North Central State College

NORTH CENTRAL STATE COLLEGE
BOARD OF TRUSTEE'S MEETING
Wednesday, December 4, 2024
5:30 pm – 164-Fallerius "Gimble Community Classroom"

*** NOTE: 3:45pm NCSC-OSU-M Joint Board Meeting (OSU-M Bd. Room -113-Eisenhower Hall)**
5:00pm Auditor's Presentation to Trustees Only (Gorman Room 165-Fallerius Center)

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. **AUDITOR'S REPORT –** *BHM CPA, Inc.*

VI. **OHIO STATE-MANSFIELD ADVISORY BOARD REPORT –** *Dr. Dwight McElfresh*
   - Colonel Kenneth Kmetz (OSU-M Advisory Board)

VII. **HEARING OF CITIZENS (Audience Participation)** – *Dr. Dwight McElfresh*
   - Retiring and Rehiring of NCSC President, Dr. Dorey Diab

VIII. **PRESIDENT'S REPORT**

   A. Student Organizations

   B. North Central State College Foundation/Development Update

   C. Monitoring Report(s): ENDS; (01-00) Global Ends Policy   Page 8

   D. Updates/Other   Page 67

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

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

<u>Minutes:</u>

A. Approval of Minutes for October 16, 2024 "Regular Meeting"   Pages 10-22

<u>Personnel Actions:</u>

B. Consideration of Approval of Status Change – *R-2024-40*   Page 23

C. Consideration of Approval of Employment of College Personnel – *R-2024-41*   Page 24

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Regular Agenda

  A. Treasurer's Report for October 31, 2024 – *Ms. Lori McKee*   Pages 25-31
                                       (Action Required)

  B. Consideration of Approval of 2024 Report of Efficiency Review and Pages 32-57
    Implementation Plans for North Central State College – *R-2024-42* **(Action Required)**
    – *Dr. Dorey Diab/Ms. Lori McKee*

X. POLICY GOVERNANCE

  A. Nominating Committee Report (IAW 02.91) – *Mr. Steven Stone*

  B. Discussion of Agenda Planning Calendar (IAW 02.70)   Pages 58-59
    – *Dr. Dwight McElfresh*

    1. Review of Actionable Items   Page 60

    2. Community Connections

  C. Board Training (IAW 02.70(b))   Page 61

    1. Policy Governance Rehearsal Scenario 3.5 (Case Study) Pages 62-63
     – *Mr. Steven Stone "What if the CEO Lies?*

    2. Governance Policy Review (4.6, 4.7 & 4.8) – *Ms. Kristin Aspin* Pages 64-66

XI. BOARD CHAIRPERSON'S REPORT – *Dr. Dwight McElfresh*

  A. Upcoming Events
    • OACC Governing Board Meeting (December 11, 2024, Columbus)
    • Arts for Success (Scholarships for Success) (March 6, 2024 – CSC)
    • NCO Hall of Excellence (April 10, 2024 – Ralph Phillips Conference Center)
    • ACCT NLS (Feb 9-12) – Washington D.C.

XII. EXECUTIVE SESSION

  A. To discuss employment of a public employee

Regular Agenda

  C. Consideration of Approval of President's Retire and Rehire Contract Addendum
    – *R-2024-43 – Dr. Dwight McElfresh*   **(Action Required)**

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

XIV. TIME AND PLACE OF NEXT MEETING – *Dr. Dwight McElfresh*
 - Wednesday, January 15, 2025 – (165-Fallerius)

XV. 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)**

NCState Rep.	OSU-M Meeting Date	NCState Meeting Date	OSU-M Rep.
		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	None
S. Stone	~~November 21, 2024~~ Cancelled	October 16, 2024	
		December 4, 2024	K. Kmetz

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.

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)

December 2024   **4 – Regular Board of Trustees Meeting (Fallerius)**
                        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)

3357:13-01-00 Global Ends Policy (ENDS)

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.

Required Approvals Agenda

Consent Agenda

Minutes:

A. Approval of Minutes for October 16, 2024 "Regular Meeting"

Personnel Actions:

B. Consideration of Approval of Status Change – *R-2024-40*

C. Consideration of Approval of Employment of College Personnel – *R-2024-41*

Regular Agenda

A. Treasurer's Report for October 31, 2024 – *Ms. Lori McKee*

B. Consideration of Approval of 2024 Report of Efficiency Review and Implementation Plans for North Central State College – *R-2024-42 – Dr. Dorey Diab/Ms. Lori McKee*

C. Consideration of Approval of President's Retire and Rehire Contract – *R-2024-43 – Dr. Dwight McElfresh*

North Central State College
Board of Trustees' Meeting
October 16, 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 5:56 p.m. due to the annual ethics training for Trustees prior to the meeting running over schedule 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:**
> Ms. Kristin Aspin
> Mr. David Bush
> Mr. Mark Masters
> Dr. Dwight McElfresh
> Ms. Elisabeth Morando
> Mr. Steven Stone
> Mr. Patrick Williams
> Ms. Kimberly Winkle
>
> **Absent:**
> Ms. Linda Nelson

III.   INTRODUCTION OF GUESTS

President Dorey Diab introduced Dr. Kelly Gray, Vice President of Academic & Student Services; Ms. Chris Copper, Vice President for Development/Foundation (online); Dr. Andrew Shella, Dean for Engineering Technology, Business, and Criminal Justice Division; Ms. Michele Schaad filling in for Ms. Lori McKee, Vice President of Business Services (online); Mr. Tom Prendergast, Executive Director for Institutional and Strategic (online) and Ms. Sara Rollo representing the Faculty (online).

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

Dr. Dwight McElfresh explained that the primary focus of tonight's meeting will include: Board Committee Structure; consider edits to our Board governance process policy, and

the nominating committee recommendations; conduct board training; and conduct routine business of the Board.

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

Board Chair, Dr. Dwight McElfresh explained that the OSU-M Advisory Board meeting scheduled for November 21, 2024 has been cancelled. There are no projected meeting dates established at this time.

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

A. Student Engagement Updates

President Dorey Diab presented the Student Engagement report as follows:

- TRiO:
  - This is an "in-between" time for students with not as much large programming happening. One thing of note, is that the department is finalizing the details for a First-Generation College Celebration scheduled for November 6 from 11 AM – 1 PM.

  - The TRIO program is collaborating with Justin Tickhill, Associate Professor, Biology, for "Tuesdays with Tickhill". Each Tuesday morning, Mr. Tickhill comes to the TRIO Resource Room to review content from lectures, answer questions and to also connect with TRIO students! This has been a great example of meeting students "where they are" in a space that they are comfortable in. We have seen a steady increase in the number of students attending with a high of 13 students just recently. One student who has attended on a regular basis, reported seeing an improvement in her grade in the course.

  - During Fall break week, the TRIO program is bringing students together for a fun and engaging night of bowling on Wednesday, October 9. This is one of the most popular TRIO events and is a great opportunity for TRIO staff to provide college and program updates while also helping to foster further connection among students in the program. In a recent review of student feedback taken from a survey administered during the college's first year experience course, we see that more and more students are interested in getting help with meeting new friends. It is events like a Bowling Night where we are helping to fill this need and create a sense belonging for students.

- The Student Accounting Club is in its initial stages and will begin kicking off with its first group of students this month.

- Phi Theta Kappa

- PTK had its initial interest meeting with students and has nominated its president for the upcoming year.
- The next meeting is scheduled and deadline for members to enroll and pay the membership fee is in November.
- At that point, we should know what the current student group of PTK for 2025 consists of and they can begin making plans for their service projects.

- Honors College

  - The next Honors College colloquium will be: Wednesday, October 23, 5-6:00 p.m.
    - Dr. Blake Wagner – "Navigating Mental Health in the Digital Age"
  - The Honors College currently has 19 students pursuing honors credits with 20 research projects for fall semester.
  - 17 faculty are serving as Honors College mentors (9-fulltime; 8 adjunct)

- Human Services and Social Work Career Expo/Job Fair

  The Human Services and Social Work Career Expo/Job Fair will be on Tuesday, December 3, 1-5:00 p.m. in the Byron Kee Hall building.
  We are anticipating up to 20 businesses/non-profit organizations to participate. The goal of these participants will be to fulfill ongoing needs for social work positions thru practicums and employment positions.
  We will also have staff members on hand to showcase educational opportunities and provide registration information for the upcoming spring semester.

  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: $141,000
- Approved $45,761, for certs expect by the end of Sept 2024
- Approved $20,000 Emerald Club
- Approved $30,000 for IDAS

Ask in for $105,000 to support LPN to RN scholarships.
Ask in for $45,000 for equipment in the engineering area.

Events

- Scholarship Luncheon on Thursday, October 3, 2024, with 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
  - Honorees selected include:
    - Ms. Betty Preston
    - Mayor Matt Miller of Ashland
    - Ms. Duana Patton the President of the Area Agency on Aging District 5

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.
  - Hosted 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.
- Hosted OhioHealth Columbus Oct 15

Workforce
- Next Drone program launch Nov 1
- 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.
- Launching Turbo Cert with Crawford County High Schools and MOESC in January 2025.
- On track to meet FY25 workforce target

C. Monitoring Report: Executive Limitations Policy – Emergency CEO Succession (4-90)

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

EMERGENCY CEO SUCCESSION (EXECUTIVE LIMITATIONS)
Policy No. 3357:13-04-90

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.

The executives who can take over with reasonable proficiency as interim successors are:
1. *Dr. Kelly Gray, Chief Academic Officer.*
2. *Lori McKee, Chief Fiscal Officer.*
The two vice presidents have special strengths, and their biggest strength is how they complement one another as a team.

D. College Update

1. Enrollment at 15-day comparison is at 7% increase in headcount and credit hours over last year.
2. Several employees from NC State and OSU-M participated in the United Way kickoff breakfast at the Blueberry Patch on September 26.
3. Dr. Diab continues to visit classes with many kudos for so many of our faculty due to their student support to achieve success.
4. We have been successful in attracting a new Dean for our Engineering, Business, and Criminal Justice Division starting on October 14. He comes to us from another Ohio community College with the same position.
5. On September 30th, a group of faculty, staff and administration from the College visited Marion Tech to review their e-sport program.
6. On September 30th, Dr. Diab attended an event for our representative Marilyn John, and spoke with President Matt Huffman of the Senate about the Route 30 Broadband project. He indicated that he requested the Governor's Office to support the project.
7. On October 2nd, we held the first meeting of the Artificial Intelligence (AI) Council to review initiatives to embed AI in the classroom and potential productivity concepts outside the classroom.
8. On October 2nd, Dr. Diab attended a cyber threat in Ohio that was initiated by the Richland Chamber at OSU-M
9. Very soon, we will begin the planning for the renovation of the Fallerius Technical Education Center. We have already begun the inspections with the architect. Construction will not likely get started until around May with the actual renovation piece, and will likely be done in phases to minimize the disruptions and to help us keep tabs on construction costs.
10. Highlights of the OACC Presidents meeting included a meeting with Senator Matt Huffman regarding issues affecting Career Centers and Community Colleges.

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. Elisabeth Morando, seconded by Mr. Patrick Williams and passing unanimously, the following items were approved:

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

B. Consideration of Approval of Status Change – *R-2024-39*

CONSIDERATION OF APPROVAL OF

STATUS CHANGES

R-2024-39

<u>*STATUS CHANGE*</u>

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

 BEGINNING October 14, 2024
 Rocket Whisler

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

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

CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL

R-2024-35

<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 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.

REGULAR AGENDA

A. Treasurer's Report for September 30, 2024 – *Ms. Michele Schaad*

Ms. Michele Schaad presented the Treasurer's Report on behalf of Ms. Lori McKee for the period ending September 30, 2024. She stated that revenues for the month totaled $1,224,436. Expenditures were $1,485,877 leaving a deficit of $261,441. Year-to-date revenues totaled $9,311,292. Year-to-date expenditures totaled $4,524,855 leaving an excess of $4,786,437. The Month End Investment Balance for September 2024 was $6,423,590 ($1,174,538 in Star Ohio and $5,290,052 in Park National Bank). Ms. Schaad described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: Mr. Steven Stone moved for approval of the Treasurer's Report for the period ending September 30, 2024. Mr. Mark Masters seconded the motion and the item was approved with a unanimous vote.

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

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.~~

> **ACTION TAKEN:** Ms. Kimberly Winkle moved for approval of resolution R-2024-36 Amendment to Governance Process Policy 2.80 Board Committee Principle. Mr. David Bush seconded the motion and the item was approved with a unanimous vote.

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*

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.

> **ACTION TAKEN:** Mr. David Bush moved for approval of resolution R-2024-37 Amendment to Governance Process Policy 2.90 Board Committee Structure and to Rescind Board Operating Policy 11-08 Committees of the Board. Mr. Patrick Williams seconded the motion and the item was approved with a unanimous vote.

D. Consideration of Approval of Amendment to Resolution R-2024-29 Appointment to Trustee Selection Committee – *R-2024-38 – Dr. Dwight McElfresh*

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.*

> **ACTION TAKEN:** The majority of the Executive Committee of the North Central State College consisting of Dr. Dwight McElfresh, Board Chair; and Ms. Elisabeth Morando,

Immediate Past Chair, Approved and Adopted this amendment to the appointment resolution on the 16th day of October 2024. Ms. Linda Nelson, Board Vice Chair was absent.

VIII. POLICY GOVERNANCE

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

Mr. Steven Stone reported that the Nominating Committee recommends Ms. Duana Patton of Crawford County for consideration of appointment to a term of service to the North Central State College Board of Trustees to fill the term of Mr. David Bush of Crawford County upon the completion of his current term. Ms. Duana Patton has accepted the committee's recommendation for appointment.

ACTION TAKEN: Mr. Steven Stone made a motion for approval to forward the Board's recommendation of Ms. Duana Patton to the North Central State College Trustee Selection Committee for consideration of appointment. Ms. Elisabeth Morando 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 November, December, and January 2025.

2. Review of Actionable Items.

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

a. Prepare recommendation for reappointment for Dr. Dwight McElfresh for submission to locally-appointed position to the Trustee Selection Committee once 3rd member is appointed. – This item to be accomplished before the next meeting.

b. Send recommendation for reappointment for Mr. Mark Masters to governor-appointed position to Office of Boards and Commissions (1st submission) – This item was accomplished prior the meeting.

c. Bring revised Board Committee Principles policy (02-86) back to the Board for Consideration of Approval – This item was completed earlier in the agenda.

d. <u>Bring revised Board Committee Structure policy (02-90) back to the Board for Consideration of Approval</u> – This item was completed earlier in the agenda.

e. <u>Confirm Ethics Training method for completion before October Meeting:</u> This item was completed prior to the meeting.

f. <u>BOT to receive Performance/Self-Assessment Trend Analysis for 3rd Quarter Report (July, August-September) at October BOT Meeting:</u> This item will be addressed later in the agenda.

3. Community Connections.

Mr. Steven Stone – shared an article from the New York Times regarding a Job Fair held in Milwaukee, WI at a community college to help fill the skills gap in manufacturing. He felt well on we have been preparing for several years for this kind of thing with the development of certificate programs, the need for engaging early on by getting into the high schools, things we have been doing for some time being highlighted as best practices was very affirming that we are on line with these ways of responding to national trends.

Ms. Elisabeth Morando – tied her comments into Mr. Stones comments by sharing that she thought these actions are reflected in the actions of so many universities that are developing two-year programs to address workforce needs with the understanding that workforce needs cannot wait four years to fill their skills needs for many of their jobs. The biggest numbers of job openings that futurists are predicting are in unskilled labor or labor that only requires certificate skills or two-year degrees. Dr. Dorey Diab added that this is all related to two major issues we are facing as a nation, a state, and a community: the demographic issue and the immigration issue.

Mr. Patrick Williams – shared that he had attended the NCSC Foundation Scholarship Luncheon and was delighted to see so many familiar faces of students who have received scholarships and many whom he has worked alongside but haven't seen for some time in the course of his job in being around town.

Ms. Kim Winkle – shared that she also attended the NCSC Foundation Scholarship Luncheon and was seated at a table with many Avita students. She was happy to witness the success stories of Avita Health System students. Students shared how impressed they were that the president of the College came to their class to solicit their feedback. They enjoyed seeing the president in their class. The only complaint she heard from students were the night classes and the challenges they face in working third shift. Dr. Dorey Diab shared some of his insights and activities in working to improve the challenges that are faced in the evening classes of these programs. Ms. Chris Copper added some insights as well.

Ms. Kristin Aspin – shared that at the Ashland County Community Foundation, they have been working to issue scholarships in Ashland as well and have come up with a workforce program for adult/non-traditional students to provide a loan program for them to pursue professional/skill certificates. Within the last six months, their education program director was tasked with working with the committee to come up with a program that would be more centered on the non-traditional student as well as people pursuing certificates to be able to apply at any time and to get quick/fast turnaround in a loan amount that would be beneficial. They have just launched this program in October so it is online and ready for applications. It is exciting because it is a loan program that is specifically offered to non-traditional students for certificate and other programs that are not your traditional 2-year or 4-year. The way it is set up is that applicants need to be Ashland County residents who can benefit if they are not able to take advantage of some other tuition assistance options. They have tried to make it as streamlined as possible with in-house approval guidelines so that once they apply, we can guarantee that within 10 business days, they will have an answer and we can loan them half of what their program cost is.

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

1. Ms. Kimberly Winkle led the discussion of Rehearsal Scenario 3.16 "Unrealistic ENDS?" Says Who?

In this 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?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Mr. Patrick Williams led the discussion and review of Governance Process policies 4.3, 4.4, and 4.5. The Board concurred that 4.3, 4.4, and 4.5 are all still relevant and still accurate.

D. Self – Assessment Trends Report

1. Reflections on 3rd Quarter 2024 Self-Assessment Survey Trends (July-August-September)

Dr. Dwight McElfresh asked if all Trustees had the opportunity to review the Board Performance/Self-Assessment Survey Trend Analysis for the 3rd Quarter of 2024. The Board reviewed each survey topic, discussed trend analysis results, and considered areas of success and areas for improvement.

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. Joint NCSC/OSU-M Board Meeting (December 4ᵗʰ, Eisenhower Hall Room 113)

C. NCSC Employee Appreciation/Awards Event (December 5ᵗʰ 330pm-5:00pm)

X.   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 had goo ethics training and conveyed a "good job" to Ms. Elizabeth Smith and Ms. Gina Dwyer of the AG's office and expressed their gratitude for their willingness to deliver the training in person. There were good discussions and good policy governance training, kudos to Kim Winkle and Patrick Williams.

XI.   TIME AND PLACE OF NEXT MEETING

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, December 5, 2024 at 5:30pm in the Gimble Community Classroom (164-Fallerius). A "Board Members Only" report on the College/Foundation audit will be conducted thirty minutes prior to the meeting at 5:00pm in the Gorman Room (165-F).

XII.   ADJOURNMENT

The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Dr. Dwight McElfresh declared the meeting adjourned at 7:15 p.m.

Respectfully submitted:

_____   _____
Mr. Stephen R. Williams, Board Secretary   Dr. Dwight McElfresh, Board Chair

CONSIDERATION OF APPROVAL OF
STATUS CHANGES

R-2024-40

STATUS CHANGE

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

BEGINNING *November 18, 2024*
Tiffany Detillion
- *Tiffany Detillion is moving from Administrative Assistant, Admissions to Academic Systems Specialist.*

<div align="center">

CONSIDERATION OF APPROVAL OF
EMPLOYMENT OF COLLEGE PERSONNEL

R-2024-41

</div>

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 November 11, 2024
Grace Brown, Admissions Representative
Mount Vernon Nazarene University, B.A., Business Administration

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-41
Grace Brown is hired as the Admissions Representative to replace Logan Cox.

The Treasurer's Report
with Dashboard Analysis

for the Period Ending

October 31, 2024

North Central State College
Analysis of Current Revenue and Expenditures
Period Ending October 31, 2024

	Jul-24	Aug-24	Sep-24	Oct-24	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget	Prior YTD	Current vs. Prior
Revenues:										
State Share of Instruction	$782,672	$782,672	$782,672	$782,672	$3,130,688	2,348,017	$782,671	9,392,069	$3,125,423	$5,265
Student Tuition and Fees	4,859,260	$1,234,620	$137,799	$2,522,293	8,753,972	6,397,511	2,356,460	11,030,192	5,591,576	3,162,396
Other Revenues	93,212	$122,924	$119,850	$23,478	359,465	140,800	218,665	563,200	248,196	111,269
University Center	0	$0	$0	$0	0	0	0	0	0	0
Capital Debt Service	0	$71,945	$0	$71,945	143,890	10,000	133,890	40,000	0	143,890
Child Development Center	56,445	54,788	125,540	84,779	321,552	167,304	154,248	669,215	204,982	116,569
Workforce & Community Development	1,705	14,418	56,875	6,299	79,297	79,338	(41)	317,351	28,004	51,293
Facilities	9,965	2,230	$1,700	$3,965	17,860	12,243	5,617	48,972	9,195	8,665
Fund Balance	0	0	0	0	0	0		0	0	0
Total Revenues	$5,803,259	$2,283,597	$1,224,436	$3,495,431	$12,806,723	$9,155,213	$3,651,510	$22,060,999	$9,207,376	$3,599,346
Expenditures:										
Payroll	$227,145	$782,977	$713,091	$692,324	2,415,537.40	2,234,605	($180,933)	$8,462,887	$2,200,406	($215,131)
Fringes	87,589	$392,141	$260,636	$259,931	1,000,296.44	759,358	($240,938)	3,948,663	931,586	(68,710)
Printing	1,073	($355)	$5,628	$1,804	8,150.60	8,750	$599	35,000	2,882	(5,269)
Advertising	700	$9,070	$5,319	$6,152	21,240.84	39,875	$18,634	159,500	27,445	6,204
Postage	0	$350	$0	$0	350.00	12,500	$12,150	50,000	20,310	19,960
Shared Campus Expense	0	$0	$341	$1,092	1,432.75	0	($1,433)	1,100,000	1,413	(20)
Professional Development	27,844	$4,621	$8,109	$879	41,452.45	86,018	$44,565	344,070	40,427	(1,025)
Grants and Scholarships	43,260	$0	$91,703	$97,823	232,785.63	547,500	$314,714	2,190,000	272,822	40,036
Equipment Lease and Rental	8,919	$4,460	$5,782	$4,460	23,620.34	26,050	$2,430	104,200	24,948	1,328
New Equipment	(10)	$3,933	$556	$33,596	38,074.16	88,187	$50,113	352,747	387	(37,687)
Professional Fees	15,914	$15,864	$3,324	$27,679	62,781.60	98,019	$35,238	392,077	105,359	42,577
All Other Expenses	760,449	342,919	205,153	189,649	1,498,170.09	899,429	($598,741)	2,698,288	1,141,765	(356,405)
Child Development Center	16,236	83,588	50,694	48,202	198,719.75	180,641	($18,079)	651,050	158,637	(40,083)
Corporate	1,986	16,788	28,586	12,320	59,680.20	63,121	$3,441	214,416	53,517	(6,163)
Facilities	72,511	119,007	106,954	85,262	383,734.29	399,695	$15,961	1,358,101	342,025	(41,709)
Total Expenditures	$1,263,616	$1,775,362	$1,485,877	$1,461,172	$5,986,027	$5,443,748	($542,279)	$22,060,999	$5,323,929	($662,098)
Excess (Deficit)	$4,539,643	$508,235	($261,441)	$2,034,259	$6,820,696	$3,711,465	$3,109,231	$0	$3,883,447	$2,937,249

Total Investment Balance - $6,378,619 ($1,179,562 - Star Ohio and $5,199,057 - Park National)

North Central State College
All Other Expenses
Period Ending October 31, 2024

	Jul-24	Aug-24	Sep-24	Oct-24	Current YTD	Budget Release	Variance Favorable / (Unfavorable)	Beginning Budget
Office Supplies	234.65	80.26	1,915.50	44.92	2,275.33	4,100.00	1,824.67	12,300.00
Instructional Supplies - Lecture	0.00	0.00	1,367.19	75.92	1,443.11	10,568.00	9,124.89	31,704.00
Paper Supplies	0.00	2,863.70	0.00	0.00	2,863.70	4,000.00	1,136.30	12,000.00
Other Supplies	0.00	0.00	153.93	4,251.04	4,404.97	9,071.67	4,666.70	27,215.00
Instructional Supplies - Lab	9,728.93	55,894.67	56,345.81	93,711.16	215,680.57	141,704.00	(73,976.57)	425,112.00
Travel	0.00	381.81	304.49	608.94	1,295.24	9,576.67	8,281.43	28,730.00
Non-Inventory Software (501)	2,110.65	8,552.00	0.00	0.00	10,662.65	8,624.67	(2,037.98)	25,874.00
Non-Inventory Books	0.00	0.00	0.00	0.00	0.00	500.00	500.00	1,500.00
Equipment Maintenance	0.00	0.00	1,270.62	0.00	1,270.62	19,237.00	17,966.38	57,711.00
Software Upgrade/Maintenance	699,049.54	136,860.81	51,911.31	72,450.92	960,272.58	325,512.33	(634,760.25)	976,537.00
Building Maintenance	7,780.04	0.00	0.00	0.00	7,780.04	5,000.00	(2,780.04)	15,000.00
Vehicle Maintenance	0.00	146.28	175.35	235.12	556.75	4,166.67	3,609.92	12,500.00
Telephone	967.34	8,082.75	7,113.61	2,077.43	18,241.13	42,333.33	24,092.20	127,000.00
Cell Phones	0.00	893.24	893.71	893.70	2,680.65	4,333.33	1,652.68	13,000.00
Pagers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Security	0.00	604.30	0.00	0.00	604.30	1,000.00	395.70	3,000.00
Internet Connection	1,580.44	2,080.44	2,592.44	2,580.44	8,833.76	26,666.67	17,832.91	80,000.00
License Fees	0.00	0.00	0.00	0.00	0.00	1,398.33	1,398.33	4,195.00
Bank Fees - General	462.07	839.73	841.92	0.00	2,143.72	3,066.67	922.95	9,200.00
Bank Fees - Credit	0.00	1,648.51	10,582.01	0.00	12,230.52	17,333.33	5,102.81	52,000.00
Insurance	0.00	95,084.42	0.00	0.00	95,084.42	59,406.67	(35,677.75)	178,220.00
Shipping/Freight	0.00	116.06	0.00	0.00	116.06	1,333.33	1,217.27	4,000.00
Sponsored/Donated	2,255.00	0.00	525.00	500.00	3,280.00	3,733.33	453.33	11,200.00
Commencement	0.00	0.00	72.85	0.00	72.85	8,033.33	7,960.48	24,100.00
Catering	0.00	757.57	878.10	88.02	1,723.69	3,893.33	2,169.64	11,680.00
Subscriptions	90.00	12.64	73.78	1,787.64	1,964.06	3,797.00	1,832.94	11,391.00
Dues	37,748.70	22,264.20	0.00	1,099.00	61,111.90	49,599.33	(11,512.57)	148,798.00
Program Development	0.00	150.00	0.00	0.00	150.00	133.33	(16.67)	400.00
Recruitment	0.00	2,340.99	1,238.04	0.00	3,579.03	1,000.00	(2,579.03)	3,000.00
Other Expense	200.00	359.87	56,733.85	9,536.42	66,830.14	95,307.00	28,476.86	285,921.00
Bad Debt Expense	(2.08)	3,275.12	10,682.47	(3.67)	13,951.84	35,000.00	21,048.16	105,000.00
Collection Costs	(1,756.16)	(370.37)	(518.90)	(288.11)	(2,933.54)	0.00	2,933.54	0.00
	760,449.12	342,919.00	205,153.08	189,648.89	1,498,170.09	899,429.33	(598,740.76)	2,698,288.00

North Central State College
Period Ending October 31, 2024

	Jul-24	Aug-24	Sep-24	Oct-24	Current YTD	Beginning Budget	Budget Release	Variance Favorable / (Unfavorable)	Prior YTD	Current vs. Prior
Child Development Center										
Revenues	$ 56,445	$ 54,788	$ 125,540	$ 84,779	321,552	$ 669,215	$ 220,841	$ 100,711	$ 204,982	$ 116,570
Payroll	7,585	48,385	31,838	30,445	118,254	385,034	$ 103,663	(14,591)	91,320	(26,934)
Fringes	3,621	36,261	14,283	13,566	67,731	182,426	$ 49,115	(18,616)	56,063	(11,668)
Non-Payroll	5,030	(1,059)	4,573	4,191	12,735	83,590	$ 27,863	15,128	11,254	(1,481)
Total Expenses	16,236	83,588	50,694	48,202	198,720	651,050	180,641	(18,079)	158,637	(40,083)
Excess (Deficit)	$ 40,209	$ (28,800)	$ 74,846	$ 36,577	$ 122,832	$ 18,165	$ 40,200	$ 82,632	$ 46,345	$ 76,487
Corporate										
Workforce & Community Development										
Revenues	$ 1,705	$ 14,418	$ 56,875	$ 6,299	79,297	$ 317,351	$ 105,784	$ (26,487)	$ 28,004	$ 51,293
Payroll	1,417	4,952	14,622	7,996	28,987	102,777	$ 27,671	(1,317)	22,365	(6,622)
Fringes	460	3,521	2,098	2,147	8,226	27,499	$ 7,404	(822)	8,683	457
Non-Payroll	109	8,315	11,866	2,177	22,467	84,140	$ 28,047	5,580	22,469	2
	1,986	16,788	28,586	12,320	59,680	214,416	63,121	3,441	53,517	(6,163)
Excess (Deficit)	(281)	(2,370)	28,288	(6,021)	19,616	102,935	42,663	(23,046)	(25,513)	45,129

North Central State College
Fiscal Year 2025

Financial Update

Revenues - Expenditures Summary

	Approved Budget	October	YTD	% of Total
REVENUES	$22,060,999	$3,495,431	$12,806,723	58.1%
EXPENDITURES	$22,060,999	$1,461,172	$5,986,027	27.1%
TOTAL MARGIN		$2,034,259	$6,820,696	

FY 2025 YTD REVENUES

$3,130,688 25%
$922,063 7%
$8,753,972 68%

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

FY 2025 YTD EXPENDITURES

$2,570,193 43%
$2,415,537 40%
$1,000,296 17%

- Payroll
- Fringes
- Other Expenses
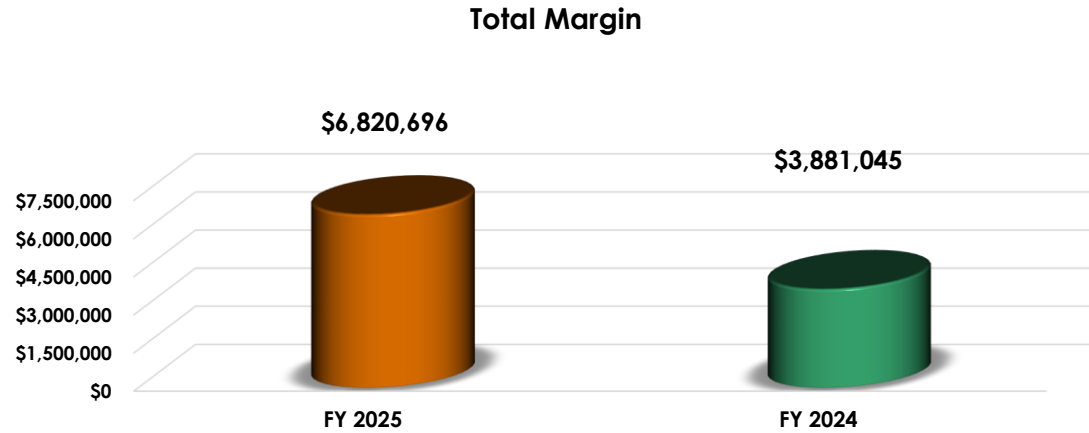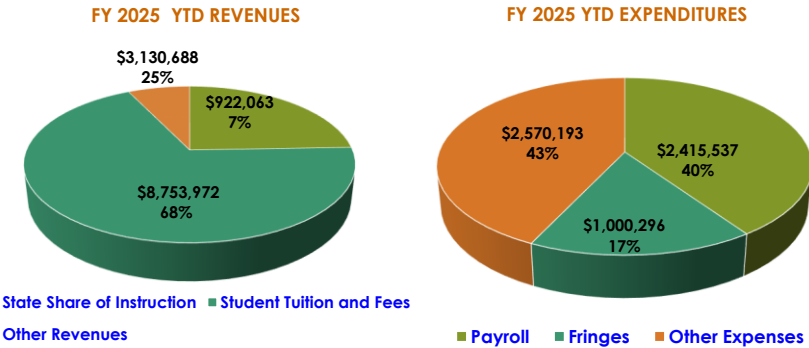
Year-To-Date Revenues & Expenditures Update

$12,806,723
$9,158,019
$5,986,027
$5,276,974

YTD Revenues
YTD Expenses

- FY 2025
- FY 2024

Total Margin

$6,820,696
$3,881,045

FY 2025
FY 2024

FY 2025 Percent of Revenues & Expenditures

26%
10%
7%
16%
6%
8%
6%
7%

Jul-24
Aug-24
Sep-24
Oct-24

- Revenues
- Expenditures
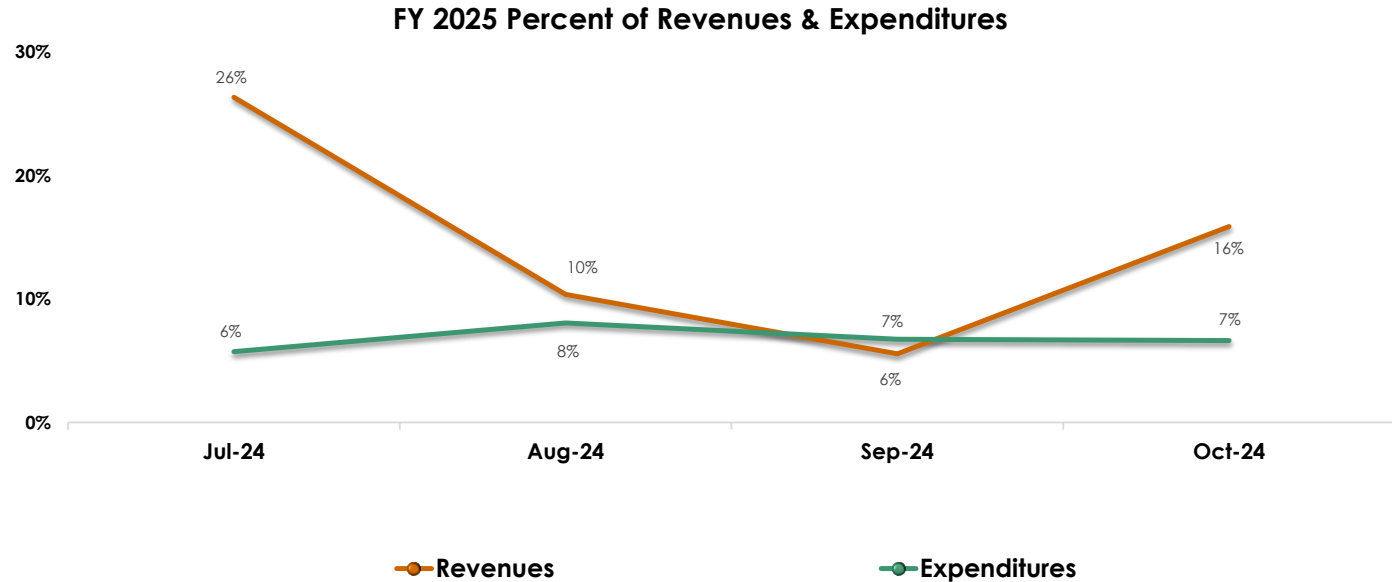
North Central State College

Fiscal Year 2025

YTD Thru October 2024 Financial Update

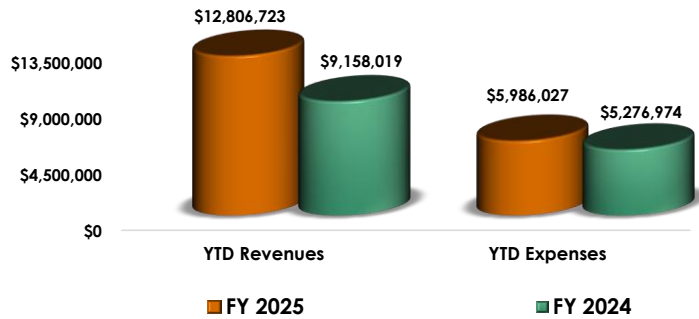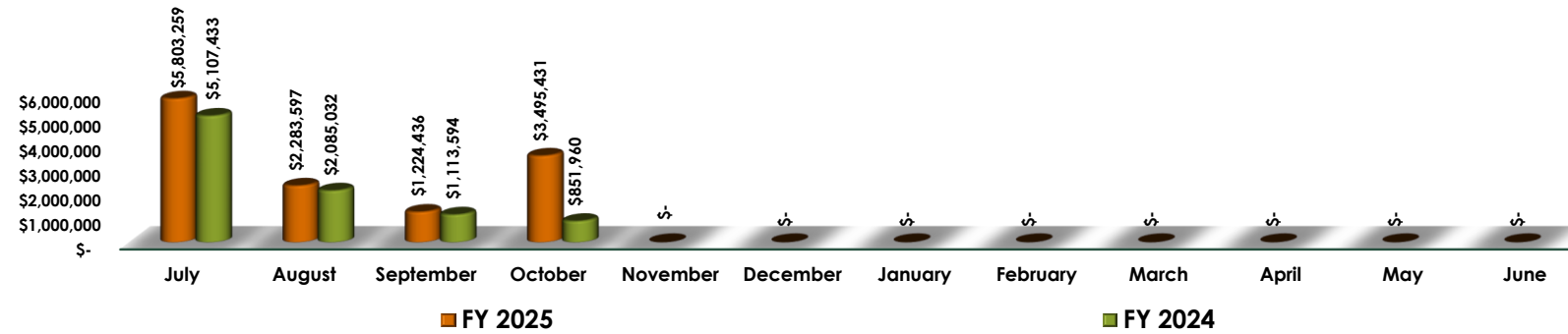|	July	August	September	October	November	December	January	February	March	April	May	June
FY 2025	$ 5,803,259	$ 2,283,597	$ 1,224,436	$ 3,495,431	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2024	$ 5,107,433	$ 2,085,032	$ 1,113,594	$ 851,960								
% Variation	14%	10%	10%	310%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#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	$ 1,461,172	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FY 2024	$ 593,549	$ 1,594,316	$ 1,793,201	$ 1,295,909	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
% Variation	113%	11%	-17%	13%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
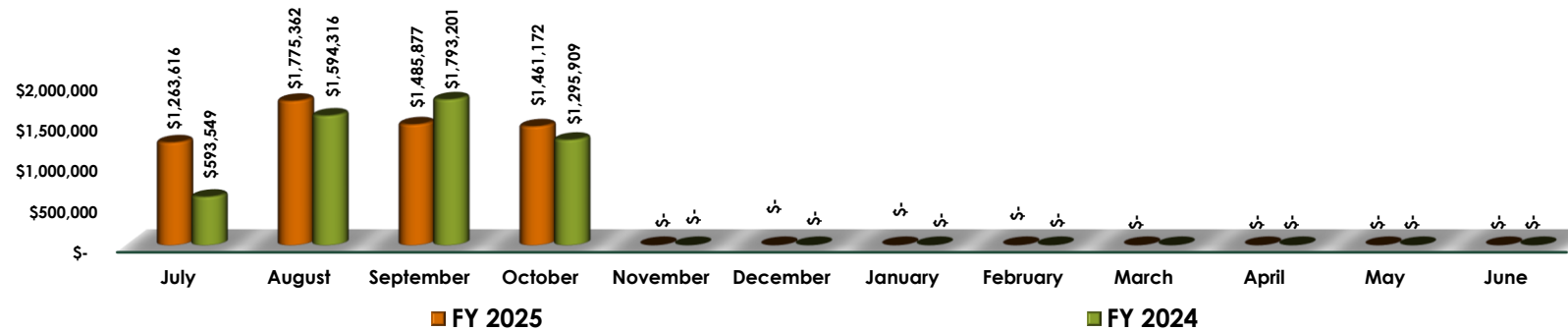
Monthly Cash-On-Hand Update
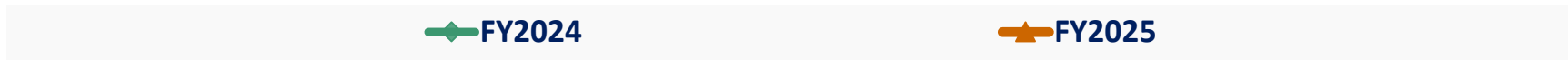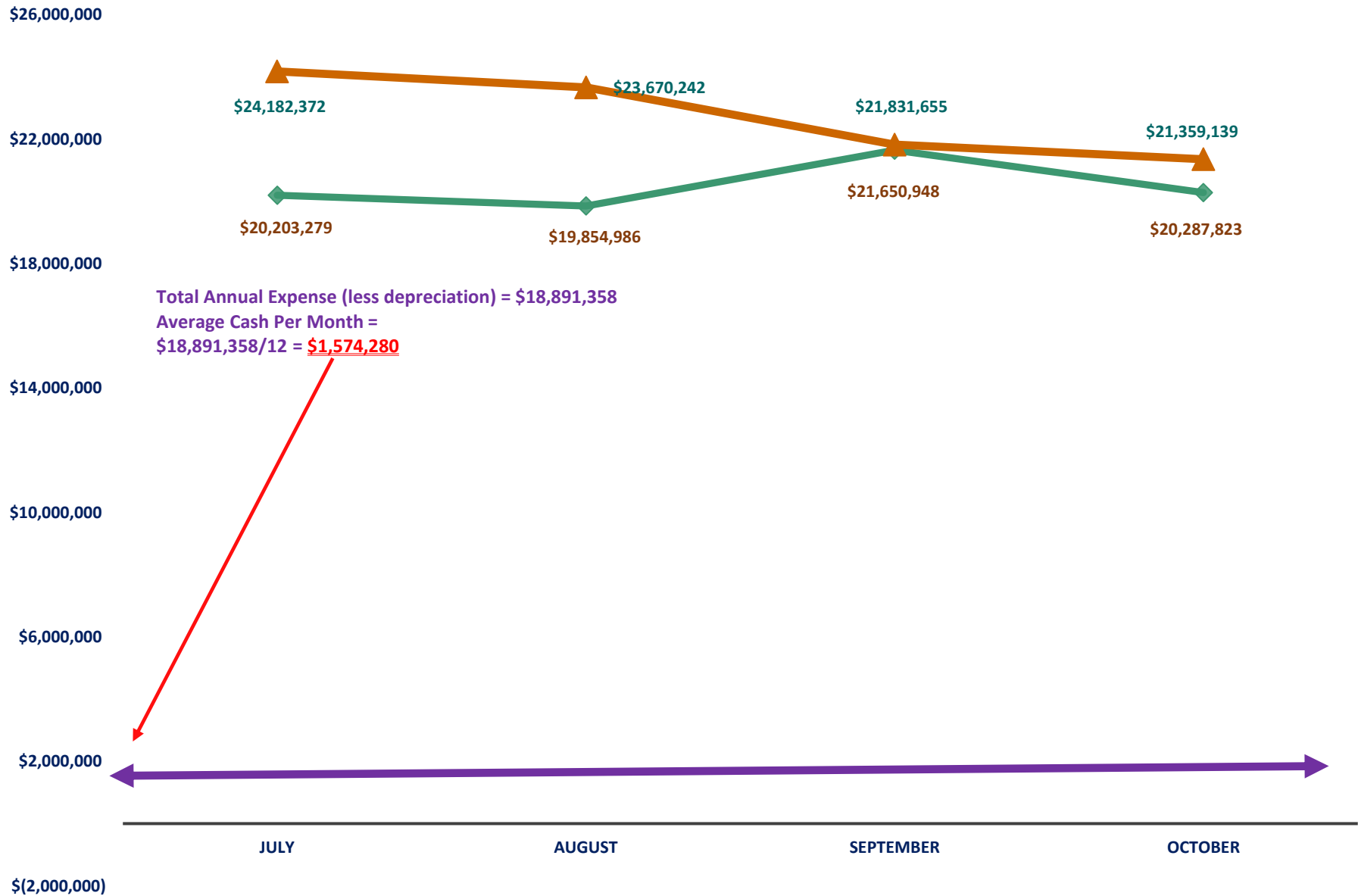
$26,000,000

$24,182,372

$23,670,242

$21,831,655

$22,000,000

$21,359,139

$20,203,279

$21,650,948

$19,854,986

$20,287,823

$18,000,000

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

$14,000,000

$10,000,000

$6,000,000

$2,000,000

JULY   AUGUST   SEPTEMBER   OCTOBER

$(2,000,000)

◆— FY2024   ▲— FY2025

CONSIDERATION OF APPROVAL OF
2024 REPORT OF EFFICIENCY REVIEW AND IMPLEMENTATION
PLANS FOR NORTH CENTRAL STATE COLLEGE

R-2024-42

WHEREAS: *In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio's institutions of higher education based on three simultaneous principles,*

1) to be more efficient both in expense management and revenue generation

2) while offering an education of equal or higher quality

3) decreasing costs to students and their families, and

WHEREAS: *In October 2015, the Task Force issued a report with ten recommendations to advise institutions on efficiency and academic practices which will improve both the quality of education and lower costs for students, and*

WHEREAS: *House Bill 49 (Section 381.550) requires each institution's board of trustees to complete an efficiency review, based on the Task Force's recommendations, and*

WHEREAS: *House Bill 49 (ORC 3333.951) requires colleges and universities to annually review best practices and shared services and include this review as part of the efficiency report, and*

WHEREAS: *House Bill 33 of the 135th General Assembly, (SECTION 381.700) requires that in each fiscal year, the board of trustees of each public institution of higher education shall approve the institution's efficiency report submitted to the Chancellor of Higher Education under section 3333.95 of the Revised Code.*

NOW, THEREFORE BE IT RESOLVED: *by the Board of Trustees that the following 2024 Report of Efficiency Review and Implementation Plans is hereby approved for submission to the Chancellor, Ohio Department of Higher Education as required.*

(see attached)

FY24 Efficiency Reporting Template

Introduction:

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an "Efficiency Advisory Committee" that includes an "efficiency officer" from each state institution of higher education (IHE). Each IHE must then provide an "**efficiency report**" updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

There are a number of topics that are required to be addressed per the Ohio Revised Code. Specifically, ORC Section 3333.951(C) requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution. ORC 3333.951(B) requires Ohio's co-located colleges and universities to annually review best practices and shared services and report their findings to the Efficiency Advisory Committee.   ORC 3345.59(E) requires information on efficiencies gained as a result of the "regional compacts" created in 2018.

The reporting template also requests information regarding college debt and debt collection practices, among other things.

Your Efficiency Report Contact: **Alex Penrod**, Special Assistant to the Chancellor for External Affairs, 614-995-7754 or apenrod@highered.ohio.gov.   Please provide your institution's efficiency report by **Friday, November 15, 2024** via email.

As in previous years, the Efficiency Reporting Template is structured into the following sections:

- **Section I: Efficiency and Effectiveness –** This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.

- **Section II: Academic Practices –** This section covers areas more directly related to instruction, with an emphasis on actions taken to reduce the costs to students of textbooks, including the options of Inclusive Access and Open Educational Resources.

- **Section III: Policy Reforms** – This section captures state IHE responses to suggested policy reforms originating from state initiatives, including transcript withholding and Second Chance Grants as created in Sub. SB 135.

- **Section IV: Future goals –** In the spirit of continuous improvement, the DeWine-Husted administration continues to request feedback on steps the state can take to support your institution's goals.

For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)

- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.

North Central State College

Section I: Efficiency and Effectiveness

Benchmarking

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

1. How do expenditures on instruction and academic support benefit your institutional mission and priorities?

NCSC's mission is "Providing individuals with the knowledge, skills and inspiration to succeed in their chosen path". Priorities are set according to our strategic plan updated annually and focusing on the goals of access, success and resources. Progress at a high level is measured against annual [Key Performance Indicators](#).

NCSC strives to balance financial efficiency as measured through SB6 ratios with investments to allow a broad population of persons to access higher education and training, particularly underserved minorities and adult students. For example, it has created partnerships with a local prison and area hospitals to increase access to offenders for a business certificate and entry-level employees to become licensed practical nurses. This has helped enrollment in both the target demographic groups.

It also has set bold goals for success for these KPIs, including persistence goals for the target populations as well as an overall goal to increase graduation, transfer and re-enrollment after three years. NCSC strives to minimize overhead costs (or seek unrestricted funds) to meet these goals. For example, it is implementing a $2 million federal Title III grant to ensure quality adoption at scale of compressed academic sessions and distance coursework. Likewise, after a prior Title III grant rolled off in 2020, it maintained the staff advisors created through the grant. Since then, it has increased advisors serving general CCP students from one to three. Such actions have helped to accommodate the surge in CCP enrollment, as well help ensure the increases in undergraduate retention and graduation that are demonstrated in the KPI sheet.

2. Other than HEI, what other data, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses? How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

   All academic and administrative programs undergo review from a cross-functional team at least every three years. As part of this review, the fiscal department generates a report comparing department revenues vs. expenses for the past three years (if academic). It is somewhat limited in that it does not capture the impact of subsidy, but nonetheless it helps inform on a direct cost level if a department is at least breaking even. This information helps departments to consider matters, ranging from section scheduling to course fees, to help close the gap. Information is also shared with academic management.

   Another means that NCSC measures efficiency and productivity is through longitudinal tracking of on-campus and online sections and section size by department. Five-year reports are produced each spring for academic management showing changes in these metrics, as well as division averages. This data is reviewed by academic management to determine opportunities to increase section productivity. On a related note, the college also tracks the percentage of contact hours for on-campus and online courses taught by full-time faculty. The college considers this a quality as well as efficiency indicator.

   Finally, NCSC relies on various data available through the Ohio Association of Community Colleges. For example, each spring term the college receives a report measuring trends in meeting the milestones of the state's performance-based funding system versus the sector average. The major KPI in this area is whether it achieves greater subsidy under performance funding than it would have under the old FTE-based system, but it looks at each sub-area as well. Finally, the college relies on various reports available from the Integrated Postsecondary Educational Data System (IPEDS), especially the annual data feedback report.

Facilities Planning

1. How has your institution employed planning and changing use of campus space to reduce costs and increase efficient use of capital resources?

   North Central State College continuously evaluates the facilities (space) both available and needed for both administrative and educational purposes. With this continuous evaluation of space, we have completed the renovation project at the Kehoe Center

that allowed for the relocation of the Criminal Justice program and the Police Academy program to the Kehoe Center. This provided available space on the Main Campus in the Fallerius Building.

North Central State College is currently in the design phase of a $2.9million project to renovate the Fallerius Technical Education Center to house all aspects of Student Support Services, Accounting Services, Academic Services, Information Technology, Administrative Services, as well as the Liberal Arts Division. With the renovation project's completion, we will be able to vacate an entire building, Byron Kee Hall. This will allow for set points to be adjusted in Kee Hall to allow for energy savings to be recognized, as well as savings in custodial costs. On the other side of the coin, potential revenues may be recognized by leasing the space at Byron Kee.

2. How have recent enrollment trends, including changing demographics and the increased utilization of distance learning, impacted facilities planning at your institution?

   The enrollment trends as well as the utilization of distance learning is what has allowed us to relocate the Criminal Justice program to the Kehoe Center. This is also what is allowing for the renovation of Fallerius Technical Education Center and therefore, the closing of Byron Kee Hall.

3. What benchmarks or data sources does your institution use to assess demand for physical space?

   North Central State College uses room utilization reports to drive course scheduling of all on-campus courses. This became important during COVID as we wanted to minimize the space used for on campus courses to ensure that we were able to keep the space being used clean and sanitized. When on–campus course enrollment increased, we maintained this practice and have been able to close some classrooms, which in turn has made the Criminal Justice move and the Byron Kee Hall move possible while reducing maintenance and utility costs.

Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio's public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:

(E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced as a result of each compact to which the institution belongs.

Specific to the Regional Compact in which your institution is a member, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	The college has a partnership with Marion Technical College to allow ease of transfer for students to complete general education at one institution and complete technical coursework at the other. Students in Health Information Technology can begin general education coursework at North Central State College and transfer to and finish coursework at Marion. Students interested in Bioscience and Respiratory Care may begin general education coursework at Marion and transfer and finish at North Central State College. We have communicated regarding potential engineering sharing of information with faculty to improve efficiency in program development and lab design with virtual reality models. The college also is a OGTP option for other community colleges with associate's degrees in mechanical engineering to transfer into our Bachelor of Applied Science in Mechanical Engineering Technology degree.
Implementing strategies to address workforce education needs of the region	The college maintains our partnership with the workforce for the accelerated two semester practical nursing model. Enrollment in this evening cohort has grown from 10 students in the first cohort to 24 in the third year. We continue to work with our community healthcare partners Ohio Health and Avita Health Systems to assist in meeting workforce demands in nursing with the accelerated practical nursing evening cohort model and the expansion to offer the LPN to RN option to graduates. We continue to partner with other colleges on Rapids funding opportunities for equipment needs to meet the regional workforce demands. Workforce partners participate in advisory panels for each of the college programs to provide input to curriculum development and workforce training needs. North Central State College continues to offer Guaranteed Transfer Pathways for ease of degree completion for our students who have a desire to transfer to complete a four-year degree. Approval of the BSN allows us to encourage completion of the degree to our graduates who choose to remain in the local workforce.

Sharing resources to align educational pathways and to increase access within the region	North Central State College and Ohio State University-Mansfield continue to share dedicated classroom labs for Biology, Chemistry, Microbiology and Engineering courses. The shared library and Child Development Center provide increased access to students. Transfer agreements with OSU for student transfer provides for smooth educational pathways and OSU scholarships for transfer increase access to continuing bachelor of education in the region. Career center partners also have access to health science nursing labs for tours and hands on activities.
Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region	Key administrative functions are part of the shared services agreement with OSU-Mansfield. This includes plant operations, library, student life, maintenance, grounds keeping, select custodial services, security, campus recreation center, and child development center.
Enhancing career counseling and experiential learning opportunities for students	The career services offices collaborate on activities such as resume workshops, job fairs, and internship opportunities for students. Shared student clubs are also a collaborative process.
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	There are active collaborations with career centers and adult education to provide transition for students wishing to continue education. CCP and CTE partnerships continue to provide college credit where CTAG options are not available but where CTE coursework meets higher education course learning outcomes. We are continuing to review compliance with CTAG/TAG/OT36 courses. Campus tours for high schools provide detailed pathway information. Health Science partnerships allow career centers the ability to explore simulation lab experiences. The Crawford Center provides space for a local Aspire program.
Enhancing the sharing of resources between institutions to expand capacity and capability for research and development	Some shared use of the Engineering lab continues with OSU-Mansfield providing the opportunity for future research and development collaboration. Partnered with OSU on a BioMade grant summer 2024.
Identifying and implementing the best use of university regional campuses	North Central State College and OSU-Mansfield continue to discuss space utilization, program transferability, and energy efficiency planning with monthly meetings of staff and administration from both institutions in addition to the monthly shared services meetings.
Other initiatives not included above	

Co-located Campuses

ORC Section 3333.951(B) requires Ohio's co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

(B) Each state institution of higher education that is co-located with another state institution of higher education annually shall review best practices and shared services in order to improve academic and other services and reduce costs for students. Each state institution shall report its findings to the efficiency advisory committee established under section 3333.95 of the Revised Code. The committee shall include the information reported under this section in the committee's annual report.

Co-located campus: __Ohio State University – Mansfield / North Central State College_____

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service
Administrative	North Central State College and Ohio State University – Mansfield have a shared services committee that meets monthly to discuss what is happening across campus. This committee reviews financials for shared departments, monitors monthly utility usage, and space utilization. Shared departments on campus include the Child Development Center, Campus Recreation, Library Services, Student Life, Maintenance and Campus Security	Undetermined
Facilities	During the monthly Shared Services meeting we review the utility usage on campus by building. Utilities are the largest expense on the shared campus. The committee identifies target areas for lighting upgrades, more efficient room utilization, and overall deferred maintenance on campus that could be completed that would allow for energy savings to be recognized. The committee also sends out messaging to staff and faculty on both sides of the campus about steps that they can take to help reduce energy costs, like turning	Over the past decade, the kilowatt hours consumed on campus have dropped, resulting in savings of around $300,000

	off lights when leaving a room and making sure that classroom computers and projectors are turned off when classes are complete.	
Academic	North Central State College and Ohio State University – Mansfield share a Chemistry classroom, Engineering classroom and labs, and the cadaver on campus.	Sharing the cadaver saves around $3,500 every three years. Savings are undetermined on sharing of classrooms.

Section II: Academic Practices

This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

Textbook Affordability
Textbook Cost Study and Reducing Textbook Costs for Students

ORC Section 3333.951(D) requires Ohio's public colleges and universities to do the following on an annual basis:

> (D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution, and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

ORC Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students.

> (C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Your institution's submission of information via the annual Efficiency Report is used to satisfy these statutory requirements. **Please attach one spreadsheet with two tabs.** The first tab should include the analysis of textbook costs developed by your institution as

shown in Table 1 below. The second tab should include the analysis of the number of courses that utilized other sources of information as shown in Table 2 below.

Table 1	
Category	Amount
Average cost for textbooks that are new	$109
Average cost for textbooks that are used	$73
Average cost for rental textbooks	$49
Average cost for eBook	$97

Table 2	
Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	1
Exclusively used OER materials	32
Used OER materials together with purchased course materials	0
Provided course materials through inclusive access	0

Other Textbook Affordability Practices
What other practices, if any, does your institution utilize to improve college textbook affordability?

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
NCSC Foundation support of Practical Nursing Program	**Donor support given to the NCSC Foundation to provide textbooks for students in the practical nursing program**	$17,207.95

Trio Textbook Library	**TRIO services textbook lending library**	**$5890.30**
Provision of textbooks to College Credit Plus students at the high schools	**As part of its CCP partner agreements, NC State covers the cost of texts for high school-based courses taught by high school teachers**	**$58,000**

Please provide contact information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions. Kelly Gray, kgray@ncstatecollege.edu

Section III: Policy Reforms

Special Purpose Fees Policy

Limitations on increases in instructional and general fees have traditionally been set by the General Assembly within biennial operating budgets. Limitations on special purpose fee increases, alternatively, are fairly new beginning with Am. Sub. HB 49 of the 132nd General Assembly. Section 381.160 of Am. Sub. HB49 precluded increases in special purpose fees and establishing new special fees, at universities, except for certain categories of fees specifically exempted in law from the fee limitations. Am. Sub. HB 166 of the 133rd General Assembly continued the special purpose fee restriction but additionally required the Chancellor to review and approve new special purpose fees and increases in existing special purpose fees at universities and community colleges. This same level of special purpose fee restraint has been continued in every biennial budget since, including the current biennial budget Am. Sub. HB 33 (Section 381.260(A)(1)(c)).

1. Please include a table that separately shows general and special fee totals for each of the past five years.

	FY2024	FY2023	FY2022	FY2021	FY2020
General Fees					

Registration Fee	$ 39,606.28	$ 38,814.84	$ 39,147.64	$ 42,454.33	$ 46,653.11
Technology Fee	$ 188,032.72	$ 186,259.81	$ 184,296.00	$ 198,459.57	$ 218,827.77
Career Services Fee	$ 306,397.00	$ 301,665.00	$ 306,379.50	$ 326,214.00	$ 361,942.00
Special Fees					
Directed Study	$ 1,680.00	$ 3,510.00	$ 2,730.00	$ 4,110.00	$ 6,570.00
Transcript	$ 6,233.76	$ 6,386.34	$ 6,969.97	$ 6,810.47	$ 7,629.24
Graduation Fee	$ 12,670.00	$ 14,105.00	$ 13,265.00	$ 12,705.00	$ 13,335.00
Late Student Fees	$ 16,255.00	$ 20,320.00	$ 21,395.00	$ 14,635.00	$ 19,805.00

2. What criteria are used to determine whether a course or lab fee is appropriate?

During Fall Semester each year, faculty are asked to analyze what is currently being provided to students, what new items need to be provided to students, and what has been provided int he past that is no longer relevant to the learning experience. All items must be able to be tied back to the achievement of course outcomes, as well as the ability to measure those course outcomes. Faculty and program directors review potential items and vendor costs before submission of requests.

Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

- *Promise and other scholarship expansion.* With aggressive and flexible scholarships, NC helps keep the level of student loans down as well as amounts. **Charts 1 and 2** show the latest data from IPEDS that for the first time capture all undergraduate

scholarship and loan activity. Average amount of scholarships for NC State students (all sources) was $4,928 vs. Ohio community college average of $4,682. Also, the average loan taken was $3,074 vs. $4,833.
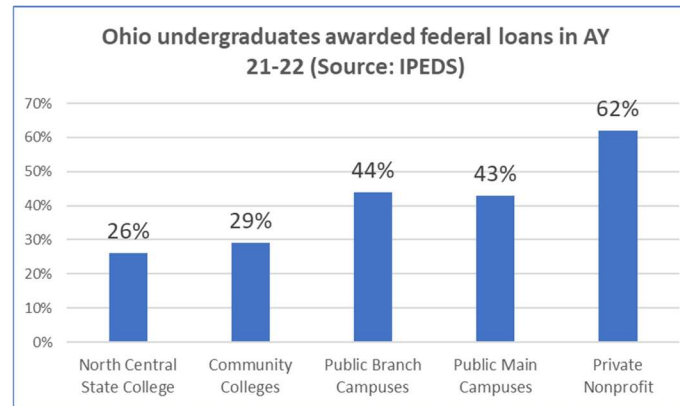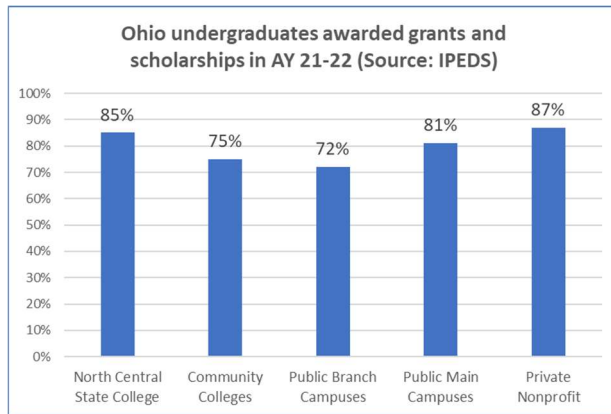
Charts 1 and 2: Scholarship and loan activity for Ohio colleges and universities, 2021-2022

- *Elimination of traditional developmental.* **Charts 3 and 4** present data compiled annually by the Community College Research Center (CCRC) on behalf of the Ohio Association of Community Colleges. It compares NC State vs. all Ohio community colleges. Note the rapid shift, beginning with the 2020 cohort of entering fall students (new to the institution) not taking developmental. This saves students the time and expense of remedial education. Moreover, data of entering fall cohort students from 2020 to 2023 for whom gateway was required but not complete shows an overall 3.6 percentage point increase in completing both math and English in one year (35.8% for 2023 cohort).
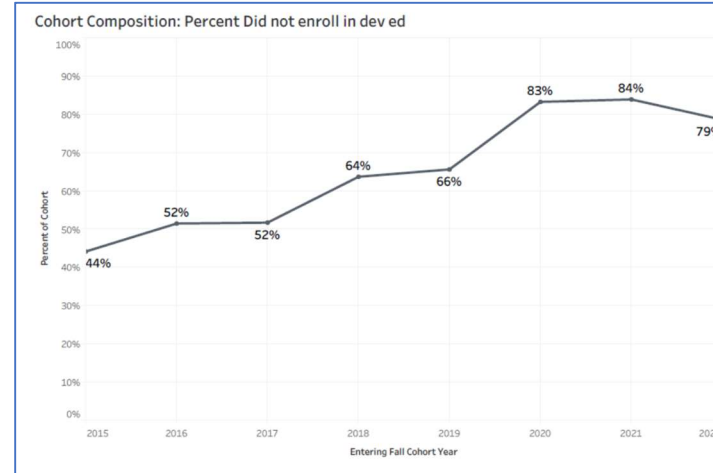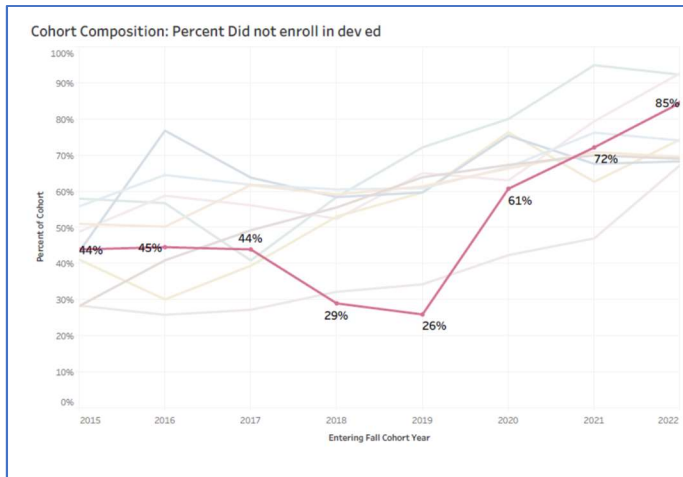
Charts 3 and 4: percent of entering cohort not enrolling in developmental education, NC State (left) vs. all Ohio community colleges

- *Compressed academic sessions.* In fall 2021, only 4% of on-campus and online lab/lecture course were delivered in a compressed format (8-weeks). By fall 2024, this had increased to 44%. Moreover, credit completion for online and on-campus courses increased from 87.5% in 2021-22, to 89.4% in 2022-23, to 90.7% in 2023-24. This allows students to complete courses in a more efficient manner, and helps guard against life disruptions that can happen over 16 weeks.

Section IV: Future Goals

The DeWine-Husted administration recognizes that each IHE faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.

We would like to provide two suggestions relating to performance-based funding:

- NC State has largely moved away from traditional placement measures such as Accuplacer, relying instead on the high school GPA. Many of these students go into co-requisite courses. However, because HSGPA is not recognized as criteria for claiming academic under-preparation, the college cannot claim potential funding for "access" populations. It could force these students to take Accuplacer as a means to claim these points, but it refuses to force these students through an unneeded hoop. This is a fairness issue that the college has brought up to the OACC that it hopes is addressed in the next budget cycle.

- Also, many community colleges are now offering applied bachelor's programs. The primary source of students are associate degree graduates. However, these "internal transfers" are currently not recognized for claiming the transfer subsidy point. It is very possible to glean this data from the National Student Clearinghouse. The college requests that ODHE consider an adjustment in the next budget cycle to provide equal weight to associate degree graduates that enter community college bachelor's programs.

Thank you for completing the FY24 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.

Textbook Cost Analysis

FY24 07/01/23-06/30/24			
Rollup	**Sales**	**# of Items Sold**	**Avg Retail per Item**
Store(196)	**FY24 Actual**	**FY24 Actual**	**FY24 Actual**
Used Text	$51,102	703	$73
New Text	$230,191	2,116	$109
Digital Format Text	$313,611	3,242	$97
Text - Rentals	$26,240	539	$49

OER Cost Analysis

BUSM-2090		Logistics						
	Essentials of Supply Chain Management		Michael Hugos	John Wiley & Sons, Inc.	2018	Fourth Edition	LCCN 2017058101	OER link https://ebooks.ohiolink.edu/viewer/eac06eb7-221a-45e2-b1aa-6eaa54

CHEM-1030		Chemistry						
	Basics of General, Organic, and Biological Chemistry - OER Materials		David W. Ball, John W. Hill, and Rhonda J. Scott	Libre Texts	2011	1	9781453311097	https://chem.libretexts.org/Bookshelves - then search for book

CHEM-1210		Chemistry I						
	Chemistry: Atoms First - OER Materials		Paul Flowers, Edward Neth, William Robinson, Klaus Theopold and Richard Lange		2019	2	9781947172630	https://openstax.org/books - then search for book

OER Cost Analysis

CHEM-1220		Chemistry II						
	Chemistry: Atoms First - OER Materials	Paul Flowers, Edward Neth, William Robinson, Klaus Theopold and Richard Lange		2019	2	9781947172630	https://openstax.org/books - then search for book

COMM-1010		Speech					
	Stand Up Speak Out OER Materials	editors UM	University of Minnesota Libraries Publishing	2016			Download Free Online Materials with OER Links
	Exploring Public Speaking - OER Materials	editors UM	University of Minnesota libraries publishing	2016	2nd		Download Free Online Materials with OER links

COMM-2010		Group Communication					
	Robert's Rules of Order, Newly Revised in Brief Fully Updated 2nd Edition	Henry M. Robert, Daniel H. Homemann,Thomas J. Balch		2020	2nd	9780306820199	

OER Cost Analysis

Small Group - OER Materials		Osborne, K. & Radtke, T.	College of the Canyons	2019	2nd		Download Free Online Materials with OER link

COMM-2030	Interpersonal Communication

Interpersonal Communication OER Materials	Wrench, J.S., Punyanunt-Carter, N.M.	OER Materials	2020			https://milneo pentextbooks .org/interpers onal-communicati on-a-mindful-

COMM-2070	Intercultural Communication

Intercultural Communication - OER Materials	Krumrey, K.	Pressbooks	2020			Download Free Online Materials with OER link

ENGL-0010	Engl0010 College Composition Lab

Write What Matters - OER Materials	Minervini, A, Long, L., Gladd, J.	OER	2020	1st		https://idaho. pressbooks.p ub/write/

ENGL-0040	Integrated Reading and Writing

OER Cost Analysis

Write What Matters - OER Materials		Minervini, A, Long, L., Gladd, J.	OER	2020	1st		https://idaho.pressbooks.pub/write/

ENGL-1010	English Composition I						
	Write What Matters - OER Materials	Minervini, A, Long, L., Gladd, J.	OER	2020	1st		https://idaho.pressbooks.pub/write/

ENGL-1030	English Composition II						
	Write What Matters - OER Materials	Minervini, A, Long, L., Gladd, J.	OER	2020	1st		https://idaho.pressbooks.pub/write/
	Deliberate Rhetoric OER Materials	Kock, C.	University of Windsor	2017	Vol. 5		Download Free e-book with OER link

ENGL-2050	American Literature I						
	Becoming America - OER materials	Kurant, W.	Galileo Open Learning Materials	2019			Download Free Online Materials with OER link

ENGL-2070	American Literature II						

OER Cost Analysis

Writing the Nation - OER Materials	Bertke, A., Bleil, R.	Galileo Open Learning Materials	2015			Download Free Online Materials using OER link

ENGL-2150		Technical Writing				
Technical Writing - OER Materials	Gross, A., Hamlin, A. Merck, B., Rubio, C., Naas, J., Savage, M., DeSilva, M.	Open Textbooks	2016	1st		Download Free Online E-book with OER link

ENGL-9920		Combined ENGL1010 & ENGL0010				
Write What Matters - OER Materials	Minervini, A, Long, L., Gladd, J.	OER	2020	1st		https://idaho.pressbooks.pub/write/

FYEX-0070		College and Career Success				
College Success - OER Materials	Open Stax College	Open Stax	2020	digital		Download free online pdf

FYEX-1000		CCP College & Career Success				
College Success - OER Materials	Open Stax College	Open Stax	2020	digital		Download free online pdf

HIST-1010		American History I				

OER Cost Analysis

The American Yawp - OER Materials		Stanford University Press	oer digital materials	2021			oer link: http://www.americanyawp.com/index.html

HIST-1030		American History II					
The American Yawp - OER Materials		Stanford University Press	oer digital materials	2021			oer link: http://www.americanyawp.com/index.html

PHIL-1110		Ethics					
Intro to Ethics - OER Materials		Ohio Open Ed Collaborative	Ohio Link OER Commons	2018	1st		Download Free Online Materials with OER link

POLT-1010		American National Government					
American Government - OER Materials		Open Stax College	Open Stax	2019	2nd		https://openstax.org/details/books/american-government-3e

PSYC-2010		Human Growth and Development					
Lifespan Development - OER Materials		Lumen Learning	Lumen Learning	2019			Download Free Online Materials with link

OER Cost Analysis

PSYC-2050		Abnormal Psychology						
	Abnormal Psychology - OER Materials		Lumen Learning	Lumen Learning	2019			Download Free Online materials with OER link

PSYC-2090		Social Psychology						
	Principles of Social Psychology - OER		University of Minnesota		2015	1st	Digital	Download Free Online materials with OER Link

PSYC-2100		Personality Theory						
	Personality Theory - (1) OER Materials		Allen, C.	Pressbooks	2020	1st		Download free online materials with OER links
	Personality Theory - (2) OER Materials		Kelland, M.	OERcommons	2017	1st		Download free online materials with OER links

RNUR-3010		Professional Nursing Practice						

OER Cost Analysis

Transitions to Professional Nursing Practice-OER Materials	Murphy, Jamie	State University of New York OER Services	2020	2nd edition	9781641760904	milneopentextbooks.org/transitions-to-professional-nursing-practice
American Psychological Association Publication Manual	American Psychological Association	American Psychological Association	2020	7th	9781433832161	Purchased in RNUR 3010

RNUR-3030		Health Infomatics				
OER articles provided in shell			2024			various articles

RNUR-4040		Leadership In Nursing				
OER articles provided in shell			2024			various articles

SOCY-2010		Cultural Diversity and Racism				
Racial & Ethinic Diversity - OER Materials	Matthew Hollander	Pressbooks	2021			Download free online materials with OER link

STAT-1010		Probability and Statistics				
Graphing Calculator				TI-83 or TI-84	101010101010	

OER Cost Analysis

Online Access Code thru WebAssign for Homework	Web Assign provider	Open Stax			9781337777186	For online, hybrid sections & M. Enders (CCP Colonel Crawford)
Introductory Statistics - OER Materials	Open Stax College	Open Stax	2013			Download the Free Online .pdf or purchase hardcopy at bookstore

STAT-9920	Algebra for Probability & Statistics andýProbability and Statistice Co RequisiteýLab						
Graphing Calculator				TI-83 or TI-84	101010101010	
Online Access Code thru WebAssign for Homework	Web Assign provider	Open Stax			9781337777186	For online, hybrid sections & M. Enders (CCP Colonel Crawford)
Introductory Statistics - OER Materials	Open Stax College	Open Stax	2013			Download the Free Online .pdf or purchase hardcopy at bookstore

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 (2nd 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 *expiring terms* to the Board
Nominating Committee reports *Election of Officers* for 2025 (August)
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 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 (3.5)
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/<u>Installation of BOT Officers</u> (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

<u>Board-Ownership Linkage Activities for Future Consideration:</u>
1. Timken Company – Bucyrus (Owners Connections) – Pending Scheduling

Review of Actionable Items

	Topic	Action Date	POC/Resp.
1.	Send recommendation for re-appointment of Mr. Mark Master to governor-appointed position to Office of Boards and Commissions (2nd submission)	January 17, 2025	D. Diab/ S. Williams
2.	Confirm all BOT ethics training requirements have been met for submission of Report of Completion to the Ohio Ethics Commission by Dec. 31st	December 4, 2024	D. McElfresh/S. Williams
3.			
4.			
5.			
6.			
7.			
8.			

North Central State College

BOARD OF TRUSTEES 2024 Policy Governance Training Schedule

NCState Meeting Date	Principle Discussion	Discussion Leader	PolGov Policy Review	Discussion Leader
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
July 24, 2024	*None Scheduled*	*Planning Retreat*	1.0, 1.1, 1.2, 1.3, 1.4, & 1.5	*Planning Retreat*
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 3.5

TITLE: What If the CEO Lies?

SCENARIO: The board discovers that the organization's finances are out of compliance with board policies. This fact appears to have been deliberately withheld by the CEO. 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: N/A

    Executive Limitations: The CEO shall not cause or allow a violation of business or professional ethics (2.0); allow the development of fiscal jeopardy (2.4); endanger the organization's ability to accomplish ends (2.6.10); neglect to submit monitoring data in a timely, accurate, and understandable fashion (2.8.1); or fail to report in a timely manner any actual or anticipated noncompliance with any policy of the board (2.8.2).

    Board-Management Delegation: Successful CEO performance is accomplishment of ends and compliance with Executive Limitations (3.2.3). Monitoring of CEO performance will be solely against Ends and Executive Limitations policies (3.4). The board will acquire monitoring data by internal reports, external reports, and direct inspection (3.4.2). The standard for compliance is "any reasonable interpretation" of board policies being monitored. The board is the final arbiter of reasonableness (3.4.3). The board may monitor any policy at any time (3.4.5).

    Governance Process: The board's purpose includes ensuring that the organization avoids unacceptable actions and situations (4.0). The board is accountable for successful organizational performance on Ends and Executive Limitations (4.2.3).

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

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

    The CEO has responsibility for the management of finances, as well as for ensuring that the board is informed of any aspect of operations not in compliance with its policies.

IF YES:

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

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

(*Explain your answer.*) The CEO has failed to comply with two major policy areas: financial condition and board communications. If there has been deliberate withholding of such information, the CEO has also violated the board's policies about ethical performance.

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.*)** Assuming that a board views its financial expectations as appropriate and doable, it must consider its response to the CEO's noncompliance. Its options range from exercising patience and deciding by when the problem is to be rectified to removing the CEO. If it is determined that the CEO has been dishonest in monitoring, the board's response must be unequivocal, as it cannot exercise its accountability if the veracity of the CEO's communications cannot be relied on. Boards should not exercise patience with CEOs who deceive them.

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.

3357:13-04-60 Financial Condition and Activities (Executive Limitations)

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from board priorities established in Ends policies.

The CEO will not

4.61 Allow key financial balances and ratios to deviate from standards set out by the State, except that the balance of the budgeted reserve may not be lower than ten percent and the composite score for fiscal responsibility may not be lower than 2.25.

4.62 Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.

4.63 Allow payroll and debts to be settled in an untimely manner.

4.64 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

4.65 Acquire, encumber or dispose of real estate unless such transactions are fair market value, transparent with no conflict of interest, bring no adverse environmental impact and do not prevent the college from meeting budget.

4.66 Allow receivables to be unpursued after a reasonable grace period.

Effective: January 18, 2023
Next Review: December 4, 2024
Review Dates: 8/25/10, 7/30/11, 12/5/12, 1/15/14, 2/25/15, 12/2/15, 12/7/16, 12/6/17, 12/5/18, 12/4/19, 12/2/20, 12/1/21, 12/7/22, 1/18/23, 12/6/23

3357:13-04-70 Asset Protection (Executive Limitations)

The CEO will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked or improperly used.

The CEO will not

4.71 Allow board members, staff, and the organization itself to be inadequately insured against theft, casualty, and liability losses.

4.72 Unnecessarily expose the organization, its board or staff to claims of liability.

4.73 Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over $25,000 without having obtained comparative prices and quality.

4.74 Allow intellectual property, information and files to be exposed to loss or significant damage.

4.75 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.

4.76 Compromise the independence of the board's audit or other external monitoring or advice. Engaging parties already chosen by the board as consultants or advisers is unacceptable.

4.77 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

4.78 Endanger the organization's public image, credibility, or its ability to accomplish Ends.

4.79 Create or purchase any subsidiary corporation.

Effective: January 18, 2023
Next Review: December 4, 2024
Review Dates: 8/25/10, 7/30/11, 12/5/12, 12/4/13, 2/25/15, 12/2/15, 12/7/16, 12/6/17, 12/5/18, 12/4/19, 12/2/20, 12/1/21, 12/7/22, 1/18/23, 12/6/23

3357:13-04-80 ENDS Focus of Grants and Contracts (Executive Limitations)

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 unethical, unlawful, or imprudent 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.

Effective: January 18, 2023
Next Review: December 4, 2024
Review Dates: 8/25/10, 7/30/11, 12/5/12, 12/4/13, 2/25/15, 12/2/15, 12/7/16, 12/6/17, 12/5/18, 12/4/19, 12/2/20, 12/1/21, 12/7/22, 1/18/23, 12/6/23

SEPARATION REPORT

Report for November 2024 and December 2024

Effective November 1, 2024
June Miller, Infant Toddler Teacher, Child Development Center
Reason: Discharged

Effective November 8, 2024
Taylur Greer, Success Coach, College Credit Plus
Reason: Resigned

Effective December 13, 2024
Michael Beebe, Assistant Professor, Engineering Faculty
Reason: Retired

Effective December 13, 2024
Tonia Pace, Program Coordinator, Assistant Professor, Human Services
Reason: Resigned

2025

January

S	M	T	W	T	F	S
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12	13	14	15	16	17	18
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February

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March

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April

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May

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June

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29	30					

July

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August

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31						

September

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October

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November

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30						

December

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Policy Governance® Model

Owners

Customers

Board Means

Staff Means

Governance Process Officer Responsibility (Board Chair)

CEO - Chief Executive Officer Responsibility (President)

CGO - Chief Governance Officer Responsibility

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

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

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

Executive Limitations
MEANS that are not acceptable
Policies 4.x