North Central State College

B O A R D P A C K E T

October 15, 2025

NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, October 15, 2025 5:30 pm – 164-Fallerius and Zoom

*** **NOTE: 4:30pm-5:30pm ANNUAL ETHICS TRAINING FOR TRUSTEES ONLY***

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 20, 2025 (NCSC Rep. *To be determined*)

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

A. Student Engagement Update

B. North Central State College Foundation/Development Update

C. Monitoring Report(s): Executive Limitations (04-20 Treatment of Consumers)

D. Updates/Other Page 49

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

Consent Agenda **(Action Required)**

Minutes:

A. Approval of Minutes for September 24, 2025 "Regular Meeting" Pages 9-23

Personnel Actions:

B. Consideration of Approval of Employment of College Personnel Page 24
– R-2025 – 34

C. Consideration of Approval of Contracts for Non-Probationary Faculty Page 25
– R-2025 – 35

Regular Agenda

A. Consideration of Approval of Free Speech on Campus Policy (12-04) Pages 26-31
– R-2025 – 36 – Dr. Dorey Diab **(Action Required)**

B. Treasurer's Report for September 30, 2025 – *Ms. Lori McKee* Pages 32-38
(Action Required)

VIII. POLICY GOVERNANCE

A. Nominating Committee Report – *Dr. Dwight McElfresh/Ms. Elisabeth Morando*

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

1. 2025-2026 Annual Calendar (IAW 02.70) Pages 39-40

2. Review of Actionable Items Page 41

3. Community Connections

C. Board Training (IAW 02.70(b)) Page 42

1. Policy Governance Rehearsal Scenario 4.9 (Case Study) Pages 43-44
   – *Mr. Mark Masters "Should Board Members Intervene in Staff Disputes?"*

2. Governance Policy Review (4.3, 4.4 & 4.5) – *Dr. Dwight McElfresh* Pages 45-47

D. Self-Evaluation Trends Report (IAW 02.70) (b)) – *Ms. Linda Nelson*

1. Reflections on 3rd Quarter Self-Evaluation Survey Trends (IAW 02.16)

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

A. 2025 ACCT Leadership Congress (October 22-25, 2025)
1. NCSC Presentation: Thurs. Oct. 23rd, 8:00am-9:00am; Galerie 1, 2nd Floor
2. Joint Presentation: Fri. Oct. 24th, 2:15pm-3:15pm; Mardi Gras Salon G/H, 3rd Floor
3. Meeting with Jackson College: Fri. Oct. 24th, 3:30pm-5:30pm; (presentation room)

B. 2025 OACC Annual Conference (November 13, 2025, Columbus State Community College) Call for Presentations: Deadline – October 17, 2025 (Presentation Discussion)

C. Joint Ohio State University Mansfield/North Central State College Board Meeting (December 3, 2025, 4:00pm – 5:00pm, Gimble Community Classroom 164-Fallerius)

D. Employee Appreciation/Awards Event (December 4th 3:30pm-5pm/Ralph Phillips Conf. Center)

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

XI. TIME AND PLACE OF NEXT MEETING – *Ms. Linda Nelson*
– Wednesday, December 3, 2025 – The Gorman Room (165-Fallerius)

XII. ADJOURNMENT – *Ms. Linda Nelson*

BOARD OF TRUSTEE MEETING DATES
2025

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

NCState Rep.	OSU-M Meeting Date	NCState Meeting Date	OSU-M Rep.
		January 15, 2025	
		February 26, 2025	
E. Morando	March 20, 2025	March 26, 2025	None
		April 23, 2025	
S. Stone	May 15, 2025	May 28, 2025 L-n-L Timken/CSC	K. Kmetz
		July 23, 2025	
		August 27, 2025	
None	September 18, 2025	Sept. 24, 2025	None
TBD	November 20, 2025	October 15, 2025	
		December 3, 2025	TBD

OSU-M 2025 Meeting Information:
Meetings are 4:30p.m. – 6:00 p.m. via Zoom or Eisenhower 113 (Board Room)

North Central State College

ENDS Policy Statements

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

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

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

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

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

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

North Central State College

Vision

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

Mission

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

Values *(Revised July 2, 2025)*

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

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

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

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

Differentiating Value

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

North Central State College Board of Trustees
(2025-2026 COLLEGE ACTIVITIES/PLANNING CALENDAR)

October 2025	**15 – Regular Board of Trustees Meeting (Fallerius)** **22-25 ACCT Leadership Congress (New Orleans, LA)**
November 2025	**No Regular Board meeting scheduled for November 2025** **13 – OACC Annual Conference (Columbus State Community College)** **20 – Ohio State Mansfield Advisory Board Meeting (Zoom or Eisenhower)**
December 2025	**3 – Regular Board of Trustees Meeting (Fallerius)** **3 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall)** **4 – NCSC Employee Appreciation Event (Ralph Phillips Conf. Ctr.)**
January 2026	**21 – Regular Board of Trustees Meeting (Fallerius)**
February 2026	**25 – Regular Board of Trustees Meeting (Fallerius)**
March 2026	**25 – Regular Board of Trustees Meeting (Fallerius)**
April 2026	**16 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center)** **22 – Regular Board of Trustees Meeting (Fallerius)**
May 2026	**7 – Graduate Picnic** **8 – Commencement (Graduation)** **27 – Regular Board of Trustees Meeting (Fallerius)**
June 2026	**No Regular Board meeting scheduled for June 2025**
July 2026	**22 – Regular Board of Trustees Meeting/Annual Planning Retreat (Kehoe)**
August 2026	**26 – Regular Board of Trustees Meeting (Fallerius)**
September 2026	**?? – 2026 ODHE Trustee Conference (Columbus)** **?? – Ohio State Mansfield Advisory Board Meeting** **23 – Regular Board of Trustees Meeting (Fallerius)**
October 2026	**21-24 ACCT Leadership Congress (Chicago, IL)** **28 – Regular Board of Trustees Meeting (Fallerius)**

Required Approvals Agenda

Consent Agenda

Minutes:

A. Approval of Minutes for September 24, 2025 "Regular Meeting"

Personnel Actions:

B. Consideration of Approval of Employment of College Personnel
– R – 2025 – 34

C. Consideration of Approval of Contracts for Non-Probationary Faculty
– R – 2025 – 35

Regular Agenda

A. Consideration of Approval of (12-04) Free Speech on Campus Policy
– R-2025 – 36 – Dr. Dorey Diab

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

North Central State College
Board of Trustees' Meeting
September 24, 2025

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 six in person and two online.

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 (Virtual)
Ms. Linda Nelson
Ms. Duana Patton (Virtual)
Mr. Steven Stone
Ms. Kimberly Winkle
Exempt:
Mr. Patrick Williams (IAW 10 U.S.C. §12302/38 U.S.C. §4312)

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; Mr. Doug Hanuscin, Executive Directory of Human Resources, Ms. Sara Rollo representing the Faculty Caucus, and Mr. Justin Beeman the new Facilitator for the Staff Caucus.

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

Ms. Linda Nelson explained that the agenda was full and emphasized the need to stay on schedule. An executive session was planned for later in the meeting. A business action may or may not follow the executive session.

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

Board Chair, Ms. Linda Nelson announced that no one attended the most recent OSU-M Advisory Board meeting. The next meeting is scheduled for November 20, 2025 and called for everyone to check their calendars, noting that the October meeting would determine if we have someone who can attend their November meeting.

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

A. Student Organizations Update

B. Foundation Update

The Student Organizations Update and the Foundation Update were deferred to next meeting to conserve time for what is expected to be a lengthy Executive Session.

C. Monitoring Report: Executive Limitations Policy – Communication and Support to the Board (04-10)

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

COMMUNICATION AND SUPPORT TO THE BOARD (EXECUTIVE LIMITATIONS)
Policy No. 3357:13-04-10

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.

Evidence of communicating with, informing and supporting the board by the president and the administration includes:

1. *Conference calls with the executive committee (current chair and vice chair, and former chair) prior to every board meeting to establish and discuss agenda items and related issues and send the information to the board three days ahead of time.*
2. *Providing supplemental information to the board during the meeting or in the board packet.*
3. *Going over important information during the monthly President's Report including students' input and issues, foundation update, and local, state and national issues and trends.*
4. *Corresponding (phone calls, emails) with board chair, executive committee and board members when important issues arise.*

5. *Sharing presentations with the board on important academic, economic, and political factors affecting the institution, and trends affecting higher education at the state or federal level.*
6. *Inviting representatives from the community or the college to speak before the board and provide additional insight, visit local organizations (Lorain County Community College, AACC CEO and Legislative VP), or hold a board meeting offsite (ES Consulting, Timken Co.).*
7. *Being well connected with state and federal entities such as OACC, AACC, ACCT and legislators / representatives and sharing changes affecting the college with the board.*
8. *Alerting the board to different community and state activities and events so they can link and learn and connect with the owners to independently gather information on issues.*
9. *The president, the president's office, and several college departments continue to provide the board with logistical and clerical assistance such as budget reports, board membership renewal, and travel arrangements. Any board non-compliance policy issues (including with individual board members) are brought to the attention of the board chair and the board.*
10. *Bringing up, before the board, data metrics (federal, state, local) that align board's Ends Policies and Executive Limitations with the strategic plan, the college vision and mission, and the academic and financial viability of the institution, especially during the board retreat. Examples include student access and success metrics; data on college human, fiscal, and physical resources; state share of instruction performance funding formula; budget contingency and reserve.*
11. *Submitting for board consideration feedback from internal (strategic planning participants, Cabinet) and external constituents (advisory boards, community members) on mission, vision, goals, students' skills, ends policy on equal opportunity and diversity.*
12. *The board was also informed about multiple presentations and articles to the written and spoken media in the community and the nation including press releases, public speech in the community, and presentations at OACC, AACC and ACCT among others.*

D. College Updates / Other

<u>College Update</u>

1. Communication with the board about the employee situation regarding political events
2. Rural Guided Pathways (RGP) presentation coach visit: Dr. Melinda Karp visited the campus on Monday and Tuesday, September 8th and 9th as part of the RGP College 3.0 initiative. She was a catalyst in guiding the internal College team on the three objectives of the project:
   a. College Credit Plus pathways
   b. Collegewide data dashboards
   c. Graduates performance indicators
3. Trustees conference on Sept 18 – update on the conference outcomes especially for those who could not attend.
4. Visiting classes and departments – students are very satisfied with the support of faculty and staff. One class requested Pickle Ball activities on the basketball court next to the Health Sciences building.
5. College-Now High School Student Percentages:

Engineering Cohort

District	No. Students	Percent
Ashland	1	1.52%
Buckeye Central	2	3.03%
Clear Fork	2	3.03%
Colonel Crawford	7	10.61%
Crestview	2	3.03%
Fredericktown	2	3.03%
Galion	2	3.03%
Lexington	7	10.61%
Lucas	4	6.06%
Madison	1	1.52%
Mansfield	2	3.03%
Northmor	2	3.03%
Ontario	9	13.64%
Shelby	20	30.30%
Upper Sandusky	1	1.52%
Wynford	2	3.03%
Total	66	100.00%

Business Cohort

Total Students = 93
Junior Kehoe – 48
Senior Kehoe – 38
Seniors AU - 7

High School		
Ashland Count	4	4.3%
Associate School Count	1	1.1%
Buckeye Central Count	2	2.2%
Clearfork Count	3	3.2%
Col. Crawford Count	4	4.3%
Crestview Count	4	4.3%
Galion Count	1	1.1%
Home School Count	2	2.2%
Lexington Count	8	8.6%
Lucas Count	9	9.7%
Mansfield Senior Count	2	2.2%
Mapleton Count	4	4.3%
Ontario Count	13	14.0%
Plymouth Count	9	9.7%
Shelby Count	16	17.2%
Willard Count	10	10.8%
Wynford Count	1	1.1%
Grand Count	93	100.0%

Update on Ohio State Initiatives

- President shared recent developments involving Ohio State University:
  - **Tuition Freedom Initiatives**: OSU has expanded efforts that mirror work NC State has pursued for years, creating added competition for the same limited demographic pool.
  - **CCP Engagement**: OSU, which previously resisted College Credit Plus (CCP) activity, is now pursuing it actively, allowing students to earn credits on campus.
  - **Partnership with Columbus State**: Students who complete an associate degree at Columbus State can transfer to OSU's main campus tuition-free.
  - **Regional Campus Incentives**: At OSU Mansfield, over 50% of students now come from outside the immediate area (Cuyahoga, Medina, Summit counties). Students completing their first year at a regional campus can now continue their baccalaureate degree at the main campus tuition-free.

Impact on NC State

- These initiatives significantly increase competition in the tuition-free education space.

- NC State is responding by expanding outreach, currently engaging with nearly 50 high schools.
- Approximately 50% of NC State's CCP enrollment now comes from headcount, with low-40% levels measured in credit hours.
- This progress represents steady growth and effort from the college team.

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 the roll was called:
Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Ms. Winkle
Nays: None
Passing unanimously, the following items were approved.

A. Approval of Minutes for August 27, 2025 "Regular Meeting"

B. Consideration of Approval of Status Change – *R-2025-29*

CONSIDERATION OF APPROVAL OF
STATUS CHANGES

R-2025-29

STATUS CHANGE

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

BEGINNING September 1, 2025
Rebecca Palmer

- *Rebecca Palmer is moving from Advisor, College Credit Plus to Staff Accountant, Accounts Payable.*

BEGINNING September 22, 2025
Jason Tucker

- *Jason Tucker is moving from Project Director, Title III Grant to Assistant Dean, Health Science Division.*

C. Consideration of Approval of Employment of College Personnel – *R-2025-30*

CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL

R-2025-30

<u>NEW HIRES</u>

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

BEGINNING September 2, 2025
Madison Eshelman, Teacher Assistant Substitute, Child Development Center

BEGINNING September 8, 2025
Shelbie Krumlaw, Admissions Representative/CCP Advisor
Bloomsburg University, Bachelor of Arts, Psychology Major

BEGINNING September 8, 2025
Robert Wappner, Admissions Representative
North Central State College, Associate of Applied Business, Digital Media Technology

BEGINNING September 15, 2025
Maddalynn Conrad, Teacher Assistant Substitute, Child Development Center

BEGINNING September 16, 2025
Sarah Grissom, Academic Liaison, Engineering Technology, Business and Criminal Justice Division
Indiana Wesleyan University, Bachelor of Science Psychology/Human Communication
Ashland University, Masters of Adult Education

BEGINNING September 22, 2025
Abigail Sauder, Paraprofessional and Teacher Assistant Substitute, Child Development Center

BEGINNING September 22, 2025
Lorelai Stufft, Teacher Assistant Substitute, Child Development Center

BEGINNING September 29, 2025
Cory Monica, Director, Workforce Development
University of Akron, Bachelor of Arts, History with a Minor in Marketing

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2025-30
Madison Eshelman is hired as Teacher Assistant Substitute at the Child Development Center.
Shelbie Krumlaw is hired as Admissions Representative/CCP Advisor to replace Joi Davis.
Robert Wappner is hired as Admissions Representative to replace Grace Brown.
Maddalynn Conrad is hired as Teacher Assistant Substitute at the Child Development Center.
Sarah Grissom is hired as Academic Liaison, Engineering Technology, Business and Criminal Justice Division to replace Stephanie Whitesel.
Abigail Sauder is hired as Paraprofessional and Teacher Assistant Substitute at the Child Development Center.
Lorelai Stufft is hired as Teacher Assistant Substitute at the Child Development Center.
Cory Monica is hired as Director, Workforce Development, to replace Randall Blankenship.

REGULAR AGENDA

A. Consideration of Approval of 2025 Low Enrollment Course and Program and Duplicate Program Report – *R-2025-31 – Dr. Dorey Diab/Dr. Kelly Gray*

CONSIDERATION OF APPROVAL OF
LOW ENROLLMENT COURSE AND PROGRAM AND
DUPLICATE PROGRAM REPORT

R-2025-31

WHEREAS: *Section 3345.35 of the Ohio Revised Code requires that the boards of trustees of each state institution of higher education evaluate all courses and programs based on enrollment and student performance, and*

WHEREAS: *House Bill 49 (HB49) requires that the boards of trustees of each state institution of higher education evaluate all courses and programs based on duplication within a geographic region, and*

WHEREAS: *for low enrollment programs, as defined by the chancellor, as well as duplicative courses and programs, boards must provide a summary of recommended actions including consideration of collaboration with other regional Institutions of Higher Education (IHEs) to deliver the courses and/or programs, and*

WHEREAS: *the report of these evaluations is to be submitted to the chancellor within thirty days after the evaluation.*

NOW, THEREFORE BE IT RESOLVED: *by the Board of Trustees of North Central State College that the required evaluations have taken place and the report of those evaluations has been reviewed and is hereby approved for submission to the chancellor as required.*

> **ACTION TAKEN:** Mr. Steven Stone moved for approval resolution R-2025-31 the 2025 Low Enrollment Course and Program and Duplicate Program Report. Ms. Kristin Aspin seconded the motion and the roll was called:
> Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Ms. Winkle
> Nays: None
> The item was approved with a unanimous vote.

B. Consideration of Approval of Institutional Plan to Offer a Course in American Civic Literacy – *R-2025-32 – Dr. Dorey Diab/Dr. Kelly Gray*

CONSIDERATION OF APPROVAL OF INSTITUTIONAL PLAN TO OFFER A COURSE IN AMERICAN CIVIC LITERACY

R-2025-32

WHEREAS, *Section 3345.382 of the Ohio Revised Code requires each state institution of higher education to develop and implement a plan to offer a course in American Civic Literacy; and*

WHEREAS, *the statute defines American Civic Literacy as including, but not limited to, the foundational principles and documents of the United States, such as the U.S. Constitution, the Federalist Papers, the Bill of Rights, and other significant historical texts that contribute to an understanding of the rights and responsibilities of citizenship; and*

WHEREAS, *North Central State College recognizes the importance of preparing students not only for career success but also for active, informed participation in civic life; and*

WHEREAS, *the administration of North Central State College has developed a plan to ensure compliance with this statutory requirement, which includes:*

1. *Curricular Offering: North Central State College will offer an American Civic Literacy course as part of its general education curriculum beginning with all graduates completing baccalaureate curricular requirements in the 2029-2030 academic year*

2. *Content Alignment: The course will include study of the U.S. Constitution, the Bill of Rights, the Federalist Papers, and other significant documents, along with an examination of the principles of self-governance, federalism, separation of powers, and individual rights.*

3. *Accessibility: The course will be offered in both in-person and online formats, ensuring broad access for all students, including traditional, non-traditional, and dual-enrollment populations.*

4. *Integration with Programs: The course will be designed to fulfill a general education requirement, making it applicable toward baccalaureate degree pathways.*

5. *Assessment and Reporting: The College will assess student learning outcomes related to civic knowledge and engagement and will maintain records of course offerings and student completion in compliance with reporting expectations from the Ohio Department of Higher Education.*

6. *Continuous Review: The Academic Quality and Curriculum Committee will review the course content and student learning outcomes on a regular cycle to ensure continued relevance and compliance with state requirements.*

NOW, THEREFORE, BE IT RESOLVED *that the North Central State College Board of Trustees hereby approves the institutional plan to offer a course in American Civic Literacy in accordance with Ohio Revised Code Section 3345.382; and*

***BE IT FURTHER RESOLVED** that the administration is authorized and directed to take all steps necessary to implement this plan, including notifying the Ohio Department of Higher Education and updating the College Catalog and academic program requirements accordingly.*

ACTION TAKEN: Ms. Kimberly Winkle moved for approval resolution R-2025-32 Institutional Plan to Offer a Course in American Civic Literacy. Mr. Mark Masters seconded the motion and the roll was called:
Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Ms. Winkle
Nays: None
The item was approved with a unanimous vote.

C. Consideration of Approval of Tuition Increase – *R-2025-33 – Dr. Dorey Diab/Ms. Lori McKee*

CONSIDERATION OF APPROVAL OF TUITION INCREASE

R-2025-33

***WHEREAS:** the Board of Trustees of North Central State College is committed to providing access to a high quality and affordable education, and*

***WHEREAS:** the Ohio General Assembly has allowed Ohio public colleges to increase in-state undergraduate instructional and general fees by not more than ten dollars per credit hour each academic year of the biennium, and*

***WHEREAS:** there is a continuous need to balance the budget in order to ensure the viability of the institution for the long term in serving its region, and*

***WHEREAS:** North Central State College tuition remains affordable especially in comparison to other nearby colleges and universities, and*

***WHEREAS:** tuition waivers and scholarships for Tuition Freedom, Second Chance, Choose Ohio First, and donors' specific scholarships and high school and home schooled/private schooled College Credit Plus students will continue to reduce the cost on students*

***NOW, THEREFORE, BE IT RESOLVED:** that the Board of Trustees hereby authorizes an increase in base tuition by ten dollars per credit hour for each academic year of the biennium.*

ACTION TAKEN: Dr. Dwight McElfresh moved for approval resolution R-2025-33 Tuition Increase. Ms. Kristin Aspin seconded the motion and the roll was called:
Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Ms. Winkle
Nays: None
The item was approved with a unanimous vote.

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

Ms. Lori McKee presented the Treasurer's Report for the period ending August 31, 2025. She stated that revenues for the month totaled $2,159,544. Expenditures were $1,775,460 leaving an excess of $384,084. Year-to-date revenues totaled $8,327,239. Year-to-date expenditures totaled $3,079,063 leaving an excess of $5,248,176. The Month End Investment Balance for August 2025 was $14,729,686 ($3,251,105 in Star Ohio and $11,478,581 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: Ms. Kimberly Winkle moved for approval of the Treasurer's Report for the period ending June 30, 2025. Dr. Dwight McElfresh seconded the motion, and the roll was called:
Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Ms. Winkle
Nays: None
The item was approved with a unanimous vote.

VIII. POLICY GOVERNANCE

A. Nominating Committee Report (Committee Recommendations)

Dr. Dwight McElfresh reported that all incumbent officers have been approached for confirmation of continuance in their current office for the second year and all have given their confirmation. Further, the Nominating Committee recommends Mr. Steven Stone, Mr. Patrick Williams, and Ms. Kimberly Winkle for consideration of reappointment to another term of service to the North Central State College Board of Trustees. All three nominees have accepted the committee's recommendation for reappointment; therefore, the nominating committee presents its recommendation for the Board's consideration.

ACTION TAKEN: On behalf of the nominating committee, Dr. Dwight McElfresh conveyed the committee's recommendation and made a motion for approval to forward the names of Mr. Steven G. Stone of Ashland County and Mr. Patrick D. Williams of Richland County for consideration of reappointment to local appointments and Ms. Kimberly Winkle of Crawford County for consideration of reappointment to a governor appointment. Ms. Kristin Aspin seconded the motion, and the roll was called:
Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Stone, Ms. Winkle
Nays: None
The item was approved with a unanimous vote.

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

1. 2025-2026 Annual Calendar/Agenda

Board Chair, Ms. Linda Nelson called for a preview of the 2025-2026 Annual Calendar/Agenda for the upcoming months of October, November, and December.

2. Review of Actionable Items.

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

a. ACCT Presentation Team come to September meeting by 4:00pm (1 hour early) for presentation assignments, discussion, and practice prior to the ACCT Leadership Congress– This item was accomplished prior to the meeting.

b. Confirm ACCT Voting Delegate for Leadership Congress– Following some brief discussion, Ms. Elisabeth Morando indicated that she would serve as the NCSC BOT Voting Delegate at the ACCT Leadership Congress.

c. Review CCP/CollegeNOW enrollment by county/region to gauge community awareness– This item was addressed earlier in the agenda.

d. Review/Confirm Ethics/SB1 Training Requirements and establish a plan for completion for 2025– This item will be addressed later in the agenda.

e. Send Board's Recommendation for Reappointment to Trustee Selection Committee and Governor's Office– This item will be accomplished following this meeting.

3. Community Connections.

Ms. Kimberly Winkle – reported attending the Shelby Foundation's annual fundraiser at the Kehoe Center. Attendees spoke highly of the venue, noting its beauty-especially during this time of year-and how effectively it showcases local businesses and organizations.

Ms. Kristin Aspin - raised a question about program structure: can students enroll directly after high school for all four years, or must they first complete an associate degree (e.g., through College Now)? The discussion clarified that:

- The nursing bachelor's degree is only a **completion program** (after finishing an associate degree).
- The engineering bachelor's degree offers **both entry points**—students can start after high school or transfer later after an associate degree.

A donor scholarship situation was discussed:

- A scholarship was recently established specifically for an engineering student pursuing a bachelor's degree.
- This prompted updates to scholarship forms to reflect modern program offerings, since the old forms only listed traditional two-year, four-year, or certificate pathways.
- Recognition was given to staff and leadership for their innovation, with appreciation expressed for adapting forms to align with evolving academic options.

Mr. Mark Masters - shared about having lunch with Senator Husted, who has been active in education and supportive of NCSC. Positive comments were reported regarding the college's role in the community, and the variety of ways organizations are partnering with NCSC. This feedback was described as affirming and encouraging.

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

1. Ms. Elisabeth Morando led the discussion of Rehearsal Scenario 6.05 "Ownership Linkage: Now What?"

In this scenario: The board's Ownership Linkages Committee has had very positive meetings with an organization representing a segment of the ownership. The committee wants to follow through to ensure that operational ideas suggested in the meeting are implemented. What should the board do?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Ms. Kristin Aspin led the discussion and review of Governance Process policies 4.0, 4.1& 4.2. The Board concurred that policies 4.0, 4.1& 4.2 are all still relevant and still accurate.

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

A. 2025 ACCT Leadership Congress (October 22-25, New Orleans, LA)

The board discussed preparations for participation in the upcoming ACCT Leadership Congress. Dr. Dorey Diab addressed the joint meeting with the Board of Trustees from Jackson College following their joint presentation. He shared an agenda of discussion topics submitted by Jackson College as well as some agenda items to be submitted on behalf of our Board and called for any additional topics of interest. Following some brief discussion, Trustees felt that the items already submitted by both institutions were sufficient to get the conversations started and would likely segue into other areas of interest.

B. Reflections for ODHE Trustee Conference (September 18th @ Columbus State)

Board Chair called for reflections from the latest Trustee Conference. Highlights included:

- Several high-level speakers addressed attendees:
    - The **Chancellor** spoke multiple times.
    - The **Governor** delivered an address.

- Presentations included:
    - Haven Ladd and Elizabeth Summer discussed the importance of **maintaining strong financial margins**.
    - A student perspective clip was shown, emphasizing the idea that **perception is reality in public opinion**.
    - A session reviewed mechanical aspects of suggested legislation.

- The Chairman's luncheon featured remarks from:
    - Senator **Jerry Cerino**
    - Representative **Brian Stewart**
    - Lt. Governor **Jim Tressel**

- Their contributions centered on leadership, policy, and higher education perspectives.

- Trustee Engagement is key:

    - Reflections noted that trustees present at the conference were engaged and that the topics covered were a strong fit for ongoing governance discussions.
    - Positive feedback was shared on the relevance and quality of the sessions.

C. Review/Confirm Ethics Training Requirements for 2025

Ms. Linda Nelson called for confirmation of those who have completed the annual ethics training up to this point. Board Secretary, Mr. Stephen Williams, reported that he will reach out to our current counsel to see if they are able to provide this year's training. Mr. Williams reminded Trustees that the online training only required one hour of time to complete and was another viable option for Trustees. Following some further discussion, Board Secretary, Mr. Williams was directed to follow-up with our counsel to see if their conducting the training was a viable option for the October 15, 2025 meeting. Those unable to attend or those wishing to do so, were encouraged to consider fulfilling their annual ethics training requirement via the Ohio Ethics Commission's online training option.

X. EXECUTIVE SESSION

The Chair called for an Executive Session at 7:00 p.m. to discuss 1. Collective Bargaining Strategy and 2. Security Matters. Dr. Dwight McElfresh made a motion and it was seconded by Mr. Steven Stone. Ms. Linda Nelson, Board Chair, explained that there may or may not be 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”
Ms. Kimberly Winkle – “yes”

At 7:42 p.m., the Chair, Ms. Linda Nelson declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

XI. MEETING EVALUATION (IAW 02.16)

Board Chair, Ms. Linda Nelson, called for discussion on tonight’s meeting. Trustees noted that the technology issues were quite distracting and took away from what might have otherwise been some good discussions.

XII. TIME AND PLACE OF NEXT MEETING

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, October 15, 2025, in the Gorman Room (165-Fallerius).

XIII. 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 7:45 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-2025-34

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 October 13, 2025
Russel Lloyd, Work-Based Learning Manager, Engineering Technology, Business and Criminal Justice Division
Kennesaw State University, Bachelor of Business Administration, Business Management
Cleveland State University, MBA, Business Management

BEGINNING October 13, 2025
Paige Darling, Teacher Assistant Substitute, Child Development Center

BEGINNING October 14, 2025
Theresa Roth-Groth, Project Director, Title III Grant
MedCentral College of Nursing, Diploma
Ohio State University, Bachelor of Science, Nursing
Ashland University, Master of Business Administration, Executive Management
Capella University, PhD, Organization and Management

BEGINNING October 20, 2025
Ellie Jindra, Career Pathway and Internship Coordinator
Ashland University, Bachelor of Science, Sport Management

BEGINNING October 20, 2025
David Wright, Work-Based Learning Specialist, Engineering Technology, Business and Criminal Justice Divison
Columbia Southern University, Bachelor of Science, Business Administration, Associate of Science, Occupational Safety and Health

BEGINNING October 27, 2025
Rachel Kral, Advisor, College Credit Plus
Muskingum University, Bachelor of Arts, Education

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2025-34
Russell Lloyd is hired as Work-Based Learning Manager.
Paige Darling is hired as Teacher Assistant Substitute at the Child Development Center.
Theresa Roth-Groth is hired as Project Director, Title III Grant to replace Jason Tucker.
Ellie Jindra is hired as Career Pathway and Internship Coordinator to replace Ashley Hedrick.
David Wright is hired as the Work-Based Learning Specialist.
Rachel Kral is hired as Advisor, College Credit Plus to replace Rebecca Palmer.

CONSIDERATION OF APPROVAL OF CONTRACTS FOR NON-PROBATIONARY FACULTY

R-2025-35

BE IT RESOLVED: *by the Board of Trustees of North Central State College that approval is hereby given to the Administration of the College for the "memos of intent" issued to the following faculty, recommended without reservation, for renewal of contracts for the period stated below:*

THREE-YEAR NON-PROBATIONARY 9-MONTH CONTRACT (Summer Semester 2026 through Fall Semester 2028)

Karen Danielson

CONSIDERATION OF APPROVAL OF
12-04 FREE SPEECH ON CAMPUS POLICY

R-2025-36

WHEREAS, *North Central State College affirms its commitment to fostering an educational environment that upholds the principles of open inquiry, intellectual diversity, and the constitutional rights of freedom of expression; and*

WHEREAS, *Ohio Senate Bill 1 (SB 1), known as the Advance Ohio Higher Education Act, requires each state institution of higher education to adopt and maintain a policy that safeguards free speech and to establish a complaint process for alleged violations of free speech or intellectual diversity rights; and*

WHEREAS, *the College adopted Policy 3357:13-12-03, Compliance with the Advance Ohio Higher Education Act (SB 1), which affirms the College's commitment to institutional neutrality, academic integrity, and intellectual diversity in teaching, learning, and operations; and*

WHEREAS, *SB 1 further requires that any complaint related to intellectual diversity or alleged violations of the College's SB 1 compliance policy be addressed through a designated free speech complaint process; and*

WHEREAS*, the proposed Policy 3357:13-12-04, Free Speech on Campus Policy, establishes the College's comprehensive framework for protecting lawful expression on campus and provides the complaint process required by SB 1, ensuring consistency and alignment with state law and the College's existing compliance structure; and*

WHEREAS, *the policy distinguishes between Freedom of Speech and Academic Freedom, recognizing that both are vital to the College's mission while operating under different legal and professional standards; and*

WHEREAS, *the policy reinforces institutional neutrality by affirming that individual expression by employees or students represents their personal viewpoints and does not constitute an official position of the College; and*

WHEREAS, *the Board of Trustees recognizes that the protection of free speech and academic freedom strengthens the College's mission of discovery, learning, and civic engagement.*

NOW, THEREFORE, BE IT RESOLVED: *By the Board of Trustees of North Central State College that Policy 3357:13-12-04, Free Speech on Campus Policy, is hereby approved and adopted as presented, effective October 15, 2025.*

BE IT FURTHER RESOLVED: *That the President is hereby authorized and directed to implement Policy 3357:13-12-04 and ensure all related procedures, training, and communication efforts are established to support compliance with Senate Bill 1 and the College's mission.*

(see attached policy)

3357:13-12-04 Free Speech on Campus Policy

(A) Definitions

(1) *Free speech:* Expression protected by the First Amendment to the United States Constitution and Article I, Section 11 of the Ohio Constitution, including verbal, written, and symbolic expression.

(2) *Academic Freedom:* The professional right of faculty to pursue research, teaching, and publication based on expertise and scholarly activity within their discipline. Academic Freedom supports the open pursuit and dissemination of knowledge in the classroom and through scholarship.

Clarification: Freedom of Speech and Academic Freedom, though related, are distinct. Freedom of Speech protects the constitutional right of any individual to express personal opinions; Academic Freedom protects the professional right to explore, teach, and publish grounded in one's scholarly or professional expertise. Both freedoms may involve expression that is controversial, but neither is absolute. Limitations include applicable laws and professional standards such as workplace policies, prohibitions against true threats, harassment, or defamation, avoidance of class disruption or plagiarism, and restrictions on personal or political advocacy outside one's discipline.

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

(4) *Time, place, and manner restrictions:* Content-neutral rules governing when, where, and how expressive activities occur, provided they are narrowly tailored, serve a significant institutional interest, and leave open ample alternative channels.

(5) *Substantial disruption:* Conduct that materially interferes with the ability of others to listen, speak, or participate in College programs, services, or operations.

(B) Institutional Declarations

The College affirms and declares that it will:

(1) Protect the fullest degree of free expression for all students, faculty, staff, and invited speakers, subject only to reasonable, content-neutral time, place, and manner restrictions.

(2) Maintain campus as a marketplace of ideas where individuals may speak, listen, challenge, and debate without suppression based on viewpoint.

(3) Not shield individuals from speech merely because it is offensive, disagreeable, or controversial.

(4) Respect academic freedom in classroom settings while allowing faculty to impose reasonable, viewpoint-neutral limitations necessary to achieve legitimate pedagogical objectives.

(5) Distinguish between Freedom of Speech and Academic Freedom, recognizing that both are vital to the College's mission yet operate under different standards of responsibility and law.

(6) Ensure that concerns about civility or respect are not used as a pretext to restrict free speech rights.

(7) Encourage individuals to exercise their rights of free expression as their own, while clearly distinguishing such expression from official statements of the College. Speech or expression by employees or students shall not be attributed to the College or construed as representing the institution's official position unless expressly authorized

(8) Protect students, employees, and speakers from retaliation for exercising free speech rights or for filing good-faith complaints under this policy.

(C) General Prohibitions

(1) The College shall not:

(a) Restrict expression protected under the U.S. or Ohio Constitutions solely on the basis of viewpoint or content.

(b) Impose restrictions on lawful expressive activity in outdoor areas of campus, except through viewpoint-neutral time, place, and manner rules.

(c) Deny student organizations access to facilities, funding, or benefits available to other organizations based on viewpoint.

(d) Require students, faculty, or staff to endorse a political or ideological position as a condition of study, employment, or participation.

(2) The College may restrict:

(a) True threats, harassment as defined by law, defamation, obscenity, or incitement to imminent lawless action.

(b) Substantial disruption of College operations, classes, or official events.

(c) Unauthorized commercial solicitation or use of College property inconsistent with its intended purpose, provided restrictions are content-neutral.

(D) Complaints

(1) Any complaint concerning a violation of this policy, or concerning matters of intellectual diversity or SB1 compliance, may submit a complaint about an alleged violation of this policy by an employee of the College. A complaint can be submitted by submitting (15-021a- Universal Complaint/Feedback form)

(2) Complaints must be submitted in writing (physical or electronic) to the College's designated Free Speech Compliance Officer within ten (10) business days of the alleged violation.

(3) The Compliance Officer shall investigate complaints, notify involved parties, gather evidence, and issue a written finding.

(4) If requested, a hearing panel appointed by the President or designee may review the matter and recommend remedies or sanctions.

(5) Appeals may be submitted to the President (or designee) within five (5) business days of a decision, based on procedural error or new evidence.

(6) Remedies and sanctions must align with applicable College policies and may include corrective action, education/training, suspension of privileges, or disciplinary measures.

(E) Responsibilities

(1) *Board of Trustees:* Approve the Free Speech Policy and receive compliance reports as necessary.

(2) *President:* Ensure institutional adherence; designate a Free Speech Compliance Officer.

(3) *Free Speech Compliance Officer:* Administer this policy, oversee complaint procedures, maintain records, provide training, and liaise with state entities.

(4) *All Employees and Students:*

(a) Respect and uphold free speech rights,

(b) comply with College procedures,

(c) participate in training as required.

(d) When exercising personal free speech rights, employees and students are responsible for clarifying that their views are their own and not official statements on behalf of the College or their employer, unless specifically authorized to speak in an official capacity.

(F) Enforcement

Failure to adhere to this policy may result in corrective or disciplinary action in accordance with College policies, up to and including termination of employment, dismissal, or revocation of privileges, and may be subject to state or federal penalties.

Effective: October 15, 2025
Next Review: October 1, 2030
Review Dates: 10/15/25

The Treasurer's Report
with Dashboard Analysis

for the Period Ending

September 30, 2025

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

	Jul-25	Aug-25	Sep-25	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Prior YTD	Current vs. Prior
Revenues:									
State Share of Instruction	$830,619	$830,619	$830,619	$2,491,857	2,538,013	($46,156)	10,152,053	$2,348,016	$143,841
Student Tuition and Fees	5,237,346	$1,130,061	$84,902	6,452,309	6,526,976	(74,667)	11,253,407	6,238,212	214,097
Other Revenues	14,956	$146,022	$114,347	275,325	159,550	115,775	638,200	335,986	(60,661)
University Center	0	$0	$0	0	0	0	0	0	0
Capital Debt Service	0	$0	$0	0	0	0	40,000	71,945	(71,945)
Child Development Center	71,700	50,785	138,508	260,993	166,991	94,002	667,964	236,773	24,220
Workforce & Community Development	3,579	1,817	36,816	42,212	84,404	(42,192)	337,615	72,998	(30,786)
Facilities	9,495	240	$6,040	15,775	12,243	3,532	48,972	13,895	1,880
Fund Balance	0	0	0	0	0		0	0	0
Total Revenues	**$6,167,695**	**$2,159,544**	**$1,211,232**	**$9,538,471**	**$9,488,177**	**$50,294**	**$23,138,211**	**$9,317,825**	**$220,646**
Expenditures:									
Payroll	$235,173	$779,440	$722,678	1,737,291.00	1,608,147	($129,144)	$8,921,141	$1,723,213	($14,078)
Fringes	85,890	$443,880	$273,912	803,682.10	836,168	$32,486	4,348,073	740,366	(63,316)
Printing	3,861	$5,564	$4,298	13,723.54	7,838	($5,886)	31,350	6,346	(7,378)
Advertising	1,900	$13,008	$5,781	20,689.35	39,500	$18,811	158,000	15,089	(5,600)
Postage	0	$266	$0	265.59	12,500	$12,234	50,000	350	84
Shared Campus Expense	0	$273	$137	410.00	0	($410)	1,100,000	341	(69)
Professional Development	6,432	$9,336	$7,449	23,216.57	92,434	$69,217	369,735	40,836	17,619
Grants and Scholarships	23,865	$393	$117,298	141,556.16	550,000	$408,444	2,200,000	134,963	(6,593)
Equipment Lease and Rental	8,919	$4,460	$4,460	17,838.62	26,050	$8,211	104,200	19,161	1,322
New Equipment	2,489	$18,317	$1,275	22,081.27	82,044	$59,963	328,177	4,478	(17,603)
Professional Fees	26,183	$18,824	$14,051	59,057.32	88,256	$29,198	353,022	35,103	(23,954)
All Other Expenses	819,498	239,432	604,273	1,663,202.79	711,143	($952,060)	2,844,573	1,308,521	(354,682)
Child Development Center	12,098	98,582	57,330	168,010.00	143,589	($24,421)	721,586	150,518	(17,492)
Corporate	8,617	15,201	17,319	41,137.00	43,388	$2,251	203,875	47,360	6,223
Facilities	68,678	128,485	80,243	277,406.00	291,124	$13,718	1,354,479	298,472	21,066
Total Expenditures	**$1,303,603**	**$1,775,460**	**$1,910,504**	**$4,989,567**	**$4,532,180**	**($457,387)**	**$23,088,211**	**$4,525,117**	**($464,450)**
Excess (Deficit)	**$4,864,093**	**$384,084**	**($699,272)**	**$4,548,904**	**$4,955,997**	**($407,093)**	**$50,000**	**$4,792,708**	**($243,804)**

Total Investment Balance - $14,794,873 ($3,262,851 - Star Ohio and $11,532,022 - Park National)

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

	Jul-25	Aug-25	Sep-25	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget
Office Supplies	292.36	28.50	932.24	1,253.10	3,206.25	1,953.15	12,825.00
Instructional Supplies - Lecture	27.49	15.33	0.00	42.82	6,179.25	6,136.43	24,717.00
Paper Supplies	0.00	0.00	0.00	0.00	3,000.00	3,000.00	12,000.00
Other Supplies	0.00	23,242.98	940.58	24,183.56	7,403.75	(16,779.81)	29,615.00
Instructional Supplies - Lab	58,708.13	43,587.22	67,042.22	169,337.57	124,664.28	(44,673.30)	498,657.10
Travel	40.00	1,248.11	151.27	1,439.38	6,582.50	5,143.12	26,330.00
Non-Inventory Software (501)	9,216.18	0.00	0.00	9,216.18	3,783.75	(5,432.43)	15,135.00
Non-Inventory Books	0.00	0.00	0.00	0.00	375.00	375.00	1,500.00
Equipment Maintenance	0.00	0.00	0.00	0.00	12,552.75	12,552.75	50,211.00
Software Upgrade/Maintenance	660,293.75	125,232.72	388,811.78	1,174,338.25	268,618.97	(905,719.28)	1,074,475.87
Building Maintenance	0.00	0.00	0.00	0.00	3,750.00	3,750.00	15,000.00
Vehicle Maintenance	0.00	94.30	225.60	319.90	3,000.00	2,680.10	12,000.00
Telephone	0.00	15,229.16	1,106.12	16,335.28	31,750.00	15,414.72	127,000.00
Cell Phones	0.00	920.25	920.54	1,840.79	3,250.00	1,409.21	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Security	0.00	439.45	0.00	439.45	750.00	310.55	3,000.00
Internet Connection	0.00	3,660.88	2,080.44	5,741.32	20,000.00	14,258.68	80,000.00
License Fees	205.50	0.00	274.00	479.50	1,034.25	554.75	4,137.00
Bank Fees - General	725.45	1,099.58	1,103.27	2,928.30	2,300.00	(628.30)	9,200.00
Bank Fees - Credit	0.00	1,809.58	7,250.96	9,060.54	13,000.00	3,939.46	52,000.00
Insurance	0.00	0.00	98,051.00	98,051.00	44,555.00	(53,496.00)	178,220.00
Shipping/Freight	0.00	0.00	0.00	0.00	1,000.00	1,000.00	4,000.00
Sponsored/Donated	800.00	315.00	1,500.00	2,615.00	3,050.00	435.00	12,200.00
Commencement	0.00	0.00	0.00	0.00	6,025.00	6,025.00	24,100.00
Catering	0.00	132.07	910.83	1,042.90	2,871.00	1,828.10	11,484.00
Subscriptions	0.00	2,023.23	14.99	2,038.22	2,300.00	261.78	9,200.00
Dues	86,637.48	19,871.81	50.00	106,559.29	38,099.50	(68,459.79)	152,398.00
Program Development	0.00	0.00	0.00	0.00	125.00	125.00	500.00
Recruitment	0.00	1,000.00	0.00	1,000.00	1,000.00	0.00	4,000.00
Other Expense	3,147.67	78.99	27,722.19	30,948.85	70,667.01	39,718.16	282,668.03
Bad Debt Expense	(3.00)	1.00	2,144.59	2,142.59	26,250.00	24,107.41	105,000.00
Collection Costs	(593.35)	(598.49)	3,040.84	1,849.00	0.00	(1,849.00)	0.00
	819,497.66	239,431.67	604,273.46	1,663,202.79	711,143.25	(952,059.54)	2,844,573.00

North Central State College
Period Ending September 30, 2025

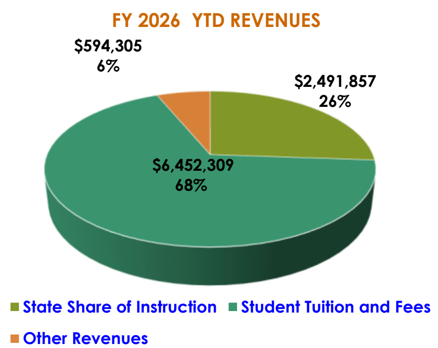
	Jul-25	Aug-25	Sep-25	Current YTD	Beginning Budget	Budget Release	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center									
Revenues	$ 71,700	$ 50,785	$ 138,508	260,993	$ 667,964	$ 166,991	$ 94,002	$ 236,773	$ 24,220
Payroll	6,683	50,841	32,607	90,131	384,723	$ 73,985	(16,146)	87,809	(2,322)
Fringes	3,218	44,451	15,993	63,662	253,273	$ 48,706	(14,956)	54,165	(9,497)
Non-Payroll	2,197	3,290	8,730	14,217	83,590	$ 20,898	6,681	8,544	(5,673)
Total Expenses	12,098	98,582	57,330	168,010	721,586	143,589	(24,421)	150,518	(17,492)
Excess (Deficit)	$ 59,602	$ (47,797)	$ 81,178	$ 92,983	$ (53,622)	$ 23,402	$ 69,581	$ 86,255	$ 6,728
Corporate									
Workforce & Community Development									
Revenues	$ 3,579	$ 1,817	$ 36,816	42,212	$ 337,615	$ 84,404	$ (42,192)	$ 72,998	$ (30,786)
Payroll	1,553	11,400	8,966	21,919	102,921	$ 19,793	(2,127)	20,991	(928)
Fringes	453	3,690	1,385	5,528	28,474	$ 5,476	(52)	6,079	551
Non-Payroll	6,611	111	6,968	13,690	72,480	$ 18,120	4,430	20,290	6,600
	8,617	15,201	17,319	41,137	203,875	43,388	2,251	47,360	6,223
Excess (Deficit)	(5,038)	(13,384)	19,497	1,075	133,740	41,015	(39,940)	25,638	(24,563)

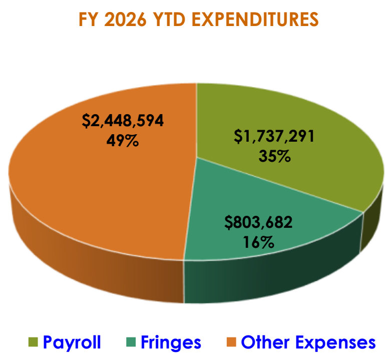
North Central State College
Fiscal Year 2026

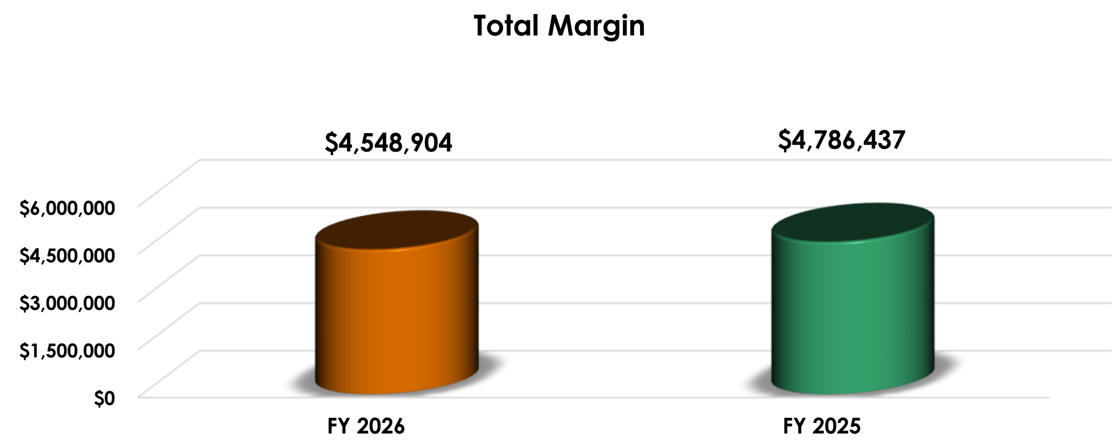
Financial Update

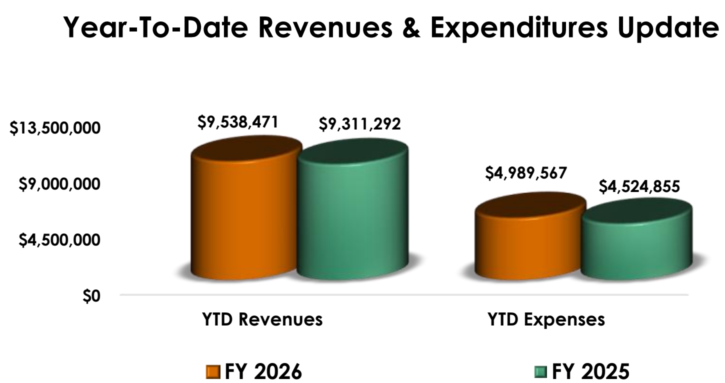
Revenues - Expenditures Summary

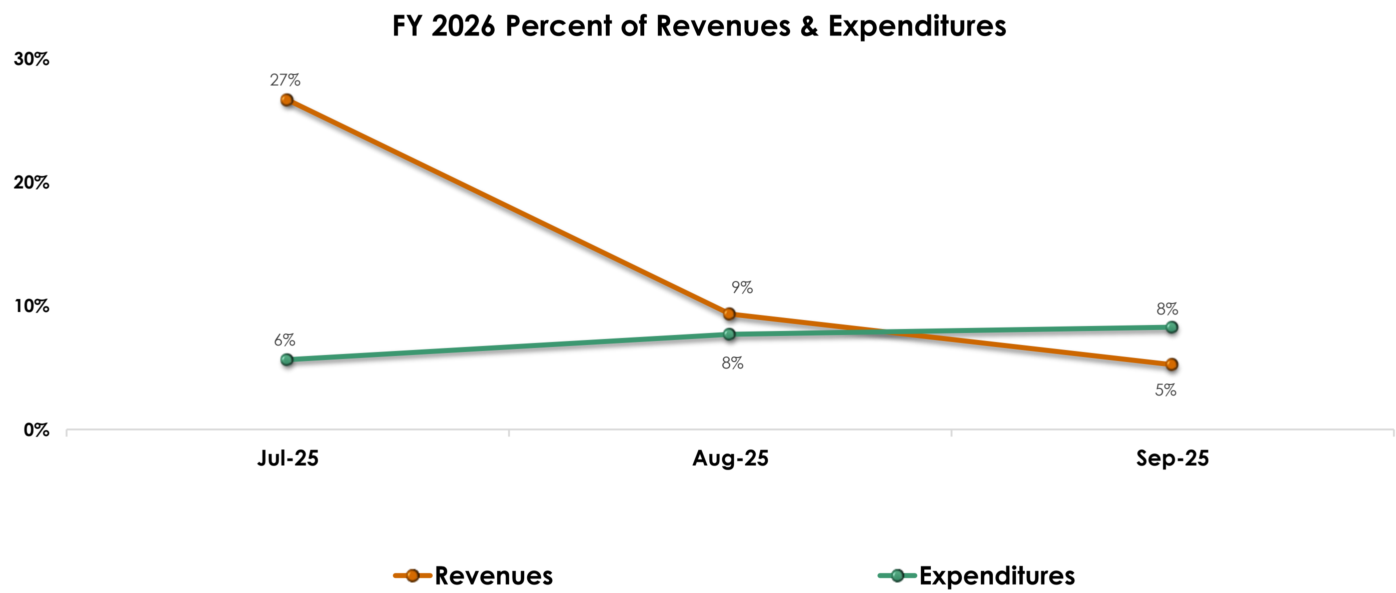
	Approved Budget	September	YTD	% of Total
REVENUES	$23,138,211	$1,211,232	$9,538,471	41.2%
EXPENDITURES	$23,088,211	$1,910,504	$4,989,567	21.6%
TOTAL MARGIN		($699,272)	$4,548,904	











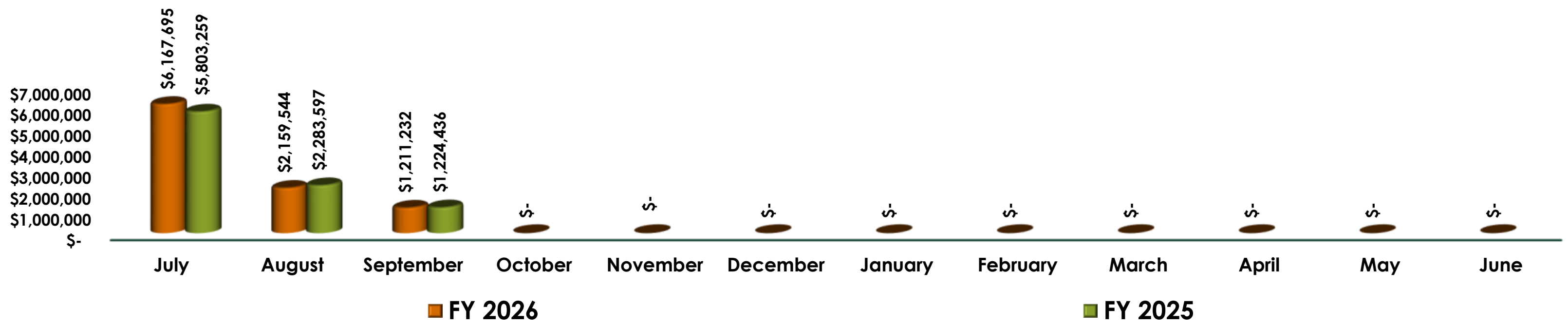
North Central State College

Fiscal Year 2026

YTD Thru Seeptember 2025 Financial Update

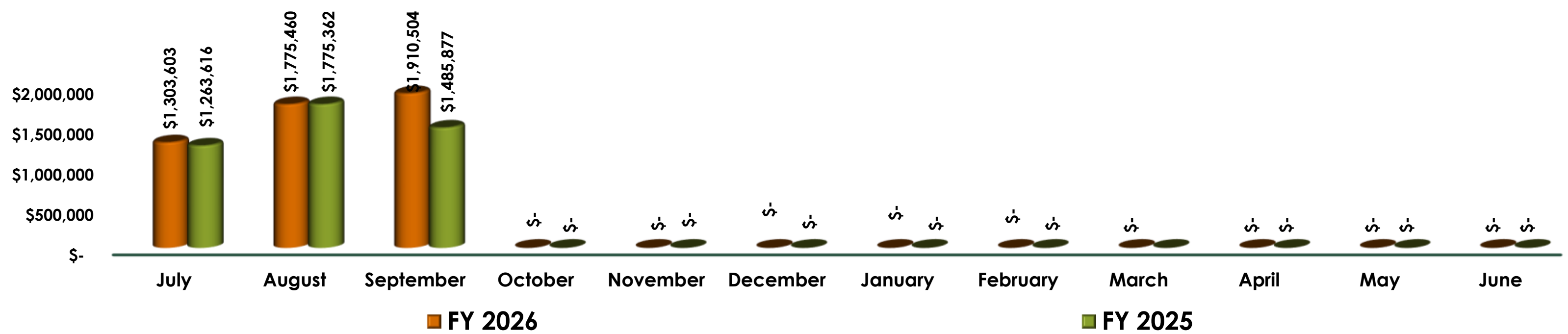
Revenues

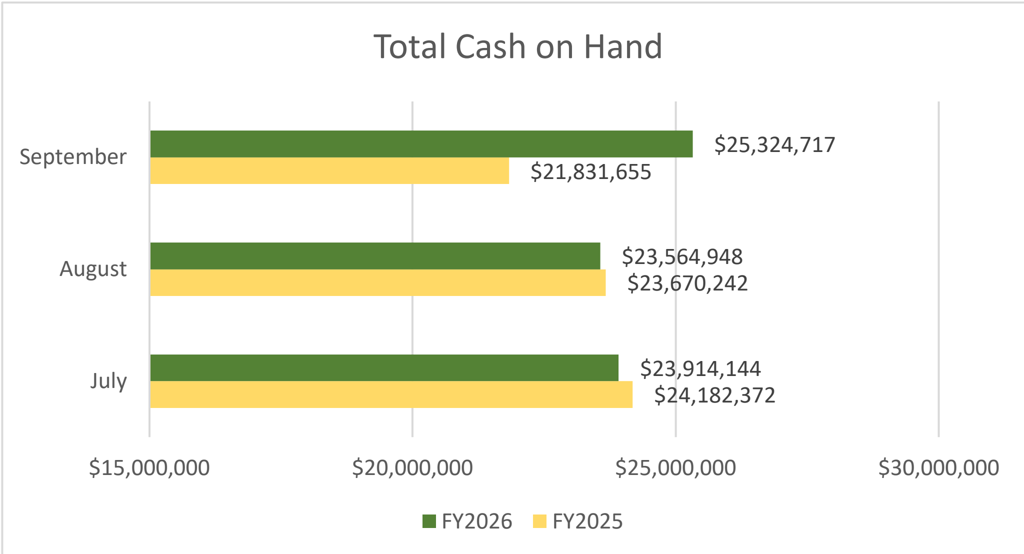
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	$ 6,167,695	$ 2,159,544	$ 1,211,232	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2025	$ 5,803,259	$ 2,283,597	$ 1,224,436									
% Variation	6%	-5%	-1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!



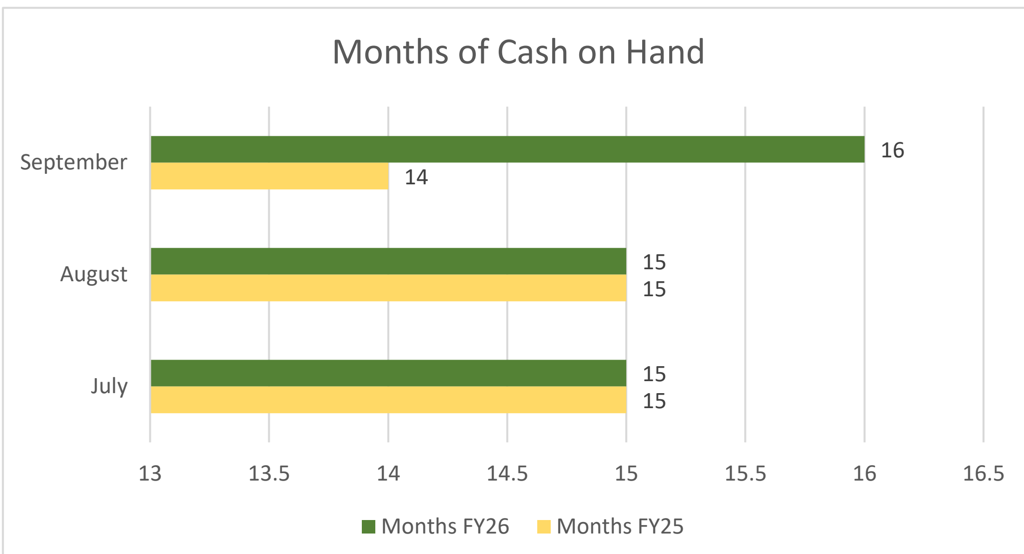
Expenditures

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2026	$ 1,303,603	$ 1,775,460	$ 1,910,504	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2025	$ 1,263,616	$ 1,775,362	$ 1,485,877	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
% Variation	3%	0%	29%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!





Total Cash on Hand
September
August
July
$25,324,717
$21,831,655
$23,564,948
$23,670,242
$23,914,144
$24,182,372
$15,000,000
$20,000,000
$25,000,000
$30,000,000
FY2026
FY2025



Months of Cash on Hand
September
August
July
16
14
15
15
15
15
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14.5
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15.5
16
16.5
Months FY26
Months FY25

NORTH CENTRAL STATE COLLEGE
GOVERNANCE PROCESS POLICY 2.7
BOARD OF TRUSTEES ANNUAL AGENDA/CALENDAR
Fiscal Year 2026

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

June 2025:	BOT does not meet in June for summer break
July 2025:	Campus Completion Plan Update (due in even numbered years) Board of Trustees Annual Planning Retreat President/CEO's Monitoring Report/Sustainability Presentation PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5) Acceptance of Annual Monitoring Report Review Board Annual Self-Assessment Survey Trends Results Development/Approval of Board Annual Agenda/Calendar for 2025-2026
August 2025:	President's Performance Evaluation/Contract/Compensation PolGov Rehearsal Scenario (4.6) PolGov Policy Review (3.3 & 3.4) BOT Self-Assessment Survey Trends Report (2nd Quarter) Low Enrollment and Duplicative Courses and Program Report (every 3 years; Next Report Due in August of 2028) Board-Ownership Linkage Activity: David Baime, Senior Vice President, Government Relations for AACC (See About Information)
September 2025:	PolGov Rehearsal Scenario (6.5) PolGov Policy Review (4.0, 4.1 & 4.2) Review Remaining Annual Ethics/SB1 Training Requirements Board-Ownership Linkage Activity: Ohio Trustees Conference
October 2025:	Nominating Committee reports *expiring terms* to the Board Nominating Committee reports *Confirmation of Officers* for 2026 Annual Report of Efficiency Review (routinely in October) PolGov Rehearsal Scenario (4.9) PolGov Policy Review (4.3, 4.4 & 4.5) BOT Self-Assessment Survey Trends Report (3rd Quarter) Board-Ownership Linkage Activity Discussion
November 2025:	No regular board meeting in November for Thanksgiving break OACC Annual Conference
December 2025:	Audit Report presented to Board (privately) and (publicly) Conclude Confirmation of BOT Officers & Approvals for Reappointment Annual Report of Efficiency Review (routinely in October) PolGov Rehearsal Scenario (5.11) PolGov Policy Review (4.6, 4.7 & 4.8) Board-Ownership Linkage Activity: Employee Appreciation Banquet Board-Ownership Linkage Activity: NCSC/OSU-M Joint Board Meeting Deadline for BOT Annual Ethics Training

January 2026:	All Board appointments are official and begin on the 17th Installation/Confirmation of BOT Officers (installation - odd year) Reorganization of Board Committees (Nominating & Executive) PolGov Rehearsal Scenario (TBD) PolGov Policy Review (4.9) Emergency Executive Succession Plan Emergency Executive Succession Plan Statement (President/CEO) BOT Self-Assessment Survey Trends Report (4th Quarter) Board-Ownership Linkage Activity Discussion
February 2026:	PolGov Rehearsal Scenario (TBD) PolGov Policy Review (2.0, 2.1 & 2.2) Board-Ownership Linkage Activity Discussion
March 2026:	PolGov Rehearsal Scenario (TBD) PolGov Policy Review (2.3, 2.4 & 2.5) Board-Ownership Linkage Activity Discussion
April 2026:	PolGov Rehearsal Scenario (TBD) PolGov Policy Review (2.7, 2.8 & 2.9) Community Connections Activity: NCO Hall of Excellence BOT Self-Assessment Survey Trends Report (1st Quarter) Determine BOT Annual Evaluation Tool to be used at retreat Board-Ownership Linkage Activity Discussion Student Interaction: Honors College Presentation(s)
May 2026:	Operating Budget Presentation/Approval for coming fiscal year Investment Policy Approval PolGov Rehearsal Scenario (TBD) PolGov Policy Review (3.0, 3.1 & 3.2) Distribute Board Annual Self-Assessment Tool Review/Draft Board Annual Calendar (Official adoption at July Retreat) Deadline for filing Annual Financial Disclosure Statements (May 15th) OACC Annual Event for Board Members Board-Ownership Linkage Activity Discussion
June 2026:	BOT will not meet in June for summer break
July 2026:	Approval/Submission: College Completion Plan Board of Trustees Annual Planning Retreat President/CEO's Monitoring Report Presentation PolGov Policy Review (1.0, 1.1, 1.2, 1.3, 1.4 & 1.5) Review Board Self-Assessment Tool Results Development/Approval of Board Annual Calendar for coming year

Board-Ownership Linkage Activities for Future Consideration:

1.

North Central State
COLLEGE

Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Prepare recommendation for reappointment for Mr. Steven Stone and Mr. Patrick Williams for submission to locally-appointed position to the Trustee Selection Committee for Action.	October 2025	S. Williams
2.	Send recommendation for reappointment for Ms. Kimberly Winkle to governor-appointed position to Office of Boards and Commissions (1st submission)	October 2025	S. Williams
3.	Confirm Ethics Training method for completion before October Meeting	September 2025	D. Diab/S. Williams
4.	BOT to receive Performance/Self-Assessment Trend Analysis for 3rd Quarter 2025 Report (July, August-September) at October BOT Meeting	October 2025	S. Williams
5.	Review Technology Capabilities for October meeting and beyond.	October 2025	D. Diab/S. Williams
6.	Request BOT Representative for OSU-M Advisory Board Meeting on November 20, 2025	October 2025	L. Nelson

North Central State College

BOARD OF TRUSTEES 2025 Policy Governance Training Schedule

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

Rehearsal 4.9

TITLE: Should Board Members Intervene in Staff Disputes?

SCENARIO: A board member gets a call from a staff member complaining about low staff morale. How should the board member respond?

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 may not allow staff conditions that are unfair, undignified, disorganized, or unclear (2.2); operate without written rules that provide for effective handling of grievances (2.2.1); or fail to acquaint staff with the CEO's interpretation of their protections under this policy (2.2.3).

   Board-Management Delegation: The board's sole official connection to operations is through the CEO (3.0). All authority and accountability of staff, as far as the board is concerned, are considered the authority and accountability of the CEO (3.2). The board will never give instructions to people who work for the CEO (3.2.1). The board will not evaluate any staff member other than the CEO (3.2.2). As long as the CEO complies with Ends and Executive Limitations policies, the board will respect and support the CEO's choices (3.3.4). The board can monitor any policy at any time (3.4.5).

   Governance Process: The board will cultivate a sense of group responsibility (4.1). The board will have discipline regarding respect of roles (4.1.3). Board members' interactions with staff must recognize that individuals lack authority except when authorized by the board (4.5.3.A).

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

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

   Personnel issues are under the control of the CEO, subject to applicable Executive Limitations policy.

   IF YES:

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

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

   (Explain your answer.) The Executive Limitations policies establish, at the broadest levels, appropriate standards regarding the treatment of staff. An allegation of low morale does not necessarily mean that these standards have been violated.

IF NO:

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

(*underline*) Yes No Unsure

(*Explain your answer.*)

3. **What action, if any, should the board or board member now take? (*Specify the board or board member actions that you believe would be consistent with Governance Process and Board-Management Delegation policies.*)** The board member should refer the staff member to the internal grievance system and may choose to tell the CEO that she has heard from a staff member who is unhappy with personnel conditions. The board member should note that the board has prohibited personnel decisions and personnel treatment that it regards as unacceptable. It did not and cannot require that staff feel a certain way. If the staff member alleges a violation of board policy, the board member can request that the board require an extra monitoring of policy 2.2. The board member should not attempt to intervene in the problems of individual staff members.

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

4a. What amendments or additions do you suggest?

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.

3357:13-04-30 Treatment of Employees (Executive Limitations)

With respect to the treatment of paid employees and volunteer staff, the CEO will not cause or allow conditions that are unfair, undignified, disorganized, unclear, or characterized by the non-uniform application of rules.

The CEO will not

4.31 Leave employees without an effective and unbiased method to deal with grievances.

4.32 Subject employees to preferential treatment based on personal reasons.

4.33 Retaliate against any staff member for non-disruptive expression of dissent.

4.34 Allow employees to be unprepared to deal with emergency situations.

Effective: August 25, 2010
Next Review: October 15, 2025
Review Dates: 8/25/10, 7/30/11, 10/24/12, 10/23/13, 12/3/14, 10/28/15, 10/19/16, 10/25/17, 10/31/18, 10/23/19, 10/28/20, 10/27/21, 10/19/22, 10/25/23, 10/16/24

3357:13-04-40 Compensation and Benefits (Executive Limitations)

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the CEO will not cause or allow jeopardy to fiscal integrity or to public image.

The CEO will not

> 4.41 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
>
> 4.42 Create obligations over a longer term than revenues can be safely projected.

Effective: August 25, 2010
Next Review: October 15, 2025
Review Dates: 8/25/10, 7/30/11, 10/24/12, 10/23/13, 12/3/14, 10/28/15, 10/19/16, 10/25/17, 10/31/18, 10/23/19, 10/28/20, 10/27/21, 10/19/22, 10/25/23, 10/16/24

3357:13-04-50 Financial Planning/Budgeting (Executive Limitations)

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The CEO will not allow budgeting that:

4.51 Risks incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."

4.52 Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

4.53 Provides less for board prerogatives during the year than is set forth in the Cost of Governance policy.

4.54 Does not incorporate up to five percent in budget contingency.

Effective: January 15, 2014
Next Review: October 15, 2025
Review Dates: 8/25/10, 7/30/11, 10/24/12, 10/23/13, 12/3/14, 10/28/15, 10/19/16, 10/25/17, 10/31/18, 10/23/19, 10/28/20, 10/27/21, 10/19/22, 10/25/23, 10/16/24

OACC

OHIO ASSOCIATION OF COMMUNITY COLLEGES

2025 ANNUAL CONFERENCE

NOVEMBER 13, 2025 • COLUMBUS STATE COMMUNITY COLLEGE

Good morning,

Please save the date for the **2025 OACC Annual Conference**, taking place on Thursday, **November 13, 2025**, at **Columbus State Community College**. Registration will open soon.

CALL FOR PRESENTATIONS

We invite presidents, trustees, and senior leaders to submit proposals for breakout sessions that showcase innovative strategies or partnerships driving transformational change, advancing the college's mission, and improving student outcomes. We also encourage proposals that include student participation.

Breakout sessions will be 45 minutes in length and held throughout the day on **November 13.**
🔗 **Click here to submit a proposal by October 17, 2025**

If you have any questions, please don't hesitate to reach out.

Sam Murphy
Ohio Association of Community Colleges

SEPARATION REPORT

Report for October 2025

Effective October 2, 2025
Savannah Greiner, Part Time Teacher Assistant Substitute, Child Development Center
Reason: Discharged

Effective October 16, 2025
Ashley Hedrick, Academic Liaison, Engineering Technology, Business and Criminal Justice Division
Reason: Resigned

2025

January

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2026

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August

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November

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December

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Policy Governance® Model