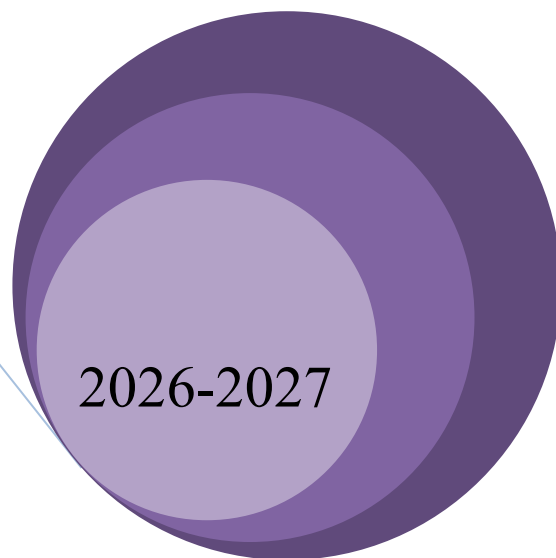




What are we doing to help students come and complete at the College?

What are we doing to help employees come and stay at the College?



President's Bi-Weekly Report

For period September 1, 2026 to September 11, 2026

**** Next Report is due Friday, September 25, 2026 "Pay Day"**

Strategic Projects for 2026-2027 Academic Year

In identifying the strategic projects for their departments, supervisors need to address at least one of the two **SMART** (Specific, Measurable, Achievable, Relevant, and Time-based) strategies shown below in alignment with the strategic plan and its key performance indicators (KPI's) to fulfill the College mission of student access and success, and align the human, fiscal, and physical (facilities, IT) resources. The two strategies are:

1. What are we doing to help students come and complete at the College?
2. What are we doing to help employees come and stay at the College?

PRESIDENT'S REMARKS

1. With this year's focus on improving enrollment access, Dr. Gray, Dean Bash, and Dr. Diab presented to the Ashland Board of Education. Dr. Diab also spoke at the Mansfield City School Staff Convocation (to be followed by a meeting on dual enrollment), and is currently working on a meeting with the Crawford superintendents.
2. On September eighth, Dr. Diab attended the Business Program Advisory Committee. The faculty focused on presenting a new bachelor degree: The Bachelor of Applied Science in Business Administration and Technology, with a focus on artificial intelligence, to be finished in three years with around 90 credit hours (instead of 120). If approved, imagine the ability of having our CollegNow Business high school students finishing their associate degree one month before graduating from high school, and finishing their bachelor degree in one year past that, with Tuition Freedom or scholarships, and having their bachelor's degree at 19 years of age. WHAT A SUCCESS story that would be.
3. Just like we did last year, we are restarting the Leadership and Management Academy. The Academy is an internal program designed to help identify, develop, and prepare the next generation of leaders and managers at North Central State College. In simple terms, it's our way of growing our own. Faculty and staff participate in monthly meetings covering topics that include: understanding the institution; leading people; self-awareness and leadership presence; strategy and planning; Budget, finance, and resources; student success and community impact; communication and influence; and others.

ACADEMIC AND STUDENT SERVICES

01_ Admissions & Enrollment Management

Goal: Increase adult learner applications by 4% and improve adult learner application-to-enrollment yield to 40%, while maintaining current levels of all applicants.

✚ *Over the past two weeks, we have continued to make progress in student recruitment, admissions, community outreach, and preparation for the upcoming enrollment cycle.*

✚ *Accomplishments include:*

- *Hired Jessie Furner as an Admissions Representative and began her training and onboarding.*
- *Completed 20 admission appointments with prospective students.*

- Completed three on-campus tours for prospective students.
 - Confirmed the Fall Open House dates and published the information on the college website.
 - Requested stop out reports from IR to plan for an outreach and calling campaigns.
 - Completed flyers for the Fall Open House for distribution to local schools and businesses.
 - Continued processing general admission applications.
 - Continued scheduling advising appointments for new Spring 2027 students as advising availability opens.
 - Continued discussions regarding implementation of an Intent to Continue Form for CCP students matriculating.
 - Continued to reach out to general applicant inquiries as they come in daily looking for more program information.
 - Scheduled an EHOVE visit with The Ohio State University.
 - Expanded our recruitment presence by scheduling participation in several upcoming college fairs, school visits, and community events.
 - Collaborated with Amber Wertman at the Foundation in support of adult recruitment efforts.
 - Requested to have Fall 2027 applications open as HS students are starting to apply for next fall.
- ✚ Schedule Upcoming recruitment events for high school students currently scheduled include:
- Coshocton College Fair
 - Crestview High School
 - EHOVE
 - Knox County College Fair
 - Marion Area Day College Fair
 - Juvenile Detention Center
 - Richland Correctional Institute Wellness Fair
- ✚ We continue to schedule HS visits daily as counselors get back to us to confirm dates for us to visit to speak to prospective graduating seniors.
- ✚ We also began targeted adult learner recruitment efforts. We visited community organizations and businesses to distribute flyers promoting the upcoming Adult Learner Information Session. Outreach has included:
- Ohio Means Jobs
 - CC Children Services
 - Juvenile Probation
 - Common Pleas Court Adult Probation.
- ✚ Completed Events
- RC Juvenile Detention Center presentation on 9.3.2026
- ✚ Overall, the past two weeks we have maintained strong day-to-day admissions activity while expanding our recruitment outreach, increasing community engagement, preparing for upcoming recruitment events, and adding staffing capacity to support continued enrollment efforts.

- ✚ In support of our goal of maintaining current applicant levels and achieving a 40% application-to-enrollment yield, the Admissions team met to discuss implementing “pre-advising appointments.” These appointments would be available to prospective students who have completed an application but are not yet ready or able to meet with an advisor.
- ✚ The purpose of the pre-advising appointment is to keep applicants engaged and connected to the college during the period between application and formal advising. Admissions staff can provide a clear explanation of next steps, connect students with appropriate on-campus resources, answer questions, and help address potential barriers that could prevent an applicant from continuing through the enrollment process.
- ✚ This additional point of contact is intended to reduce applicant drop-off, maintain engagement with students who have already applied, and support the conversion of applicants to enrolled students while maintaining our current overall applicant levels.

02_ Engineering Technology, Business, Criminal Justice and Workforce (EBC) Division

Goal: Increase enrollment (headcount/FTE) 3% across all division programs.

Program Headcount by Fall Term 15 Day Census								
	FA2021	FA2022	FA2023	FA2024	FA2025	FA2026	Percent Change from last year	Percent Change from FA2021
Engineering Business and Criminal Justice								
Accounting	34	27	23	34	33	29	-12.1%	-14.7%
Business Department	0	1	5	1	1	1	0.0%	NA
Computer Information	75	63	77	78	71	50	-29.6%	-33.3%
Criminal Justice	80	75	57	50	57	44	-22.8%	-45.0%
Digital Media Technology	32	26	24	29	34	21	-38.2%	-34.4%
Engineering	180	144	142	130	133	138	3.8%	-23.3%
Engineering - Basmet	72	59	55	52	47	43	-8.5%	-40.3%
Management	224	243	256	233	199	186	-6.5%	-17.0%
EBC Division	697	638	639	607	575	512	-11.0%	-26.5%

03_ Health Sciences Division

Goal: Student course completion rates, in key program courses, will remain greater than or equal to 85% in the fall term and greater than or equal to 90% in the Spring term.

Health Science	# day 14 enrollment	Course Goal
Course	08/31/2026	90% or greater
Chem 1030		
BIOL-1230		
BIOL-1550		
BIOL-1730		
BIOL-2751		
PHTA-1070		
PHTA-1040	Session B	Session B
PNUR-1012		

RADS-1170		
RADS-1175	Session B	Session B
RESP-1110		
RNUR-1012		
RNUR-1014	Session B	Session B
RNUR-2032		
RNUR-2034		
RNUR-2052		

04_ Liberal Arts Division

Goal: Increase the Course Completion rates for Liberal Arts Online Zoom Courses by 2%, and completion rate in Gateway English courses by 3%.

- ✚ Discussed transfer agreement for the Education program with the University of Cincinnati.
- ✚ Attended workshop for Rural Guided Pathways.
- ✚ Submitted courses for approval for Ohio Transfer 36.
- ✚ Continued discussion with English Department concerning possible redesign of ENGL-1010.

05_ Assessment, Curriculum and Compliance

Goal: Prepare for and initiate work on the Higher Learning Commission (HLC) reaffirmation of accreditation process, by establishing a steering committee, working teams assigned to each accreditation criterion, doing a comprehensive gap analysis to identify missing or insufficient evidence and documentation for each criterion and subcategory.

- ✚ All HLC Criterion Chairs, and Individual Teams have met and each sub-criteria has been divided up to begin deciding on claims and gathering evidence (or identifying gaps).
- ✚ The naming conventions and processes for evidence has been set and the Evidence Stewards have met to work out their internal process.
- ✚ We've begun reviewing what each of the 4 Criteria covers in Combined Division meetings – so far Jason Tucker and Laura Irmer have covered Criteria #1 and #2. We will be reviewing Criteria #3 and #4 in the coming months.

06_ Title III

Goal: Provide faculty support for professional development, to enhance the student experience and promote student success through completion of ACUE Advanced Certification.

1. What are we doing to help students come and complete at the College?

- ✚ Collaborated with Respiratory Therapy Program Director regarding program conversion to 8-week courses. Program Director preparing plan to present to Curriculum Committee in preparation for launch in Fall 2027.

2. *What are we doing to help employees come and stay at the College?*

- ✚ *Three faculty enrolled / started Effective Online Teaching Certification through ACUE with first course, Creating a Productive Online Learning Environment.*
- ✚ *Thirteen faculty enrolled / started their second course for ACUE Advanced Certification.*
- ✚ *Summer Project and ACUE course stipends processed to faculty who successfully completed projects and / or ACUE coursework.*
- ✚ *Ongoing collaboration with External Evaluator to develop data model in preparation for Year 4 analysis for Title III grant.*

Technology Success Coach

☐ Workshops Held:	<i>In-Person: 0</i>	<i>Zoom: 0</i>	<i>Video Hits: 4</i>
Student Support:	<i>Email: 5</i>	<i>Telephone: 0</i>	<i>In-Person: 0</i>
Faculty Support:	<i>Email: 3</i>	<i>Telephone: 1</i>	<i>In-Person: 0</i>
Staff Support:	<i>Email: 2</i>	<i>Telephone: 0</i>	<i>In-Person: 1</i>
Canvas Masters:	<i>New: 0</i>	<i>Modified: 0</i>	
CWO Canvas Setup	<i>New: 0</i>	<i>Modified: 0</i>	

- ✚ *Ad-hoc projects worked during the period:*

Public access syllabi processing: Uploaded for Fall 2026: 210

Fillable PDF requests: 1

Course Evaluation Setup: Preparing Fall 2026 A

07_ Registrar (Student Records)

Goal: Build measurable performance baselines, automate repeatable work, document processes, and reduce rework across SRO, Advising, FA, IR/IS/IT, and academic areas.

- ✚ *Began piloting structured issue and workload tracking to capture where operational problems originate, the staff time required to resolve them, recurring patterns, and opportunities to reduce preventable rework across Student Records and partner offices.*
- ✚ *Expanded the review and organization of institutional policies, procedures, forms, and guidance, including development of a more comprehensive policy inventory to identify missing, outdated, conflicting, or unclear requirements affecting Student Records operations.*

- ✚ *Continued reviewing Student Records and Colleague data structures for integrity and consistency, identifying issues such as duplicate credential records and mismatches between program, major, and academic division data that can create downstream reporting, advising, and processing problems.*
- ✚ *Advanced departmental continuity and cross-training efforts by reviewing and refining existing procedural documentation, identifying training gaps, and building clearer reference materials for recurring Student Records functions and system processes.*
- ✚ *Continued translating recurring work, exceptions, and system dependencies into standardized workflows that can be measured and ultimately streamlined or automated, strengthening the operational foundation for improved capacity and future student-success work such as near-completion and accelerated credential pathways.*

08_ Student Support Services

Goal: Raise TRIO retention to 70%, Tutoring visits by 25%, Career Services visits by 25%, and Specialized Support Services (Disability Services) visits by 15% through focused outreach and embedded services. Improve student satisfaction for Spring 2027 over Fall 2026 by 10%.

- ✚ *Total active enrolled TRIO students (Fall 2026): 69*
 - *Tickhill Tuesdays - TRIO health science students have the opportunity to meet with instructor each week to ask questions within A&P. assisted three (3) current student.*
 - *Fall 2026 – TRIO Lending Library- assisted nine (15) current TRIO students with resources within books (22%).*
 - *Fall 2026 TRIO Grant Aid – Awarded six student totally \$5850.00.*
- ✚ *Career Services Report.*
 - *For the time period of 08/24 to 09/15: Visits to career services = 9 ; Hours = 6.5; Unique students = 7 ; Referrals = 12:*
 - *Hosted a part-time job fair with OSU Mansfield on September 14th.*
 - *Annual NCSC/OSU-Mansfield Fall Internship event set for October 20th from 11:00am – 2:00pm in Eisenhower.*

09_ Access & Enrollment (CCP)

Goal: Utilize CCP dual enrollment as a true student onboarding experience to the College.

Expand & embed CCP student access to NCSC's programming by 2% & traditional/non-traditional student services; support post-secondary student matriculation by 5% to the College (CCP to NCSC)

- ✚ *Congratulations to Nicholas Ramey, for promotion to Lead Advisor! Nicholas is expanding his role leading departmental and advising team advancement.*
- ✚ *Planning for the college's Fall Counselor meeting is underway in partnership with depts. of admissions and the academic service divisions*

- ✚ The CCP team recently welcomed two CCP advisors this last month. We are thrilled to have Camryn Campbell and Shelby Jones join the team!
- ✚ The team is working on training and preparation for Fall partner events and Advising Month (Oct.)
- ✚ Fall 2026 term launch – continuing work for records alignment with our off-campus secondary school partners

10_ Academic Services Support Team

Goal: Increase Canvas Master Courses by 50% (from 73 to 109)

Increase Faculty engagement in CTL provided professional development to 20% full-time and 20% adjunct faculty. Baseline from SP2026: FT=7 out of 43 (16.3%); Adjunct=15 out of 143 (10.3%)

✚ CANVAS MASTER COURSES:

- 83 Complete
 - 0 In progress
- Completed in the current reporting period:
- PNUR-2050 Master Course
 - PNUR-2032 Master Course
 - RNUR-2052 Master Course

✚ FACULTY ENGAGEMENT: TOTAL (unique) Faculty engaged with at least 1 CTL internal program

For reporting period:	24 Faculty (6 FT/18 Adjunct). EBC: 5 HS: 8 LA: 11
Current Percentage:	FT: 14% (of 43) ▲3% Adjunct: 12.5% (of 143) --

Planned for upcoming period:	• 1st Year Teaching Seminar – SEPT mtg • Faculty Book Club (open for registrants – starts 9/10) • TK-103 (Intro to Accessibility) Workshops
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✚ Retention and Access

Increase engagement with probationary students:

- 25% of P1 with personal direct outreach by mid-term of semester;
- 15% of P2 and P3 are actively engaged in academic support activities during semester

Fall 2026 Statistics:

Description	Total	Returning FA2026	Req'd 25%		Description	Total	Returning FA2026	Req'd 15%
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<i>P1 Students</i>	59	59	15		<i>P2 Students</i>	29	27	4
					<i>P3 Students</i>	13	10	2
					<i>Total</i>	42		

Outreach Status:

<i>Date</i>	<i>Direct Outreach Count</i>	<i>Above / Below Goal</i>
09/11/2026	P1: 04 P2/P3: 03	

11_ Crawford Success Center

Goal: Increase Crawford Success Center headcount and credit hours by 3% each.

- + Delivered 7.4% credit hour growth FA26 vs FA25 for Crawford County (Non-CCP)
- + Delivered 1.2% headcount growth FA26 vs FA25 for Crawford County (Non-CCP)
- + Presented to Buckeye Central, Crestline & Galion senior classes as well as MOESC TurboCert group at the CSC
- + Buckeye Central High School
 - o Identified possible 3 CCP instructors in-house at BC, referred to CCP
 - o Identified possible pipeline from robotics/engineering class at BC to NCSC
 - o Established onsite academic presentations with EBC & HSC
 - o Recruited 1 student to College-NOW Business program, referred to C-NOW
- + Established December follow-up visits to the 6 Crawford schools in collaboration with the Community Foundation for Crawford County
- + Conducted 2 CCP Accuplacer placement tests
- + Hosting fall open house on September 29 for CSC location

BUSINESS SERVICES

12_ Accounting Services

Goal: Advance student success by maintaining consistent review processes for student account holds, ensuring holds are justified, accurately maintained, and promptly released to minimize barriers to enrollment and persistence.

- + Collections and business holds are reviewed on a daily basis. Holds are removed for a variety of reasons, with the primary reason being that a student has satisfied their outstanding account balance. Payments may be made directly by the student, through a third party, or through the Ohio Attorney General's Office.
- + Currently, there are 86 business holds and 1,921 collection holds.

13_Financial Aid Office

Goal: Enhance the student financial aid experience by providing convenient, secure, and self-service digital tools by implementing Ellucian Advisor, Leveraging Ellucian Colleague Secure File Upload, and Expanding Online Financial Aid Forms

- ✚ *Worked on the implementation and set up of Ellucian Advisor. Continued to feed the chat bot new information and optimize answers. Created, trained and published new content.*
- ✚ *Attended the kickoff meeting for Ellucian Student Forms*
- ✚ *Completed 2025/2026 Pell and Direct loan closeout*
- ✚ *Completed yearly SCO training for VA*
- ✚ *Completed VA dual certifications*
- ✚ *Started the FISAP reporting process*

14_Facilities Management

Goal: Facilitate Fallerius Renovation Phase II and update the Camera and Badging Systems.

- ✚ *Fallerius Renovation Project*

Timeline:

Status Update: Completed phase one of the Fallerius Renovation

- ✚ *Police Academy Classroom*

Timeline: September 2026

Status Update: Classroom is 90% completed, carpet installed, classroom walls and hallway painted and completed. Whiteboard material is ordered and will be installed once its arrival. We are in the process of moving furniture and AV equipment to the classroom.

15_Information Technology & Information Systems

Goal: Facilitate installation of kiosks for wayfinding; Assess third-party student support coverage for evenings and weekends; Focus on cybersecurity.

- ✚ *Wayfinding Kiosks deployed for Health Sciences and Kehoe. All five of the planned wayfinding kiosks have been deployed.*
- ✚ *Continued discussions with Ferrilli, a vendor that specializes in always-available customer support specifically for higher education. Quote was received and is being discussed internally.*
- ✚ *Began testing Security Keys as a valid MFA source.*
- ✚ *IS project to re-evaluate Colleague security is ongoing.*

16_ Child Development Center

Goal: Maintain full enrollment while evaluating all policies, procedures and monitoring standards.

<i>Date~ Week of 9.11.26</i>				
<i>Class (Room)</i>	<i>Maximum Enrollment</i>	<i>Available Slots</i>	<i>Filled Spots</i>	<i>Notes</i>
<i>Adventure (39)</i>	<i>8</i>	<i>0</i>	<i>8</i>	
<i>Imagination (21)</i>	<i>8</i>	<i>0</i>	<i>8</i>	
<i>Puddles (24)</i>	<i>8</i>	<i>0</i>	<i>8</i>	
<i>Fascination (27)</i>	<i>8</i>	<i>0</i>	<i>8</i>	
<i>Explorers (29)</i>	<i>21</i>	<i>0</i>	<i>21</i>	
<i>Sunshine (32)</i>	<i>21</i>	<i>0</i>	<i>15</i>	
<i>Homebase</i>	<i>28</i>	<i>0</i>	<i>28</i>	

<i>Rule Reviewed</i>
<i>Ohio Administrative Code Rule 5108:2-12-23 Infant & Diaper Care. A policy & procedure was written around the new rule with needed documents for staff and families to be aware of for successful implementation as required by the Department of Children & Youth.</i>

17_ Office of Development, College Foundation

Goals: 1) Grow philanthropic support by 5% (Goal of \$525,000) and deepen strategic donor and employer partnerships. 2) Secure a 5% increase (Goal of \$109,184) in Non-Credit Workforce Contract Training revenue by end of FY27

✚ *Philanthropic Support: 25.45% to goal (\$133,632) – An additional \$12,000 pending for deposit this week.*

✚ *Non-credit Workforce income FY27: \$7,949 raise towards goal*

18_ Institutional Research

Goal: Work on data governance, definitions and key indicators for data-informed decision making.

✚ *Released the college's 2025-26 KPIs along with standardized definitions and outcomes, along with the 2026-27 KPI's/Strategic planning brochure created during this summer's retreat.*

✚ *As part of the DHSS project, we are developing a data dictionary to document key data elements, definitions, and business rules.*

✚ *Together, these efforts are helping build a stronger foundation for consistent, data-informed decision making across the college.*

19_ Grants

Goals: 1) Coordinate the DHSS project to meet the implementation timelines resulting in a Unified Data and Technology System linking Colleague and Canvas data by early 2027. Improve substantially over baseline project metrics on data empowerment being gathered by ATD/MDRC as project progresses. 2) Continue seeking alternative paths for grants including consortiums for federal competitive, congressionally directed spending, state and foundation opportunities. Contribute to efforts obtaining another three announced awards at \$100,000+.

- ✚ *The IR/IS teams, working with Shella Seckel, are making good progress on mapping the connections required for eventual ingestion of NCSC data into the UDTs.*
- ✚ *We submitted a \$137,000 grant request for equipment to ODHE, as well as a legislatively required "Work-Based Learning" plan. Many thanks to those who contributed.*

20_ Human Resources

Goal: Strengthen employee retention through the development and implementation of a voluntary employee mentoring program including: structure and guidelines by Spring 2027, recruiting and training employee mentors, hiring quality staff who are focused on student success

- ✚ *Mentoring Program – had initial discussion regarding pilot program with staff caucus chair, Aubrey Place. Intend to meet to discuss further in the next week*
- ✚ *New hires/new positions: 4/25/26 – 9/11/26*

5/27/26 – Krystal Nolan, Nursing Pathways Mentor
6/1/26 – Victoria Haas, Infant/Toddler Lead Teacher
6/22/26 – Amber Wertman, Executive Director, Foundation
6/22/26 – Krystal Pasqualini, Assistant Director, Financial Aid
7/9/26 – Cory Herrmann, Facility/Program Coordinator, Correctional Education
7/13/26 – Angy Alkire, Nursing Lab Coordinator
7/13/26 – Colleen Delamater, Administrative Assistant, Registrar's Office
7/13/26 – Melissa Kodger, EBC Academic Liaison
8/3/26 – Camryn Campbell, CCP Advisor
8/13/26 – Andrea Graves, Psychology Faculty
8/18/26 – Ashley O'Brian, Administrative Assistant, Health Sciences
8/31/26 – Lisa Rundag, Admissions Assistant
9/8/26 – Jessie Furner, Admissions Representative
9/8/26 – Megan Metcalf, EBC Academic Liaison
9/8/26 – Shelby Jones, CCP Advisor

21_ Marketing and Public Relations

Goals: 1) Develop a repository of assets for new director, and training in Fall for web users.
2) support Admissions throughout the recruitment cycle for CCP and traditional and adult students to increase enrollment

- ✚ *The repository of assets has been put in place and will continue to grow.*
- ✚ *Web training is scheduled for Tuesday, September 29 at 10:00 a.m. in Fallerius 164*

- 30+ coworkers responded to the invitation.

- ✚ *Fall campaign is ramping up targeting multiple audiences.*

- ✚ *Assisted with flyers, ads and promotions for Fall events (open houses, visits, etc.)*

22_ Faculty Caucus

Goals: 1) Continue communication between faculty and students by increasing faculty usage of Aviso alerts (for Kudos too) by 3% and Aviso notes by 10%. 2) Encourage faculty participation in recruiting opportunities and events for either their program or for the college.

- ✚ *Discussed the mentoring process to ensure that divisions treat mentoring the same, so that new adjuncts and full-time faculty receive mentoring.*

- ✚ *Discussed the AI survey.*

- ✚ *Continue to discuss AVISO and what different training workshops might be beneficial.*

23_ Staff Caucus

Goal: Enhance staff engagement, connection, and retention by expanding participation in the Staff Caucus, partnering with Human Resources to develop a staff mentoring program, and using annual employee feedback to inform advocacy and continuous improvement efforts.

- ✚ *Aubrey Place has recently assumed the role of Interim Facilitator and looks forward to working with Staff Caucus members to build upon the group's goals and initiatives.*

- ✚ *Staff Caucus remains committed to strengthening staff engagement, fostering meaningful connections, and supporting employee retention by increasing participation across the organization.*

- ✚ *The group continues to collaborate with Human Resources on the development of a staff mentoring program and using annual employee feedback to guide advocacy efforts and drive continuous improvement.*

- ✚ *To further promote involvement, Staff Caucus is also creating a flyer for staff workrooms to raise awareness and invite employees to participate.*

- ✚ *The next meeting of the Staff Caucus is scheduled for September 16, 2026*