North Central State College
Board of Trustees' Annual Planning Retreat
July 22, 2026

I. CALL TO ORDER

The Chair, Ms. Linda Nelson resumed the July meeting by calling the annual planning retreat to order at 5:03 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
Ms. Duana Patton
Mr. Steven Stone
Mr. Patrick Williams
Ms. Kimberly Winkle

III. OTHER GUESTS PRESENT

Other guests present included: Dr. Kelly Gray, Vice President of Academic Services; Ms. Amber Wertman, Executive Director of the College Foundation; 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 2025-2026 Academic Year by presenting accomplishments summary of quantitative key performance indicators for Access, Success and Resources from the 2026 strategic plan. He reported that, overall, and as shown in the tables below, the College exceeded the quantitative goals in 14 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 none of the categories.

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) the college has overcome or achieved over the 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.

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 14 categories,*
2. *We have exceeded last year's metric but did not achieve goal of 2% in 4 categories*
3. *We have dropped below the goals, with less than 5%, in 4 categories.*
4. *We have not dropped below the goals, with 5% or more, in any categories (no red boxes),*

(Note: due to the multitude of adverse factors impacting changes at the College, 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 2026

Access

Goal: Increase Annual Headcount	AY 2023-24	AY 2024-25	AY 2025-26	Change	Result
Increase annual headcount by 2% for students age 25 and over (**non-traditional**)	687	678	664	-2.1%	Below
Increase annual headcount by 5% for **minoritized*** students	371	374	435	16.3%	Far Above
Increase annual headcount by 2% for High School/**early college** students	1509	1477	1586	7.4%	Far Above
Increase annual headcount by 2% for **post-HS** students.	1702	1655	1682	1.6%	Met

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 2026

Access

Goal: Increase Annual Credit Hours	AY 2023-24	AY 2024-25	AY 2025-26	Change	Result
Increase annual credit hours by 2% for students age 25 and over (**non-traditional**)	9,138	9,778	9,970	2.0%	Met
Increase annual credit hours by 5% for **minoritized*** students	5,034	5,246	5,660	7.9%	Above
Increase annual credit hours by 2% for High School/**early college** students	17,446	17,191	19,334	12.5%	Far Above
Increase annual credit hours by 2% for **post-HS** students.	25,721	26,885	27,064	0.7%	Below

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 2026: Success

Goal: Fall to Fall Persistence of Entering Cohorts	Entering Fall 2022 Cohort (N=416)	Entering Fall 2023 Cohort (N=390)	Entering Fall 2024 Cohort (N=410)	Fall 2023 Cohort to Fall 2024 Cohort Change	Result
Increase **Fall to Fall** persistence of new, post-HS students by 2%.	55.3%	54.6%	60.0%	5.4	Above
Increase **Fall to Fall** persistence of new, post-HS Minoritized students by 2%.	56.1%	37.7%	52.7%	15.0	Far Above
Increase **Fall to Fall** persistence of new, post-HS students aged 25 & over by **2%**.	55.6%	47.9%	53.8%	5.9	Above

Goal: Completion/Success of Entering Fall Cohorts	Entering Fall 2020 Cohort (N=431)	Entering Fall 2021 Cohort (N=432)	Entering Fall 2022 Cohort (N=416)	Fall 2021 to 2022 Cohort Change	Result
Increase 3-year cohort success rate (graduate, transfer and/or re-enroll at NCSC) by 2%. Any one marker counts.	51.7%	58.6%	58.2%	-0.4	Below
Increase 3-year graduation rate of entering fall cohorts by 2%.	37.6%	38.2%	37.0%	-1.2	Below

Key Performance Indicators for North Central State College
Strategic Planning 2026: Post-Graduation Success

Bachelor Degree attainment* of Transfer Associate Graduates (AA or AS)	2019-20 Graduates (N=72)	2020-21 Graduates (N=63)	2021-22 Graduates (N=72)	2020-21 to 2021-22 Change	Result
Increase bachelor attainment of transfer associate degree graduates within 3 years of associate degree by 2%	23.3%	31.3%	38.9%	7.6	Far Above
Median Annualised Wages of Employed Applied Graduates (AAB, AAS, ATS, BAS, CERT if 30+ hours) Meet or Exceed Richland County Median**	2022-23 Grads (N=266) Benchmark $41,230	2023-24 Grads (N=256) Benchmark $43,730	2024-25 Grads (N=270) Benchmark $44,700	2022-23 to 20223-24 Change	
MEDIAN wages of employed Applied graduates --6 months out ***	$47,628	$51,136	$51,970	1.6%	
Percent of Richland Median Wage.	115.5%	116.9%	116.3%		Above

RESOURCES

Key Performance Indicators for North Central State College
Strategic Planning 2025

Resources

Description		FY 2022-23	FY 2023-24	FY 2024-25	Result
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)		5.0	5.0	4.6	Exceeded
Maintain a primary reserve ratio that is above our peers	NCSC	1.04	1.05	1.07	Exceeded
	Peers	0.51	0.57	0.50	
Have an SSI Share greater than our Eligible FTE share	SSI Share	1.92%	1.92%	2.05%	Exceeded
	FTE Share	1.75%	1.75%	1.75%	

Summary of Key Performance Indicators based on goals established for 2025-2026

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

1. ***Student access:***
   There was an increase in annual headcount for all students and for minoritized students; an increase in credit hours of high school/early college students; and an increase in credit hours of post high school students. One drop was in annual headcount of students age 25 and over. This is a major success considering the multiple factors impacting our institution including: strong competition from colleges and universities; concerns about college costs and loan debts; rural environment drop in demographics and lower birth rate after the 2008 recession; 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). Specifically, in comparison to the Key Performance Indicators (KPI's):
   i. *Students high-school / Early College:*
      - *Increase annual headcount (HC) by 2% and credit hours by 2% (HC increased by 7.4% from 1,477 to 1,586; and credit hours increased by 12.5% from 17,191 to 19,334).*
   ii. *Students post high-school but under age 25 (traditional students):*
      - *Increase annual headcount (HC) by 1% and credit hours by 1% (HC increased by 1.6% from 1655 to 1,682; and credit hours increased by 0.7% from 26,885 to 27,064).*
   iii. *Students age 25 and over (non-traditional students):*
      - *Increase annual headcount (HC) by 2% and credit hours by 2% (HC decreased by 2.1% from 678 to 664; and credit hours increased by 2% from 9,778 to 9,970).*
   iv. *Minority students:*
      - *Increase HC by 5% and Full Time Equivalent (FTE) by 5%: (HC increased by 16.3% from 374 to 435; and credit hours increased by 7.9% from 5,246 to 5,660).*

   The College 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 a great value, including Tuition Freedom (College Credit Plus, College-Now and Tuition Freedom Scholarship), with 70% of our students not getting any loans.

2. ***Student success:***
   a. *Overall assessment of key performance indicators:*
      i. *Increase 3-year cohort success rate (either graduate, transfer, or re-enroll at NC State) by 2% - any one marker count (decreased by 0.4% from 58.6% to 58.2% from Fall 2021 cohort to Fall 2022 cohort).*
      ii. *Increase 3-year graduation rate by 2% of entering fall cohorts (decreased by 1.2% from 38.2% to 37% from Fall 2021 cohort to Fall 2022 cohort).*
      iii. *Increase 3-year university transfer rate by 2% (increased by 2.3% from 27.2% to 29.5% from 2021-22 graduates to 2024-25 graduates).*
      iv. *Increase Fall to Fall persistence of new, post-high school students by 2% (increased by 5.4% from 54.6% to 60% from Fall 2023 to Fall 2024).*
      v. *Increase Fall to Fall persistence rate of new, post high school minoritized students by 2% (increased by 15% from 37.7% to 52.7 from Fall 2023 to Fall 2024).*

vi. Increase Fall to Fall persistence rate of new post high school students aged 25 and over by 2% (increased by 5.9% from 47.9% to 53.8% from Fall 2023 to Fall 2024).

b. Two new performance indicators with regard to graduates have been added this past year

i. Increase bachelor attainment of transfer associate degree graduates within 3 years of associate degree by 2% (increased by 7.6% from 31.3% to 38.9% from Fall 2021 to Fall 2022)

ii. Median Annualized Wages of Employed Applied Graduates (AAB, AAS, ATS, BAS, CERT if 30+ hours) meet or exceed Richland County Median (the increase is 116.3% comparing the amount of $51,994 for graduates to $44,700 for Richland County Median, in the 2024-25 academic year)

c. Licensure/certification rate as percentage of 2026 graduates: Registered Nursing 97.6%; Practical Nursing: 100%; Radiology: 96.9%; OPOTA:100%; Respiratory Therapy: 60%; PTA: no 2025 graduates still working with 2026 grads at 50% with some retesting in July)

d. All degree-seeking students' retention from Fall to Spring increased by 1.1% from 82.6% to 83.7% from Fall 2024 to Fall 2025.

e. New students' retention from Fall to Spring increased by 2.3% from 77.8% to 80.1% from Fall 2024 to Fall 2025. FA2025 crosses the psychologically important 80% threshold for the first time.

f. All degree-seeking students' retention from Fall to Fall increased by 2.2% from 70.6% to 72.8% from Fall 2023 to Fall 2024.

g. New students' retention from Fall to Fall increased by 5.4% from 54.6% to 60% from Fall 2023 to Fall 2024 (exceeding the national community college average of 55.1% for the first time).

h. There were 411 degrees and major certificates (30+ credit hours) awarded in 2024-25 in comparison to 409 with peers.

i. Completing credentials and graduated within 150% of the time (in 3 years instead of two) is another way to measure student success. A major progress has been made over the years since COVID as the rate of entering first time, full-time, degree seeking cohorts has increased from 29% for fall 2019 cohort, to 41% for fall 2020 cohort, to 46% for fall 2021 cohort, to 47% for fall 2022 cohort.

j. Completing credential within 200 % of the time (in 4 years instead of two) is another way to measure student success. Another major progress has been made over the years since COVID as the rate of entering first time, full-time, degree seeking cohorts has increased from 34% for fall 2019 cohort to 46% for fall 2020 cohort, to 47% for fall 2021 cohort, to 48% for fall 2022 cohort.

k. Annual credit completion rates for on campus or online increased by 0.6% (from 91.9% to 92.5%) from 2024-25 to 2025-26. High school annual credit completion rates are at 98.3% for 2025-62.

l. Annual distance (online or hybrid) credit completion rates increased by 0.3% from 90.5% to 90.8% from 2024-25 to 2025-26.

m. Success points earned (2024-2025):

i. The number of success points earned for completing 12 college level credit hours increased by 2.9% (from 871 in 2023-24 to 896 in 2024-25).

ii. The number of success points earned for completing 24 credit hours increased by 2.6% (from 584 in 2023-24 to 599 in 2024-25).

iii. The number of success points earned for completing 36 credit hours increased by 18% (from 415 in 2023-24 to 435 in 2024-25).

n. Contact hours taught by full-time faculty increased to 68.6% in 202-26 from 65.3% in 2024-25 (continues to be greater than 50% over the years), demonstrating a commitment to student success and full-time employment under tough conditions.

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 have 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. *Personally, I continued with the Leadership and Management Academy (that started in Spring 2025) meeting once a month with 15 to 25 people discussing different topics such as leadership and management characteristics; personality tests; and operation activities such as fiscal and budget management; including input from a student panel.*

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%-16%, similar to the national average according to CUPA. One of the new strategic objectives for the coming year is to improve on this.*

vi. *Over the past year, the percentage of minority among all employees was 8% (was 9% last year) 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 12% annually, full-time staff are around 9%.*

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 have not provided raises).*
- *We will again have an increase in salaries this year of 4% to the base while keeping the employer/employee insurance contribution at 81% in order to attract new employees and keep good employees. Our faculty contract was at 2%.*
- *Continuing with the Council of Governments (COG) health plan in Stark County, the health insurance increase for medical remains in single digit, in fact a little less, for the coming year at 4.89% (was ~4.97% last year; with 10% decrease in dental, no change in vision, and a decrease in life insurance premium from 12.5 cents to 10 cents per $1,000). And, it will also be providing one month of premium holiday, saving between $224 for single coverage and $545 for family coverage for*

employees (employees don't have to pay for health care for one month), and around $271,000 for the College.

- *The above changes in benefits will 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 continue to go remote this summer due to low number of students taking courses with most of them being online/hybrid; having multiple facilities projects, including finishing up 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 with a range of $60,000 to $70,000 per year.*

b. *Fiscal:*

i. *We were able to increase the reserve again to 107% 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 12th year, and 105% the 13th year). While all OACC colleges' reserve average is at 57%, with peers at 50%, 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, and allow for unforeseen circumstances due to tremendous risks we are facing with lower demographics and enrollment while maintaining employment, and continued maintenance for a 57-year-old campus. Moving forward we may need to dip into the reserve to renovate facilities and purchase equipment that the state no longer allows to collect fees for.*

ii. *The College's Ohio Department of Higher Education composite ratio is at 4.6 (composite score was 2.7 the first year, and 5.0 last year). The composite score ratio for OACC peer colleges is at 4.0 for FY25. 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 $27.8 million as of May, 2026, that is 18 times the average cash needed per month (~$1.57M). The June amount will be shown at the July board meeting.*

iv. *Joining the COG in Stark County for health insurance coverage has been very helpful. The one premium holiday month will save the College close to $271,000 in payments next year. Employees with single coverage will save ~$224 and those with family coverage will save ~$545.*

v. *We continue to maintain a manageable shared services cost with OSU- Mansfield (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% (0.7). 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 in the future 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.*

ix. *Foundation:*

1. *The Foundation total assets from our investors as of April, 2026 was $10.47M (was ~$9.17M last year), and increases to $11.89M when including the amount in the Richland County Foundation.*
2. *The Foundation has an operational budget of $443k for the coming year*
3. *Emerald Club brought in over $510k in donations this past year, and exceeding the goal of $442k)*
4. *Facility rental revenue also surpassed projections, reaching over $40k compared to the $37k goal.*
5. *Additional non-credit workforce training activity has generated approximately $104k.*
6. *Approximately $258,000 in scholarship award offers have been extended to students for the coming year*

x. *Grants awarded: We continue to be successful with our grant efforts. The amount is over $3,082,408 this past year (FY2026) from local, state, and federal sources. Grants/Scholarships Awarded (beyond fundraising) included:*

1. *Early Head Start - $646,493*
2. *Early Childhood Education - $106,250*
3. *Perkins - $111,658*
4. *Work Ready - $100,000*
5. *Trio - $272,364*
6. *Choose Ohio First 19.07 - $12,628*
7. *Choose Ohio First 21.31 - $272,829*
8. *Choose Ohio First 22.25 - $112,500*
9. *Choose Ohio First 23.25 – $36,000*
10. *Title III - $440,630*
11. *Artificial Intelligence - $100,000*
12. *Digital Holistic Student Support - $550,000*
13. *Strengthening Community Colleges 5 - $132,656*
14. *Prevention First - $15,000*
15. *Reducing Barriers - $20,000*
16. *Strong Start (HS) - $3,400*
17. *Strong Start to Science - $50,000*
18. *Leah Myers - $100,000*

xi. *For summer 2025, fall 2025, and spring 2026 (FY26), The College awarded more than $6,987,615 dollars in federal, state, institutional, and Foundation awards including the following:*
    1. *Foundation student scholarships - $179,033.40*
    2. *Foundation nursing program scholarships and books - $82,085.31*
    3. *College Tuition Freedom scholarships - $446,679.60*
    4. *State scholarships for students - $397,766.65*
    5. *Pell for students - $3,378,739.98*
    6. *Federal Supplemental Educational Opportunity Grant (SEOG) - $97,367.11*
    7. *Federal Work Study program - $ 4405.29*
    8. *Total Federal Direct Loan funds disbursed - $2,401,538.00*

xii. *The total amount of dollars brought in to the College outside the College budget in FY 2026 becomes $10.58M (creating heavy workload on multiple College departments especially the grant and business departments):*
    1. *$3.08 million from grants as shown above*
    2. *$0.51 million dollars from fundraising*
    3. *$6.99 million dollars shown above*

xiii. *We have combined capital dollars from the state two-cycle budgets (~$2.9M) to use toward the renovation of the Fallerius building. The process of moving personnel from the Byron-Kee building has been mostly accomplished. The cost of renovation (around $4.8M) was more than what was available from state dollars. The plan has been to do the project in phases over two years and use college dollars as needed:*
    4. *Phase I (almost complete this summer):*
        a. *State dollars ($2.9M);*
        b. *College dollars for construction ($544k); and ($278k) for furniture. Total ($822k).*
    5. *Phase II: State Dollars ($876k); College dollars ($175k) – to do next year when state dollars are available*

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 get rid of obsolete items, and recycle on campus.*

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

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, continues to be 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 close to finishing the upgrade of the phone system to be used from anywhere using the Zoom software. An alternate internet provider contract has been established 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 continue to purchase and update laptops for all full-time faculty and staff, including 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 to our knowledge.*
   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.*

V. COLLEGE SUSTAINABILITY POSITION

President 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)

Considering the current environment and future trends, and in order to develop a sustainability plan, the College board and administration need to be aware of the risks and landscape factors impacting our institution. These range from the demographic cliff; the drop in high school graduation after the last recession; the low educational attainment in a rural region, economically under-resourced area with first generation students, working, caring for family, and trying to go to college. These are combined with a culture that is questioning the value of higher education with concerns about increasing college cost and rising student debt; not to mention the state and the nation going through tumultuous cultural, social and especially political crises; with increased competition from both public, private and online higher education institutions. More recently, these risks have surged with exponential increase in changes and cost of technology, especially with the potentially perilous impact of artificial intelligence. As a result, higher education is truly at an inflection point, living in a VUCA period of disruption (Volatile, Uncertain, Complex, and Ambiguous).

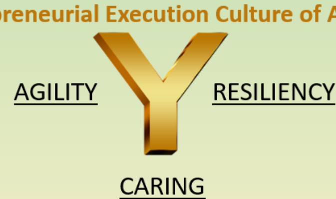
Yet, with risks and challenges come opportunities to prepare for the future. Peter Drucker stated: "the greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic." Arthur Levine and Scott Van Pelt emphasized a corresponding shift in the balance of power from institutions to learners; increasing demand from learners for anytime, anyplace, unbundled, low-cost, individualized instruction that fits their circumstances; emphasis on outcomes-based, learner-centered education; a rise in market-aligned, shorter-term learning experiences that provide just-in-time badges, certificates and micro credentials.

Further research by ACCT indicated that: the divide is widening for rural community colleges due to the demographic cliff, labor market changes, and poverty. Some of the solutions they recommend include: bold regional leadership, acting boldly to build financial solvency, cultivating partnerships to create regional economic opportunity and support students' basic needs, diversifying faculty to represent student population, and redesigning advising and support services.

Based on the above environmental scan, the question then becomes: how are we addressing the above risks, challenges and trends to sustain the present and create the future of our College?
We are doing that by:

1. *Being mission driven, data informed, with core focus on student access and success, and the alignment of the human, fiscal, and physical resources*
2. *Being agile, caring, and nimble*
3. *Changing from time and process (seat time) to more outcomes, and competency-based education*
    - *With anytime and anyplace access for students, and available remote work for employees*
    - *With a major shift to skills & certificates in the short term, and degrees in the long term*
    - *Preferably through a cohort or an academy group*
    - *With technical skills, professional/human skills, and hands-on/project-based/internship learning*
    - *From high school to baccalaureate degree, tuition and debt free.*

Differentiating Worth for the College Competitive Advantage
Sustaining the Present and Creating the Future for our College and our Region
OUR WHY – an Entrepreneurial Execution Culture of Agility, Caring, and Resiliency



Agility
-In delivering tech skills, human/professional skills, work/experiential skills, in-person, hybrid, online, 8-week courses, 16- week courses, Open Education Resources, competency-based education to expedite completion
-High school CCP pathways, College Now, certificates, associate & baccalaureate degrees (BASMET, BSN)
-Workforce and strong business partnerships to meet the talent needs of employers
-Tuition, scholarships, and debt Free for students (Tuition Freedom for high schoolers; Tuition Freedom for Adults,70% no loans)."

Caring by supporting the academic (faculty coaching, tutoring, advising, Open Education Resources); and basic needs of students (food, transportation, technology), moving from transactional to relational and transformational collaboration

Resiliency to develop, respond, and overcome disruptive surprises to augment our financial viability and enhance the economic and social mobility of our students and employees, and the prosperity of our region

To enhance the economic and social mobility of our students and employees, and the prosperity of our community.

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 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 will help address that, especially when we continually provide raises and evaluate the impact of insurance cost to keep our employees whole.*
3. *Restructuring the college 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 cost 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, we are able to prepare the next generation of college leaders and enhance succession planning.*
5. *The full-time employees' turnover excluding retirement has ranged from 13% to 16%, an area we need to improve upon. It is much less among faculty than it is among the staff.*
6. *As previously stated, and although not required contractually with the faculty, we continue to increase salaries by 4%. This has taken place the past three years. Average salary increase at Ohio's community colleges is 2.7%.*

Fiscal Resources Sustainability

Increasing Revenues:

1. *Increased the reserve again from 104% to 107% which is the highest among all 22 community colleges.*
2. *Maintained the composite ratio above 4.*
3. *As of May 2026, we have the highest monthly cash flow of $27.8M which includes ~ $15M in savings between Park National (~$11.68M) and Star Ohio accounts (~$3.35M).*
4. *Emerald Club brought in $485k in donations.*
5. *Received over $3.0M in grants.*
6. *Having used COVID dollars wisely for capital expenditures, we were able to set aside $2.9M from two cycles of the state capital budget for the renovation of the Fallerius Building – Phase I. Thus, reducing the amount of College dollars used for the project.*

Reducing Cost:

1. *Saved $271,000 in health care cost from one premium holiday month last year.*
2. *Continue to maintain a shared services cost of around one million dollars.*
3. *Continued energy efficiency efforts at Kehoe and saved $ 30,970 from FY24 to FY25.*

Physical/Environmental Resources Sustainability

Reducing the College carbon footprint and cost

1. *We continue to do lighting retrofit on the main campus while working with OSU-M so that we can maximize our energy savings. As of May 2026, tracking over the past 14 years showed savings of $461,971 without fixtures cost, and $435,341 if including fixtures cost.*
2. *Continue to work with Shared Services to change pathway lights, classroom/restroom lights, roadway lights and parking lot lights to LED's to reduce energy used on the main campus.*
3. *We have increased awareness of paper recycling, cloud-based storage, and limited printing.*
4. *Recycling is continuing on the main campus: plastics and aluminum cans are being collected.*
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 continue to replace inefficient boilers and chillers with energy efficient models.*
7. *The charts below show the utilization and cost of electricity, gas, and water throughout the main campus (OSU-M and NCSC combined) over the past several years.*
8. *We have a beautiful green campus.*

Utility costs continue to increase. We continue to discuss and research ways to reduce these costs without much success. We are concentrating 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.

Campus electricity consumption rose by 3% over the past year and 4.9% compared to two years ago. Meanwhile, utility costs have climbed significantly, increasing 17.7% year-over-year and 24.4% over a two-year period. This trend aligns with statewide pressures; Ohio electricity costs jumped over 22% this past year, marking the second-highest spike in the nation. This surge is driven by regional factors, including the rapid expansion of data centers, local coal plant closures, and distribution rate hikes. To mitigate these rising costs, we have completed the installation of new chillers in Kee Hall and Fallerius, integrated a second chiller replacement for Fallerius into the Capital Plan, and launched the design phase for an upgraded cooling system serving the Ovalwood, Conard, and Eisenhower buildings at OSU-M. Additionally, we are actively exploring solar panels as a potential supplemental power source for the campus.

Campus natural gas consumption rose by 7% over the past year, though it remains slightly down (0.3%) compared to five years ago. Concurrently, natural gas costs surged 26.5% year-over-year and 5.3% over a five-year period. This sharp annual cost increase was partially driven by geopolitical volatility—specifically the conflict in the Middle East, which caused March costs to double from $20,000 last year to $40,000 this year. Local utility distribution rate hikes and increased regional competition from the AI data center boom continue to serve as additional compounding factors in these rising expenses.

Water and Sewer consumption decreased 1.1% from one year ago and increased by 3% from five years ago. Water and Sewer costs were up 3.9% one year ago and up 75% from five years ago. This sharp increase from five years ago is due to escalating municipal infrastructure rates.

VI. SUPPLEMENTAL INFORMATION – Onward & Upward, From Good to Great

Working Together to raise the Stature of North Central State College
And the Prosperity in our Community

In preparing for the future of higher education and the future of our college, ***we are choosing a Compass Strategy as the navigation radar to our True North.*** *This is not just 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 organizational agility, caring, and disciplined implementation.*

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 region, the state and the nation.

In his book "From Good to Great," Jim Collins spoke of three disciplines: people, thought, and action. For higher education, that means:

1. *Disciplined people with Level 5 Leadership that is focused on the mission first with relentless resolve on student success and regional impact.*
2. *Disciplined thought through high-impact talent in faculty and staff who move completion rates in workforce-aligned programs.*
3. *Disciplined action that confronts reality through data informed decision-making to address low enrollment, demographic cliff, program inefficiencies, and misalignment with workforce needs.*

Mr. Collins introduced the three "Hedgehog" principles to go from Good to Great:

1. *What you are passionate about,*
2. *What you can be best at, and*
3. *What drives your resource engine.*

At North Central State College, these three principles are:

1. *We are passionate about our student success and community impact*
2. *We are best at technical programs in healthcare, manufacturing, and business*
3. *Our resource engine is driven by enrollment, funding streams from state and grants, and employer partnerships*

Guided by its True North, how has NC State achieved Level 5 Leadership and implemented the Hedgehog principles?

1. *Tuition Freedom Scholarship since 2015 that has raised educational attainment in the region, added value to our students, and lifted the burden of debt (The Ohio State University is now copying us).*
2. *A focus on workforce development, labor market and upward mobility of our graduates before even became an initiative of Achieving the Dream (ATD), which led to the College receiving the 2026 Leah Meyer Austin Award, the pinnacle recognition by ATD for focus on student completion, and post-graduation success to enhance community prosperity. This has taken place after the College was recognized as a Leader College of Distinction for three consecutive times since 2018.*
3. *Being one of five national organizations to get a grant worth more than one half million dollars to establish a Unified Digital Technology System for Digital Holistic Student*

Support from the Gates Foundation and Achieving the Dream to integrate disparate technology platforms for enhanced data framework to expedite insightful decision making for better student outcomes.

4. *Leading the state in the Open Education Resources (OER) grant implementation to provide online courses for free to students. The American Association of Colleges and Universities (AAC&U) just published a report identifying OER as a new high impact practice with many benefits: lower course withdrawal rate, increase in students earning A grades, improved time to completion, faculty changing their teaching/learning practices, and especially supportive of underserved students.*
5. *Developed the concept and initiated the Broadband WIFI project for our region by engaging local, regional, and state leaders, and House and Senate political leaders over three years. The project has expanded to cover Route-30 from east to west of the state. Implementation is starting this summer.*
6. *Leading strategic planning at the United Way to address a major community need for childcare, that is becoming a "United for Working Family" initiative by the board to sustain the workforce through additional support beyond childcare.*
7. *The College receiving the American Association of Community Colleges 2024 Award of Board / CEO Relations, and the president being a finalist for the CEO of the Year award.*
8. *The president being appointed to the national board of the American Association of Community Colleges (AACC) starting July, 2024, and continually chairing multiple commissions including the Presidents Academy Executive Committee to provide professional development activities for tenured presidents and CEOs of community colleges on issues and trends impacting higher education.*
9. *Trustees and the president participating in local, state, and national organizations: The Association of Community Colleges Trustees (ACCT) Leadership Congress, ACCT National Legislative Summit in Washington DC, the Ohio Association of Community Colleges (OACC) state legislative summit, and Leader Richland to advocate with the Senate and the Congress for student engagement and support, and share knowledge in governance excellence.*
10. *Having influential commencement speakers to connect the College with policy makers: Lt. Governor and currently Senator Husted being our commencement speaker three years ago and visiting the College many times prior to initiating the TowerTech program and engaging in several College activities; Senator Sherrod Brown being our commencement speaker two years ago, Speaker of the House Matt Huffman last year, and Dr. Karen Stout, ATD CEO, this year.*

Having made such progress, the question then becomes what is next for NC State?

Building on Jim Collin's principles, great colleges are built on:

1. *Disciplined leadership that is humbled and mission-driven.*
2. *Talent alignment with the right people on the right bus and in the right seat.*
3. *Strategic clarity of doing what we are passionate about, doing it the best way possible and making it our resource engine.*
4. *Relentless realism of facing challenges and making data-informed decisions.*
5. *Operational discipline with effectiveness and efficiency providing clear priorities and accountability.*
6. *Consistent execution that builds momentum over time.*

What we are today is a high performing, financially strong, student-centered community college. *Building on the State focus, Achieving the Dream, and the community recognition of student outcomes,* ***what is next is a nationally recognized model for regional economics, upward mobility, and workforce transformation****. Implementing Jim Collin's flywheel, one Compass True North process for progress can be:*

1. *Better advising that leads to higher retention.*
2. *Higher retention that leads to stronger reputation.*
3. *Stronger reputation that leads to more enrollment.*
4. *More enrollment that leads to more resources.*
5. *More resources that lead to more reinvestment (in people, programs, and technology…).*
6. *For a healthier and a more prosperous community.*

VII. EXECUTIVE SESSION

The Chair called for an Executive Session at 7:50 p.m. to discuss the Employment and/or compensation of a public employee (The president's annual evaluation). Mr. Mark Masters made a motion and it was seconded by Mr. Steven Stone. 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"
Ms. Duana Patton – "yes"
Mr. Steve Stone – "yes"
Mr. Patrick Williams – "yes"
Ms. Kimberly Winkle – "yes"

At 8:39 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

R-2026-28

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 2025-2026 reporting year, has met and exceeded the expectations expressed by the Board in current ENDS and Executive Limitations policies.*

ACTION TAKEN: Ms. Elisabeth Morando moved for Acceptance of the President/Chief Executive Officer's Annual Monitoring Report for 2025-2026. Mr. Mark Masters 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 8:45 p.m.

Respectfully submitted:

Stephen R. Williams

Mr. Stephen R. Williams, Board Secretary

Linda Nelson

Ms. Linda S. M. Nelson, Board Chair