

**North Central State College
Board of Trustees' Meeting
March 25, 2026**

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 seven in person and one online.

As Board Chair, Ms. Linda Nelson was participating in this meeting virtually, Vice Chair, Mr. Mark Masters served in the role of Acting Chair for tonight's meeting.

Acting Chair, Mr. Mark Masters called the meeting to order at 5:30 p.m. and asked all to rise and join him in reciting the pledge of allegiance followed by the Global ENDS Policy for North Central State College.

II. ROLL CALL

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

Present:

Ms. Kristin Aspin
Mr. Mark Masters
Dr. Dwight McElfresh
Ms. Elisabeth Morando
Ms. Linda Nelson (online)
Ms. Duana Patton
Mr. Patrick Williams
Ms. Kimberly Winkle

Absent:

Mr. Steven Stone

III. INTRODUCTION OF GUESTS

President Diab introduced: Dr. Kelly Gray, Vice President of Academic and Student Services; Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation; and Colonel Ken Kmetz representing the OSU-M Advisory Board. Ms. Sara Rollo, representing the Faculty Caucus, Mr. Justin Beeman, representing the Staff Caucus, and Ms. Leah Bisel, representing the College Foundation, were also present (online).

IV. FOCUS OF THE MEETING – *Mr. Mark Masters*

Mr. Mark Masters explained that the focus of the meeting tonight includes consent agenda items such as a personnel approval, status change and faculty contract approvals. Under the regular

agenda, attention will be given to the Treasurer's report, along with a proposed amendment to the executive limitations policy related to asset protection, and consideration of a curricular approval process as outlined in procedure. The meeting will also include customary elements such as governance training and a report on community activities.

V. OSU-MANSFIELD ADVISORY BOARD REPORT – Mr. Mark Masters
- Colonel Kenneth Kmetz (OSU-M Advisory Board)

Colonel Kmetz's highlights on the OSU Mansfield Board Meeting and more, include:

- Our administrative restructuring – the addition of two associate deans – has resulted in better workload distribution. Thus, due to working better and more closely with Columbus, there are 50% fewer unpaid students than in past years.
- The start of Fall Semester was challenging in that we had 67 students without housing. We reduced that to 30 who still needed help. The Chamber, Rotary and others assisted with finding housing, but as we're growing, this will continue to be a challenge. We've been in discussion with Buckeye Village and working actively on a solution. OSU has a third-party housing option – they will inspect rental properties and require compliance with certain things, and advertise to students. We can develop this program within a year or two.
- Academically, our engineering technology program is doing well, biology is growing, the business program is an urgent need with 88 students who enrolled in this program, and we do not have onsite faculty. The provost will invest in newly hired faculty salaries for up to three years; we'd like to hire a Fisher College of Business faculty with AI expertise.
- OSU's ROTC director would like to begin the program on the Mansfield and Lima campuses this fall. He will visit in early April to meet with staff who may be involved in the program and tour the facilities. ROTC hires and staffs the courses and pays faculty salaries, so there is no cost to us.
- After four years of ending the fiscal year in a deficit position, OSU Mansfield will end FY 2026 with a modest surplus, due to increasing enrollment and four reductions (three non-filled departures and one RIF).
 - OSU Mansfield has seen an increase of over 50% in first-choice applications over last year, but there was a significant decline in the number of "optioned" students (those who applied to Columbus, were rejected, but then offered a position at Mansfield.) This is due to the fact that the Columbus campus accepted a higher percentage of students compared to last year. Thus, OSU Mansfield projects steady or possibly slightly increased enrollment for Autumn 2026.
 - OSU Mansfield is eager to establish an easy pathway for North Central students interested in childcare into its Child and Youth Studies program.

- Our board’s Nominating Committee recently held interviews with three candidates for the Student Board Member position. All three were exceptional and scoring was very close. As a result, we will recommend to the provost that Alex Rathburn, a junior in the engineering technology program be appointed to our board for the upcoming year. He is the current president of the Engineering Club, and his recommendation letters from his engineering instructor and the Charter Next Generation Plant Manager whom Alex worked directly with for two years, both speak to his character, leadership and commitment to meaningful impact. Alex completed his Associates of Mathematics in December 2023 at North Central State College.

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

A. Student Organizations Update

TRiO SSS Update:

- TRIO Student Support Services went on a campus visit to the University of Toledo on Tuesday, March 10. TRIO students were provided with a presentation by the UT Transfer department along with a campus tour. As part of the morning, a visit by the TRIO SSS program staff was included. Being able to connect with the staff in UT’s SSS program enabled our TRIO students to identify a welcoming place on the campus of UT if they would choose to transfer after completing their degree at NC State. Following the campus visit, a trip to the Henry Ford Museum of Innovation was part of the day’s educational experience.

Phi Theta Kappa Update:

- PTK meets every Friday on Zoom, and our chapter President Jesse Halfhill has recently spoken at Dr. Diab’s Leadership Academy. He has also been selected to be the first student speaker for the Hall of Excellence.
- Our chapter’s community service project this semester will be to work at Raemelton to side-walk horses in therapy class, as well as senior outreach and connection at The Waterford.

Honors College Update: (Kimberly Lybarger)

- The Honors College currently has 18 students registered with 21 research projects representing all academic disciplines across the institution. 17 faculty are participating as mentors.
- The next Honors College colloquium will be on Thursday, March 26, 5-6:00 p.m. in room 164 Fallerius. Jason Jones, Financial Advisor, UBS Financial Services, Inc., will present an informative session titled “**How Money Loses Its Shape: When Value is Small, Abstract or Sudden**”.
- The event is open to all students, faculty, staff and community members.

North Central State College – Honors College Colloquium

How Money Loses Its Shape:
When value is small, abstract, or sudden

SMALL VALUE

A Few Pennies

ABSTRACT VALUE


Digital & Complex

SUDDEN VALUE

Rapid Windfall

Join us for a tabletop conversation of topics that inspect your finances.

- Are pennies disappearing?
- What is crypto currency?
- Is invisible money real?
- Can money be too small to matter?
- Are lottery winners better off?

 **Jason B. Jones, CPA, AAMS***
Financial Advisor
Account Vice President

Thursday, March 26 * Room 164 Fallerius * 5:00 – 6:00 p.m.

B. Foundation Update

President, Dr. Dorey Diab delivered the following report:

Foundation-Emerald Club - Major Gifts

- \$465,756 received, additional \$114,143 in asks made and outstanding.
- Annual Scholarship application month is in process, with it starting Feb 1 and concluding March 1.
- Hall of Excellence billboards are live and videos are in process. Taping for the videos are in motion, and table sales are moving quickly. The event is on April 16 at 5:30 pm.
- Rentals income FY26 \$39,611; FY27 \$3,475.00 Beginning to book for FY28 and FY29
- Foundation Nursing program nursing students covered Spring 26:
 - PN 14
 - RN 20
 - BSN 8

Workforce

- A full Excel class is being held at the Crawford Success Center next week, along with a Women in Leadership training.
- TurboCert programming is continuing at the Crawford Success Center, with phlebotomy students completing their practicums at Avita Hospital.
- Ongoing coordination and planning is expanding FY27 training opportunities, apprenticeships, and strengthening employer partnerships.

Crawford Success Center

- Kim Winkle arranged a meeting with Galion Superintendent, Dr. Jeffrey Hartman, to plan for the new Galion schedule of Monday's being used for training programs. Jerry Morasko expressed a strong need for more LPN and RNs, and Surgical Technicians. Dr. Hartman is going to begin to explore implementing a Surgical Technician program with Galion City Schools.

- Crawford Success Center annual Scholarships for Success generated \$35,000 and once again had Tina Husted presenting the Leadership Award winner. All six high schools in Crawford County were represented and received a \$500 scholarship to award to their students.

TurboCert: Plans are in motion for fall 2026, with leader Amy Wood transitioning to a role at Bucyrus High School and a new administrator being hired. Kevin Fourman, TurboCert manager for MOESC will remain.

C. Monitoring Report: Executive Limitations Policy – Financial Planning/Budgeting (04-50)

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

FINANCIAL CONDITION AND ACTIVITIES (EXECUTIVE LIMITATIONS)

Policy No. 3357:13-04-60

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 10% 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 doesn't prevent the college from meeting budget.

4.66 Allow receivables to be un-pursued after a reasonable grace period.

As reported at last month's board meeting, the College follows the standards required by the state and federal government. The unqualified College financial audit with no findings has proven that practice. Payroll, debts, and taxes are paid appropriately. Some old and obsolete inventory is being auctioned off based on state requirements on Govdeals.com website. As indicated previously, we continue to balance the

budget, increase the reserve, and maintain a high composite ratio (full ratio over the past several years). We continue to lease the building mostly free from the Crawford County Commissioners and offer courses at the Crawford Success Center in Bucyrus.

D. College Updates / Other

College Update

1. Friday, February 27, was in-service professional development day for faculty and staff. Activities included Ohio Ethics Annual Training by Susan Willeke; Conflict resolution by Tessa Bianchi and Megan Bailey; Introduction to AI Agents by Shella Seckel; and multiple breakout sessions on our technology grant on Digital Holistic Student Supports, pre-tax and Roth retirement accounts, Narcan and AED training. Donations for student food pantry were also collected that day. The day culminated with the celebration of Chris Copper's retirement with faculty, staff, and college and foundation board members.
2. The first week of March (3/1-3/5) was spent in Portland, Oregon, where 10 college faculty, staff, and administration employees attended, presented, and received the highest honor awarded by Achieving the Dream – The Leah Meyer Austin Award – in front of 2,300 participants from across the nation. This was a testament to the commitment and hard working college employees with focus on student success over the past two decades, and the culmination of multiple awards for being a Leader College in 2009, and Leader College of Distinction in 2019, 2022, and 2025.
3. Crawford Success Center annual Scholarships for Success was held on Thursday, March 5. The event generated \$35,000 and once again had Tina Husted presenting the Leadership Award winner. All six high schools in Crawford County were represented and received a \$500 scholarship to award to their students.
4. On Tuesday, March 10, the College sponsored the Richland County Chamber Economic Breakfast, and I made a presentation to the community on the College partnerships with schools and businesses to raise educational attainment, enhance student success, and upskill the workforce to meet employers needs for in-demand jobs, and improve the graduates' standard of living and quality of life for a more prosperous community.
5. As part of the college selection to be part of the national Rural Guided Pathway initiative, a group of us and high school representatives (principals and career counselors) attended the institute in Pittsburgh, PA between March 11 and March 13. The event was focused on dual enrollment and ways to enhance the collaboration between the college and the local high schools.
6. Engagement in upcoming community events prior to the Board meeting on March 25:
 - a. Participation in the scoring committee for the proposal of the Route 30 Broadband project on March 18
 - b. Participation in the steering committee for the county land use plan on March 18
 - c. Participation in the Crawford Partnership State of the Vision on March 19
 - d. Hosting the joint advisory committee for the college technical programs with presentation from State's Jobs Ohio organization on March 19

VII. REQUIRED APPROVALS AGENDA – Mr. Mark Masters

CONSENT AGENDA

The Acting Chair, Mr. Mark Masters, presented the Consent Agenda and called for any items that should be removed from the Consent Agenda for further discussion. On a motion by Dr. Dwight McElfresh and seconded by Mr. Patrick Williams the roll was called:

Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Williams, Ms. Winkle

Nays: None

Passing unanimously, the following items were approved.

A. Approval of Minutes for February 25, 2026 “Regular Meeting”

B. Consideration of Approval of Status Change – R-2026-08

CONSIDERATION OF APPROVAL OF STATUS CHANGES

R-2026-08

STATUS CHANGE

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

BEGINNING March 16, 2026

Kelly Gray

- *Kelly Gray will have added leadership and oversight of the Crawford Success Center following the retirement of the Vice President of the Foundation.*

BEGINNING March 16, 2026

Andrew Shella

- *Andrew Shella will move from the Dean of Engineering Technology, Business and Criminal Justice to Dean of Engineering, Business, Criminal Justice and Industry Partnerships. Expansion of duties to include leadership and oversight of Workforce Development initiatives, aligning academic programming with regional employer needs and strengthening external partnerships.*

BEGINNING March 30, 2026

Leesa Cox

- *Leesa Cox will move from the Dean of Health Sciences to Dean of Health Sciences and Healthcare Partnerships. Expansion of duties to include leadership and oversight of Workforce Development initiatives, aligning academic programming with regional employer needs and strengthening external partnerships*

C. Consideration of Approval of Employment of College Personnel – R-2026-09

CONSIDERATION OF APPROVAL OF

EMPLOYMENT OF COLLEGE PERSONNEL

R-2026-09

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 March 16, 2026

Austin Joseph, Information Systems Administrator

Kent State University, Bachelor of Science, Computer Science

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-09

Austin Joseph is hired as Information Systems Administrator.

**D. Consideration of Approval of Contracts for Probationary and Non-Probationary Faculty
– R-2026-10**

**CONSIDERATION OF APPROVAL OF CONTRACTS FOR
PROBATIONARY AND NON-PROBATIONARY FACULTY**

R-2026-10

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

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

Mohamed Ghonimy

David Koepke

Karen Danielson

Dorie Ford

Travis Green

Tonya Stanger

Justin Tickhill

Michelle Slattery

**PROBATIONARY THIRD-YEAR 9-MONTH CONTRACT
(Fall Semester 2025 and Spring Semester 2026)**

Pamela Henney

Donna Kittle

*Jordan Liggett
Abby Schroeder*

***PROBATIONARY SECOND-YEAR 9-MONTH CONTRACT
(Fall Semester 2025 and Spring Semester 2026)***

*Daniel Foss
MD Saiful Islam
Jennifer Lacey
John Miller*

REGULAR AGENDA

A. Treasurer’s Report for February 28, 2026 – Dr. Dorey Diab

In Ms. Lori McKee’s absence, Dr. Dorey Diab presented the Treasurer’s Report for the period ending February 28, 2026. He stated that revenues for the month totaled \$1,085,216. Expenditures were \$1,438,776 leaving a deficit of \$353,560. Year-to-date revenues totaled \$22,381,802. Year-to-date expenditures totaled \$12,030,523 leaving an excess of \$10,351,279. The Month End Investment Balance for February 2026 was \$15,051,307 (\$3,317,292 in Star Ohio and \$11,734,015 in Park National Bank). Dr. Diab described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: Ms. Kimberly Winkle moved for approval of the Treasurer’s Report for the period ending February 28, 2026. Ms. Elisabeth Morando seconded the motion, and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

B. Consideration of Approval of Amendment to Executive Limitations Policy 4.70 Asset Protection Policy – R-2026-11 – Dr. Dorey Diab/Ms. Lori McKee

***CONSIDERATION OF APPROVAL
OF AMENDMENT TO EXECUTIVE LIMITATIONS POLICY
4.70 ASSET PROTECTION POLICY***

R-2026-11

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 the Board operating policies to direct and refine the governance process while ensuring their reflection of current practice and compliance with relevant changes in the Ohio Revised Code, and*

WHEREAS: a scheduled review of executive limitations policy 04-70 revealed that it needed revisions to reflect current practice and compliance with relevant changes in the Ohio Revised Code.

NOW, THEREFORE BE IT RESOLVED: that the Board of Trustees hereby approves the amendment to Executive Limitations Policy 4.70 – Asset Protection policy.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of resolution R-2026-11 Amendment to Executive Limitations Policy 4.70 Asset Protection Policy. Ms. Linda Nelson seconded the motion, and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

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) goods of over \$50,000 and services of over \$100,000 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 as required by federal guidelines.

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

4.79 Create or purchase any subsidiary corporation.

**C. Consideration of Approval of Curricular Approval Process as Outlined in (14-072)
Curriculum Revision Procedure – R-2026-11 – Dr. Dorey Diab/Dr. Kelly Gray**

**CONSIDERATION OF APPROVAL OF CURRICULAR APPROVAL PROCESS AS OUTLINED IN
(14-072) CURRICULUM REVISION PROCEDURE**

R-2026-11

WHEREAS, the Board of Trustees of North Central State College is responsible for establishing and approving institutional policies that guide the academic and operational functions of the College; and

WHEREAS, Section 3345.457 of the Ohio Revised Code requires each state institution of higher education to adopt a curricular approval process that provides faculty the opportunity to offer advice, feedback, and recommendations regarding the establishment or modification of academic programs, curricula, courses, general education requirements, and degree programs, while affirming that such recommendations are advisory in nature and that the Board of Trustees retains final authority over such actions; and

WHEREAS, the administration and faculty of North Central State College have reviewed the College's existing Curriculum Revision Procedure and recommended revisions to ensure continued compliance with the requirements of Ohio Revised Code Section 3345.457 while maintaining the College's established curriculum development and review practices; and

WHEREAS, the proposed revisions clarify the advisory role of faculty and the Curriculum Committee in the curriculum development process and reaffirm the Board of Trustees' final authority regarding the approval or rejection of curricular actions.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of North Central State College hereby approves the revised Curriculum Revision Procedure (14-072) as presented.

BE IT FURTHER RESOLVED, that the Board authorizes the submission of this resolution and all supporting documentation to the Chancellor of the Ohio Department of Higher Education by the required deadline.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of resolution R-2026-11 Curricular Process as Outlined in (14-072) Curriculum Revision Procedure. Ms. Duana Patton seconded the motion, and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Ms. Patton, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

3357: 13-14-072 Curriculum Revision Procedure

Curriculum changes are proposed by North Central State College faculty. Faculty have the responsibility to develop courses and programs, create and update official syllabi, navigate through the process of course and program development and approval, and understand the institutional and state requirements that

dictate college curriculum. Curriculum proposals are initiated and routed for review and approval through the curriculum management information system. This procedure, in conjunction with the Curriculum Committee Handbook, provides instruction for the curriculum review process.

Curriculum revisions involve the following activities:

- Adding a new program or course;
- Modifying an existing program or course;
- Deactivating an existing program or course.

Procedure:

(A) Faculty serve as the primary source of curricular development and recommendations through the curriculum review process. Curriculum revisions can consist of:

- (1) Creation of a new degree program, certificate or course.
- (2) Change of name, description, credit hours, contact hours or learning objectives for an existing degree program, certificate or course.
- (3) Substantial change of course content and/or catalog description for an existing credit or subsidized course.
 - (a) a "substantial" change is defined as a change that affects one or more of the following: course content to a significant extent (i.e. 20% or more); college costs (including equipment needs); class maximum size; availability of knowledgeable instructors; the operation of more than one academic department; transferability of courses to other colleges; or articulation with high schools.
- (4) Change of college-wide outcomes or its applicable assessment for existing course.
- (5) Change of learning objective or its applicable assessment for existing course.
- (6) Change of prerequisites, corequisites or concurrent requisites for an existing course.
- (7) Change in course sequencing within an existing degree program or certificate.
- (8) To remove a degree program, certificate or course from the curriculum offering for the college.

(B) Faculty creates a curriculum proposal in the curriculum management information system.

- (1) The curriculum management information system contains predefined templates for the following curriculum revision activities:
 - (a) Create a new program
 - (b) Create a new course

- (c) Modify an existing program
 - (d) Modify an existing course
 - (e) Deactivate an existing program
 - (f) Deactivate an existing course.
- (2) Each predefined template has a specific workflow / routing process which has been approved by the Curriculum Committee.
 - (3) The Curriculum Committee Handbook contains specific instructions for use of the curriculum management information system and an overview of the Ohio Department of Higher Education Guidelines.
 - (a) For changes to existing programs or courses, faculty will have the ability in the curriculum management information system to import the current approved information for the program or course. Faculty will be able to review and edit the information appropriately for the proposed changes and can compare what they are changing with the established curriculum. This automatic change tracking will follow the proposal through the process so that all reviewers/approvers can see changes made by all parties.
- (C) Once faculty has created the curriculum proposal and responded to each required field, the faculty will “launch and approve” their proposal. This action will initiate the specific workflow for the activity and the review process will begin.
- (1) Most workflows include review and approval from Division Dean before the proposal is routed to the Curriculum Committee for a full review.
 - (2) Once the Division Dean has approved the proposal, the faculty will contact the Curriculum Committee (through the [Curriculum Committee webpage](#)) to schedule a presentation with the Curriculum Committee.
- (D) The Curriculum Committee will conduct a full review of the curriculum proposal at the designated meeting. The originating faculty and/or Division Dean is required to attend this formal review.
- (1) Once the proposal has been presented and received final review and approval from the Curriculum Committee, the proposal is routed to the Chief Academic Officer (CAO) for administrative review and recommendation.
- (E) The proposal will then be accepted by the CAO or his/her designee within the curriculum management information system. The proposal is now routed to other applicable college departments such as:
- (1) Registrar. Monitors to ensure that the student information system is updated appropriately.

- (2) Chief Financial Officer (CFO). Monitors for changes that impact college budget.
 - (3) Business Office. Monitors to ensure that fee changes are appropriately posted, if applicable.
 - (4) Accreditation Liaison Officer (ALO). Monitors to ensure that the college catalog is updated appropriately and other compliance/accreditation activities.
- (F) Curriculum Committee will meet twice per month during the fall and spring semesters.
- (1) All program changes must be reviewed and approved by the end of fall semester.
 - (2) Spring semester is reserved for course changes that do not affect the program for the upcoming fall semester.

(G) Advisory Nature of Faculty Review and Board Authority

- (1) The curriculum review process described in this procedure provides faculty and the Curriculum Committee the opportunity to review and provide advice, feedback, and recommendations regarding the establishment, modification, or discontinuation of academic programs, curricula, and courses.
- (2) All recommendations made through this process are advisory in nature. In accordance with Ohio Revised Code 3345.457, the Board of Trustees retains final authority to approve or reject the establishment, modification, or discontinuation of academic programs, curricula, courses, general education requirements, and degree programs.
- (3) At the conclusion of each academic semester, the Chief Academic Officer shall provide the Board of Trustees with a summary of curriculum recommendations approved through the institutional review process.

VIII. POLICY GOVERNANCE

A. Discussion of Agenda Planning – Mr. Mark Masters

1. 2025-2026 Annual Calendar/Agenda

Acting Board Chair, Mr. Mark Masters called for a preview of the 2025-2026 Annual Calendar/Agenda for the upcoming months of April, May, June 2026.

2. Review of Actionable Items.

Acting Board Chair, Mr. Mark Masters reviewed the listing of Actionable Items which included:

- a. Revise Asset Protection Policy (04-70): 1) 04-73 increase to \$50K 2) amend to include “except as required by federal guidelines”.– This item was addressed earlier in the agenda.

- b. DRAFT Revised Quotes for 2026 Leader Richland Presentation: This item may be discussed later in the agenda if desired.
- c. HB96: Curricular Approval Process: This item was addressed earlier in the agenda.
- d. HB96: General Education Curriculum Review: This item will be addressed at the appropriate time in the future.
- e. HB96: General Education Curriculum Changes: This item will be addressed at the appropriate time in the future.

3. Community Connections.

Kimberly Winkle

Ms. Winkle shared her experience at the Mansfield Rotary, where four Clear Fork High School students spoke about their academic and extracurricular involvement. Several highlighted their participation in College Credit Plus (CCP) courses through North Central State College, reflecting strong engagement and early momentum toward college and career pathways.

Dr. Dwight McElfresh

Dr. McElfresh noted that Terra State has been placed on fiscal watch following recent financial challenges, serving as a cautionary example for institutions. He also shared economic data from Ashland County, where median household income has risen significantly over the past five years; however, rising costs, including housing, continue to offset those gains, underscoring broader financial pressures on working families.

Ms. Linda Nelson

Ms. Nelson summarized insights from an ACCT webinar focused on economic mobility through short-term, industry-recognized credentials. The session emphasized cost-sharing, employer involvement, and performance-based outcomes, with participants in targeted workforce programs seeing measurable wage increases. The model highlighted the value of accessible, skill-based training in advancing career opportunities, particularly for adult learners.

Ms. Elisabeth Morando

Ms. Morando reflected on the success of a recent retirement celebration for Chris, noting it as a meaningful and well-executed event that brought together the foundation and governing boards. She commended the collaborative effort and thoughtful recognition, which created a positive and unified experience.

Mr. Mark Masters

Mr. Masters shared a positive story about a local student completing an associate degree while still in high school and preparing to continue toward a bachelor's degree, illustrating the impact of early college pathways. He also highlighted strong feedback from a project management course delivered to employees at his organization, praising both the instructor's approach and the program's value. Additionally, he noted the college's visible role in community events, including sponsorship of the

Chamber Economic Forecast Breakfast, which helps reinforce its connection to workforce development and regional priorities.

C. Board Policy Governance Training (IAW 02.70) – *Mr. Mark Masters*

1. Ms. Elisabeth Morando led the discussion of Rehearsal Scenario 4.2 “CEO Input: To the Board or Certain Members?”

In this scenario: The CEO is lobbying board members with whom he is personally close to make ends decisions that he favors. What should the board members do?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Ms. Linda Nelson led the discussion and review of Governance Process policies 2.3, 2.4, & 2.5. The Board concurred that all policies are all still relevant and still accurate as reviewed.

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

A. Financial Disclosure Statement Filing Deadline is May 15, 2026

Mr. Mark Masters reminded Trustees that financial disclosure statements are due soon. Trustees should take whatever action they need to ensure that they are filed by the deadline date.

B. Leader Richland Commitments (May 14, 15 & 18) with 7th & 8th Grade Boys

Mr. Mark Masters called for discussion on this year’s events. Mr. Stephen Williams recapped the speakers for this year’s event as: Ms. Linda Nelson & Dr. Dorey Diab for Thursday, May 14th; Ms. Elisabeth Morando & Mr. Patrick Williams for Friday, May 15th; and Ms. Linda Nelson and Dr. Dwight McElfresh for Monday, May 18th. Mr. Stephen Williams indicated that the revised listing of quotes for this year’s 7th & 8th Grade Boys is complete if anyone is interested in seeing the selections. He will now begin to incorporate these into the Presentation.

C. ODHE Trustee Conference (September 10, 2026) and Trustee Training Requirements

Mr. Mark Masters called for discussion on this year’s ODHE Trustee Conference and its importance in meeting the new requirements for Trustee training required by ODHE. Mr. Stephen Williams shared that the Ohio Trustee Conference is scheduled for September 10 and is expected to satisfy most trustee training requirements, though details on how all requirements will be fulfilled have not yet been released. He noted uncertainty around any remaining requirements and emphasized the need for clarity on how trustees can complete them. Given anticipated high demand, he encouraged early registration once available and suggested that virtual attendance options will likely be necessary, although no official confirmation has been provided.

D. Follow-up from Scholarships for Success Event (March 5, 2026)

Mr. Mark Masters called for any follow-up discussion from the March 5th Scholarships for Success event held at the Crawford Success Center on March 5th. Dr. Dorey Diab reported that the recent scholarship effort was a strong success, generating approximately \$35,000, consistent with last year's results. He recognized Tina Husted's continued involvement and highlighted Fred Fisher as a key contributor from the Crawford community.

Ms. Leah Bisel

Ms. Bisel added that Fred Fisher has been a generous and consistent supporter of the event, contributing high-value auction items such as flight packages and a week-long stay at a Naples condo. She noted his ongoing commitment and positive impact.

E. Follow-up from Ashland Chamber Annual Meeting and Awards Celebration (March 12, 2026)

Board Secretary, Mr. Stephen Williams asked to include a follow-up to the Ashland Chamber Annual Meeting and Awards Celebration that was not originally on the agenda for discussion. Mr. Mark Masters described the Ashland Chamber event as a strong and well-attended gathering, with over 500 participants. He noted that the college was well represented, contributing to a positive and visible presence within the community.

Dr. McElfresh shared a positive interaction at the event with a representative connected to Auditor Dave Yost, who expressed strong appreciation for North Central State College and its facilities, particularly the Kehoe Center. The conversation created an opportunity for further engagement, with follow-up encouraged to strengthen the connection.

F. Upcoming Events:

- NCO Hall of Excellence (April 16, 2026, Ralph Phillips Conference Center). Discussion ensued regarding Trustee attendance at the event and those planning to sit at the BOT Table. Trustees discussed their plans for attendance. A few expressed that while they would be sitting at a table reserved for their individual organizations, there may be availability for Trustees to sit at their table if the Trustee table reaches maximum occupancy. Leah Bisel was made aware and will coordinate if necessary.

X. MEETING EVALUATION (IAW 02.16)

Acting Board Chair, Mr. Mark Masters, called for discussion on tonight's meeting. Participants noted:

Trustees described the meeting as productive and engaging, highlighting strong discussion and a particularly valuable update from OSU, very thoughtful and thorough. The session was well received overall, with a light, conversational discussion that reflected a positive and collaborative tone among participants.

XI. TIME AND PLACE OF NEXT MEETING

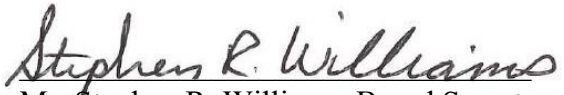
The next Regular meeting of the Board of Trustees is scheduled for Wednesday, April 22, 2026, in the Gorman Room (165-Fallerius). We will be joined by Ms. Jessica Gribben to provide an Owner's Linkage opportunity with the Richland Area Chamber of Commerce and Economic Development.

XII. ADJOURNMENT

The Acting Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Acting Board Chair, Mr. Mark Masters, declared the meeting adjourned at 7:21 p.m.

Respectfully submitted:


Mr. Stephen R. Williams, Board Secretary


Mr. Mark Masters, Acting Board Chair