North Central State College
Board of Trustees' Annual Planning Retreat
July 23, 2025

I.   CALL TO ORDER

The Chair, Ms. Linda Nelson resumed the July meeting by calling the annual planning retreat to order at 5:05 p.m. in the ground floor conference room (164) of the James W. Kehoe Center.

II.   ROLL CALL

The Secretary, Mr. Stephen Williams, called the roll.

> **Present:**
>   Ms. Kristin Aspin
>   Mr. Mark Masters
>   Dr. Dwight McElfresh
>   Ms. Elisabeth Morando
>   Ms. Linda Nelson
>   Mr. Steven Stone
>   Ms. Kimberly Winkle
> **Absent:**
>   Ms. Duana Patton
> Exempt:
>   Mr. Patrick Williams (IAW 10 U.S.C. §12302/38 U.S.C. §4312)

III. OTHER GUESTS PRESENT

Other guests present included: Dr. Kelly Gray, Vice President of Academic Services; Ms. Lori McKee, Vice President of Business Services; and Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation.

IV.   PRESENTATION OF THE PRESIDENT'S MONITORING REPORT
– by Dr. Dorey Diab

President Diab began his Monitoring Report for the 2024-2025 Academic Year by presenting accomplishments summary of quantitative key performance indicators for Access, Success and Resources from the 2025 strategic plan. He reported that, overall, and as shown in the tables below, the College exceeded the quantitative goals in ten of the categories (highlighted in varying shades of green), dropped below the goal with less than five percent in four categories (highlighted in yellow), and dropped below the goal with five percent or more in three of the categories (highlighted in red).

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) the college has overcome or achieved over the 2 past years as well as the uncertainty that the current culture presents in preparing for the coming year. Following the summary below of the Global Ends Policy on access, success and resources, Dr. Diab went over the other Ends and Executive limitations with tables, charts, and trends over the years, as summarized below, with goals for next year.

Summary of Global Ends Policy 1-00,
in alignment with quantitative Key Performance Indicators from Strategic Plan

Overall, and as shown in the table below:
1. *We have exceeded the quantitative goals in 10 categories,*
2. *We have dropped below the goals, with 5% or more, in 3 categories,*
3. *We have dropped below the goals, with less than 5%, in 4 categories.*
4. *We have exceeded last year's metric but did not achieve goal in 3 categories*

(Note: due to the multitude of adverse factors impacting changes recently, institutional research recommended to mark a drop of 5% and higher in red as below goal, and those below 5% in cautious yellow).

ACCESS

Key Performance Indicators for North Central State College
Strategic Planning 2025

Access: Headcount

Goal	AY 2022-23	AY 2023-24	AY 2024-25	AY 2023-24 to AY 2024-25 Change	Result
Increase annual headcount by **2%** for High School/<u>early college</u> students	1,380	1,509	1,477	-2.1%	Below
Increase annual headcount by **1%** for post-HS students <u>under age 25</u> (traditional)	1,036	1,015	977	-3.7%	Below
Increase annual headcount by **2%** for students <u>age 25 and over</u> (non-traditional)	667	687	678	-1.3%	Below
Increase annual headcount by **5%** for <u>minoritized</u> students	382	371	374	0.8%	Above, but not achieved

Note: Minoritized students are also included in the age group and HS status counts and students over 25 in the minoritized counts as appropriate.

Key Performance Indicators for North Central State College
Strategic Planning 2025

Access: Credits Attempted

Goal	AY 2022-23	AY 2023-24	AY 2024-25	AY 2023-24 to AY 2024-25 Change	Result
Increase annual credit hours by **2%** for High School/<u>early college</u> students	15,807	17,446	17,191	-1.5%	Below
Increase annual credit hours by **1%** for post-HS students <u>under age 25</u> (traditional)	17,535	16,583	17,107	3.2%	Above
Increase annual credit hours by **2%** for students <u>age 25 and over</u> (non-traditional)	9,165	9,138	9,778	7.0%	Far Above
Increase annual credit hours by **5%** for <u>minoritized</u> students	5,039	5,034	5,245	4.2%	Above, but not achieved

Note: Minoritized students are also included in the age group and HS status counts and students over 25 in the minoritized counts as appropriate.

SUCCESS

Key Performance Indicators for North Central State College
Strategic Planning 2025

Success

Goal: Completion/Success of Entering Fall Cohorts	Entering Fall 2019 Cohort (N=551)	Entering Fall 2020 Cohort (N=431)	Entering Fall 2021 Cohort (N=432)	Fall 2020 Cohort to Fall 2021 Cohort Change	Result
Increase 3-year cohort success rate (graduate, transfer and/or re-enroll at NCSC) by **2%**. Any one marker counts.	51.4%	51.3%	58.1%	6.8%	Far Above
Increase 3-year graduation rates of entering fall cohorts by **2%**.	29.4%	37.6%	38.2%	0.6%	Above but not achieved
Increase 3-year university **transfer rates** of entering fall cohorts by **1%**.	18.5%	17.9%	19.0%	1.1%	Above
Increase rates of **re-enrollment** in third fall term of entering fall cohorts by **1%**.	12.9%	6.0%	11.1%	5.1%	Far Above

Key Performance Indicators for North Central State College
Strategic Planning 2025

Success

Goal: Fall to Fall Persistence of Entering Cohorts For New Students	Entering Fall 2021 (432)	Entering Fall 2022 (416)	Entering Fall 2023 (390)	2022 Cohort to 2023 Cohort Change	Result
Increase **Fall to Spring** persistence of new students by **2%**.	73.6%	74.5%	77.4%	2.9%	Above
Increase **Fall to Fall** persistence of new students by **2%**.	56.5%	55.3%	54.6%	--0.7	Below

Key Performance Indicators for North Central State College
Strategic Planning 2025

Success						
Goal: Fall to Spring / Fall to Fall Persistence of Entering Cohorts	Entering Fall 2021	Entering Fall 2022	Entering Fall 2023	Fall 2022 Cohort to Fall 2023 Cohort Change	Result	
Increase **Fall to Spring / Fall to Fall** persistence of new, post-HS **Minoritized** students by **2%. Average N is 65.**	65.8% / 42.5%	81.7% / 56.1%	64.2% / 37.7%	-17.5% / -18.4%	Far Below	Far Below
Increase **Fall to Spring / Fall to Fall** persistence of new, post-HS students **aged 25 & over** by **2%. Average N is 86.**	65.8% / 54.4%	71.6% / 55.6%	78.1% / 47.9%	6.5% / -7.7%	Far Above	Far Below

RESOURCES

Key Performance Indicators for North Central State College
Strategic Planning 2024

Resources					
Description		FY 2021-22	FY 2022-23	FY 2022-23	Result
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)		5.0	5.0	5.0	Far Above
Maintain a primary reserve ratio that is above our peers	NCSC	0.9	1.04	1.05	Far Above
	Peers	0.47	0.51	0.57	
Have an SSI Share greater than our Eligible FTE share	SSI Share	2.0%	2.0%	1.9%	Above
	FTE Share	1.7%	1.8%	1.8%	

- Excluding Associated Impacts of GASB 68/75
- 5.0 is the maximum Composite Score

Executive Summary of Key Performance Indicators based on goals established for 2024-2025
Monitoring Report Summary with General Goals for Next Year 2025-2026

ACCESS

Global Ends Policy - Mission: fulfill the strategic goals of student access, success, and resources.

1. ***Student access:***

a. There was a drop in headcount of high school and early college, in post high school under and over 25 years old students caused by multiple factors including strong competition from colleges and universities; concerns about college costs and loan debts; rural environment demographics; and strong economy with low unemployment rate and demand for employees that prevented them from going back to school. All these factors caused higher education nationally and locally to be at an inflection point with a VUCA period of disruption (volatile, uncertain, complex, and ambiguous). *In 2024-25, the drop varied between 1.3% and 3.7%. However, there was an increase of credit hours between 3.2% and 7% due to the same students taking additional credit hours.* Specifically, in comparison to the Key Performance Indicators (KPI's):

    i. Students high school / Early College:
        o   Increase annual headcount (HC) by 2% and credit hours by 2% *(HC dropped by 2.1% from 1,509 to 1,477; and credit hours dropped by 1.5% from 17,446 to 17,191).*

    ii. Students post high school but under age 25 (traditional students):
        o   Increase annual headcount (HC) by 1% and credit hours by 1% *(HC dropped by 3.7% from 1,015 to 977; and credit hours increased by 3.2% from 16,583 to 17,107).*

    iii. Students age 25 and over (non-traditional students):
        o   Increase annual headcount (HC) by 2% and credit hours by 2% *(HC dropped by 1.3% from 687 to 678; and credit hours increased by 7% from 9,138 to 9,778).*

    iv. Minority students:
        o   Increase HC by 5% and FTE by 5% *(HC increased by 0.8% from 371 to 374; and credit hours increased by 4.2% from 5,034 to 5,245). But the goal was achieved.*

b. Provided strong pathways to our students from high school, to certificates, to associate degrees, and to baccalaureate degrees *(including the Mechanical Engineering Technology, and the Bachelor of Science in Nursing)* at an extremely affordable rate, including free tuition (College Credit Plus, College-Now and Tuition Freedom Scholarship), with 70% of our students not getting any loans.

GOAL FOR NEXT YEAR: increasing enrollment continues to be our highest priority. The Access Key Performance Indicators are to increase headcount by 2% for non-traditional students and 5% for minoritized students. Increase credit hours by 2% for both early college/CCP and post high school students.

2. **Student success:**

    Overall, *the 3-year cohort success rate for graduates, transfer and re-enroll students have increased; but the annual fall to fall and fall to spring persistence rate has dropped (except for post-high school students over 25).*

    a. Overall assessment of KPI goals:

    (1) Increase 3-year cohort success rate (either graduate, transfer, or re-enroll at NC State) by 2% - any one marker count *(increased by 6.8% from 51.3% to 58.1%)* from Fall 2020 cohort to Fall 2021 cohort.

    (2) Increase 3-year graduation rate by 2% of entering fall cohorts *(increased by 0.6% from 37.6% to 38.2% but goal of 2% was not achieved)* from Fall 2020 cohort to Fall 2021 cohort.

(3) Increase 3-year university transfer rate by 1% of entering fall cohorts *(increased by 1.1% from 17.9% to 19%)* from Fall 2020 cohort to Fall 2021 cohort.

(4) Increase re-enrollment rate by 1% in third fall term of entering fall *cohorts (increased by 5.1% from 6.0% to 11.1%)* from Fall 2020 cohort to Fall 2021 cohort.

(5) Increase Fall to Spring persistence rate of new students by 2% *(increased by 2.9% from 74.5% to 77.4% from Fall 2022 to Spring 2023).*

(6) Increase Fall to Fall persistence rate of new students by 2% *(dropped by 0.7% from 55.3% to 54.6% from Fall 2022 to Fall 2023).*

(7) Increase Fall to Spring persistence rate of new, post high school minority students by 2% *(decreased by 17.5% from 81.7% to 64.2% from Fall 2022 to Spring 2023).* The percentages are deceivingly high due to the small number of students (65).

(8) Increase Fall to Spring persistence rate of new, post high school students aged 25 and over by 2% *(increased by 6.5% from 71.6% to 78.1% from Fall 2022 to Spring 2023).*

(9) Increase Fall to Fall persistence rate of new, post high school minority student by 2% *(decreased 18.4% from 56.1% to 37.7% from Fall 2022 to Fall 2023).* The percentages are deceivingly high due to the small number of students (65).

(10) Increase Fall to Fall persistence rate of new post high school students aged 25 and over by 2% *(decreased by 7.7% from 55.6% to 47.9% from Fall 2022 to Fall 2023).*

b. *All students' retention from fall to spring increased by 1.1%, from 81.2% to 82.3%, from Fall 2023 to Fall 2024. Fall to fall retention decreased 0.8%, from 58.9% to 58.1%, from fall 2022 to fall 2023.*

c. *Annual credit completion rates for on campus or online increased by 1.3% (from 90.6% to 91.9%) from 2023-24 to 2024-25.* High school annual credit completion rates are usually over 98%. This is mostly due to a more successful cohort group of students taking CCP classes with additional daily support from the teachers.

d. *Annual distance (online or hybrid) credit completion rates increased by 1.6% from 88.9% to 90.5% from 2023-24 to 2024-25.*

e. Overall credits attempted vs. credits completed increased by 0.9%, from 92.3% to 93.2%, from FY2023-24 to FY2024-25. The increase was 1% for non-minoritized students; around the same at 89% for minoritized students; around the same at 98% for high school students. That of post high school students showed an increase of 1.9% from 87.9% to 89.8%.

f. There were six hundred and thirty-five certificates, associate, and bachelor's degrees awarded in 2024-25. *There were 403 degrees and major certificates (>30 credit hours) awarded in 2023-24 in comparison to 347 with peers.*

g. Success points earned (2023-2024):

    i. *The number of success points earned for completing 12 college level credit hours increased by 1.4% (from 855 in 2022-23 to 867 in 2023-24).*

    ii. *The number of success points earned for completing 24 credit hours increased by 15.4% (from 506 in 2022-23 to 584 in 2023-24).*

    iii. *The number of success points earned for completing 36 credit hours increased by 18% (from 354 in 2022-23 to 415 in 2023-24).*

    iv. Gateway math success points increase was almost the same (from 709 to 710).

        1. *Gateway English success points dropped by 5.6% (from 716 to 676).*

h. Licensure/certification rate as percentage of 2023 graduates: *ADN 95.7%; LPN: 100%; RAD: 92%; OPOTA:100%;* *Respiratory care: 66% for Certified Respiratory Therapist; 44% for Registered Respiratory Therapist;* PTA: no 2025 graduates but the PTA program is no longer on probation; and still working with 2024 graduates at 50% with some retesting in July.

i. *Contact hours taught by full-time faculty increased to 65.4% in 2024-25 from 63.2% in 2023-24 (continues to be greater than 50% over the years),* demonstrating a commitment to student success and full-time employment under tough conditions.

j. *The average quarterly wages for our graduates for 2023-2024 was $10,698 (or $42,792 annually). In comparison, the average overall per capita in our service region is $30,976*; or $47,605 if considering all individual income sources.

GOAL FOR NEXT YEAR: The Success Key Performance Indicators are to increase fall-to-fall persistence of new, post-HS students and of new adult and minoritized students by 2%. Increase overall success rate (graduation, transfer and/or still enrolled) and graduation rate by 2%. Median wages of applied program graduates will be at or above 100% of the area median wages.

3. **Resources:**
   a. *Human.*
      i. *With regard to communication and professional development, we continued to do system-wide interdepartmental communication with the whole College community by publishing the President's Report that comes from all department managers every two weeks about their strategic projects.*
      ii. *We continued to have many hybrid meetings and professional development via Zoom to save time and in-person to enhance engagement at convocation and during in-service days in November and February, and at open forums once a semester (during any month with a 5th Thursday).*
      iii. *We continued to have monthly faculty meetings with the academic divisions. During these meetings, we focused on the areas of teaching and learning, safety and security protocols, and assessment. We also continued our monthly meetings with middle managers including the deans and the VP's, to enhance professional development and succession planning on different topics related to leading and managing the institution.*
      iv. *I also started the Leadership and Management Academy in Spring 2025, and continued into the summer, meeting once a month with 20 to 30 people discussing different topics such as leadership and management characteristics, personality tests; and operation activities such as fiscal and budget management.*
      v. *In terms of hiring, we continued realignment of personnel in areas of greatest needs and hiring positions due to retirement, replacement or new positions. Although we have lost additional personnel this past year due to the availability of higher paying jobs, especially in the private sector and in health care. As a result, the full-time employees' turnover excluding retirement stands at around 14%, similar to the national average according to CUPA.*
      vi. *Over the past year, the percentage of minority among all employees remains around the same as last year (~9%) while less than that of the percentage of minorities in the service region and among students which is around 12% for both. Full-time faculty are around 17% annually, full-time staff are around 11%.*
      vii. *In terms of benefits, we have done very well by our employees:*
         - *As a result of our fiscal discipline, unlike other higher education institutions, we did not have a layoff nor did we have a reduction in salaries (several colleges*

and universities across Ohio have either closed, laid-off employees, or closed satellite branches).

- *Furthermore, we will have an increase in salaries this year of 4% to the base while keeping the employer/employee insurance contribution at 81% / 19% in order to attract new employees and keep good employees.*
- *Continuing with the Council of Governments (COG) health plan in Stark County:, the health insurance increase remains in single digit for the coming year at 4.97% (was ~6.48% last year). And, it will also be providing one month of premium holiday, saving up to several hundred dollars per year for employees (employees don't have to pay for health care for 1 month), and around $240,000 for the College.*
- *The above changes in benefits will more than cover the increase in insurance and the impact of inflation, and keep everyone financially whole.*
- *College closing for two weeks over the holidays at the end of the year allowing employees more family time with pay.*
- *Continuing with the four 10-hour day summer schedule (from mid-May to end of July) to allow employees to enjoy 3-day weekends with their family and friends. We decided to go remote this summer again due to low number of students taking courses with most of them being online/hybrid; having multiple facilities projects, including the renovation of Fallerius, which require the attention of the facilities department; cutting down on gas and electrical utility costs, helping our employees cut down on travel time and reduce their cost of gas and the impact of inflation. Student-facing offices will have coverage every day. Buildings with labs (Health Sciences and Kehoe) are open several days per week to allow for in-person activities and labs; and the Child Development Center is open in-person all the time.*
- *We plan to continue the four 9-hour day schedule, and one half-day remote on Fridays this coming year during fall and spring semesters.*
- *Continuing with the Earned-Time-Off for part-time faculty and staff based on their years of service.*
- *Continuing to provide tuition reimbursement and professional development stipends for all employees.*

GOAL FOR NEXT YEAR: continue to review safety protocols; the culture of valuing and respecting individuals; provide better compensation; the Leadership and Management Academy to enhance professional development and succession planning for managers and interested employees; increase professional development activities for faculty and staff; and reduce employee turnover rate.

b. *Fiscal*
   Increasing revenues:
   i. *We were able to increase the reserve again to 105% last year (from 6% the first year, 8% the second year, 12% the third year, 17% the fourth year, 20% the fifth year, 31% the sixth year, 37% the 7th year, 51% the 8th year, 64% the 9th year, 84% the 10th year, 90% the 11th year, 104% the previous year). While all OACC colleges' reserve average is at 57%, with peers at 49%, the college's reserve is the highest of all community colleges. This is extremely helpful to weather the potential financial crises like we did during the pandemic, while allowing for*

unforeseen circumstances due to tremendous risks we are facing with lower demographics and enrollment while maintaining employment, and continued maintenance for a 56-year-old campus.

 ii. *==We have also maintained the Ohio Department of Higher Education composite ratio at full 5.0 (composite score was 2.7 the first year, and 5.0 last year).== The composite score ratio for OACC peer colleges is at 4.3 for FY24. Multiple factors and ratios affect the calculation of the composite ratio and the reserve including expendable net position and net assets, operating expenses, plant debt, revenues, expenses, and the timing of their occurrences by June 30.*

 iii. *==Maintained a healthy monthly cash-on-hand of $25.4M in May, 2025, that is 16 times the average cash needed per month (~$1.57M).==*

 iv. *==Joining the COG in Stark County for health insurance coverage has been very helpful. The one holiday-premium month will save the College ~$240,000 in payments next year.==*

 v. *We continue to maintain a manageable shared services cost with OSU- Mansfield (was of around one million dollars per year.*

 vi. *==We continue to balance the budget year after year.==*

 vii. *==We continue to have a clean financial audit year after year.==*

 viii. *The 3-year (2016-2019) Cohort Default Rate (CDR) for students (an indicator of students paying back their loans) continues to be ~0% (zero). This very low CDR (generally in the teens during the pre-Covid years) is due mostly to the Feds delaying payments of student loans because of the pandemic. We will likely see a spike next year after the Feds start requiring payments again on loan debt. As a point of reference, the U.S. Department of Education will stop providing financial aid to students at a college if the CDR reaches 30% or higher and remains there for two years. Enticing students to pay back loans normally requires much work on the part of the financial aid office.*

Foundation:

 i. *The foundation total assets as of the third quarter of the year was $9.75M (was 9.17M last year).*

 ii. *The Foundation has an FY26 operational budget of $286,198 (last year $269,000) and a revenue target of $497,560 (was $493,900 last year). No new staff resources have been added.*

 iii. *==Emerald Club brought in over $673k in donations== this past year (in comparison to $800k the year before and ==exceeding the goal of $493k==).*

 iv. *The NCSC Foundation received the first $30,000 of a $150,000 pledge for the refurbishment of the nursing lab; $43,400 for the 5g Broadband workforce program; and $5k for the CDC parent and instructor essentials.*

Grants:

==We continue to be successful with our grant efforts. The amount is over $3.98 million this past year== (FY2025) (was $3.18M in FY24) from local, state, and federal sources.

The total amount of dollars brought into the College outside the College budget in FY 2025 becomes ~$10.5M (was $9.8M last year), creating heavy workload on multiple College departments especially the grant and business departments.

GOAL FOR NEXT YEAR: continue to enhance the financial and fiscal viability of the institution by bringing additional revenues, reducing cost, and aligning existing financial resources with the College mission. The Fiscal Resources Key Performance

c. *Physical*

Physical-facilities:

    i. *Although we still have so many needs, our facilities and information technology infrastructure teams have done an excellent job in continually going above the call of duty to improve on delayed maintenance of the infrastructure. This includes buildings, equipment, and technology.*

    ii. *We continue to optimize space utilization by improving scheduling, at the College and with OSU-M, while closing/leasing unused space.*

    iii. *We continue to clean house by getting rid of obsolete items, and recycling on campus.*

    iv. *We continue with campus improvement projects for carpeting and painting as needed.*

    v. *The data on sustainability is provided at the end of this report.*

    vi. *The focus of the facility department, beyond the regular daily maintenance, is on the Fallerius renovation.*

Physical-Information Technology:

    i. *The IT department has done an excellent job over the past year upgrading and moving our Ellucian core software platform to the cloud. They are also in the process of upgrading the phone system to be used remotely with Zoom software. An alternate internet provider contract is being negotiated to ensure continuity of service during potential outages.*

    ii. *Given the increasing trend of students bringing their own devices, or loaning College computers to them, the College is consolidating/reducing the inventory of student workstations on campus, putting less stress on maintenance as well as avoiding future costs. However, there is an increase in loaning computers to students, and we have purchased laptops for all full-time faculty and staff using, and we are in the process of updating some of them with the technology and software.*

    iii. *There is one next-generation tech classroom (HY-Flex) in every building with a computer station, projector, audio and video cameras, and TV's to provide both synchronous (at the same time) and asynchronous (taped) learning from inside and outside the classroom.*

    iv. *There has been an increased use of software for automation and standardization processes (Colleague Self-Service, Aviso, Acalog and Curriculog) for data collection, management, and reporting for the business office, human resources, program review, curriculum, and strategic planning. Software includes Ellucian, and Colleague Self-Service for students, financial aid, finance, human resources, and payroll.*

    v. *The Information Technology Department:*

        1. *continues to update/replace firewall appliances for the main campus, the Kehoe Center, and the Crawford Success Center to enhance cyber security. We have had many attempts of cyber-attacks on our systems; and we are thankful that no private data has been breached.*

        2. *has been implementing the use of multi-factor authentication for faculty and staff (email address, password, and passcode sent to phones) for email and Office 365 products and requiring students to change their passwords. This has been especially challenging with dually enrolled students at high schools.*

        3. *continues to utilize Microsoft Azure cloud storage to have asynchronous offsite storage of College data that is backed up for business continuity. Working with*

OSU, and through a state subsidy, a 10GB internet connection has been made to the main campus.

GOALS FOR NEXT YEAR: Enhance the agility and adaptability of the institution by offering more efficient and flexible scheduling of online courses and programs, and provide more short-term courses, certificates and programs (8-week terms). Continue to heavily invest in information technology, wireless connectivity, and cyber security.

V. COLLEGE SUSTAINABILITY POSITION

Dr. Dorey Diab President Dorey Diab addressed the three areas of focus in the College's sustainability position as requested by the board. These areas included, Human Resources, Fiscal Resources, and Physical / Environmental Resources. Some of this information is duplicative of what was previously stated.

Sustainability Plan (Per Board Request)

Human Resources Sustainability

This is addressed by:

1. *Having a flexible schedule throughout the year, working remotely when needed, providing for longer time off over the weekend, the holidays, or the summer to allow employees to relax more and spend more time with their families. At the least this will help the College maintain more of its workforce; and at best be an employer of choice in the region.*

2. *Continually providing raises and a good "compensation and benefit" package to our employees we are able to retain more current talent, enhance morale, and hire new people. Our employees' exit interviews indicate strong satisfaction with employee benefits with a desire for better salaries. Our compensation package with additional raises will help to address that, and by continually evaluating the impact of insurance cost to keep our employees whole.*

3. *Restructuring the college and training and promoting internal personnel to grow our own and address positions that became vacant, we were able to maintain our momentum, address concerns about the lack of advancement and mobility at the college, while reducing costs and solving the issue of limited pool of qualified candidates who are willing to locate to Mansfield.*

4. *Continually providing professional development for middle managers, and starting the Leadership and Management Academy, we are able to prepare the next generation of college leaders and enhance succession planning.*

5. *Our decision to increase salaries was implemented for the coming year with a 4% raise.*

Fiscal Resources Sustainability

Increasing Revenues:

1. *Increased the reserve again to 105%, which is the highest among all 22 community colleges.*
2. *Maintained the composite ratio above 4 (a full score of 5.0 again).*
3. *As of May 2025, we have the highest monthly cash flow of 25.4 million dollars which includes ~ 14 million dollars in savings between Park National (~$11M) and Star Ohio accounts (~$3M).*
4. *Emerald Club brought in 673 thousand dollars in donations.*
5. *Received over 3.98 million dollars in grants.*
6. *Using state 2.9 million dollars from two cycles of the state capital budget for the renovation of the Fallerius.*

Reducing Cost:
1. *Saved $240,000 in health care costs from 1 holiday-premium month last year, and for the coming year.*
2. *Continue to maintain a lower shared services cost of around one million dollars.*
3. *No major fixed costs of dormitories, lecture halls, athletic facilities like in universities*

Physical/Environmental Resources Sustainability
Reducing the College carbon footprint and cost

1. *Working with OSU-M, we continue to do lighting retrofits to LED's on the main campus (pathways, classrooms, restrooms, roadways) so that we can maximize our energy savings as electricity costs continue to increase.*
2. *We have increased awareness of paper recycling, cloud-based storage, and limited printing. With more online courses, faculty are using mostly computer storage.*
3. *Recycling is continuing on the main campus: plastics and aluminum cans are being collected.*
4. *The Facilities team decreased the labor of cleaning all the classrooms by meeting with the assistant deans of each building to minimize utilization of classrooms. By doing this, labor efforts were reduced, and safety and cleanliness were increased.*
5. *We have increased our utilization of e-signature for purchase orders and grants to a great extent, thus minimizing paperwork and administrative cost.*
6. *We have replaced inefficient boilers and chillers with energy efficient models at Byron Kee and Fallerius.*
7. *The charts below show the utilization and cost of electricity, gas, and water throughout the main campus (OSU-M and NCSC combined) from 2022 to 2025.*
8. *We have a beautiful green campus.*

However, over the past fiscal year, and although the total campus utility consumption, including electricity, natural gas, water, and sewer have decreased by approximately 1%, the overall utility costs have increased by 8%.

We are continuing to concentrate on our preventative maintenance and scheduled work order system to keep existing equipment operating efficiently. Some of our equipment is reaching the age of replacement and we are prioritizing capital monies for these projects.

VI.   SUPPLEMENTAL INFORMATION – Building our Changing Normal Together

In preparing for the future of higher education and the future of our college, "__we are building our changing normal together, as there is no back to normal__"; for good is no longer good enough. This is not simply to sustain the institution, but more importantly to advance its journey in the pursuit of excellence; not simply to be successful but also to be of significance and influence in the lives of others; leading North Central Ohio by providing exceptional education, in an inspiring environment with caring people, in an entrepreneurial culture of agility, caring and resiliency.

If there is any evidence of "there is no back to normal," it is Artificial Intelligence (AI) and its impact on the future. AI is changing everything; it is moving at the "speed of light." It took Facebook five years to reach 100 million people, and only two months for ChatGPT to do the same. AI can be creatively and positively disruptive by helping us manufacture intelligence to advance cognitive skills.

The College has identified four areas to scale up AI literacy:

    (1) Impact of using AI inside the classroom for learning facilitation, AI-augmented pedagogy, 24/7 tutoring support especially for adult students, and industry-aligned curricula.

    (2) Impact of using AI outside the classroom to enhance efficiency in processes and procedures in enrollment management, financial aid processing and academic advising, and identify at-risk students for earlier support, and guide degree planning and path alignment.

    (3) Professional development activities to enhance the capabilities of faculty and staff.

    (4) Develop new policies to reflect the impact of AI on students and employees.

Other evidence of how we are building our changing normal together in our region is the Route 30 Broadband project and the Child Care initiative. Students and employees without broadband, computer devices, and digital literacy will be left behind. Families lacking quality childcare and ultimately health care for inability to work will cycle in and out of poverty. The College is working and is delivering on both initiatives to make that happen for our community.

To that end, the Board and the President have been engaged as a team to elevate the stature and reputation of North Central State College in service to its community, the state and the nation including:

1) The president being re-appointed to the national board of the American Association of Community Colleges for three years 2025-2028; having co-chaired the Commission on Research and Community College Trends and Issues and as a member of the Audit and Finance Committee; and __chairing the Commission on Public Relations Advocacy and Advancement next year.__

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There is no "back to normal"
There is "building our changing normal together"

So, why and how are we building our changing normal together for a better future?

1. Because we are focused on our mission, the pursuit of our purpose of providing individuals with the knowledge, skills (tech, life, experiential), and inspiration to succeed in their chosen path; in courses, certificates, associate and baccalaureate degrees; tuition and debt free.
2. With bold leadership and a sense of urgency in differentiating our human, fiscal, and physical resources to overcome the major challenges and the harsh environment we are facing (whether academic, economic/financial, political, cultural, technological, or demographic).
3. Because we are an agile, caring, and resilient institution, adjusting and changing our sail through future thinking and foresight planning regardless how the storm may be blowing, adding appreciated value to our students, each other, and our communities.
4. Because we are being true to our brand by Choosing to Be Exceptional among institutions of higher education:
    1. Providing high quality, affordable opportunities to people who seek to learn, grow, and thrive.
    2. Removing system barriers for student success; and changing from time and process (seat time) to more outcome- and competency-education; and short-term credentials.
    3. Collaborating and partnering to enhance educational attainment, workforce development, social mobility, and economic prosperity.
    4. Aiming not just for success, but also for significance and impact.

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2) The College receiving the *American Association of Community Colleges 2024 Award for Board / CEO Relations, and the president being a finalist for the CEO of the Year award.*

3) *Board members and the president participating in the Association of Community Colleges Trustees (ACCT) National Legislative Summit in Washington DC to advocate with the Senate and the Congress to support students in Pell grants including short-term Pell for workforce certificates. Pleased that short-term Pell has been approved by the federal policy passed on July 2025.*

4) *Board members and the president participating in the Ohio Association of Community Colleges (OACC) state legislative summit to advocate for stronger State Share of Instruction and tuition increase, to strengthen support for students with scholarships to meet workforce talent needs. Pleased that the state legislature has approved an increase of 1% in State Share of Instruction, and a $10 increase in tuition per credit hour per year (this amounts to over one half million dollars per year).*

5) *House Speaker, Matt Huffman being our commencement speaker this year, whose connection proved critical in securing the $20 million from the state for the Route 30 Broadband Project, the idea that was the brainchild of the president; and Senator Jon Husted being our commencement speaker last year.*

6) *Board members and the president participating in Leader Richland to educate eighth graders on the importance of continuing education, career planning, and leadership aspirations.*

7) *Our former Board Chair serving on the OACC Executive Committee, and the President serving on the OACC strategic planning committee that adopted the environmental scan landscape factors impacting community colleges which were developed by the president.*

8) *The College continually being recognized by Achieving the Dream, not just as a Leader College, but also as a Leader College of Distinction (twice) based on achievements in student success.*

9) *The Board and the President continually being asked to present nationally at the Association of Community College Trustees on topics related to Board-CEO relations (including a new session with President Dan Phelan of Jackson College in Michigan).*

10) *The President and CEO of the American Association of Community Colleges, Dr. Walter Bumphus, presenting to the College board on national topics impacting community colleges.*

11) *The president serving on multiple community boards to further advance raising educational attainment including: the United Way of Richland County (chairing the strategic planning committee and working with the Board and the Richland Foundation on a potential day care initiative); Broadband Ohio for Richland County with the commissioners, the Mayor and the Chamber (a critical role in securing the $20 million from the state for the Route 30 Broadband Project); The Executive Committee of Workforce Development Board, The Richland County Development Group, the Talent Development Council of Team NEO (North East Ohio), the College Foundation Board and committees, and many college programs business advisory committees.*

12) *Thankful for the College financial viability and strength for that has been our saving grace as we are doing very well with our reserve and our monthly cash on hand to address the multitude of challenges and the VUCA environment that higher education is facing.*

VII. EXECUTIVE SESSION

The Chair called for an Executive Session at 6:53 p.m. to discuss the Employment and/or compensation of a public employee (The president's annual evaluation). Mr. Steven Stone made a motion and it was seconded by Ms. Elisabeth Morando. Ms. Linda Nelson, Board Chair, explained that she does expect further business following the executive session. A roll call vote on the motion was approved unanimously by all members present.

Ms. Kristin Aspin – "yes"
Mr. Mark Masters – "yes"
Dr. Dwight McElfresh – "yes"
Mrs. Elisabeth Morando – "yes"
Mrs. Linda Nelson – "yes"
Mr. Steve Stone – "yes"
Ms. Kimberly Winkle – "yes"

At 7:39 p.m., the Chair, Ms. Linda Nelson, declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

A. Consideration of Acceptance of the President/Chief Executive Officer's Annual Monitoring Report – *R-2025-25 – Ms. Linda Nelson*

CONSIDERATION OF ACCEPTANCE OF
THE PRESIDENT/CHIEF EXECUTIVE OFFICER'S
ANNUAL MONITORING REPORT

WHEREAS: upon deliberation of the monitoring report presented as to the reasonableness of the CEO's interpretations for all ENDS policies and Executive Limitations policies, the board finds all the interpretations to pass the "reasonable person test" and thereby accepted, and

WHEREAS: upon further deliberations of the monitoring report presented, the Board accepts the data presented as demonstrating the accomplishment of the CEO's interpretation for all ENDS policies and Executive Limitations policies.

NOW, THEREFORE BE IT RESOLVED: by the Board of Trustees of North Central State College that the monitoring report of the President/Chief Executive Officer, Dr. Dorey Diab, for the 2024-2025 reporting year, has met and exceeded the expectations expressed by the Board in current ENDS and Executive Limitations policies.

> **ACTION TAKEN:** Mr. Steven Stone moved for Acceptance of the President/Chief Executive Officer's Annual Monitoring Report for 2024-2025. Ms. Elisabeth Morando seconded the motion, and the item was approved with a unanimous vote.
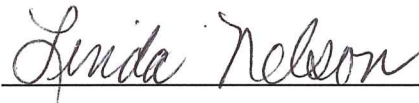
VIII. ADJOURNMENT

The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Ms. Linda Nelson, declared the annual planning retreat adjourned at 7:42 p.m.

Respectfully submitted:

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