveraging machine learning for defect prevention, demand forecasting, automated root cause analysis across global networks, and optimizing logistics workflows while maintaining strict quality and compliance standards.

K. College-Wide Learning Outcomes:

College-Wide Learning Outcome	Assessments - - How it is met & When it is met
Communication – Written	
Communication – Speech	
Intercultural Knowledge and Competence	
Critical Thinking	
Information Literacy	
Quantitative Literacy	

L. Course Outcomes and Assessment Methods:

Upon successful completion of this course, the student shall:

Outcomes	Assessments – How it is met & When it is met
1. Synthesize traditional quality management frameworks (e.g., Lean, Six Sigma) with modern supply chain and logistics processes to maximize operational efficiency and reduce defect rates across distribution networks.	Case studies, quizzes, and course projects assessing the integration of quality management frameworks with logistics and supply chain processes; completed during the beginning and middle of the course and reinforced throughout the duration of the course.
2. Design real-time Statistical Process Control (SPC) systems using machine learning models to detect anomalies and prevent quality failures in production and transit.	Data-analysis exercises, applied simulations, and course projects involving statistical process control and machine learning concepts; completed during the middle and end of the course.
3. Apply predictive analytics to optimize inventory positioning, route optimization, warehouse management, and demand forecasting.	Case studies, quantitative exercises, and course projects applying predictive analytics to logistics and inventory decisions; completed during the middle and end of the course.
4. Utilize advanced algorithmic modeling and data analytics to execute dynamic Failure Mode and Effects Analysis (FMEA) and trace root causes across multi-tiered supplier networks.	Case studies, data-analysis exercises, and applied projects using modeling, FMEA, and root cause analysis; completed during the middle and end of the course.
5. Evaluate quality standards (e.g., ISO 9001, ISO 28000) and regulatory compliance requirements within tech-enabled logistics systems, ensuring end-to-end data integrity and auditability.	Quizzes, case studies, and written analyses evaluating quality standards, regulatory compliance, data integrity, and auditability; completed throughout the duration of the course, with a comprehensive assessment near the end of the course.
6. Formulate data-backed supplier evaluation systems and automated feedback loops to manage vendor relationships, ensure material quality, and mitigate supply chain disruptions.	Case studies, data-analysis exercises, and course projects developing supplier evaluation and feedback approaches; completed during the middle and end of the course.
7. Apply root cause analysis in technical and management problems.	Problem-solving exercises, case studies, and applied analyses using root cause analysis for technical and management problems; completed throughout the duration of the course.
8. Use statistical tools such as Pareto optimization and statistical process control to support quality.	Quizzes, statistical exercises, case studies, and course projects applying Pareto analysis and statistical process control; completed during the beginning, middle, and end of the course.

M. Recommended Grading Scale:

NUMERIC	GRADE	POINTS	DEFINITION
93–100	A	4.00	Superior
90–92	A-	3.67	Superior
87–89	B+	3.33	Above Average
83–86	B	3.00	Above Average
80–82	B-	2.67	Above Average
77–79	C+	2.33	Average
73–76	C	2.00	Average
70-72	C-	1.67	Average
67–69	D+	1.33	Below Average
63-66	D	1.00	Below Average
60-62	D-	0.67	Below Average
00--59	F	0.00	Failure

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North Central State College

MASTER SYLLABUS	2027-2028

A. Academic Division: Engineering Technology, Business & Criminal Justice Division

B. Discipline: Business Administration

C. Course Number and Title: BABM 4010 Enterprise Risk, Governance, & Financial Controls

D. Assistant Dean: Brooke Miller, M.B.A.

E. Credit Hours: 3

F. Prerequisites: BUSM 2272 or BUSM 2285

G. Last Course/Curriculum Revision Date: Fall 2027 Origin date: 09/10/2026

H. Textbook(s) Title:

Title

- Authors:
- Copyright Year:
- Edition:
- ISBN:

I. Workbook(s) and/or Lab Manual: None

J. Course Description: This course examines the critical intersection of corporate governance, data asset management, ethical oversight, and financial risk mitigation in modern organizations. Students explore the enterprise risk management (ERM), regulatory compliance, and managerial control frameworks required to protect corporate assets and maintain financial integrity. Through executive case studies and policy-mapping projects, students evaluate corporate governance principles, legal compliance standards, internal controls, and auditing practices necessary to safeguard organizational resources, maintain stakeholder trust, and maximize long-term strategic value.

K. College-Wide Learning Outcomes:

College-Wide Learning Outcome	Assessments - - How it is met & When it is met
Communication – Written	
Communication – Speech	
Intercultural Knowledge and Competence	
Critical Thinking	
Information Literacy	
Quantitative Literacy	

L. Course Outcomes and Assessment Methods:

Upon successful completion of this course, the student shall:

Outcomes	Assessments – How it is met & When it is met
1. Audit governance frameworks that ensure organizational transparency, internal control compliance, and asset protection across operating units.	Governance audits, case studies, quizzes, and course projects; assessed near the beginning and middle of the course.
2. Design governance frameworks that ensure organizational transparency, internal control compliance, and asset protection across operating units.	Framework-design exercises, case studies, written assignments, and course projects; assessed during the middle and end of the course.
3. Evaluate financial, regulatory, and operational risks associated with business process automation and digital asset management.	Risk-analysis case studies, quizzes, scenario-based exercises, and course projects; assessed throughout the duration of the course.
4. Formulate internal control strategies that conduct risk assessments to identify, quantify, and mitigate systemic risks within managerial accounting and financial reporting frameworks.	Risk assessments, internal-control analyses, case studies, and course projects; assessed during the middle and end of the course.
5. Evaluate global regulatory frameworks, compliance standards, and corporate governance obligations to protect enterprise value.	Comparative analyses, case studies, quizzes, and written assignments; assessed throughout the duration of the course.
6. Apply ethical frameworks to formulate corporate policies that address data privacy, corporate digital responsibility, and executive accountability.	Ethical case analyses, policy-development exercises, discussions, and course projects; assessed throughout the duration of the course.
7. Develop incident response protocols and executive reporting mechanisms to communicate risk exposure and compliance strategies to boards of directors and regulatory bodies.	Incident-response scenarios, written reports, presentations, and course projects; assessed near the end of the course.

M. Recommended Grading Scale:

NUMERIC	GRADE	POINTS	DEFINITION
93–100	A	4.00	Superior
90–92	A-	3.67	Superior
87–89	B+	3.33	Above Average
83–86	B	3.00	Above Average
80–82	B-	2.67	Above Average
77–79	C+	2.33	Average
73–76	C	2.00	Average
70-72	C-	1.67	Average
67–69	D+	1.33	Below Average
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60-62	D-	0.67	Below Average
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North Central State College

MASTER SYLLABUS	2027-2028

A. Academic Division: Engineering Technology, Business & Criminal Justice Division

B. Discipline: Business Administration

C. Course Number and Title: BABM 4020: Corporate Policy and Strategic Planning

D. Assistant Dean: Brooke Miller, M.B.A.

E. Credit Hours: 3

F. Prerequisites: BUSM 2272 or BUSM 2285

G. Last Course/Curriculum Revision Date: Fall 2027 Origin date: 09/10/2026

H. Textbook(s) Title:

Title

- Authors:
- Copyright Year:
- Edition:
- ISBN:

I. Workbook(s) and/or Lab Manual: None

J. Course Description: As an upper-division synthesis course, this class prepares students to formulate, execute, and evaluate business strategies that deliver sustained competitive advantage. Students analyze executive-level policy formulation, competitive positioning, dynamic capability development, and corporate governance in evolving global markets. The course emphasizes executive decision-making, strategic alignment across functional business units, and the deployment of long-range policy frameworks. Using real-world case studies, business intelligence models such as artificial intelligence, and executive simulations, students analyze complex business environments, craft data-backed strategic visions, and lead organizational change while managing financial, operational, and ethical risks.

K. College-Wide Learning Outcomes:

College-Wide Learning Outcome	Assessments - - How it is met & When it is met
Communication – Written	
Communication – Speech	
Intercultural Knowledge and Competence	
Critical Thinking	
Information Literacy	
Quantitative Literacy	

L. Course Outcomes and Assessment Methods:

Upon successful completion of this course, the student shall:

Outcomes	Assessments – How it is met & When it is met
1. Evaluate the performance, viability, and risk profile of strategic business initiatives using executive decision-making models and quantitative performance metrics.	Case studies, quantitative analyses, quizzes or exams, and course projects; assessed throughout the course and in a culminating evaluation.
2. Conduct structural industry analyses (e.g., Porter's Five Forces, PESTEL) utilizing market intelligence (e.g., artificial intelligence), business analytics, and economic indicators.	Industry-analysis exercises, AI-assisted research and analysis, case studies, and course projects; assessed throughout the course and in a comprehensive strategic analysis.
3. Assess internal firm resources, core competencies, and operational capabilities to lead business model innovation and growth initiatives.	Internal-analysis exercises, case studies, applied assignments, and course projects; assessed primarily in the beginning and middle of the course and in a culminating project.
4. Formulate enterprise-level business policies that align cross-functional operations, capital allocation, and human resources with long-term corporate goals.	Policy-development assignments, executive simulations, case studies, and course projects; assessed during beginning and middle of the course and in a final integrative assessment.
5. Conduct comprehensive internal and external environment scans to identify competitive market dynamics, emerging industry disruptions, and strategic risks.	Environmental-scanning exercises, research-based assignments, case studies, quizzes or exams, and course projects; assessed throughout the course and in a comprehensive analysis.
6. Formulate enterprise-wide change management strategies to align corporate culture, leadership teams, and operational workflows during business transformations.	Change-management case studies, simulations, applied planning assignments, and course projects; assessed primarily during the middle and end of the course and in a culminating strategic plan due at the end of the course.

M. Recommended Grading Scale:

NUMERIC	GRADE	POINTS	DEFINITION
93–100	A	4.00	Superior
90–92	A-	3.67	Superior
87–89	B+	3.33	Above Average
83–86	B	3.00	Above Average
80–82	B-	2.67	Above Average
77–79	C+	2.33	Average
73–76	C	2.00	Average
70-72	C-	1.67	Average
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North Central State College

MASTER SYLLABUS	2027-2028

A. Academic Division: Engineering Technology, Business & Criminal Justice Division

B. Discipline: Business Administration

C. Course Number and Title: BUSM 4272: Capstone for Business

D. Assistant Dean: Brooke Miller, M.B.A.

E. Credit Hours: 3

F. Prerequisites: BUSM 2272 or BUSM 2285 and BUSM 3030, BUSM 3050, and BUSM 3290

G. Last Course/Curriculum Revision Date: Fall 2027 Origin date: 09/10/2026

H. Textbook(s) Title:

Title

- Authors:
- Copyright Year:
- Edition:
- ISBN:

I. Workbook(s) and/or Lab Manual: None

J. Course Description: As the culminating senior project course for the Bachelor of Applied Science in Business Administration and Technology program, this capstone requires students to synthesize and apply cross-disciplinary knowledge to solve a complex, real-world organizational challenge. Working individually or in project teams, students partner with industry sponsors or analyze real enterprise environments to diagnose operational inefficiencies, identify AI-driven innovation opportunities, build predictive or automated prototypes/frameworks, and evaluate long-term financial and ethical impacts. The course consists of an executive-level strategic report and a formal presentation to an expert panel or industry stakeholders.

K. College-Wide Learning Outcomes:

College-Wide Learning Outcome	Assessments - - How it is met & When it is met
Communication – Written	
Communication – Speech	
Intercultural Knowledge and Competence	
Critical Thinking	
Information Literacy	
Quantitative Literacy	

L. Course Outcomes and Assessment Methods:

Upon successful completion of this course, the student shall:

Outcomes	Assessments – How it is met & When it is met
1. Synthesize business administration core disciplines (finance, marketing, operations, strategy, HR) with artificial intelligence methodologies to address complex enterprise problems.	Case studies, applied analyses, and a cumulative course project; assessed throughout the course, with final synthesis at the end of the course.
2. Analyze an organizational challenge or market opportunity to scope, design, and validate an end-to-end, data-driven AI strategic solution.	Organizational or market analysis, project proposals, and validation activities; assessed at the beginning and middle of the course.
3. Build a functional proof-of-concept, workflow automation model, or predictive analytics dashboard demonstrating operational viability.	Hands-on exercises, demonstrations, and prototype or dashboard development; assessed primarily in the middle and at the end of the course.
4. Perform rigorous capital budgeting, cost-benefit analysis, and risk assessments to quantify the prospective return on investment (ROI) for proposed AI implementation.	Quantitative problem-solving activities, financial analyses, case studies, and course project components; assessed in the middle and at the end of the course.
5. Conduct a comprehensive risk audit of the proposed technology solution, ensuring strict compliance with data privacy, algorithmic fairness, governance, and regulatory standards.	Risk and compliance analyses, case studies, audits, and reflective evaluations; assessed primarily in the middle and at the end of the course.
6. Manage an end-to-end project lifecycle using agile methodologies, presenting formal deliverables, quantitative findings, and strategic recommendations to executive stakeholders.	Project plans, progress reviews, team or individual deliverables, written reports, and formal presentations; assessed throughout the entire course, with final deliverables and presentations at the end of the course.

M. Recommended Grading Scale:

NUMERIC	GRADE	POINTS	DEFINITION
93–100	A	4.00	Superior
90–92	A-	3.67	Superior
87–89	B+	3.33	Above Average
83–86	B	3.00	Above Average
80–82	B-	2.67	Above Average
77–79	C+	2.33	Average
73–76	C	2.00	Average
70-72	C-	1.67	Average
67–69	D+	1.33	Below Average
63-66	D	1.00	Below Average
60-62	D-	0.67	Below Average
00--59	F	0.00	Failure

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North Central State College

MASTER SYLLABUS	2027-2028

A. Academic Division: Engineering Technology, Business & Criminal Justice Division

B. Discipline: Business Administration

C. Course Number and Title: BUSM 4280 Cooperative Work Experience II for Business

D. Assistant Dean: Brooke Miller, M.B.A.

E. Credit Hours: 1

F. Prerequisites:
- Must be concurrent with BUSM 4285 (m)
- BUSM 2272 or BUSM 2285; and BUSM 3030, BUSM 3050, BUSM 3290
- Students must get permission from the instructor to enroll in this class.

G. Last Course/Curriculum Revision Date: Fall 2027 Origin date: 09/10/2026

H. Textbook(s) Title: N/A

I. Workbook(s) and/or Lab Manual: None

J. Course Description: Cooperative work experience is an opportunity for students to obtain practical work experience in the Business field while earning college credit. This on or off campus employment experience can be paid or unpaid. The work experience is coordinated by a faculty member who visits the job site for a conference with the student and the supervisor at least once per semester. Students must complete 150 hours of work experience. This class is Pass/No Pass (P/NP).

K. College-Wide Learning Outcomes:

College-Wide Learning Outcome	Assessments - - How it is met & When it is met
Communication – Written	
Communication – Speech	
Intercultural Knowledge and Competence	
Critical Thinking	
Information Literacy	
Quantitative Literacy	

L. Course Outcomes and Assessment Methods:

Upon successful completion of this course, the student shall:

Outcomes	Assessments – How it is met & When it is met
1. Complete 150 hours of cooperative work experience	Complete timesheet and supervisor visit.
2. Create an Employment Portfolio that demonstrates the application of skills learned throughout the curriculum.	Provide samples of work experience via a formal presentation, resume, and employment portfolio during finals week.
3. Evaluate their working experience in the Business industry.	Formal presentation and formal report during finals week.

M. Recommended Grading Scale:
This class is Pass/No Pass (P/NP).

100-70	P
69- below	NP

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North Central State College

MASTER SYLLABUS	2027-2028

A. Academic Division: Engineering Technology, Business & Criminal Justice Division

B. Discipline: Business Administration

C. Course Number and Title: BUSM 4285 Seminar II for Business

D. Assistant Dean: Brooke Miller, M.B.A.

E. Credit Hours: 1

F. Prerequisites:
- Must be concurrent with BUSM 4280 (m)
- BUSM 2272 or BUSM 2285; and BUSM 3030, BUSM 3050, BUSM 3290
- Students must get permission from the instructor to enroll in this class.

G. Last Course/Curriculum Revision Date: Fall 2027 Origin date: 09/10/2026

H. Textbook(s) Title: N/A

I. Workbook(s) and/or Lab Manual: None

J. Course Description: This course is taken concurrently with BUSM 4280 Cooperative Work Experience II for Business. Students will discuss their workplace experiences that occur during their Co-op Work Experience. Students must get permission from the instructor to enroll in this class.
This class is Pass/No Pass (P/NP).

K. College-Wide Learning Outcomes:

College-Wide Learning Outcome	Assessments - - How it is met & When it is met
Communication – Written	
Communication – Speech	Cooperative Work Experience Final Presentation, Communication – Oral VALUE Rubric, end of the term.
Intercultural Knowledge and Competence	
Critical Thinking	Cooperative Work Experience, Final Paper, Critical Thinking VALUE rubric, end of the term.
Information Literacy	
Quantitative Literacy	

L. Course Outcomes and Assessment Methods:

Upon successful completion of this course, the student shall:

Outcomes	Assessments – How it is met & When it is met
1. Participate in discussion on topics pertaining to their Cooperative Work Experience.	Discussion weekly throughout the term.
2. Present a college-level presentation of their experience at their co-op.	Cooperative Work Experience Presentation at the end of the term.
3. Demonstrate college-level writing skills.	Cooperative Work Experience Paper, at the end of the term.

M. Recommended Grading Scale:
This class is Pass/No Pass (P/NP).

100-70	P
69- below	NP

N. College Procedures/Policies:

North Central State College believes that every student is a valued and equal member of the community.* Every student brings different experiences to the College, and all are important in enriching academic life and developing greater understanding and appreciation of one another. Therefore, NC State College creates an inclusive culture in which students feel comfortable sharing their experiences. Discrimination and prejudice have no place on the campus, and the College takes any complaint in this regard seriously. Students encountering aspects of the instruction that result in barriers to their sense of being included and respected should contact the instructor, assistant dean, or dean without fear of reprisal.

* *Inclusive of race, color, religion, gender, gender identity or expression, national origin (ancestry), military status (past, present or future), disability, age (40 years or older), status as a parent during pregnancy and immediately after the birth of a child, status as a parent of a young child, status as a foster parent, genetic information, or sexual orientation*

Important information regarding College Procedures and Policies can be found on the syllabus supplement located at https://ncstatecollege.edu/documents/President/PoliciesProcedures/PolicyManual/Final%20PDFs/14-081b.pdf

The Treasurer's Report

with Dashboard Analysis

for the Period Ending

August 31, 2026

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

	Jul-26	Aug-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Prior YTD	Current vs. Prior
Revenues:								
State Share of Instruction	$865,407	$865,407	$1,730,814	1,730,268	$546	10,381,609	$1,661,238	$69,576
Student Tuition and Fees	5,698,096	$807,625	6,505,721	7,345,845	(840,124)	12,450,584	6,367,407	138,314
Other Revenues	(13,170)	$67,777	54,607	139,700	(85,093)	838,200	160,978	(106,371)
University Center	0	$0	0	0	0	0	0	0
Capital Debt Service	0	$0	0	0	0	20,000	0	0
Child Development Center	6,635	66,267	72,902	132,151	(59,249)	777,356	122,485	(49,583)
Workforce & Community Development	636	4,211	4,847	56,269	(51,422)	337,615	5,396	(549)
Facilities	0	2,973	2,973	0	2,973	0	9,735	(6,762)
Fund Balance	0	0	0	0		0	0	0
Total Revenues	**$6,557,603**	**$1,814,260**	**$8,371,863**	**$9,404,232**	**($1,032,369)**	**$24,805,364**	**$8,327,239**	**$44,624**
Expenditures:								
Payroll	$437,248	$511,041	948,289.00	893,500	($54,789)	$9,206,013	$1,014,613	$66,324
Fringes	203,863	$278,788	482,650.73	541,076	$58,425	4,689,321	529,770	47,119
Printing	2,214	$1,233	3,446.57	5,642	$2,195	33,850	9,426	5,979
Advertising	1,565	$9,965	11,530.00	26,750	$15,220	160,500	14,908	3,378
Postage	0	$10,000	10,000.00	8,333	($1,667)	50,000	266	(9,734)
Shared Campus Expense	0	$15,566	15,566.25	0	($15,566)	1,100,000	273	(15,293)
Professional Development	19,803	$1,562	21,364.19	69,727	$48,362	418,360	15,768	(5,597)
Grants and Scholarships	40,001	$1,083	41,084.05	375,000	$333,916	2,250,000	24,258	(16,826)
Equipment Lease and Rental	0	$0	-	17,367	$17,367	104,200	13,379	13,379
New Equipment	18,049	$16,242	34,290.60	148,696	$114,405	892,176	20,806	(13,484)
Professional Fees	16,884	$13,659	30,543.04	74,670	$44,127	448,022	45,006	14,463
All Other Expenses	249,377	929,785	1,179,162.14	508,482	($670,680)	3,050,893	1,058,929	(120,233)
Child Development Center	33,479	76,748	110,227.12	98,257	($11,970)	810,319	110,680	453
Corporate	6,225	10,166	16,391.47	13,833	($2,558)	165,544	23,818	7,427
Facilities	91,779	101,413	193,192.29	184,486	($8,706)	1,376,166	197,163	3,971
Total Expenditures	**$1,120,487**	**$1,977,251**	**$3,097,737**	**$2,965,818**	**($131,919)**	**$24,755,364**	**$3,079,063**	**($18,675)**
Excess (Deficit)	**$5,437,116**	**($162,991)**	**$5,274,126**	**$6,438,414**	**($1,164,289)**	**$50,000**	**$5,248,176**	**$25,950**

Total Investment Balance - $15,084,990 ($3,381,607 - Star Ohio and $11,703,383 - Park National)

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

	Jul-26	Aug-26	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget
Office Supplies	48.00	849.67	897.67	2,137.50	1,239.83	12,825.00
Instructional Supplies - Lecture	0.00	0.00	0.00	6,199.50	6,199.50	37,197.00
Paper Supplies	0.00	0.00	0.00	2,000.00	2,000.00	12,000.00
Other Supplies	1,667.80	(1,507.65)	160.15	4,935.83	4,775.68	29,615.00
Instructional Supplies - Lab	27,869.11	31,027.95	58,897.06	62,574.67	3,677.61	375,448.00
Travel	95.90	(95.90)	0.00	5,805.00	5,805.00	34,830.00
Non-Inventory Software (501)	0.00	7,000.00	7,000.00	2,272.50	(4,727.50)	13,635.00
Non-Inventory Books	0.00	0.00	0.00	250.00	250.00	1,500.00
Equipment Maintenance	5,295.00	0.00	5,295.00	11,201.83	5,906.83	67,211.00
Software Upgrade/Maintenance	94,051.30	774,047.98	868,099.28	212,233.50	(655,865.78)	1,273,401.00
Building Maintenance	20,286.90	(20,286.90)	0.00	2,500.00	2,500.00	15,000.00
Vehicle Maintenance	0.00	355.92	355.92	2,166.67	1,810.75	13,000.00
Telephone	0.00	1,405.14	1,405.14	21,166.67	19,761.53	127,000.00
Cell Phones	0.00	832.91	832.91	2,166.67	1,333.76	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00	0.00
Security	0.00	439.45	439.45	500.00	60.55	3,000.00
Internet Connection	2,080.44	1,080.44	3,160.88	13,333.33	10,172.45	80,000.00
License Fees	0.00	0.00	0.00	689.50	689.50	4,137.00
Bank Fees - General	738.99	737.19	1,476.18	1,533.33	57.15	9,200.00
Bank Fees - Credit	0.00	1,827.99	1,827.99	8,666.67	6,838.68	52,000.00
Insurance	0.00	103,647.00	103,647.00	29,703.33	(73,943.67)	178,220.00
Shipping/Freight	0.00	0.00	0.00	666.67	666.67	4,000.00
Sponsored/Donated	800.00	800.00	1,600.00	1,866.67	266.67	11,200.00
Commencement	0.00	(632.55)	(632.55)	4,016.67	4,649.22	24,100.00
Catering	0.00	211.43	211.43	1,947.33	1,735.90	11,684.00
Subscriptions	2,443.00	0.00	2,443.00	1,533.33	(909.67)	9,200.00
Dues	94,497.81	14,486.00	108,983.81	25,876.33	(83,107.48)	155,258.00
Program Development	0.00	0.00	0.00	83.33	83.33	500.00
Recruitment	0.00	0.00	0.00	500.00	500.00	3,000.00
Other Expense	0.00	14,118.18	14,118.18	62,455.33	48,337.15	374,732.00
Bad Debt Expense	(0.01)	73.01	73.00	17,500.00	17,427.00	105,000.00
Collection Costs	(497.13)	(632.23)	(1,129.36)	0.00	1,129.36	0.00
	249,377.11	929,785.03	1,179,162.14	508,482.17	(670,679.97)	3,050,893.00

North Central State College
Period Ending August 31, 2026

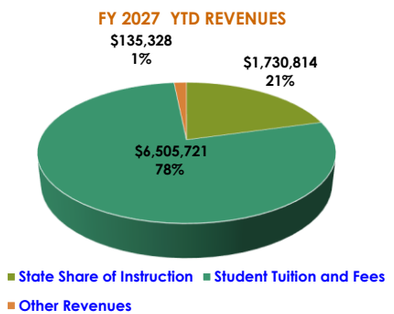
	Jul-26	Aug-26	Current YTD	Beginning Budget	Budget Release	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center								
Revenues	$ 6,635	$ 66,267	72,902	$ 777,356	$ 132,151	$ (59,249)	$ 122,485	$ (49,583)
Payroll	22,021	35,406	57,427	421,363	$ 48,619	(8,808)	57,524	97
Fringes	9,261	39,691	48,952	296,166	$ 34,173	(14,779)	47,669	(1,283)
Non-Payroll	2,197	1,652	3,848	92,790	$ 15,465	11,617	5,487	1,639
Total Expenses	33,479	76,748	110,227	810,319	98,257	(11,970)	110,680	453
Excess (Deficit)	$ (26,844)	$ (10,482)	$ (37,326)	$ (32,963)	$ 33,894	$ (71,219)	$ 11,805	$ (49,131)
Non-Credit Training								
Workforce & Skills Max Training								
Revenues	$ 636	$ 4,211	4,847	$ 235,351	$ 39,225	$ (34,378)	$ 5,396	$ (549)
Payroll	2,871	3,118	5,989	56,743	$ 6,547	558	12,953	6,964
Fringes	1,205	1,653	2,857	24,534	$ 2,831	(26)	4,143	1,286
Non-Payroll	2,150	1,963	4,113	26,730	$ 4,455	342	6,722	2,609
	6,225	6,734	12,959	108,007	13,833	874	23,818	10,859
Excess (Deficit)	(5,589)	(2,523)	(8,112)	127,344	25,392	(33,504)	(18,422)	10,310
Engineering, Business & Criminal Justice								
Revenues	$ -	$ -	0	$ 102,264	$ 17,044	$ (17,044)		$ -
Payroll	0	764	764	6,240	$ 720	(44)		(764)
Fringes	0	118	118	963	$ 111	(7)		(118)
Non-Payroll	0	550	550	0	$ -	(550)		(550)
	0	1,433	1,433	7,203	831	(601)	0	(1,433)
Excess (Deficit)	0	(1,433)	(1,433)	95,061	16,213	(17,645)	0	(1,433)
Health Sciences								
Revenues	$ -	$ -	0	$ -	$ -	$ -		$ -
Payroll	0	0	0	4,480	$ 517	517		0
Fringes	0	0	0	627	$ 72	72		0
Non-Payroll	0	2,000	2,000	8,300	$ 1,383	(617)		(2,000)
	0	2,000	2,000	13,407	1,973	(27)	0	(2,000)
Excess (Deficit)	0	(2,000)	(2,000)	(13,407)	(1,973)	(27)	0	(2,000)
Turbo Cert - Crawford Success Center								
Revenues	$ -	$ -	0	$ -	$ -	$ -		$ -
Payroll	0	0	0	13,713	$ 1,582	1,582		0
Fringes	0	0	0	2,119	$ 244	244		0
Non-Payroll	0	0	0	21,095	$ 3,516	3,516		0
	0	0	0	36,926	5,343	5,343	0	0
Excess (Deficit)	0	0	0	(36,926)	(5,343)	5,343	0	0
Total Non-Credit Training	(5,589)	(5,955)	(11,544)	172,071	34,290	(45,834)	(18,422)	6,878

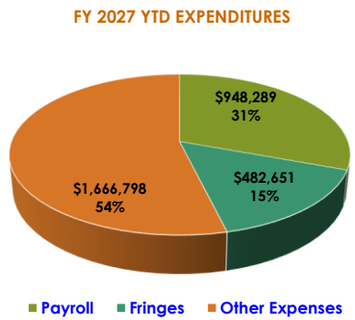
North Central State College
Fiscal Year 2027

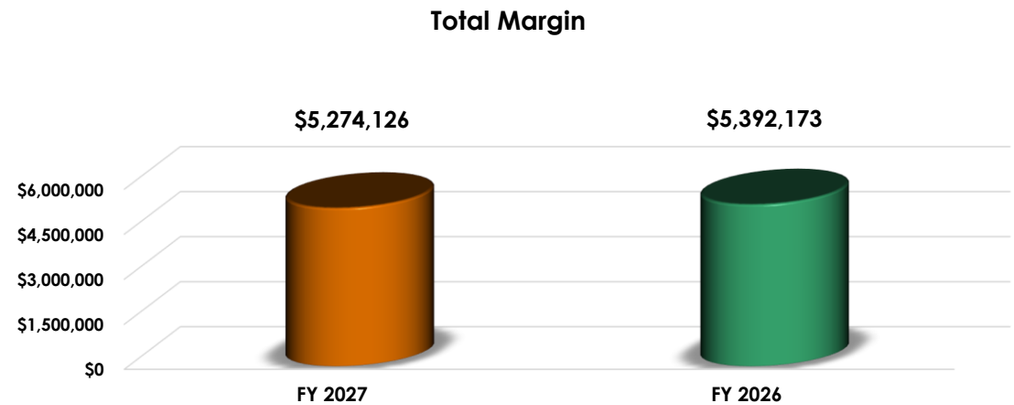
Financial Update

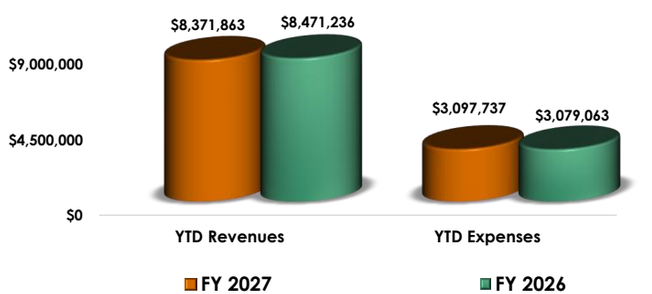
Revenues - Expenditures Summary

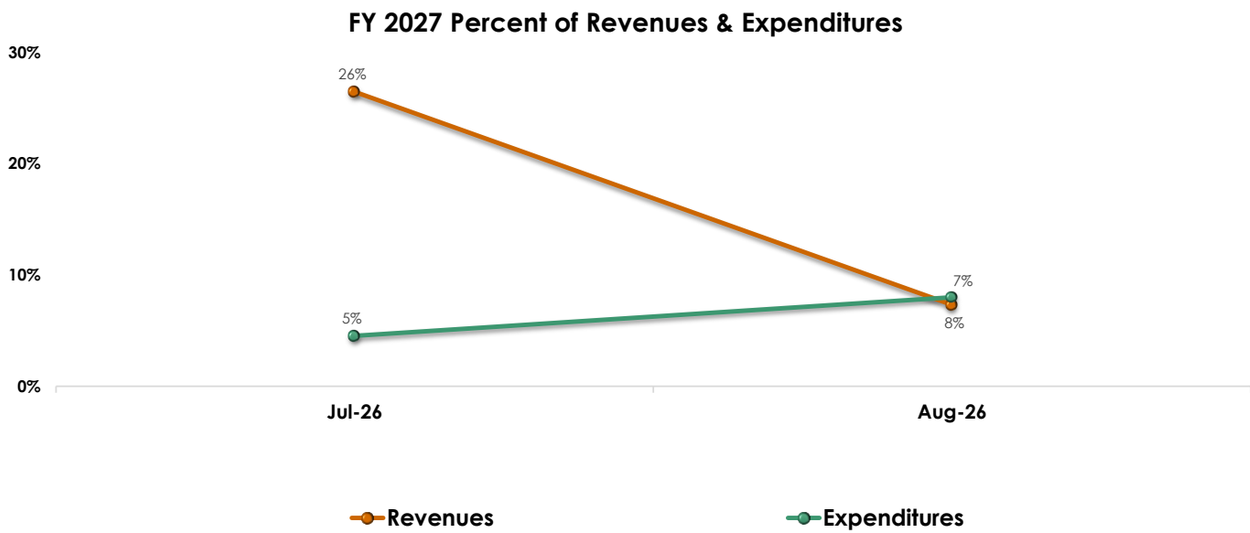
	Approved Budget	August	YTD	% of Total
REVENUES	$24,805,364	$1,814,260	$8,371,863	33.8%
EXPENDITURES	$24,755,364	$1,977,251	$3,097,737	12.5%
TOTAL MARGIN		($162,991)	$5,274,126	











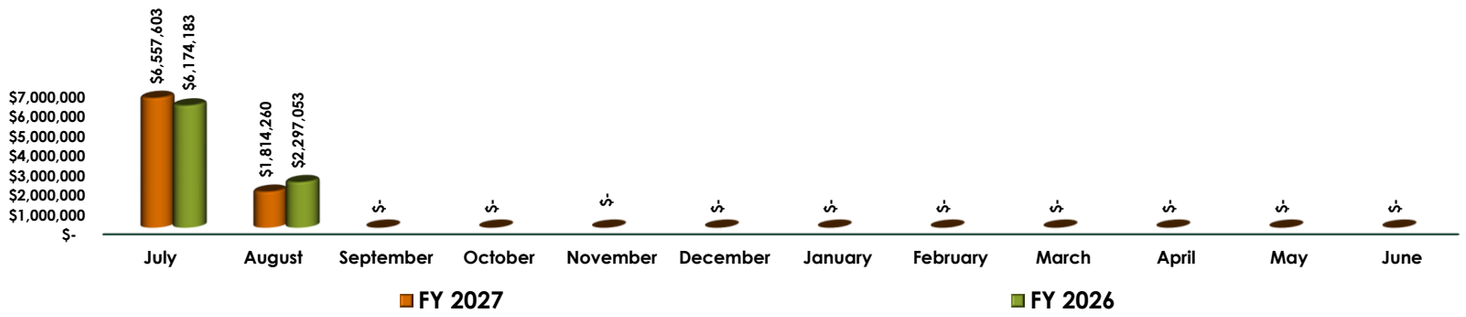
North Central State College

Fiscal Year 2027

YTD Thru August 2026 Financial Update

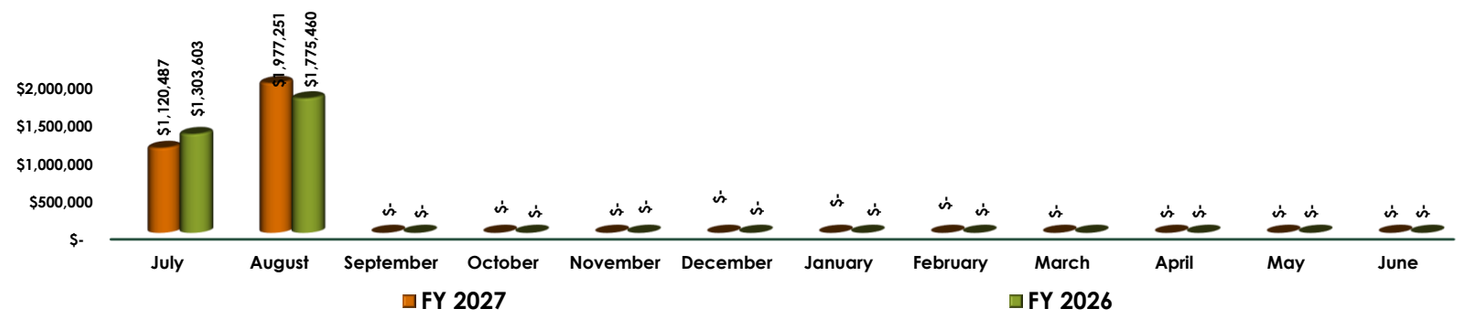
Revenues

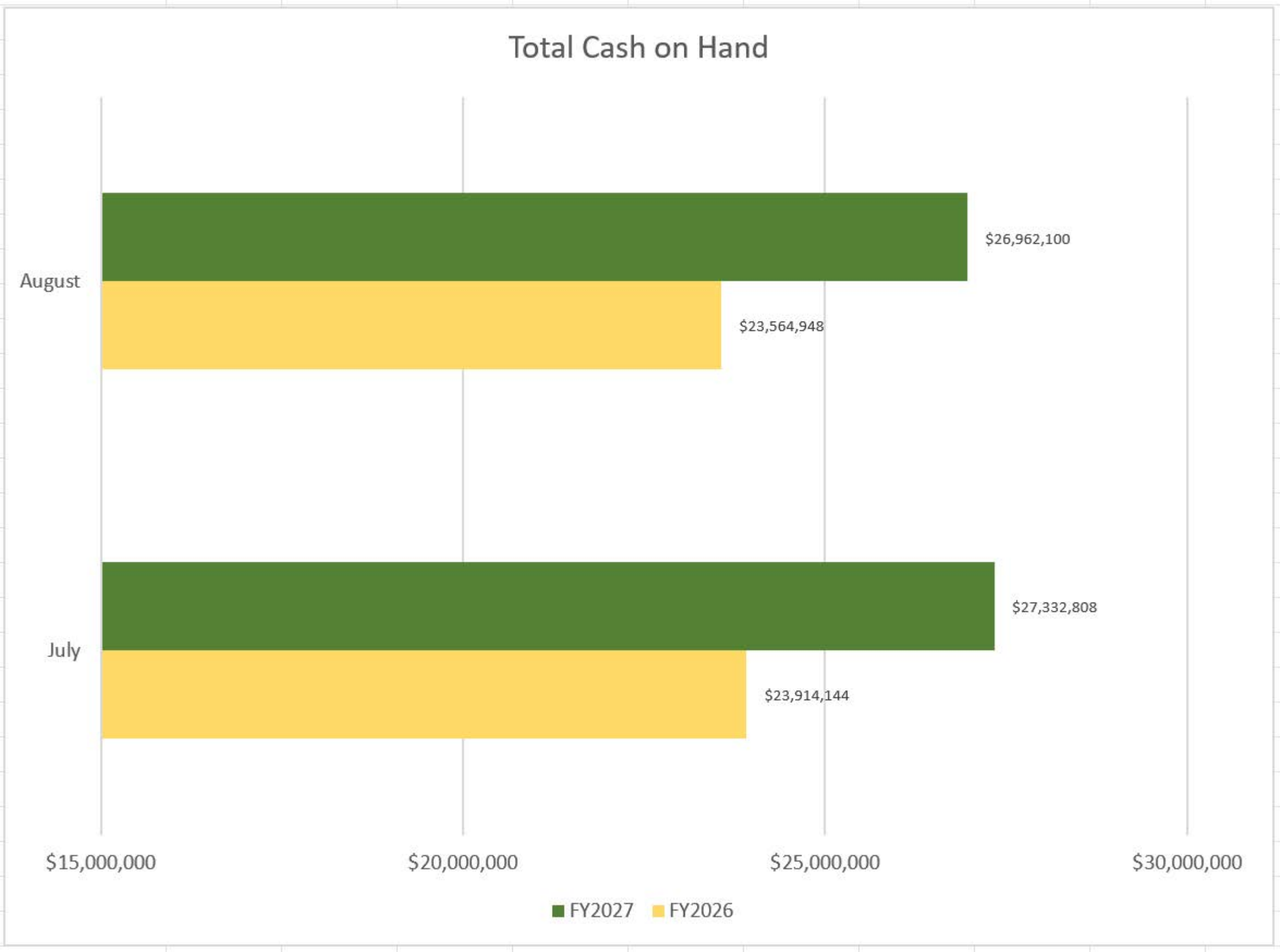
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2027	$ 6,557,603	$ 1,814,260	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2026	$ 6,174,183	$ 2,297,053										
% Variation	6%	-21%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

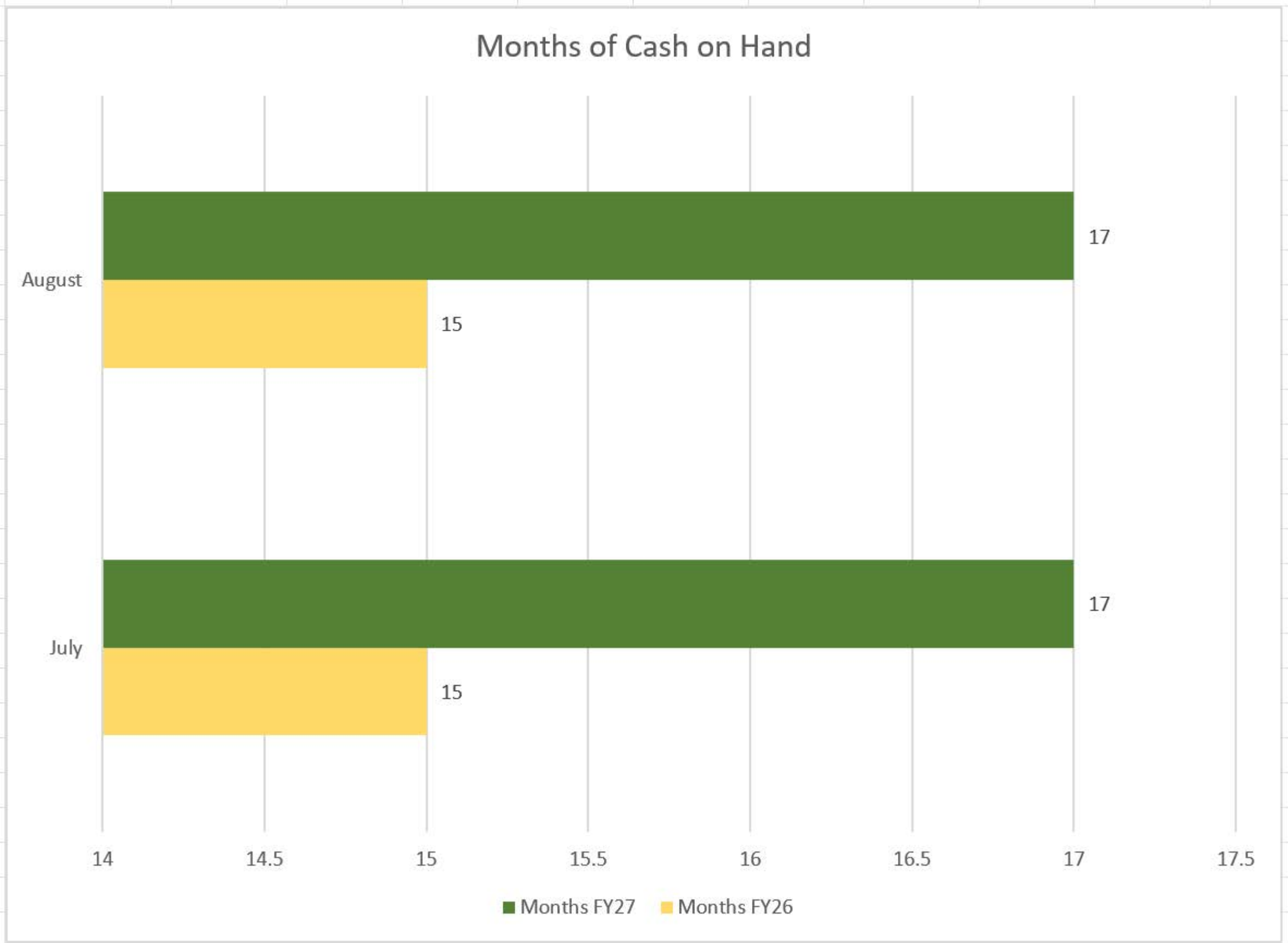


Expenditures

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2027	$ 1,120,487	$ 1,977,251	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2026	$ 1,303,603	$ 1,775,460	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
% Variation	-14%	11%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!




Total Cash on Hand
August
$26,962,100
$23,564,948
July
$27,332,808
$23,914,144
$15,000,000
$20,000,000
$25,000,000
$30,000,000
FY2027
FY2026


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

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

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

June 2026:	BOT does not meet in June for summer break
July 2026:	Campus Completion Plan Update (due in even-numbered years) Board of Trustees Annual Planning Retreat President/CEO's Monitoring Report/Sustainability Presentation PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5) Acceptance of Annual Monitoring Report Review Board Annual Self-Reflection Questionnaire Trends Results Development/Approval of Board Annual Agenda/Calendar for 2026-2027
August 2026:	President's Performance Evaluation/Contract/Compensation PolGov Rehearsal Scenario (3.19) PolGov Policy Review (3.3 & 3.4) BOT Self-Assessment Survey Trends Report (2nd Quarter) Low Enrollment and Duplicative Courses and Program Report (every 3 years; Next Report Due in August of 2028) Board-Ownership Linkage Activity:
September 2026:	PolGov Rehearsal Scenario (5.9) PolGov Policy Review (4.0, 4.1 & 4.2) Review Remaining Annual Ethics/SB1 Training Requirements Board-Ownership Linkage Activity: Ohio Trustees Conference
~~October 2026~~ Rescheduled to November 2026	Nominating Committee reports *expiring terms* to the Board Nominating Committee reports *Confirmation of Officers* for 2027 Annual Report of Efficiency Review (every year, routinely in October) General Education Curriculum Review – HB96 (due December 2, 2026) PolGov Rehearsal Scenario (3.10) PolGov Policy Review (4.3, 4.4 & 4.5) BOT Self-Assessment Survey Trends Report (3rd Quarter) Board-Ownership Linkage Activity: OACC Visit (Avi Zaffini) Board-Ownership Linkage Activity: Link-n-Learn (Avita HS, Ontario)
November 2026	OACC Annual Conference
December 2026	Audit Report presented to Board (privately) and (publicly) Conclude Confirmation of BOT Officers & Approvals for Reappointment Annual Report of Efficiency Review (every year, routinely in October) Approval of Curriculum for 2026 Fall Semester PolGov Rehearsal Scenario (3.17) PolGov Policy Review (4.6, 4.7 & 4.8) Board-Ownership Linkage Activity: Employee Appreciation Banquet Board-Ownership Linkage Activity: NCSC/OSU-M Joint Board Meeting Deadline for BOT Annual Ethics/SB1 Training Requirements

January 2027:	All Board appointments are official and begin on the 17th Installation/Confirmation of BOT Officers (installation - odd year) Reorganization of Board Committees (Nominating & Executive) PolGov Rehearsal Scenario (TBD) PolGov Policy Review (4.9) Emergency Executive Succession Plan Emergency Executive Succession Plan Statement (President/CEO) BOT Self-Assessment Survey Trends Report (4th Quarter) Develop a Plan for Trustee Ethics & SB1 Training for 2027 Board-Ownership Linkage Activity Discussion
February 2027:	PolGov Rehearsal Scenario (TBD) PolGov Policy Review (2.0, 2.1 & 2.2) Board-Ownership Linkage Activity Discussion
March 2027:	General Education Curriculum Changes – HB96 PolGov Rehearsal Scenario (TBD) PolGov Policy Review (2.3, 2.4 & 2.5) Board-Ownership Linkage Activity Discussion
April 2027:	PolGov Rehearsal Scenario (TBD) PolGov Policy Review (2.7, 2.8 & 2.9) Community Connections Activity: NCO Hall of Excellence BOT Self-Assessment Survey Trends Report (1st Quarter) Determine BOT Annual Evaluation Tool to be used at retreat Board-Ownership Linkage Activity Discussion Student Interaction: Honors College Presentation(s)
May 2027:	Operating Budget Presentation/Approval for coming fiscal year Investment Policy Approval Approval of Curriculum for 2027 Spring Semester PolGov Rehearsal Scenario (TBD) PolGov Policy Review (3.0, 3.1 & 3.2) Distribute Board Annual Self-Assessment Tool Review/Draft Board Annual Calendar (Official adoption at July Retreat) Deadline for filing Annual Financial Disclosure Statements (May 15th) OACC Annual Event for Board Members Board-Ownership Linkage Activity Discussion
June 2027:	BOT will not meet in June for summer break
July 2027:	Approval/Submission: College Campus Completion Plan (even years) Board of Trustees Annual Planning Retreat President/CEO's Monitoring Report Presentation PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5) Review Board Self-Assessment Tool Results Development/Approval of Board Annual Calendar for coming year

Board-Ownership Linkage Activities for Future Consideration:

1. University Hospitals Samaritan Medical Center (Ashland)
2. Avita Health Systems (Ontario) – November 4, 2026

North Central State
COLLEGE

Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Resend the registration confirmations for the 2026 Trustee Conference (September 9th) to all trustees.	August 2026	S. Williams
2.	Send out the concept paper for the ACCT presentation to presentation team members for review and input.	September 2026	S. Williams
3.	Schedule a meeting for the ACCT presentation team (Elizabeth, Dwight, Patrick, Steve Williams) for September 23rd at 2:00 PM.	September 2026	S. Williams
4.	Submit nominations for the OACC Excellence Awards (Mark Romanchuk, Steve Stone, Patrick Williams) by September 18th.	September 18	S. Williams
5.	HB96: General Education Curriculum Review	December 2, 2026	D. Diab/K. Gray
6.	HB96: General Education Curriculum Changes	March 24, 2027 *Due: June 30, 2027*	D. Diab/K. Gray

North Central State College

BOARD OF TRUSTEES 2026 Policy Governance Training Schedule

NCState Meeting Date	Principle Discussion	Discussion Leader	PolGov Policy Review	Discussion Leader
January 21, 2026	Rehearsal Scenario 6.3	S. Stone	4.9 Executive Limitations	M. Masters
February 25, 2026	Rehearsal Scenario 5.5	P. Williams	2.0, 2.1, 2.2 Governance Process	K. Aspin
March 25, 2026	Rehearsal Scenario 4.2	E. Morando	2.3, 2.4, 2.5 Governance Process	L. Nelson
April 22, 2026	Rehearsal Scenario 3.7	K. Winkle	2.6, 2.7, 2.8, 2.9 Governance Process	D. Patton
May 27, 2026	Rehearsal Scenario 6.10	M. Masters	3.0, 3.1, 3.2 Board-CEO Relationship	D. McElfresh
July 22, 2026	*None Scheduled*	*Planning Retreat*	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	*Planning Retreat*
August 26, 2026	Rehearsal Scenario 3.19	K. Aspin	3.3, 3.4 Board-CEO Relationship	S. Stone
September 23, 2026	Rehearsal Scenario 5.9	L. Nelson	4.0, 4.1, 4.2 Board-CEO Relationship	P. Williams
~~October 28, 2026~~ November 4, 2026	Rehearsal Scenario 3.10	D. Patton	4.3, 4.4, 4.5 Executive Limitations	E. Morando
December 2, 2026	Rehearsal Scenario 3.17	D. McElfresh	4.6, 4.7, 4.8 Executive Limitations	K. Winkle

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

REHEARSAL WORKSHEET

Rehearsal 5.9

TITLE: Should the CGO Withhold Information from the Board?

SCENARIO: The CGO of a trade association learns that the association's new CEO left her former agency (a member of the association) in a financial condition far worse than was known. The CGO is asked by the member agency not to publicize this information, as in its struggle to regain solvency, bad publicity would harm its fundraising efforts. What should the CGO 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 will not let the board be uninformed or unaware of significant information such as anticipated media coverage (2.8.4).

   Board-Management Delegation: The board will acquire monitoring information by means of internal reports, external reports, or direct board inspections (3.4.2). All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the board (3.4.5).

   Governance Process: Acting on behalf of the ownership, the board assures successful performance on Ends and Executive Limitations (4.2.3). The CGO ensures the integrity of the board's process (4.4). The authority of the CGO is to make decisions that are a reasonable interpretation of Board-Management Delegation and Governance Process policies (4.4.2). Board members must be loyal to the ownership, not to staff or other organizations (4.5.1). Board members will respect confidentiality appropriate to issues of a sensitive nature (4.5.4).

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

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

   There is no evidence of CEO wrongdoing in her current position.

   IF YES:

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

   (*underline*) Yes No Unsure

   (*Explain your answer.*)

IF NO:

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

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

(*Explain your answer.*) The CGO's actions subsequent to learning this information will either be consistent with or violate the board's policies.

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 CGO has information about the new CEO's past employment record that was not known when the CEO was hired. Although the informant requested that the issue not be disclosed, the board's fidelity to the total membership must supersede that to any individual association member. The CGO's decisions must be consistent with the board's values. The CGO should convey this to the informant and then notify the board of the information learned, with the proviso that board members respect that this is sensitive, confidential information. The board should verify that its methods and frequency of monitoring CEO performance are adequate to ensure confident control over organizational performance.

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

4a. What amendments or additions do you suggest? The board may deem it appropriate to monitor compliance with fiscal policies more aggressively. This would be done by increasing monitoring frequency and possibly adding external reports or direct inspection monitoring to the monitoring schedule in policy 3.4.

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.

3357:13-04-00 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 23, 2026
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, 9/24/25

3357:13-04-10 Communication and Support to the Board (Executive Limitations)

The CEO will not permit the board to be uninformed or unsupported in its work.

The CEO will not

4.11 Withhold, impede, or confound information relevant to the board's informed accomplishment of its job.

a. Neglect to submit monitoring data required by the board in Board-CEO Linkage policy "Monitoring CEO Performance" in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored, and including CEO interpretations consistent with Board-CEO Linkage policy "Delegation to the CEO," as well as relevant data.

b. Allow the board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the board's monitoring schedule.

c. Allow the board to be without decision information required periodically by the board or let the board be unaware of relevant trends.

d. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.

e. Let the board be unaware of any supplemental information it requires including anticipated media coverage, threatened or pending lawsuits and material internal changes.

f. Let the board be unaware if, in the CEO's opinion, the board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the CEO.

4.12 Withhold from the board and its processes logistical and clerical assistance.

a. Allow the board to be deprived of a workable, user-friendly mechanism for official board, officer, or committee communications.

b. Allow the board to be deprived of pleasant and efficient settings and arrangements for board and committee meetings.

4.13 Impede the board's holism, misrepresent its processes and role, or impede its lawful obligations.

a. Deal with the board in a way that favors or privileges certain board members over

others except when (1) fulfilling individual requests for information or (2) responding to officers or committees with respect to duties charged to them by the board.

b. Allow the board to do its work without the necessary items on its Required Approvals agenda. Necessary items are those decisions delegated to the CEO yet required by law, regulation, or contract to be board-approved, along with applicable monitoring information.

Effective: August 25, 2010
Next Review: September 23, 2026
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, 9/24/25

3357:13-04-20 Treatment of Consumers (Executive Limitations)

With respect to interactions with consumers or those applying to be consumers, the CEO will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unfair or unnecessarily intrusive.

Effective: August 25, 2010
Next Review: September 23, 2026
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, 10/26/18, 9/25/19, 9/23/20, 9/22/21, 9/28/22, 9/27/23, 9/25/24, 9/24/25

SEPARATION REPORT

Report for September 2026

Effective September 2, 2026
Abbie Barwick, Teacher Assistant Substitute, Child Development Center
Reason: Resigned

Effective September 2, 2026
Madison Boyer, Teacher Assistant Substitute, Child Development Center
Reason: Resigned

Effective September 2, 2026
Mikayla Ruscin, Teacher Assistant Substitute, Child Development Center
Reason: Resigned

Effective September 8, 2026
Kelly Bussart, Network Specialist
Reason: Terminated-End of Approved Leave

Effective September 8, 2026
Margaret Sulser, Center Support Assistant, Crawford Success Center
Reason: Discharged

Effective September 10, 2026
Justin Beeman, Academic Liaison, Health Science Division
Reason: Resigned

Effective September 17, 2026
Ellie Jindra, Career Pathway and Internship Coordinator
Reason: Resigned

2026

January

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2027

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July

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August

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September

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October

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November

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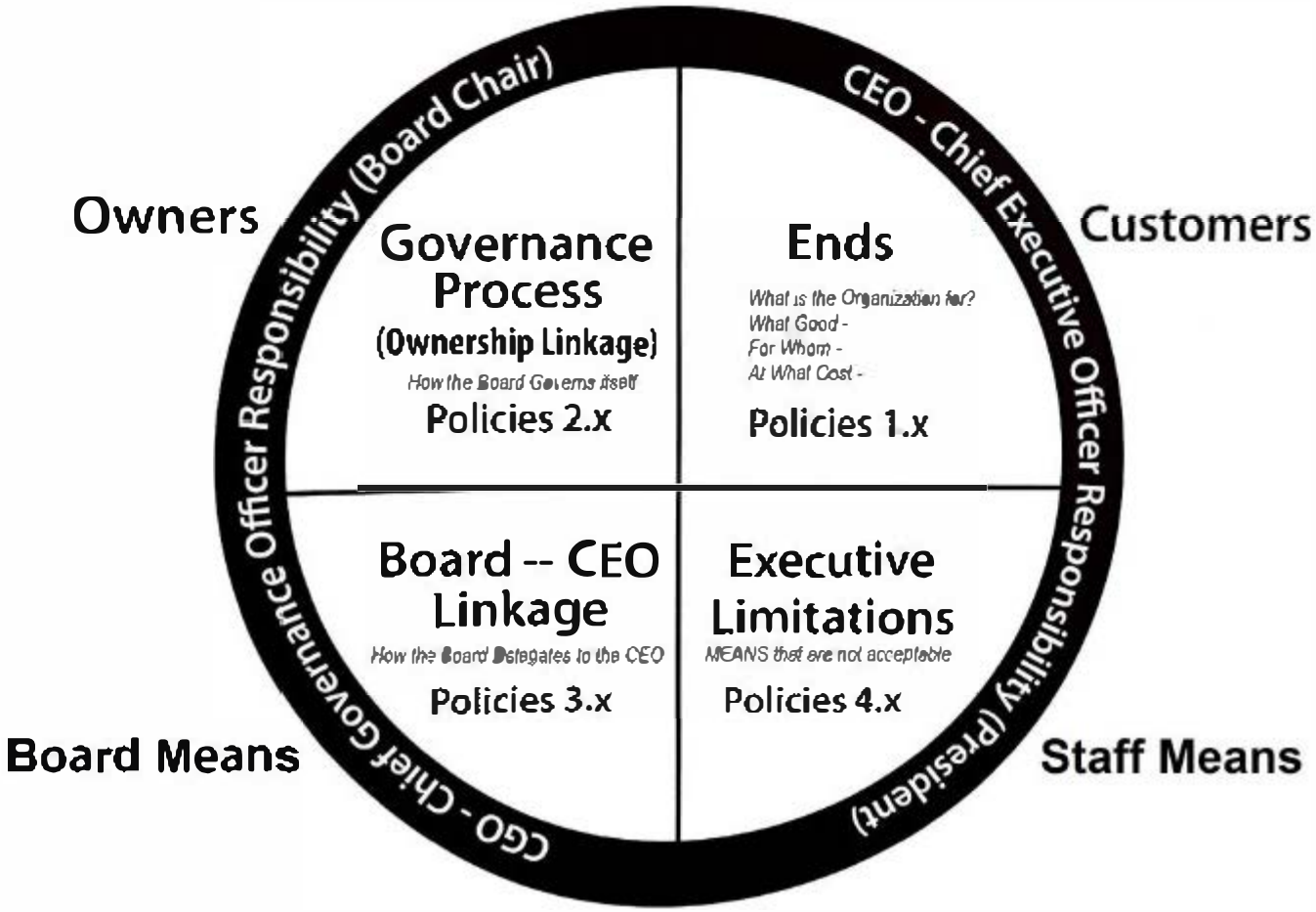
Policy Governance® Model