



North Central State College



B O A R D P A C K E T
October 16, 2024

**NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, October 16, 2024
5:30 pm – 165-Fallerius and Zoom**

Revised Agenda

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

- I. CALL TO ORDER – Dr. Dwight McElfresh**
 - 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 – Dr. Dwight McElfresh**

- V. OSU-MANSFIELD ADVISORY BOARD REPORT - Dr. Dwight McElfresh**
- (November 21st OSU-M Advisory Board Meeting – Cancelled)

- VI. PRESIDENT’S REPORT – Dr. Dorey Diab**
 - A. Student Government/Phi Theta Kappa Update

 - B. North Central State College Foundation/Development Update

 - C. Monitoring Report(s): Executive Limitations; (04-90) Page 8
Emergency CEO Succession

 - D. Updates/Other

VII. REQUIRED APPROVALS AGENDA (IAW 02.73) – Dr. Dwight McElfresh

Consent Agenda (Action Required)

Minutes:

- A. Approval of Minutes for September 25, 2024 “Regular Meeting” Pages 10-23

Personnel Actions:

- B. Consideration of Approval of Status Changes – R-2024-39 Page 24

- C. Consideration of Approval of Employment of College Personnel – R-2024-35 Page 25

Regular Agenda

- A. Treasurer’s Report for September 30, 2024 – Ms. Lori McKee Pages 26-32
(Action Required)

- B. Consideration of Approval of Amendment to Board Governing Process Pages 33-34
Policy 2-80 Board Committee Principles – R-2024-36 – Dr. Dwight McElfresh **(Action Required)**

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| C. Consideration of Approval of Amendment to Board Governing Process Policy 2-90 Board Committee Structure and to Rescind Board Operating Policy 11-08 Committees of the Board – <i>R-2024-37 – Dr. Dwight McElfresh</i> | Pages 35-37
(Action Required) |
| D. Consideration of Approval of Amendment to Resolution R-2024-29 Appointment to Trustee Selection Committee – <i>R-2024-38 – Dr. Dwight McElfresh</i> | Pages 38-39
(Action Required) |

VIII. POLICY GOVERNANCE

- A. Nominating Committee Report – *Mr. Steven Stone*
- B. Discussion of Agenda Planning – *Dr. Dwight McElfresh*
 - 1. 2024-2025 Annual Calendar (IAW 02.70) Pages 40-41
 - 2. Review of Actionable Items Page 42
 - 3. Community Connections
- C. Board Training (IAW 02.70) (b))
 - 1. Policy Governance Rehearsal Scenario 3.16 (Case Study) Pages 44-45
“Unrealistic ENDS”? Says Who? – Ms. Kimberly Winkle
 - 2. Review of Governance Policies (4.3, 4.4, & 4.5) – *Mr. Patrick Williams* Pages 46-48
- D. Self-Evaluation Trends Report (IAW 02.70) (b)) – *Dr. Dwight McElfresh*
 - 1. Reflections on 3rd Quarter Self-Evaluation Survey Trends (IAW 02.16)

IX. BOARD CHAIRPERSON’S REPORT – *Dr. Dwight McElfresh*

- A. 2024 ACCT Leadership Congress (October 23-26, 2024) Presentation:
 “Addressing Workforce Needs in North Central Ohio”
 10/25/24, 2:15pm – 3:15pm ARCH Washington State Conv. Ctr. (Room 618, Level 6)
- B. Joint Ohio State University Mansfield/North Central State College Board Meeting
 (December 4, 2024, 3:45pm – 4:45pm, Eisenhower Room 113)
- C. Employee Appreciation/Awards Event (December 5th 3:30pm-5pm/Byron Kee Ctr.– Room 128)

X. MEETING EVALUATION (IAW 02.13 & 02.16) – *Dr. Dwight McElfresh*

XI. TIME AND PLACE OF NEXT MEETING – *Dr. Dwight McElfresh*
 - Wednesday, December 4, 2024 – The Gorman Room (165-Fallerius)

XII. ADJOURNMENT – *Dr. Dwight McElfresh*



North Central State College

BOARD OF TRUSTEE MEETING DATES 2024

**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)**

<u>NCState Rep.</u>	<u>OSU-M Meeting Date</u>	<u>NCState Meeting Date</u>	<u>OSU-M Rep.</u>
		January 17, 2024	
		February 28, 2024 LnL-LCCC	
P. Williams	March 21, 2024 Cancelled	March 27, 2024 LnL-ES Consulting	R. Cline
		April 24, 2024	
None	May 16, 2024	May 22, 2024	None
		July 24, 2024	
		August 28, 2024	
K. Aspin	September 19, 2024 Cancelled	Sept. 25, 2024	TBD
S. Stone	November 21, 2024 Cancelled	October 16, 2024	
		December 4, 2024	TBD

OSU-M 2024 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 Diversity - The College maintains an environment that encourages tolerance of differences while recognizing similarities and providing equalizing opportunities for participation by all.

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 affordable education within a caring environment for continuous learning. *(Revised June 28, 2023)*

Mission

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

Values

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

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

We value our employees and are committed to creating an appreciative environment that is culturally diverse, collaborative, and respectful.

We value our communities and are committed to creating an environment that is innovative, responsive, and accountable.

Differentiating Value

North Central State College (NCSC) is exceptional among higher education institutions in providing high quality, cost-effective opportunities to students of all ages who seek to learn, grow and thrive. Whether a single course, a certificate program, an associate or bachelor's degree, NCSC aligns technical proficiency, interpersonal skills, and experiential learning to 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.

**North Central State College Board or Trustees
(2024-2025 COLLEGE ACTIVITIES/PLANNING CALENDAR)**

October 2024	16 – Regular Board of Trustees Meeting (Fallerius) 23-26 ACCT Leadership Congress (Seattle, WA) 23 – Honors College Colloquium “Navigating Life” Dr. Blake Wagner
November 2024	No Regular Board meeting scheduled for November 2024 14 – NCSC Foundation Quarterly Board Meeting (Kehoe Center) 21 – Ohio State Mansfield Advisory Board Meeting (Cancelled)
December 2024	4 – Regular Board of Trustees Meeting (Fallerius or Zoom) 4 – NCSC/OSU-M Joint Board Meeting (Eisenhower Hall) 5 – NCSC Employee Appreciation Event (Byron Kee Center)
January 2025	15 – Regular Board of Trustees Meeting (Fallerius)
February 2025	26 – Regular Board of Trustees Meeting (Fallerius)
March 2025	26 – Regular Board of Trustees Meeting (Fallerius)
April 2025	10 – NCO Hall of Excellence Event (Ralph Phillips Conf. Center) 23 – Regular Board of Trustees Meeting (Fallerius)
May 2025	8 – Graduate Picnic 9 – Commencement (Graduation) 28 – Regular Board of Trustees Meeting (Fallerius)
June 2025	No Regular Board meeting scheduled for June 2025
July 2025	23 – Regular Board of Trustees Meeting/Annual Planning Retreat (Kehoe)
August 2025	27 – Regular Board of Trustees Meeting (Fallerius)
September 2025	? – Ohio State Mansfield Advisory Board Meeting 24 – Regular Board of Trustees Meeting (Fallerius)
October 2025	15 – Regular Board of Trustees Meeting (Fallerius) 22-25 ACCT Leadership Congress (New Orleans, LA)

3357:13-04-90 Emergency CEO Succession (Executive Limitations)

In order to protect the board from sudden loss of CEO services, the CEO will have no fewer than two other executives sufficiently familiar with board and CEO issues and processes to enable either to take over with reasonable proficiency as an interim successor.

Effective: August 25, 2010

Next Review: January 15, 2025

Review Dates: 8/25/10, 7/30/11, 7/21/12, 1/16/13, 1/15/14, 1/14/15, 1/13/16, 1/18/17, 1/17/18,
1/16/19, 1/15/20, 1/20/21, 1/19/22, 1/18/23, 1/17/24

Required Approvals Agenda

Consent Agenda

Minutes:

A. Approval of Minutes for September 25, 2024 “Regular Meeting”

Personnel Actions:

B. Consideration of Approval of Employment of College Personnel
– *R-2024-35*

Regular Agenda

A. Treasurer’s Report for September 30, 2024 – *Ms. Lori McKee*

B. Consideration of Approval of Amendment to Board Governing
Process Policy 2-80 Board Committee Principles – *R-2024-36*
– *Dr. Dwight McElfresh*

C. Consideration of Approval of Amendment to Board Governing
Process Policy 2-90 Board Committee Structure and to Rescind
Board Operating Policy 11-08 Committees of the Board
– *R-2024-37* – *Dr. Dwight McElfresh*

**North Central State College
Board of Trustees' Meeting
September 25, 2024**

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 eight in person and none online.

Chair, Dr. Dwight McElfresh called the meeting to order at 5:30 p.m. and asked all to rise and join him 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:

Mr. David Bush
Mr. Mark Masters (5:50pm)
Dr. Dwight McElfresh
Ms. Elisabeth Morando
Ms. Linda Nelson
Mr. Steven Stone
Mr. Patrick Williams
Ms. Kimberly Winkle

Absent:

Ms. Kristin Aspin

III. INTRODUCTION OF GUESTS

President Dorey Diab introduced Ms. Lori McKee, Vice President of Business Services; Dr. Kelly Gray, Vice President of Academic & Student Services; Ms. Chris Copper (online), Vice President for Development/Foundation; and Ms. Sara Rollo (online) representing the Faculty. President Diab also introduced Ms. Duana Patton (online), present to observe the proceedings.

IV. FOCUS OF THE MEETING – *Dr. Dwight McElfresh*

Dr. Dwight McElfresh explained that the primary focus of tonight's meeting will include: consider edits to our Board governance process policy, Board Committee Structure, consider the nominating committee recommendations, conduct board training, and to conduct routine business of the Board.

V. OSU-MANSFIELD ADVISORY BOARD REPORT – *Dr. Dwight McElfresh*

Board Chair, Dr. Dwight McElfresh explained that the next OSU-M Advisory Board meeting would be held on November 21, 2024 and called for a volunteer. Mr. Steven Stone indicated that he would plan to attend to represent the NCSC Board of Trustees. Dr. McElfresh thanked him for his willingness to represent.

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

A. Student Engagement Updates

President Dorey Diab presented the Student Engagement report as follows:

- For TRiO:
 - A TRiO Fall Kick-off was held on August 22 with twenty-six (26) students participating. The focus of the event was to welcome students who are new to TRiO into the program, strengthen their connections with other students, and to provide them important information regarding campus resources. The overall “theme” for the day was financial wellness and literacy, which the morning session speaker Mrs. Teana Sykes, Tea Talk, emphasized through interactive activities, financial affirmations, and real-life application of concepts.
 - In the afternoon, NC State Accounting Faculty Donna Kittle shared budgeting tips and money management strategies with students. One student stated in their evaluation that “I learned to start budgeting now while I am young”. Another student indicated in their evaluation that the budgeting and financial information would help them “start with a clean state” after previously making bad financial planning decisions.
- Two Honors College colloquiums are scheduled for fall term.
 - Thursday, September 26, 5-6:00 p.m.
 - Dr. Rich Rader – “Gen What? Understanding Why Those Older or Younger Than You Just Don’t Get It.”
 - Wednesday, October 23, 5-6:00 p.m.
 - Dr. Blake Wagner – “Navigating Mental Health in the Digital Age”
 - There are currently 18 students participating in the Honors College for fall semester. These students are collectively working on research for 21 honors projects.

B. North Central State College Foundation Development and Update – *Ms. Christine Copper*

President Dorey Diab introduced Ms. Chris Copper, Vice President for Development and the College Foundation. Ms. Copper submitted the following report:

Emerald Club 2024/2025

- Goal: \$493,900
 - Total in YTD: \$135,741 Pledged:
- Approved \$45,761, expected by the end of Sept 2024
- Approved \$10,000 Emerald Club, expected by September 19

New asks in progress-Total \$136,000 total, including Millright Maintenance equipment upgrade, \$36,768; \$75,000 for LPN to RN and RN to BSN; \$30,000, Nursing, Certificate Program/Adult Learning TFS, \$20,000 in Leadership Level major gifts.

Events

- Scholarship Luncheon on Thursday, October 3, 2024, expect a full house and engineering focus
- Arts for Success - March 6, 2025, taking nominations for Leadership Award
- Hall of Excellence
 - FY25 date April 10, 2025
 - Nominations selection is in process.

Partnerships

- Leadership and Supervision classes are full and will require all instructors on deck
- Hospital information sessions are being organized for the 2025 nursing program with our hospitals and long-term care cohorts.
 - Hosting Columbus OhioHealth staff in late September on campus.
- Working with long term care facilities, meetings are occurring and scholarships for their staff will be awarded to feed into NCSC nursing programs.

Workforce

- Launched our Advanced Microsoft Excel Workshop Trainings
- Our 3rd Tower Tech Cohort in partnership with ODRC is wrapping up soon.
- Customized 2025 training program for Newman Technologies, Gorman Rupp, and Stoneridge are in process.
- On track to meet FY25 workforce target

C. Monitoring Report: Executive Limitations Policy – Ends Focus of Grants and Contracts (4-80)

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

ENDS FOCUS OF GRANTS AND CONTRACTS (EXECUTIVE LIMITATIONS)
Policy No. 3357:13-04-80

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

The CEO will not

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

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

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

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

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

Grants awarded: *We continue to be successful with our grant efforts. The amount is over \$3.18 million this past year (FY2024) from local, state, and federal sources. The sources of Grants/Scholarships Awarded (beyond fundraising) include:*

Early Head Start; Early Childhood Education; Perkins; Behavioral Health Workforce Expansion; State Super Rapids (BIT/Health); Expanding Campus Partnerships; Work and Talent Ready; Mental Health; TRiO; Choose Ohio First; and Title III.

Currently we are working on a U.S. Department of Labor (DOL) grant for Strengthening Community Colleges that is focused on health programs at NCSC. We are also partnering with four other community colleges on a manufacturing grant from the same source for the Ohio Northshore (Lorain, CCC, Terra, Owens). Both focused on more personnel.

D. College Update

This semester, Dr. Diab started a new process of attending some faculty classes to hear directly from the students in the different divisions on such topics like the impact of courses and faculty in their education, resources they may need, and how the College can improve.

1. We continue to work with the architect to review the drawings of the Fallerius building for potential design and renovation changes and potential scheduling of contractors when the college is closed to move staff from Byron Kee to Fallerius.
2. On Thursday, August 29, Dr. Diab held a college open forum for faculty and staff. The theme of the meeting was High-Tech and High-Touch. The high-tech part focused on artificial intelligence presented by our instructional designer Mike Welker. The high-touch focused on customer service presented by our director of marketing Keith Stoner.
3. On August 29, Dr. Diab and Keith Stoner, along with many students participated in the North Central Ohio Industrial Museum (NCOIM) - Champion of Industry Dinner, to induct regional manufacturers into the Hall of Fame at the historic Ohio State Reformatory.
4. On Wednesday, September 4, Dr. Diab participated in the Crawford Success Center Advisory Board meeting. Much progress has been made in terms of increased enrollment and outreach to the community. Community members were very pleased with the progress.
5. On Thursday, September 5, twelve employees from College staff and administration participated in the United Way Day of Caring, and painted multiple rooms at Catholic charities. Dr. Diab continues to chair the strategic planning committee of the United Way to develop the future strategies.
6. On Thursday evening, September 5, Dr. Diab presented at the Richland Source “Tomorrow’s Talent” event at Kehoe where journalists reported on their year’s effort of the project that the College championed with them to explore research and findings on educational attainment, jobs, and the workforce. The reports are compiled at this link <https://www.richlandsource.com/tomorrows-talent/>
Dr. Diab unveiled at the event the College’s Tuition Freedom for our Bachelor of Applied Science in Mechanical Engineering Technology. Students starting in the College Now program, finishing their associate degree before they finish high school, can continue with the College and finish their engineering bachelor degree in just two years, tuition free. That is how the College is taking time and money away from the concerns of students and parents.
7. On Saturday, September 7, Dr. Diab attended the funeral of Dr. Lucille Ford in Ashland (1921-2024). She was a giant of a community servant, a former NC State Board member, and an inductee into the North Central Ohio Hall of Excellence. Most impressive is the quote from George Bernard Shaw in her loving memory on the purpose drive life:
This is the true joy in life, being used for a purpose recognized by yourself as a mighty one. Being a force of nature instead of a feverish, selfish, little clod of ailments and grievances, complaining that the world will not devote itself to making you happy. I am of the opinion that my life belongs to the whole community and as long as I live, it is my privilege to do for it what I can. I want to be thoroughly used up when I die, for the harder I work, the more I live. I rejoice in life for its own sake. Life is no brief candle to me. It is a sort of

splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations.

8. On Monday, September 9, Dr. Gray and Dr. Diab held a meeting with the Superintendent and Principal of Ontario City Schools, Keith Strickler and Chris Smith. The purpose was to explore transfer opportunities including CCP and engineering.
9. On Tuesday, September 10, Dr. Diab and Ms. Lori McKee participated in a meeting with OSU-Mansfield new dean, Jason Opal, and facilities representatives from the main campus to discuss the possibilities of metering NCSC buildings. They will do an estimate on process and cost and get back with us before the end of month.
10. On Wednesday, September 11, Dr. Diab participated in the Team NEO (North East Ohio) Talent Development Council. The focus was on the region's focus on attracting and retaining international student and employees to overcome the talent and demographic challenges.
11. On September 11, Dr. Diab participated remotely in the national Chair Academy Board meeting to review progress in the professional development of academic leaders in the U.S., Canada and Internationally.
12. On Thursday and Friday, September 12 and 13, under the leadership of Dr. Gray, a team of faculty, staff and administrators attended and presented at the Ohio Association Community Colleges Student Success Leadership Institute. Dr. Diab continues to serve on the OACC's legislative committee to strengthen advocacy for Ohio's community colleges with the administration and the legislature.
13. We had the engineering accreditation visit, on September 22-24 (Sunday-Tuesday), by the Accreditation Board for Engineering Technology (ABET) to evaluate our Bachelor of Applied Science in Mechanical Engineering Technology now that we have graduates in the program. We expect the program to be accredited as there were few things to improve upon with no findings.
14. On Tuesday, September 24, at President's Cabinet, we discussed and approved operational policies related to employee attraction and retention initiatives, including retire/rehire, and compensation for payment for unused vacation relative to unused sick days.

VII. REQUIRED APPROVALS AGENDA

CONSENT AGENDA

The Chair, Dr. Dwight McElfresh, presented the Consent Agenda and called for any items that should be removed from the consent agenda for further discussion. On a

motion by Ms. Linda Nelson, seconded by Mr. David Bush and passing unanimously, the following items were approved:

A. Approval of Minutes for August 28, 2024 “Regular Meeting”

B. Consideration of Approval of Status Change – R-2024-32

**CONSIDERATION OF APPROVAL OF
STATUS CHANGES**

R-2024-32

STATUS CHANGE

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

BEGINNING September 9, 2024

Melanie Reynolds

- *Melanie Reynolds is moving from Lead Preschool Teacher to Early Childhood Education Curriculum Coordinator, Child Development Center.*

C. Consideration of Approval of College Personnel Professional Growth Recognition – R-2024-33

**CONSIDERATION OF APPROVAL OF
COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION**

R-2024-33

Chloe Mealey has completed a Bachelor of Science, Environmental Studies at Southern New Hampshire University.

THEREFORE, BE IT RESOLVED: *by the Board of Trustees that the appropriate monetary recognition is added to base salary effective June 10th in accordance with the policy adopted under resolution 1991-30 for “Professional Growth Recognition.”*

REGULAR AGENDA

A. Treasurer’s Report for August 31, 2024 – Dr. Dorey Diab

Ms. Lori McKee presented the Treasurer’s Report for the period ending August 31, 2024. She stated that revenues for the month totaled \$2,283,597. Expenditures were \$1,775,362 leaving an excess of \$508,235. Year-to-date revenues totaled \$8,086,856. Year-to-date expenditures totaled \$3,038,978 leaving an excess of \$5,047,878. The Month End Investment Balance for August 2024 was \$6,375,621 (\$1,169,455 in Star Ohio and

\$5,206,166 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. Elisabeth Morando moved for approval of the Treasurer’s Report for the period ending August 31, 2024. Ms. Kimberly Winkle seconded the motion and the item was approved with a unanimous vote.

B. Consideration of Approval of Amendment to Board Governing Process Policy 2-90 Board Committee Structure – R-2024-34 – Dr. Dwight McElfresh

**CONSIDERATION OF APPROVAL
OF AMENDMENT TO GOVERNANCE PROCESS POLICY
2.90 BOARD COMMITTEE STRUCTURE**

R-2024-34

WHEREAS: *the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business,*

WHEREAS: *the Board of Trustees continues the process of reviewing policies to direct and refine the governance process,*

NOW, THEREFORE BE IT RESOLVED: *that the Board of Trustees hereby approves the amendment to Governance Process Policy 2.90 – Board Committee Structure Policy.*

ACTION TAKEN: Ms. Kimberly Winkle moved for approval of resolution R-2024-34 Amendment to Governance Process Policy 2.90 Board Committee Structure. Mr. Patrick Williams seconded the motion and the item was approved with a unanimous vote.

3357:13-02-90 Board Committee Structure Policy (Governance Process)

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. The only board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

2.91 Executive Committee

a. Product(s): (1) Set the Board Agenda in coordination with the Chief Executive Officer (CEO) approximately one week before the scheduled Board Meeting; (2) evaluate the CEO before deliberation with the full Board; and (3) appoint members of the trustee selection committee (ORC 3357.05(B)(2)).

b. Authority: Executive Committee membership includes the current board chair, the current vice chair, and the immediate past chair.

2.92 Nominating Committee

a. Product: Properly screened potential board members and slate of officers—by no later than October 15th each year.

b. Authority: To incur costs of no more than \$1,000 direct charges and no more than 20 hours of staff time per annum.

2.93 Trustee Selection Committee

a. Product: Select individuals not appointed by the governor, for appointment/reappointment to the North Central State College Board of Trustees, from individuals nominated by the Board of Trustees or other applicants—ideally by January 15th each year.

Requires the following for trustees appointed by the Trustee Selection Committee:

- (1) To the greatest extent possible, trustees should hold a leadership position within significant industries in the technical college district.
- (2) Trustees must reside (be electors) within the technical college district.
- (3) Trustees are appointed with the advice and consent of the Senate.
- (4) Terms are for three years.

b. Authority: Trustee Selection Committee members are appointed by the Executive Committee of the North Central State College for a term of service to be determined by the Executive Committee.

- (1) The Trustee Selection Committee shall consist of either three or five members.
- (2) Committee members shall be local business, civic, or nonprofit leaders within the College's service region.
- (3) Committee members shall not be current sitting members of the technical college's board of trustees.
- (4) Committee members shall be required to file a Financial Disclosure Statement with the Ohio Ethics Commission within 90 days of appointment and then for

each year in which he or she served. This means that any person serving as a committee member will also be required to file a statement in the year after he or she leaves the position, reflecting information for the final year in which he or she served as a member. The technical college is responsible for paying the financial disclosure filing fees as well as any late fees that accrue in the event that members file statements after the relevant deadline.

VIII. POLICY GOVERNANCE

A. 2025 Nominating Committee Report – *Mr. Steven Stone*

Mr. Steven Stone reported that the Nominating Committee recommends Dr. Dwight McElfresh, Mr. David Bush, and Mr. Mark Masters for consideration of reappointment to another term of service to the North Central State College Board of Trustees. Dr. Dwight McElfresh and Mr. Mark Masters have accepted the committee’s recommendation for reappointment; however, Mr. David Bush has indicated that while he appreciates receiving the committee’s recommendation, he will not be seeking reappointment to another term. Therefore, the nominating committee will forward its recommendation and will open the search for a Crawford County nominee to fill David’s seat on the Board come 2025.

ACTION TAKEN: Therefore, on behalf of the nominating committee, Mr. Steven Stone conveyed the committee’s recommendation and made a motion for approval to forward the names of Dr. Dwight McElfresh for consideration of reappointment to a local appointment for Ashland County and Mr. Mark Masters for consideration of reappointment to a governor appointment for Richland County. Ms. Linda Nelson seconded the motion, and the item was approved with a unanimous vote.

B. Discussion of Agenda Planning – *Dr. Dwight McElfresh*

1. 2024-2025 Annual Calendar/Agenda

Board Chair, Dr. Dwight McElfresh called for and previewed the 2024-2025 Annual Calendar\Agenda for the upcoming months of October, November, and December.

2. Review of Actionable Items.

Board Chair, Dr. Dwight McElfresh reviewed the listing of Actionable Items which included:

- a. Send notification of Trustee Selection Committee appointments to the Ohio Ethics Commission/Filing Fees – This item was accomplished before the meeting.

- b. Bring revised Board Committee Structure policy (02-93) back to the Board for Consideration of Approval – This item was addressed earlier in the agenda.
- c. 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 completed prior to the meeting.
- d. Review/Confirm Ethics Training Requirements and establish a plan for completion for 2024: This item will be addressed later in the agenda.

3. Community Connections.

Ms. Linda Nelson – shared that she had the opportunity to talk with her nephew regarding a variety of college opportunities including CollegeNow and College Credit Plus.

Ms. Kimberly Winkle – shared that she had a couple of opportunities to attend events at the Kehoe Center with the Shelby Foundation and the “IGNITED” program. At both events, she heard great comments about the Kehoe Center.

Dr. Dwight McElfresh – shared that he had an opportunity to talk with a couple of hospital students. One (not an NCSC student) commented about his degree of debt. Dr. McElfresh also shared his impressions of the service for Dr. Lucille Ford. Her summary of Life was quite impressive as she had touched so many lives in her own particular kind of way. Mr. Steven Stone added some of the highlights of his time with the Ashland Mental Health and Recovery Board when he co-chaired a levy drive with Dr. Lucille Ford.

Mr. Patrick Williams – shared that she recently had an opportunity to speak to some eighth graders and they were very attentive. He got the opportunity to include the positive attributes of NC State. He got to share the impact of life and career as an event sponsor “Gear-up.”

C. Board Policy Governance Training (IAW 02.70) – Dr. Dwight McElfresh

1. Dr. Dwight McElfresh led the discussion of Rehearsal Scenario 3.4 “Should the Board Select Programs?”

In this scenario: The CEO provides “FYI” or incidental information to the board on the action she’s initiating in order to achieve ends. Board members want to edit, revise, and prioritize these plans. 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. Linda Nelson led the discussion and review of Governance Process policies 4.0, 4.1, and 4.2. The Board concurred that 4.0, 4.1, and 4.2 are all still relevant and still accurate.

D. Board Operating Policies Review

1. 11-08 Committees of the Board

Board Chair, Dr. Dwight McElfresh called for discussion on the content of Board Operating policy 11-08 Committees of the Board policy as it relates to Governance Process Policies 2.80 Board Committee Principles Policy, and/or 2.9 Board Committee Structure Policy. It was pointed out that each of the critical components of policy 11-08 was already referred to in one or both of the Governance policies except for the statement relating to the authority of the Board Chair toward making committee appointments. Following some discussion, it was decided that if this statement were added to the opening statement of policy 2.90 Board Committee Structure Policy, then policy 11-08 could be rescinded in its entirety as it would then be rendered completely redundant. Ms. Elisabeth Morando added that it seemed to her that the last statement in policy 2.86 stating, "It does not apply to committees formed under the authority of the CEO" added confusion to the purpose of that paragraph, and would add clarity if it were removed. Following some further discussion, it was agreed that it would strengthen the clarity of the paragraph with that last sentence removed. The Board Secretary was instructed to make the recommended changes to both policies and bring them back for the Board's consideration of approval as well as the approval to rescind policy 11-08 Committees of the Board.

IX. BOARD CHAIRPERSON REPORT- *Dr. Dwight McElfresh*

A. 2024 ACCT Leadership Congress (October 23-26, Seattle, WA)

Dr. Dwight McElfresh reported that the presentation team met to go over the presentation, assigned roles, and practiced their delivery prior to tonight's meeting.

B. Review/Confirm Ethics Training Requirements for 2024

Dr. Dwight McElfresh called for confirmation that up to this point, the only ones that have completed Ethics Training for 2024 were himself and Mr. David Bush. Traditionally, the Board has had the College's legal counsel come to one of the Board meetings (either in-person or virtually) an hour early to conduct the necessary training for those still requiring it or wishing to repeat it. Board Secretary, Mr. Stephen Williams, reported that he has reached out to our current counsel to see if they were able to provide this year's training but has not heard a response yet. Ms. Elisabeth Morando pointed out that in years past, one of the options was to submit to the online training in a collective setting in order to achieve training for all those present. Mr. Williams confirmed that it was one of the options. Ms. Morando further stated that the online training only required one hour of time to complete and was another viable option for Trustees. Following some further discussion, it was decided that Board Secretary, Mr. Williams was to follow-up

with our counsel to see if their conducting the training was a viable option for the October 16, 2024 meeting. Either way, those Trustees wishing to complete their annual ethics training were asked to come to the October 16th meeting one hour early, at 4:30pm to either receive training from our legal counsel or collectively through the online program. 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 6:58 p.m. to discuss the employment of a public employee. Ms. Linda Nelson made a motion, and it was seconded by Mr. Steven Stone. Dr. Dwight McElfresh, Board Chair, explained that he does not expect further business following the executive session. A roll call vote on the motion was approved unanimously by all members present.

- Ms. Kristin Aspin – not present
- Mr. David Bush – “yes”
- Mr. Mark Masters – “yes”
- Dr. Dwight McElfresh – “yes”
- Mrs. Elisabeth Morando – “yes”
- Mrs. Linda Nelson – “yes”
- Mr. Steve Stone – “yes”
- Ms. Kimberly Winkle – “yes”

At 7:09pm p.m., the Chair, Dr. Dwight McElfresh declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

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

Board Chair, Dr. Dwight McElfresh called for a discussion on tonight’s meeting evaluation. Trustees commented that they were able to keep things moving along. There were good discussions, good attendance and very good policy discussions.

XII. TIME AND PLACE OF NEXT MEETING

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, October 16, 2024 at 5:30pm in the Gorman Room (165-Fallerius). Ethics training will be conducted one hour prior to the meeting at 4:30pm for those interested in completing their annual requirement.

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, Dr. Dwight McElfresh declared the meeting adjourned at 7:12 p.m.

Respectfully submitted:

Mr. Stephen R. Williams, Board Secretary

Dr. Dwight McElfresh, Board Chair

**CONSIDERATION OF APPROVAL OF
STATUS CHANGES**

R-2024-39

STATUS CHANGE

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

BEGINNING October 14, 2024

Rocket Whisler

- *Rocket Whisler is moving from Part Time Custodian to Part Time Special Events Specialist.*

**CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL**

R-2024-35

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 14, 2024

Dr. Andrew Shella, Dean, Engineering Technology, Business and Criminal Justice Division

Bowling Green University, B.S., Environmental Science

Cleveland State University, M.A., Environmental Studies

University of Toledo, Ph.D., Higher Education

BEGINNING October 29, 2024

Zachary Sherman, Manager, Tutoring Center

Mount Vernon Nazarene University, B.A., Theological Studies

Mount Vernon Nazarene University, Dual Master Degrees, Ministry and Business

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-35

Dr. Andrew Shella is hired as the Dean of Engineering Technology, Business & Criminal Justice to replace Daniel Wagner.

Zachary Sherman is hired as the Manager, Tutoring Center to replace Violetta Chinni.

The Treasurer's Report
with Dashboard Analysis

for the Period Ending

September 30, 2024

North Central State College
 Analysis of Current Revenue and Expenditures
 Period Ending September 30, 2024

	<u>Jul-24</u>	<u>Aug-24</u>	<u>Sep-24</u>	<u>Current YTD</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Beginning Budget</u>	<u>Prior YTD</u>	<u>Current vs. Prior</u>
Revenues:									
State Share of Instruction	\$782,672	\$782,672	\$782,672	\$2,348,016	2,348,017	(\$1)	9,392,069	\$2,333,730	\$14,286
Student Tuition and Fees	4,859,260	\$1,234,620	\$137,799	6,231,679	6,397,511	(165,833)	11,030,192	5,628,384	603,295
Other Revenues	93,212	\$122,924	\$119,850	335,986	140,800	195,186	563,200	190,407	145,579
University Center	0	\$0	\$0	0	0	0	0	0	0
Capital Debt Service	0	\$71,945	\$0	71,945	10,000	61,945	40,000	0	71,945
Child Development Center	56,445	54,788	125,540	236,773	167,304	69,469	669,215	153,548	83,225
Workforce & Community Development	1,705	14,418	56,875	72,998	79,338	(6,340)	317,351	24,257	48,741
Facilities	9,965	2,230	\$1,700	13,895	12,243	1,652	48,972	8,005	5,890
Fund Balance	0	0	0	0	0	0	0	0	0
Total Revenues	\$5,803,259	\$2,283,597	\$1,224,436	\$9,311,292	\$9,155,213	\$156,078	\$22,060,999	\$8,338,331	\$972,961
Expenditures:									
Payroll	\$227,145	\$782,977	\$713,091	1,723,212.97	1,530,975	(\$192,238)	\$8,462,887	\$1,581,299	(\$141,914)
Fringes	87,589	\$392,141	\$260,636	740,365.73	759,358	\$18,993	3,948,663	694,989	(45,377)
Printing	1,073	(\$355)	\$5,628	6,346.26	8,750	\$2,404	35,000	1,410	(4,936)
Advertising	700	\$9,070	\$5,319	15,089.00	39,875	\$24,786	159,500	17,912	2,823
Postage	0	\$350	\$0	350.00	12,500	\$12,150	50,000	10,310	9,960
Shared Campus Expense	0	\$0	\$341	341.25	0	(\$341)	1,100,000	888	547
Professional Development	27,844	\$4,621	\$8,109	40,573.45	86,018	\$45,444	344,070	17,229	(23,344)
Grants and Scholarships	43,260	\$0	\$91,703	134,962.70	547,500	\$412,537	2,190,000	184,764	49,801
Equipment Lease and Rental	8,919	\$4,460	\$5,782	19,160.80	26,050	\$6,889	104,200	20,239	1,078
New Equipment	(10)	\$3,933	\$556	4,478.47	88,187	\$83,708	352,747	387	(4,091)
Professional Fees	15,914	\$15,864	\$3,324	35,102.71	98,019	\$62,917	392,077	63,718	28,615
All Other Expenses	760,449	342,919	205,153	1,308,521.20	674,572	(\$633,949)	2,698,288	965,845	(342,677)
Child Development Center	16,236	83,588	50,694	150,517.75	130,024	(\$20,493)	651,050	118,060	(32,458)
Corporate	1,986	16,788	28,586	47,360.20	46,088	(\$1,272)	214,416	39,568	(7,792)
Facilities	72,511	119,007	106,954	298,472.29	291,821	(\$6,652)	1,358,101	264,448	(34,024)
Total Expenditures	\$1,263,616	\$1,775,362	\$1,485,877	\$4,524,855	\$4,339,737	(\$185,118)	\$22,060,999	\$3,981,066	(\$543,789)
Excess (Deficit)	\$4,539,643	\$508,235	(\$261,441)	\$4,786,437	\$4,815,476	(\$29,039)	\$0	\$4,357,265	\$429,172

Total Investment Balance - \$6,423,590 (\$1,174,538 - Star Ohio and \$5,249,052 - Park National)

North Central State College
All Other Expenses
Period Ending September 30, 2024

	<u>Jul-24</u>	<u>Aug-24</u>	<u>Sep-24</u>	<u>Current</u> <u>YTD</u>	<u>Budget</u> <u>Release</u>	<u>Variance</u> <u>Favorable /</u> <u>(Unfavorable)</u>	<u>Beginning</u> <u>Budget</u>
Office Supplies	234.65	80.26	1,915.50	2,230.41	3,075.00	844.59	12,300.00
Instructional Supplies - Lecture	0.00	0.00	1,367.19	1,367.19	7,926.00	6,558.81	31,704.00
Paper Supplies	0.00	2,863.70	0.00	2,863.70	3,000.00	136.30	12,000.00
Other Supplies	0.00	0.00	153.93	153.93	6,803.75	6,649.82	27,215.00
Instructional Supplies - Lab	9,728.93	55,894.67	56,345.81	121,969.41	106,278.00	(15,691.41)	425,112.00
Travel	0.00	381.81	304.49	686.30	7,182.50	6,496.20	28,730.00
Non-Inventory Software (501)	2,110.65	8,552.00	0.00	10,662.65	6,468.50	(4,194.15)	25,874.00
Non-Inventory Books	0.00	0.00	0.00	0.00	375.00	375.00	1,500.00
Equipment Maintenance	0.00	0.00	1,270.62	1,270.62	14,427.75	13,157.13	57,711.00
Software Upgrade/Maintenance	699,049.54	136,860.81	51,911.31	887,821.66	244,134.25	(643,687.41)	976,537.00
Building Maintenance	7,780.04	0.00	0.00	7,780.04	3,750.00	(4,030.04)	15,000.00
Vehicle Maintenance	0.00	146.28	175.35	321.63	3,125.00	2,803.37	12,500.00
Telephone	967.34	8,082.75	7,113.61	16,163.70	31,750.00	15,586.30	127,000.00
Cell Phones	0.00	893.24	893.71	1,786.95	3,250.00	1,463.05	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Security	0.00	604.30	0.00	604.30	750.00	145.70	3,000.00
Internet Connection	1,580.44	2,080.44	2,592.44	6,253.32	20,000.00	13,746.68	80,000.00
License Fees	0.00	0.00	0.00	0.00	1,048.75	1,048.75	4,195.00
Bank Fees - General	462.07	839.73	841.92	2,143.72	2,300.00	156.28	9,200.00
Bank Fees - Credit	0.00	1,648.51	10,582.01	12,230.52	13,000.00	769.48	52,000.00
Insurance	0.00	95,084.42	0.00	95,084.42	44,555.00	(50,529.42)	178,220.00
Shipping/Freight	0.00	116.06	0.00	116.06	1,000.00	883.94	4,000.00
Sponsored/Donated	2,255.00	0.00	525.00	2,780.00	2,800.00	20.00	11,200.00
Commencement	0.00	0.00	72.85	72.85	6,025.00	5,952.15	24,100.00
Catering	0.00	757.57	878.10	1,635.67	2,920.00	1,284.33	11,680.00
Subscriptions	90.00	12.64	73.78	176.42	2,847.75	2,671.33	11,391.00
Dues	37,748.70	22,264.20	0.00	60,012.90	37,199.50	(22,813.40)	148,798.00
Program Development	0.00	150.00	0.00	150.00	100.00	(50.00)	400.00
Recruitment	0.00	2,340.99	1,238.04	3,579.03	750.00	(2,829.03)	3,000.00
Other Expense	200.00	359.87	56,733.85	57,293.72	71,480.25	14,186.53	285,921.00
Bad Debt Expense	(2.08)	3,275.12	10,682.47	13,955.51	26,250.00	12,294.49	105,000.00
Collection Costs	(1,756.16)	(370.37)	(518.90)	(2,645.43)	0.00	2,645.43	0.00
	<u>760,449.12</u>	<u>342,919.00</u>	<u>205,153.08</u>	<u>1,308,521.20</u>	<u>674,572.00</u>	<u>(633,949.20)</u>	<u>2,698,288.00</u>

North Central State College
 Period Ending September 30, 2024

	<u>Jul-24</u>	<u>Aug-24</u>	<u>Sep-24</u>	<u>Current YTD</u>	<u>Beginning Budget</u>	<u>Budget Release</u>	<u>Variance Favorable / (Unfavorable)</u>	<u>Prior YTD</u>	<u>Current vs. Prior</u>
Child Development Center									
Revenues	\$ 56,445	\$ 54,788	\$ 125,540	236,773	\$ 669,215	\$ 167,304	\$ 69,469	\$ 153,548	\$ 83,225
Payroll	7,585	48,385	31,838	87,809	385,034	\$ 74,045	(13,764)	66,725	(21,084)
Fringes	3,621	36,261	14,283	54,165	182,426	\$ 35,082	(19,083)	43,788	(10,377)
Non-Payroll	5,030	(1,059)	4,573	8,544	83,590	\$ 20,898	12,353	7,547	(997)
Total Expenses	16,236	83,588	50,694	150,518	651,050	130,024	(20,493)	118,060	(32,458)
Excess (Deficit)	<u>\$ 40,209</u>	<u>\$ (28,800)</u>	<u>\$ 74,846</u>	<u>\$ 86,255</u>	<u>\$ 18,165</u>	<u>\$ 37,279</u>	<u>\$ 48,976</u>	<u>\$ 35,488</u>	<u>\$ 50,767</u>
Corporate									
Workforce & Community Development									
Revenues	\$ 1,705	\$ 14,418	\$ 56,875	72,998	\$ 317,351	\$ 79,338	\$ (6,340)	\$ 24,257	\$ 48,741
Payroll	1,417	4,952	14,622	20,991	102,777	\$ 19,765	(1,227)	16,131	(4,860)
Fringes	460	3,521	2,098	6,079	27,499	\$ 5,288	(790)	6,866	787
Non-Payroll	109	8,315	11,866	20,290	84,140	\$ 21,035	745	16,571	(3,719)
	1,986	16,788	28,586	47,360	214,416	46,088	(1,272)	39,568	(7,792)
Excess (Deficit)	<u>(281)</u>	<u>(2,370)</u>	<u>28,288</u>	<u>25,637</u>	<u>102,935</u>	<u>33,250</u>	<u>(7,612)</u>	<u>(15,311)</u>	<u>40,948</u>



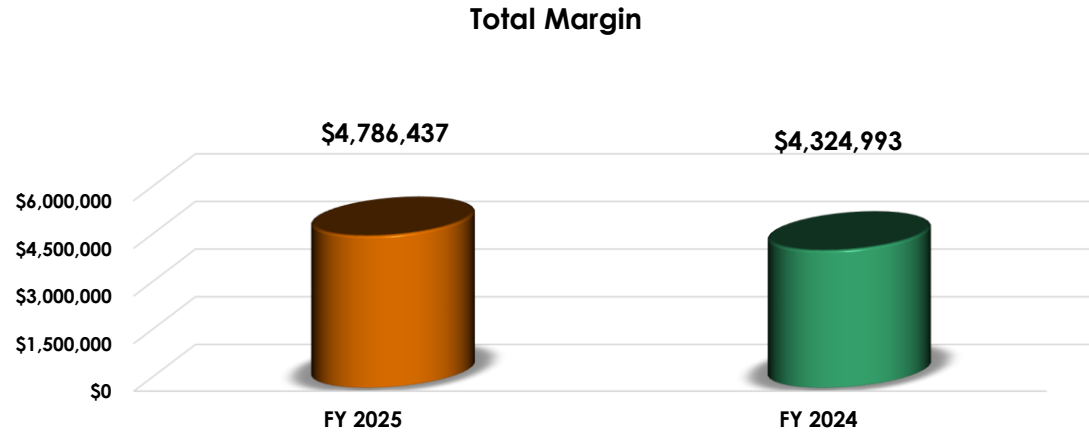
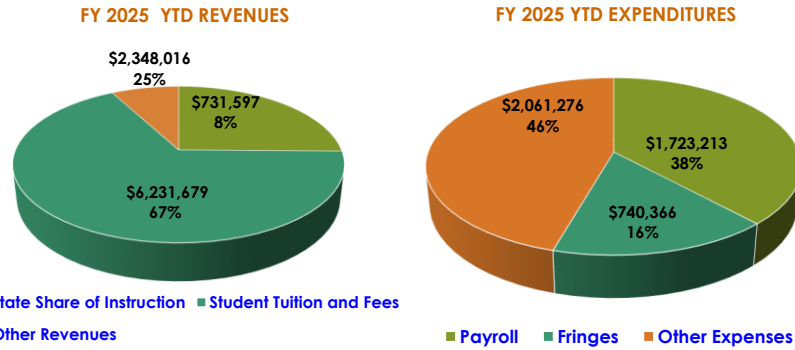
North Central State College

Fiscal Year 2022

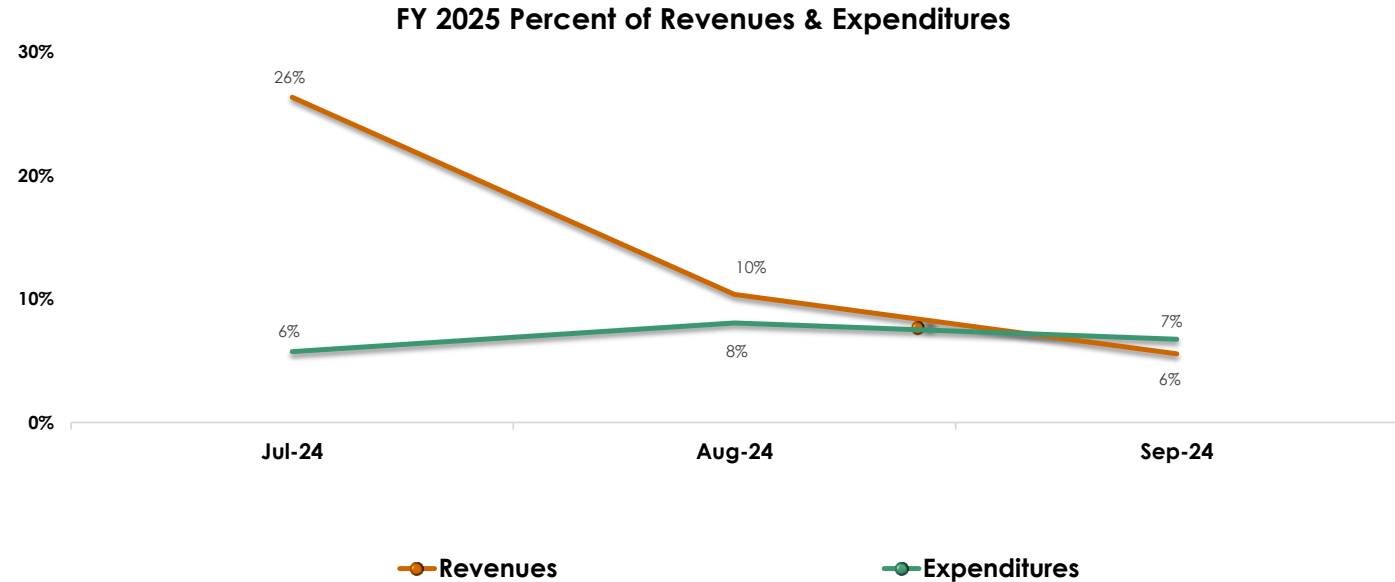
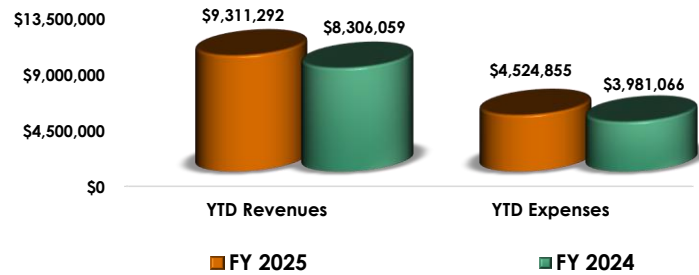
Financial Update

Revenues - Expenditures Summary

	Approved Budget	September	YTD	% of Total
REVENUES	\$22,060,999	\$1,224,436	\$9,311,292	42.2%
EXPENDITURES	\$22,060,999	\$1,485,877	\$4,524,855	20.5%
TOTAL MARGIN		(\$261,441)	\$4,786,437	



Year-To-Date Revenues & Expenditures Update



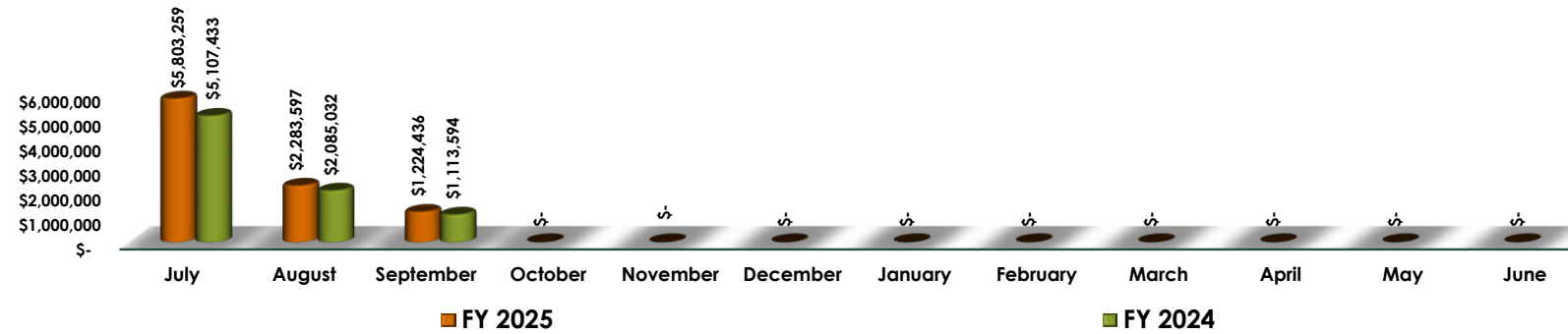


North Central State College

Fiscal Year 2025

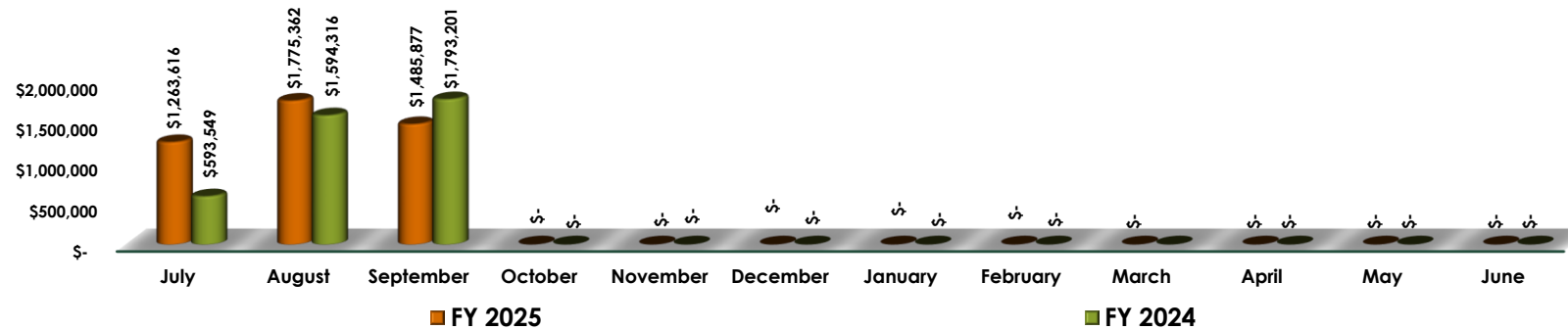
YTD Thru September 2024 Financial Update

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2025	\$ 5,803,259	\$ 2,283,597	\$ 1,224,436	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2024	\$ 5,107,433	\$ 2,085,032	\$ 1,113,594	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
% Variation	14%	10%	10%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!



Expenditures

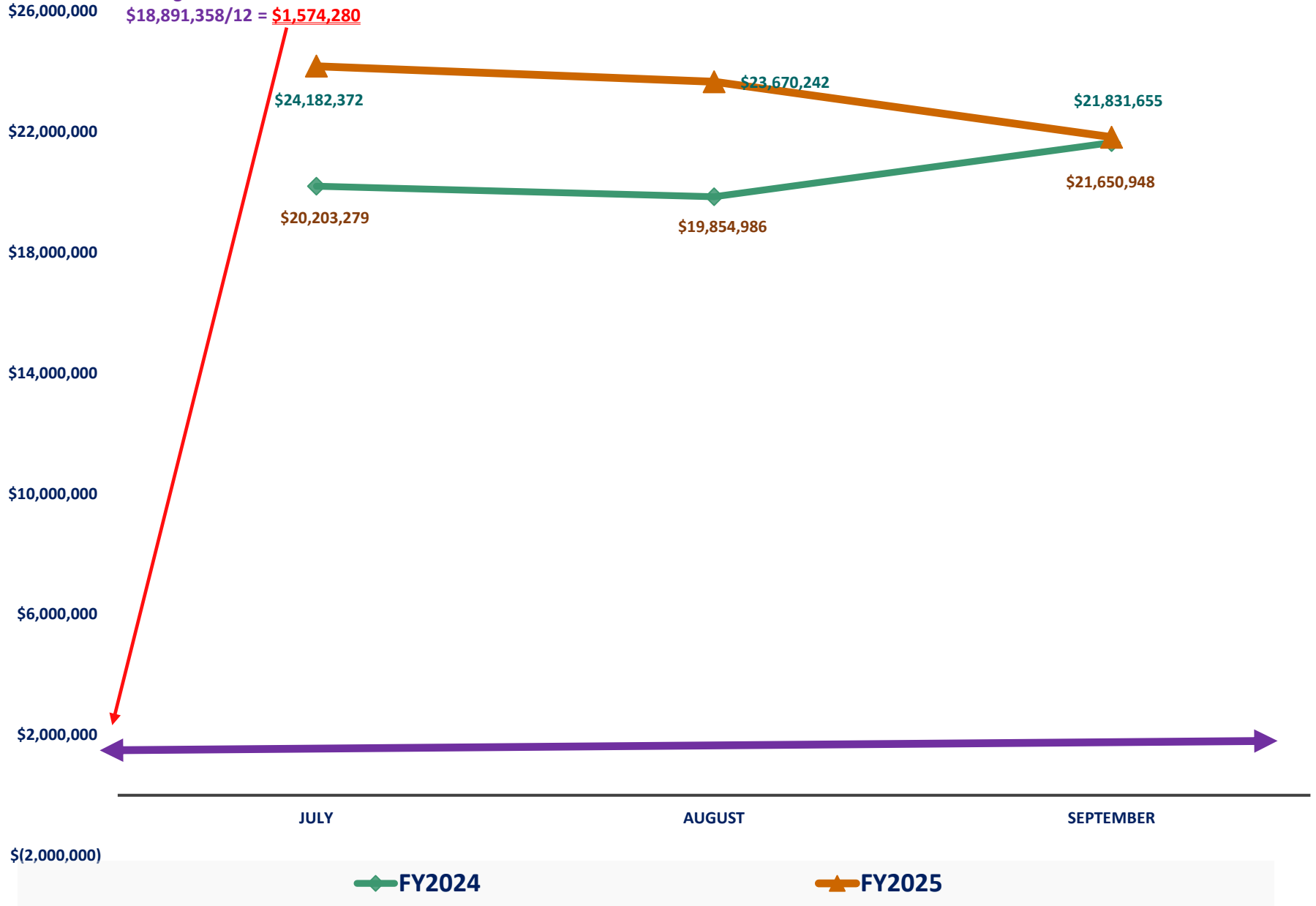
	July	August	September	October	November	December	January	February	March	April	May	June
FY 2025	\$ 1,263,616	\$ 1,775,362	\$ 1,485,877	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2024	\$ 593,549	\$ 1,594,316	\$ 1,793,201	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% Variation	113%	11%	-17%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!



Monthly Cash-On-Hand Update

Total Annual Expense (less depreciation) = \$18,891,358

Average Cash Per Month =
 $\$18,891,358 / 12 = \underline{\$1,574,280}$



**CONSIDERATION OF APPROVAL
OF AMENDMENT TO GOVERNANCE PROCESS POLICY
2.80 BOARD COMMITTEE PRINCIPLELS**

R-2024-36

WHEREAS: *the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business,*

WHEREAS: *the Board of Trustees continues the process of reviewing policies to direct and refine the governance process,*

NOW, THEREFORE BE IT RESOLVED: *that the Board of Trustees hereby approves the amendment to Governance Process Policy 2.80 – Board Committee Principles Policy.*

(see attached)

3357:13-02-80 Board Committee Principles Policy (Governance Process)

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to CEO.

Accordingly:

2.81 Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.

2.82 Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.

2.83 Board committees cannot exercise authority over staff. Because the CEO works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.

2.84 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.

2.85 Committees will be used sparingly and ordinarily in an *ad hoc* capacity.

2.86 This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. **It does not apply to committees formed under the authority of the CEO.**

Effective: August 25, 2010

Next Review: April 23, 2025

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

**CONSIDERATION OF APPROVAL
OF AMENDMENT TO GOVERNANCE PROCESS POLICY
2.90 BOARD COMMITTEE STRUCTURE AND TO RESCIND BOARD
OPERATING POLICY 11-08 COMMITTEES OF THE BOARD**

R-2024-37

WHEREAS: *the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business, and*

WHEREAS: *the Board of Trustees continues the process of reviewing policies to direct and refine the governance process, and*

WHEREAS: *in the Board’s review of Board Operating Policy 11-08 Committees of the Board there were many redundancies with Governance Process Policy 2.90 Board Committees Structure and was deemed no longer needed.*

NOW, THEREFORE BE IT RESOLVED: *that the Board of Trustees hereby approves the amendment to Governance Process Policy 2.90 – Board Committee Structure Policy.*

BE IT FURTHER RESOLVED: *that the Board of Trustees hereby rescinds Board Operating Policy 11-08 Committees of the Board.*

(see attached)

3357:13-02-90 Board Committee Structure Policy (Governance Process)

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. **The Chairperson of the Board of Trustees shall appoint special/ad hoc committees as deemed necessary by the Board.** The only board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

2.91 Executive Committee

- a. Product(s): (1) Set the Board Agenda in coordination with the Chief Executive Officer (CEO) approximately one week before the scheduled Board Meeting; (2) evaluate the CEO before deliberation with the full Board; and (3) appoint members of the trustee selection committee (ORC 3357.05(B)(2)).
- b. Authority: Executive Committee membership includes the current board chair, the current vice chair, and the immediate past chair.

2.92 Nominating Committee

- a. Product: Properly screened potential board members and slate of officers—by no later than October 15th each year.
- b. Authority: To incur costs of no more than \$1,000 direct charges and no more than 20 hours of staff time per annum.

2.93 Trustee Selection Committee

- a. Product: Select individuals not appointed by the governor, for appointment/reappointment to the North Central State College Board of Trustees, from individuals nominated by the Board of Trustees or other applicants—ideally by January 15th each year.

Requires the following for trustees appointed by the Trustee Selection Committee:

- (1) To the greatest extent possible, trustees should hold a leadership position within significant industries in the technical college district.
- (2) Trustees must reside (be electors) within the technical college district.
- (3) Trustees are appointed with the advice and consent of the Senate.
- (4) Terms are for three years.

- b. Authority: Trustee Selection Committee members are appointed by the Executive Committee of the North Central State College for a term of service to be determined by

the Executive Committee.

- (1) The Trustee Selection Committee shall consist of either three or five members.
- (2) Committee members shall be local business, civic, or nonprofit leaders within the College's service region.
- (3) Committee members shall not be current sitting members of the technical college's board of trustees.
- (4) Committee members shall be required to file a Financial Disclosure Statement with the Ohio Ethics Commission within 90 days of appointment and then for each year in which he or she served. This means that any person serving as a Committee member will also be required to file a statement in the year after he or she leaves the position, reflecting information for the final year in which he or she served as a member. The technical college is responsible for paying the financial disclosure filing fees as well as any late fees that accrue in the event that members file statements after the relevant deadline.

Effective: October 16, 2024

Next Review: April 23, 2025

Review Dates: 8/25/10, 7/30/11, 4/25/12, 5/15/13, 5/21/14, 5/27/15, 4/27/16, 4/26/17, 4/25/18,
4/24/19, 5/22/19, 4/22/20, 4/28/21, 4/27/22, 4/26/23, 4/24/24, 9/25/24, 10/16/24

**CONSIDERATION OF APPROVAL
OF AMENDMENT TO RESOLUTION R-2024-29 APPOINTMENT TO
TRUSTEE SELECTION COMMITTEE**

R-2024-38

WHEREAS: *Ohio Revised Code 3357.05(B)(2), charges the executive committee of the technical college's board of trustees to appoint the members of the trustee selection committee, and*

WHEREAS: *the executive committee had previously appointed Ms. Duana Patton of Crawford County to the Trustee Selection Committee for 2025, and*

WHEREAS: *the executive committee now finds it necessary to rescind the appointment of Ms. Duana Patton, and*

WHEREAS: *the executive committee appoints Ms. Edith Humphrey of Richland County to the Trustee Selection Committee for 2025.*

NOW, THEREFORE BE IT RESOLVED: *that the Executive Committee of the North Central State College Board of Trustees hereby approves the amendment to resolution R-2024-29 Appointment to the North Central State College Trustee Selection Committee for 2025.*

(see attached)

**CONSIDERATION OF APPOINTMENT TO
THE NORTH CENTRAL STATE COLLEGE
TRUSTEE SELECTION COMMITTEE FOR 2025**

R-2024-29

WHEREAS: *Ohio Revised Code 3357.05(B)(2), charges the executive committee of the technical college's board of trustees to appoint the members of the trustee selection committee, and*

WHEREAS: *the trustee selection committee shall appoint trustees to serve on the North Central State College Board of Trustees who are not appointed by the governor, and*

WHEREAS: *the terms of office for trustees appointed by the trustee selection committee shall be for three years with the advice and consent of the senate.*

NOW, THEREFORE BE RESOLVED: *that the Executive Committee of the North Central State College Board of Trustees, takes pleasure in appointing the following individuals for service on the 2025 North Central State College Trustee Selection Committee: Mr. Matthew P. Smith of Richland County; Mr. James M. Cutright of Ashland County, and Ms. Edith Humphrey of Richland County.*

BE IT FURTHER RESOLVED: *that the Executive Committee of the North Central State College Board of Trustees extends its gratitude to these appointees for their willingness to serve and contribute to the mission and vision of North Central State College.*

Approved and adopted this 28th day of August 2024.

Dr. Dwight McElfresh – Board Chair

Ms. Linda S. M. Nelson – Board Vice Chair

Ms. Elisabeth Morando – Immediate Past Chair

NORTH CENTRAL STATE COLLEGE
GOVERNANCE PROCESS POLICY 2.7
BOARD OF TRUSTEES ANNUAL AGENDA/CALENDAR
Fiscal Year 2025

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

June 2024:	BOT does not meet in June for summer break
July 2024:	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 Results Development/Approval of Board Annual Agenda/Calendar for 2024-2025
August 2024:	President's Performance Evaluation/Contract/Compensation PolGov Rehearsal Scenario (4.5) PolGov Policy Review (3.3 & 3.4) Board Operating Policy Review (11-13 Books, Accounts, and Records) BOT Self-Assessment Survey Trends Report (2 nd Quarter) Board-Ownership Linkage Activity Discussion
September 2024:	PolGov Rehearsal Scenario (3.4) PolGov Policy Review (4.0, 4.1 & 4.2) Board Operating Policy Review (11-08 Committees of the Board) (compare to Governance Process policies 02-80 & 02-90) Review Remaining Annual Ethics Training Requirements Board-Ownership Linkage Activity Discussion
October 2024:	Nominating Committee reports <i>expiring terms</i> to the Board Nominating Committee reports <i>Election of Officers</i> for 2025 (August) PolGov Rehearsal Scenario (4.9) PolGov Policy Review (4.3, 4.4 & 4.5) BOT Self-Assessment Survey Trends Report (3 rd Quarter) Board-Ownership Linkage Activity Discussion
November 2024:	No regular board meeting in November for Thanksgiving break
December 2024:	Audit Report presented to Board (privately) and (publicly) Conclude Election 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 2025:	All Board appointments are official and begin on the 17th

Re-affirmation/Installation of BOT Officers (installation - odd year)
Reorganization of Board Committees (Nominating & Executive)
Board Operating Policy Review (11-04 Duties of Board Officers)
(compare to Governance Process policies 02-50 & 02-60)
PolGov Rehearsal Scenario (3.18)
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 2025: PolGov Rehearsal Scenario (3.9)
PolGov Policy Review (2.0, 2.1 & 2.2)
Board-Ownership Linkage Activity Discussion

March 2025: PolGov Rehearsal Scenario (5.10)
PolGov Policy Review (2.3, 2.4 & 2.5)
Board-Ownership Linkage Activity Discussion

April 2025: Operating Budget Presentation for coming fiscal year
PolGov Rehearsal Scenario (6.5)
PolGov Policy Review (2.6, 2.7, 2.8 & 2.9)
Community Connections Activity: NCO Hall of Excellence
BOT Self-Assessment Survey Trends Report (1st Quarter)
Board-Ownership Linkage Activity Discussion
Student Interaction: Honors College Presentation(s)

May 2025: Budget Approval/Investment Policy
Presentations and Approvals will be conducted this Month
PolGov Rehearsal Scenario (4.3)
PolGov Policy Review (3.0, 3.1 & 3.2)
Distribute Board Self-Reflection Questionnaire
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 2025: BOT will not meet in June for summer break
Chancellor's Annual Trustees Conference

July 2025: 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-Reflection Questionnaire Results
Development/Approval of Board Annual Calendar for coming year

Board-Ownership Linkage Activities for Future Consideration:

1. Timken Company – Bucyrus (Owners Connections) – Pending Scheduling



Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Prepare recommendation for reappointment for Dr. Dwight McElfresh for submission to locally-appointed position to the Trustee Selection Committee once 3 rd member is appointed.	October- November 2024	S. Williams
2.	Send recommendation for reappointment for Mr. Mark Masters to governor-appointed position to Office of Boards and Commissions (1 st submission)	October 2024	S. Williams
3.	Bring revised Board Committee Principles policy (02-86) back to the Board for Consideration of Approval	October 2024	D. Diab/S. Williams
4.	Bring revised Board Committee Structure policy (02-90) back to the Board for Consideration of Approval	October 2024	D. Diab/S. Williams
5.	Confirm Ethics Training method for completion before October Meeting	October 2024	D. Diab/S. Williams
6.	BOT to receive Performance/Self-Assessment Trend Analysis for 3 rd Quarter Report (July, August-September) at October BOT Meeting	October 2024	S. Williams



North Central State College

BOARD OF TRUSTEES 2024 Policy Governance Training Schedule

<u>NCState Meeting Date</u>	<u>Principle Discussion</u>	<u>Discussion Leader</u>	<u>PolGov Policy Review</u>	<u>Discussion Leader</u>
January 17, 2024	Rehearsal Scenario 3.6	E. Morando	4.9 Executive Limitations	D. McElfresh
February 28, 2024	Rehearsal Scenario 3.14	D. Bush	2.0, 2.1, 2.2 Governance Process	K. Winkle
March 27, 2024	Rehearsal Scenario 5.6	M. Masters	2.3, 2.4, 2.5 Governance Process	S. Stone
April 24, 2024	Rehearsal Scenario 3.2	L. Nelson	2.6, 2.7, 2.8, 2.9 Governance Process	E. Morando
May 22, 2024	Rehearsal Scenario 4.7	P. Williams	3.0, 3.1, 3.2 Board-CEO Relationship	D. Bush
<i>July 24, 2024</i>	<i>None Scheduled</i>	<i>Planning Retreat</i>	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	<i>Planning Retreat</i>
August 28, 2024	Rehearsal Scenario 4.5	K. Aspin	3.3, 3.4 Board-CEO Relationship	M. Masters
September 25, 2024	Rehearsal Scenario 3.4	D. McElfresh	4.0, 4.1, 4.2 Board-CEO Relationship	L. Nelson
October 16, 2024	Rehearsal Scenario 3.16	K. Winkle	4.3, 4.4, 4.5 Executive Limitations	P. Williams
December 4, 2024	Rehearsal Scenario 3.5	S. Stone	4.6, 4.7, 4.8 Executive Limitations	K. Aspin
NOTE: ENDS Policies 1.0, 1.1, 1.2, 1.3, & 1.4 will be reviewed throughout the year and discussed at the June BOT Planning Retreat.				

REHEARSAL WORKSHEET

Rehearsal 3.16

TITLE: “Unrealistic Ends”? Says Who?

SCENARIO: The Arts Council board has established Ends policies requiring results that the CEO believes are unattainable given available resources. The CEO has told the board of his opinion. What should the board do?

Resolve this scenario by answering the following questions:

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

Ends: [Policy 1.0, example F](#)

Executive Limitations: CEO may not allow the board to be uninformed ([2.8](#)); fail to report an anticipated noncompliance with any policy of the board ([2.8.2](#)); or fail to advise the board if the board is not in compliance with its own policies, particularly if detrimental to the work relationship between the board and the CEO ([2.8.5](#)).

Board-Management Delegation: Decisions of the board are binding on the CEO ([3.1](#)). Successful CEO performance requires accomplishment of board-stated ends ([3.2.3](#)). The board will develop Ends policies instructing the CEO to achieve specified results for specified recipients at a specified cost ([3.3.1](#)). The board will monitor CEO performance against a reasonable interpretation of its Ends and Executive Limitations policies ([3.4](#)). There is annual internal monitoring reporting on all Ends policies ([3.4.5](#)).

Governance Process: The board’s purpose is to ensure achievement of results for an appropriate cost ([4.0](#)). The board is responsible to create realistic written governing policies ([4.2.2](#)) and for assurance of successful organizational performance on Ends and Executive Limitations (4.2.3). Staff input will be used to inform the board’s ends deliberations ([4.3.2.B](#)). CEO monitoring will be on the agenda if policy criteria are to be debated ([4.3.4](#)).

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

(underline) Yes No

The CEO is delegated responsibility for accomplishing ends and avoiding unacceptable means.

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.**) The CEO has fulfilled his obligation to notify the board of the anticipated failure to achieve ends and of his belief that the Ends policies are not realistic.

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 needs to judge whether the CEO's assertions are valid. It may do so by attempting to discover what these results cost other organizations to produce. This way it can decide whether it is demanding performance that cannot be accomplished with available funds. If the board determines that it has asked for more than is possible, it should redefine ends to be more achievable. Conversely, if the board determines that the desired results are achievable within available resources, it should reaffirm its existing Ends policies and expect the CEO to produce those results.

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

4a. What amendments or additions do you suggest? The board may decide that it should require less ambitious ends.

4b. What further information, if any, does the board need before deciding on this change? Information about costs is essential.

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 16, 2024

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

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 16, 2024

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

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 16, 2024

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,
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2024

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2025

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Policy Governance® Model

