

**North Central State College
Board of Trustees' Meeting
August 26, 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 nine in person.

Chair, Ms. Linda Nelson called the meeting to order at 5:30 p.m. and asked all to rise and join her 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
Ms. Duana Patton
Mr. Steven Stone
Ms. Kimberly Winkle
Mr. Patrick Williams

III. INTRODUCTION OF GUESTS

President Diab introduced: Dr. Kelly Gray, Vice President of Academic and Student Services; Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Executive Director for Strategic and Institutional Transformation; and Ms. Amber Wertman, Executive Director for Development and the College Foundation. Ms. Sara Rollo representing the Faculty also attended the meeting virtually.

IV. FOCUS OF THE MEETING – *Ms. Linda Nelson*

Ms. Linda Nelson explained that the primary focus of tonight's meeting will be pretty routine but will include an executive session, and she does expect business following the executive session.

V. OSU-MANSFIELD ADVISORY BOARD REPORT – *Ms. Linda Nelson*

Board Chair, Ms. Linda Nelson announced that there is an OSU-M Advisory Board meeting coming up on September 17th and called for any Trustees who would be available to represent the NCSC Board at that meeting. Hearing none, and unless someone responds later that they are able to attend, we will report that we will not have a representative at the OSU-M meeting for September.

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

A. Student Organizations/Activities Updates

President Dorey Diab reported that there were no major student activities over the summer so the report is rather small. Still, TRiO has welcomed 29 students to their program and look forward to working with them throughout the year.

B. North Central State College Foundation Development and Update – *Ms. Amber Wertman*

President Dorey Diab introduced Ms. Amber Wertman, Executive Director for the College Foundation. Ms. Wertman presented the following report:

A. Annual Fundraising Campaign

- Reported that the Foundation has surpassed 20% of its \$525,000 fundraising goal within the first couple months of the campaign.
- Additional contributions are expected, with confidence that the campaign will exceed 30% of its goal by the next meeting.
- Continued emphasis will be placed on steady fundraising progress and engagement with community supporters.

B. Community Outreach and College Promotion

- Reported recent outreach through participation in the Mansfield Rotary and ongoing conversations with community members.
- Noted that tours of the Kehoe Center provide an effective opportunity to showcase the College's programs, facilities, and workforce training opportunities.
- Economic Development representatives are scheduled to tour the Kehoe Center. The Foundation has offered to host site selectors and other individuals visiting the area to introduce them to the College's programs and potential workforce resources.

C. Scholarship Process

- Reported plans to reconvene the Scholarship Committee.
- Noted that the Foundation manages a significant number of scholarships and is working to improve and simplify the administration of the scholarship process.
- Plans include identifying systems that will consolidate scholarship information and processes in one location to improve consistency and efficiency.

C. Monitoring Report: Executive Limitations Policy – Global Limitation (04-00)

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

GLOBAL LIMITATIONS (EXECUTIVE LIMITATIONS)

Policy No. 3357:13-04-00

The CEO will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices.

Although there could be several occasions of complaints or concerns, there has been no intentional activity, decision, or circumstance that led to a legal action being taken against the College, to the administration awareness.

Fifteen completed complaints were investigated last year, with faculty (47%) and employees (40%) were the subjects of most complaints:

- 1. Ten coming from students, with five against faculty, two against an employee, two against financial aid/cashier, and one against faculty/program*
 - a. One inappropriate contact that led to faculty resigning after a written discipline.*
 - b. Two grade disputes with one that did not go the student way, another that led to improvement in grade posting.*
 - c. Two academic issues, with one that led to student doing an alternative assignment without using PowerPoint, and another student joining another cohort in another semester.*
 - d. Student alleging mocking and bullying that was addressed by employee supervisor.*
 - e. Veteran student with billing disbursement issue. Student was advised to begin process early.*
- 2. Two from employees, with one against administration, and one against employee*
 - a. Load sheet not submitted on time, employee not being paid. Resolved immediately.*
 - b. Employee being verbally abusive. Employee was given a written warning and a corrective action plan with training.*
- 3. Two from community, with one against employee, and one against faculty*
 - a. A mother of a student objected to professor being transgendered, that was discussed with faculty to be more sensitive.*
 - b. Employee acting erratically at a party off campus when not working. Complainant was informed that college's response was limited.*
- 4. One without identification, against an employee*
 - a. Employee parking on the sidewalk to unload delivery. Was told not to do that again.*

These complaints have been addressed by the assistant dean, dean, VP, or HR. Disciplinary or potential legal actions, if necessary, get discussed with the Attorney General's Office prior to rendering a final decision.

D. College Updates / Other

College Updates

1. Enrollment report: Staff are very engaged in admitting students for fall semester start-up. Things look good right now in terms of meeting our goal of 22,000 credits for the fall semester. Yet, everything is dependent on student completion so we won't know the real completion data until after the end of the semester.
2. August 4-7, 2026: President Diab participated in the AACC Board Retreat in DC. Highlights included:
 - a. Hearing from John Colbert of Capitol Hill Partners on Federal Advocacy and Government Relations
 - b. Federal Agency Policy Updates from:
 - i. Marek Laco, Deputy Assistant Secretary of Labor (ETA), U.S. Dept. of Labor
 - ii. Casey Sacks, Acting Secretary of Career, Technical and Adult Education, U.S. Education Department
 - c. Association Governance & Board Development from Paul Lannon, Holland & Knight on best practices of board governance
 - d. Association Strategic Priorities for 2026-2027
 - i. Investing in Our Future: A New Executive Leadership Structure for AACC
 - ii. Strategic Communications as Engine of AACC's Mission
 - iii. Members at the Center: A State of Membership
 - iv. Fiscal Stewardship Plan Update
 - e. Board Committee Meetings: Audit and Finance; Community College Advancement; Directors and Membership Services; Program Initiatives and Workforce Training; Public Policy & Government Relations
3. August 12, 2026: President Diab participated in the OACC presidents meeting. Highlights included
 - a. Presentation by Director Brian Baldrige from the Ohio Department of Agriculture on partnerships with community college: food distribution and need for technicians
 - b. Presentation by Lisa Gray and Cassandra Palsgrove of Ohio Excels on partnerships with Ohio schools and community Colleges to increase credentials
 - c. Presentation by Chris Spence of the New Growth Group on potential federal and state grants
 - d. Legislative and Government Relations Update from Avi Zaffini and the association consultant
4. August 12, 2026: as President Diab was unable to attend NCSC Foundation Resource Development committee due to conflict with the OACC presidents meeting, the following information was shared with the committee through the Executive Director Ms. Wertman:
 - a. Requesting that the meeting with the investment managers takes place twice a year instead of once due to major changes taking place in the economy, the state and the nation, not to mention technology and inflation
 - b. The reports from our investors look very good. Should we inquire with the Richland Foundation on whether there is a possible change in sector allocations (mainly the hedge fund)?

- c. Investment gains net of fees from Park National Bank are the best. Should we ask the investors to share sector investment philosophy without getting into proprietary issues?
 - d. Enrollment report: Everything is dependent on student completion so we won't know the real numbers until after the end of the semester. Things look good right now in terms of meeting our goal of 22,000 credits for the fall semester.
- 5. August 13-14, 2026: College Convocation highlight topics:
 - a. College Update from Dr. Diab thanking everyone and sharing data outcomes of the great success the college had in fulfilling its mission last year and how we can continue to come together for a better year next year, while introducing the new hires
 - b. Preparing the college community for HLC accreditation and the process to get there
 - c. Outcomes of student surveys from CCSSE and Trelis and the strengths and opportunities needed to help our students succeed.
 - d. Safety and security awareness by the Security Department
 - e. Title IX bystander training
 - f. Updates by the IT and Marketing departments
 - g. Poster presentations of faculty projects
 - h. Presentation by a nationally renowned speaker, Dr. Tricia Bertram Gallant, on Ethical utilization of Artificial Intelligence
- 6. August 17, 2026: Mansfield City Schools, Staff Opening Day Convocation
 Dr. Diab was invited to be the guest speaker. He spoke of the critical needs of partnership and collaboration between high schools and the College to strengthen pathways to higher education, enhance career development, and prepare the workforce and talent needed by our employers and our region

CYBERSECURITY REPORT

1 — Dedicated cybersecurity administrator
 100% — College accounts protected by MFA*
 1,100+ — Vulnerabilities mitigated
 86.2% — Security awareness training completion
 1.6% — Phishing susceptibility: consistently below the industry average of ~4.5%
 100% — Backup success rate
 0 - Significant cybersecurity incidents in last 12 months

What We've Done Recently

Cybersecurity Incidents

- ZERO recorded cybersecurity incidents within the last year (many attempted, none successful)

Governance & Staffing

- Hired our first dedicated Systems Security Administrator (Gage Everly)

- Began aligning our security governance to the NIST Cybersecurity Framework
- Launched institution-wide security awareness training for all staff and faculty

Technical Controls

- Deployed Sophos email security, with free antivirus extended to every employee's personal devices
- Rolled out new Fortinet firewalls to strengthen our network perimeter
- Multi-factor authentication (MFA Duo) required across College accounts
- Replaced our backup infrastructure with a modern, cloud-based solution, improving our ability to recover from an incident
- Deployed TenableIO for vulnerability scanning and remediation.
- Implemented recovery testing and quantified MTR (mean time to recovery).

Policy & Exposure Reduction

- Fully modernized our Computer & Network Use Policy, adding formal incident reporting obligations and codifying MFA requirements
- Requiring all adjunct communication through NCSC email — closing a records-retention gap and reducing impersonation risk
- Physical security RFP underway to modernize badge access and camera systems campus-wide

Why This Matters

This isn't a theoretical concern. NCSC has already been the target of well-executed, targeted phishing attempts against our staff as well as the victim of a breach due to an unpatched vulnerability (2024). The broader threat environment is intensifying: AI tools are making attacks cheaper and easier to execute, while sanctioned foreign actors continue to make these capabilities available to cybercriminals. We cannot outspend or outstaff the organizations driving these threats — our best defense is a smaller, better-defended footprint.

What's Next

- Continue to build out the cybersecurity program at the college including preventative maintenance schedules, NIST-guided technical controls, and the integration of cybersecurity into every project going forward by default
- A major overhaul of Colleague security and access controls, ensuring least-privilege access institution-wide
- Development of a formal Incident Response Policy
- Development of a Data Classification Policy
- Continued reduction of our attack surface through policy, process, and infrastructure changes through a myriad of initiatives (this is huge)

VII. REQUIRED APPROVALS AGENDA

CONSENT AGENDA

The Chair, Ms. Linda Nelson, presented the Consent Agenda and called for any items that should be removed from the Consent Agenda for further discussion. On a motion by Mr. Mark Masters and seconded by Dr. Dwight McElfresh and passing unanimously, the following items were approved.

- A. Approval of Minutes for July 22, 2026 “Regular Meeting”**
- B. Approval of Minutes for July 22, 2026 “Annual Planning Retreat”**
- C. Consideration of Approval of Status Change – R-2026-29**

CONSIDERATION OF APPROVAL OF STATUS CHANGES

R-2026-29

STATUS CHANGE

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

BEGINNING August 3, 2026

Abigail Sauder

- *Abigail Sauder is moving from Part Time Substitute Teacher to Full Time Teacher Assistant at the Child Development Center.*

BEGINNING August 13, 2026

Sara Woodruff

- *Sarah Woodruff is moving from Nursing Lab Coordinator to RN Nursing Faculty.*

BEGINNING August 13, 2026

Brandel Boyd

- *Brandel Boyd is moving from Assistant Professor, Business to Associate Professor, Business.*

- D. Employment of College Personnel – R-2026-30**

CONSIDERATION OF APPROVAL OF EMPLOYMENT OF COLLEGE PERSONNEL

R-2026-30

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 August 3, 2026

*Camryn Campbell, Advisor, College Credit Plus
Marietta College, Bachelor of Arts, Marketing and Communications*

BEGINNING August 13, 2026

*Andrea Graves, Psychology Faculty
Capella University, Ph.D and Master of Science, Educational Psychology
Heidelberg College, Bachelor of Science, Psychology and Biology*

BEGINNING August 18, 2026

Ashley O'Brian, Part Time Administrative Assistant, Health Science Division

BEGINNING August 31, 2026

*Lisa Rundag, Admissions Assistant
Franklin University, Bachelor of Science, Business Administration*

EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2026-30

Camryn Campbell is hired as Advisor, College Credit Plus to replace Rachel Kral.
Andrea Graves is hired as Psychology Faculty to replace Michelle Slattery.
Ashley O'Brian is hired as Part Time Administrative Assistant, Health Science Division to replace Aubrey Place.
Lisa Rundag is hired as Admissions Assistant to replace Melissa Hershner.

E. Consideration of Approval of College Personnel Professional Growth Recognition – R-2026-31

CONSIDERATION OF APPROVAL OF COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION

R-2026-31

Laura Stackhouse has completed a Master of Science, Data Science from Eastern University.

THEREFORE, BE IT RESOLVED: by the Board of Trustees that the appropriate monetary recognition is added to base salary effective August 19th in accordance with the policy adopted under resolution 1991-30 for "Professional Growth Recognition."

REGULAR AGENDA

A. Treasurer's Report for July 31, 2026 – Ms. Lori McKee

Ms. Lori McKee presented the Treasurer's Report for the period ending July 31, 2026. She stated that revenues for the month totaled \$6,557,603. Expenditures were \$1,120,487 leaving an excess of \$5,437,116. Year-to-date revenues totaled \$6,557,603. Year-to-date expenditures totaled \$1,120,487 leaving an excess of \$5,437,116. The Month End Investment Balance for July 2026 was \$15,063,025 (\$3,370,568 in Star Ohio and \$11,692,457 in Park National Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: Dr. Dwight McElfresh moved for approval of the Treasurer's Report for the period ending July 31, 2026. Ms. Duana Patton seconded the motion, and the item was approved with a unanimous vote.

B. Chancellor's Trustee Challenge and Financial Viability Ratios – Ms. Lori McKee

The Board discussed the Chancellor's Trustee Challenge concerning financial viability ratios. It was noted that the Ohio Association of Community Colleges (OACC) had expressed concern about the manner in which the challenge was communicated, as institutions and trustees were not given advance explanation of the initiative.

The discussion noted that the purpose of the challenge appears to be to ensure trustees have a clear understanding of their institution's financial condition and are not surprised by financial concerns or developments. Ms. McKee and President Diab had reviewed the requested financial viability calculations in preparation for the Trustee Conference. Because the standards for determining a "good," "medium," or "low" rating had not yet been provided by the Chancellor's Office, Ms. McKee independently researched the ratios and calculated North Central State College's results.

The College had been provided with its financial information for the previous three years and instructions for calculating the ratios. The College's results were calculated using that information, while the comparative standards to be issued by the Chancellor's Office were still pending. It was noted that the final standards may differ because the Trustee Conference comparison is expected to include community colleges, universities, and private colleges. The College's preliminary ratings therefore should be considered informational and preliminary until the official comparison standards are released.

A Board member acknowledged the importance of trustees understanding the financial measures for which they have fiduciary responsibility but noted that several of the newly introduced calculations were unfamiliar. The Board member indicated that the cash-on-hand measure was readily understood because it is also emphasized by the College's auditors.

Ms. McKee explained that she had documented the source information and calculations used to develop the five ratios. It was noted that the Chancellor's Office had provided the College with the underlying information and calculation instructions but had not performed the calculations itself.

Financial Report Restructuring

The Board was advised that the financial report page covering the **Child Development Center and Corporate Workforce Training** will be revised beginning with the August financial reports.

As part of a campus restructuring of workforce training operations, the former Workforce Training department has been divided into four separate departments.

The revised financial reports will identify:

- Health Sciences, including the phlebotomy program;
- Engineering, Business and Criminal Justice, including the IST credit programs;
- Workforce, including non-credit training, soft-skills training, and the Skills-Based Testing Center; and
- TurboCert, operated through Mid-Ohio Higher Education at the Crawford Success Center.

Revenues and expenses have been allocated to the new departmental structure, and the revised reporting structure will appear in the financial statements beginning in August.

VIII. POLICY GOVERNANCE

A. Confirmation of Service on the 2026 North Central State College Trustee Selection Committee – *Mr. Stephen Williams*

Mr. Stephen Williams, Secretary to the Board, reported that Mr. Matthew Smith, Ms. Edith Humphrey, and Mr. James Cutright have been approached to confirm their service on the 2027 NCSC Trustee Selection Committee and all three have confirmed their continued service for 2027.

B. Nominating Committee Report (Committee Appointments and Charge)

Ms. Linda Nelson pointed out that since one of the three members of last year's Nominating Committee is up for reappointment this year, they will need to be replaced for 2027. Ms. Elisabeth Morando from Richland County will need to be replaced. Dr. Dwight McElfresh agreed to serve once again on behalf of Ashland County and Ms. Duana Patton agreed to serve once again on behalf of Crawford County. Ms. Nelson then asked if anyone else would be willing to serve. Mr. Steven Stone responded that he would be willing to serve if it was OK to have two from the same county. Dr. Diab responded that while it is preferred to have representation from each county, it is not a

requirement so, during times such as these, it would not be a problem for Mr. Stone to serve on the 2027 nominating committee. Ms. Nelson thanked Mr. Stone for agreeing to serve on the 2027 Nominating Committee and asked Dr. Dwight McElfresh to continue his service as the Chair of the Nominating Committee for 2027 to which he agreed.

Ms. Nelson then charged the nominating committee with their first task in confirming the ascension of Vice Chair and Secretary to the next office as Chair and Vice Chair, then to consider a recommendation for consideration of a Trustee to fill the role of Secretary for 2027 & 2028. Their second task was to consider their recommendation for reappointment of Ms. Linda Nelson, Ms. Elisabeth Morando, and Ms. Kristin Aspin as well as their willingness to accept the recommendation for reappointment. She further charged the Nominating Committee with doing their best to present their recommendations for the Board's consideration at the September meeting.

C. Discussion of Agenda Planning – Ms. Linda Nelson

1. 2025-2026 Annual Calendar/Agenda

Board Chair, Ms. Linda Nelson called for a preview of the 2026-2027 Annual Calendar/Agenda for the upcoming months of September, October, November, and December.

2. Review of Actionable Items.

Board Chair, Ms. Linda Nelson reviewed the listing of Actionable Items which included:

- a. Discuss meeting conflict with October 2026 (October 28th Rural Guided Pathways Institute#4) and (October 21 ACCT Leadership Congress) – This item will be addressed later in the agenda.
- b. Discuss finding a different date in October 2027 for the Board Meeting to avoid conflicts with ACCT (October 13-16) and Rural Guided Pathways Institute #6 (October 26-29) *See October 20, 2027 (Week #3) – This item will be addressed later in the agenda.
- c. BOT to review 2nd Quarter Trend Analysis Report at August meeting – This item will be addressed later in the agenda.
- d. ACCT Presentation Team to set date/time for presentation assignments, discussion, and practice prior to the ACCT Leadership Congress – This item will be discussed later in the agenda.
- e. HB96: General Education Curriculum Review – This item will be discussed at a later time as appropriate.

f. HB96: General Education Curriculum Changes – This item will be discussed at a later time as appropriate.

3. Community Connections.

Ms. Duana Patton - Aging in Place and the Role of Community Colleges

- Ms. Duana Patton shared an invitation to participate in a Washington, D.C. roundtable focused on aging and the future workforce.
- She explained that organizers sought perspectives from individuals serving on a variety of boards and advisory groups rather than aging specialists.
- During planning discussions, she was asked which stakeholder groups were missing from the conversation and suggested that community colleges should have a seat at the table.
- Discussion emphasized the critical role community colleges play in preparing healthcare, home care, and other workforce professionals who support aging populations.
- Ms. Patton reflected on how her involvement with North Central State College has increased her awareness of the community college's broader impact on workforce and community development.

Dr. Dwight McElfresh - Regional Higher Education Enrollment Trends

- Dr. McElfresh noted that Ashland University recently announced a freshman class size below projections and below budget expectations.
- Discussion highlighted the enrollment challenges facing higher education institutions across the region.
- Concerns were expressed regarding the sustainability of recent investments in campus housing given enrollment declines.
- Additional discussion focused on reduced graduate enrollment as a result of increased competition from online programs.
- Dr. McElfresh also noted strong enrollment performance among Ohio community colleges, referencing Sinclair Community College's growth and statewide ranking among community colleges.

Mark Masters - College Credit Plus Experiences and Childcare Challenges

- Mark Masters shared conversations with parents of students who participated in College Now and College Credit Plus programs.
- While both families praised the quality of education received, differing experiences were reported regarding transferability of credits to receiving institutions.
- One family reported a smooth transfer process, while another encountered resistance from a receiving college when attempting to transfer credits.
- Mark also discussed ongoing efforts within his organization to address workforce childcare challenges.

- He noted that a significant percentage of employees are women and many are balancing childcare responsibilities.
- Discussion emphasized the connection between educational attainment, career advancement, sustainable wages, and the affordability of childcare.
- Participants agreed that employer-supported education and tuition assistance programs can be valuable tools for workforce development and family economic stability.

Mr. Mark Masters - Community Support for Education and the Value of North Central State College

- Mark Masters discussed local school funding levies and concerns about public attitudes toward education.
- He expressed concern that some community members focus primarily on tax implications while overlooking the broader value of education to community well-being and economic growth.
- Mark noted that North Central State College is frequently referenced positively during community discussions.
- Participants highlighted the importance of having a financially stable community college serving the region.
- Discussion included suggestions for continuing to communicate the College's financial strength and overall institutional health to the community.

College Leadership Discussion - Education as a Tool for Economic Mobility

- Participants discussed employer partnerships that bring faculty directly into workplaces to provide educational opportunities.
- Examples were shared of employees receiving workplace-based instruction while reducing barriers such as childcare, transportation, and out-of-pocket tuition expenses.
- Discussion emphasized the role of education in increasing earning potential, improving quality of life, and strengthening the regional workforce.

Ms. Elisabeth Morando - Parent and Student Perceptions of Higher Education

- Elisabeth Morando shared observations from conversations with local students and families.
- She noted that many high school students are increasingly focused on return on investment when considering educational pathways.
- Students frequently ask questions regarding career earnings, educational costs, and debt avoidance.
- Positive feedback was shared regarding the Tuition Freedom Scholarship and College Credit Plus opportunities that reduce educational expenses.
- Parents expressed appreciation for accelerated pathways that allow students to complete prerequisites and degree requirements earlier.

- Elisabeth indicated that many community members remain unaware of available educational opportunities and pathways, reinforcing the need for continued outreach and marketing efforts.

Ms. Elisabeth Morando - Community Foundation Partnership

- Elisabeth recognized an NCSC employee who recently participated in a Community Foundation fellowship program focused on career readiness.
- Positive feedback was received from student participants regarding the employee's presentation.
- Elisabeth noted opportunities to continue incorporating information about North Central State College programs and services into future workforce and leadership development initiatives.

College Leadership Discussion - Cultural Attitudes Toward Higher Education

- Participants discussed demographic and cultural challenges affecting higher education participation.
- Concerns were expressed that some adults place less value on continuing education than previous generations.
- Discussion highlighted the need to address misconceptions about the necessity and value of postsecondary education.
- Participants noted that changing public perceptions remains one of the most significant challenges facing educational institutions.

Board Discussion - Parent Engagement and Community Awareness

- Participants discussed opportunities to increase awareness of career pathways and educational opportunities among students and parents.
- Existing initiatives such as Manufacturing Day were highlighted as effective methods for exposing students to careers and educational options.
- A suggestion was made to create additional campus open houses targeted specifically toward parents.
- Participants agreed that marketing, community outreach, and word-of-mouth advocacy remain important tools for increasing awareness.

College Leadership Discussion - Rural Guided Pathways Parent Pilot Program

- College leadership shared plans for a new parent engagement pilot program at Crestview Local Schools.
- The initiative emerged from discussions during the Rural Guided Pathways project involving regional K-12 partners.

- The pilot will provide informational sessions for parents of first-time College Credit Plus students.
- Topics will include expectations for college-level coursework, strategies for supporting student success, and differences between high school and college academic responsibilities.
- The program is intended to improve student success while also increasing parental understanding of postsecondary education opportunities.
- Depending on outcomes and parent feedback, the model may be expanded to additional school districts.

Board Discussion - Outreach to School Leaders

- Participants suggested additional engagement opportunities for newly hired principals and school counselors.
- Discussion centered on ensuring educational leaders are aware of the programs, partnerships, and opportunities available through North Central State College.
- College leadership noted that planning is underway for a regional Workforce Summit that will bring together educators, state representatives, employers, and workforce development leaders.

College Leadership Discussion - Upcoming Workforce Summit

- Leadership announced an October Workforce Summit designed to bring together superintendents, employers, workforce leaders, representatives from the Ohio Department of Education and Workforce, the Ohio Department of Higher Education, and the Ohio Association of Community Colleges.
- The event will focus on workforce development and College Credit Plus initiatives.
- More than 200 individuals are expected to be invited to participate.

Mr. Mark Masters - JobsOhio Technician Path Initiative

- Mark Masters informed the group of an upcoming JobsOhio workforce initiative focused on expanding technician education and workforce development within manufacturing industries.
- The program is designed to provide financial incentives for employers to increase participation in apprenticeship, earn-and-learn, and technician training opportunities.
- Discussion highlighted potential opportunities for manufacturers to expand employee participation in North Central State College training and educational programs.
- Participants noted that the initiative aligns closely with anticipated workforce needs associated with major Ohio manufacturing investments and supply-chain growth.
- It was suggested that board members and community leaders may benefit from future talking points and information regarding the initiative.

Adjournment of Community Connections Discussion

- No additional community connections or discussion items were raised.

3. Reflections on 2nd Quarter Self-Assessment Survey (April-June) (IAW 02.16).

The group reviewed the results of the second-quarter Board Self-Assessment and noted that responses were overwhelmingly favorable across all assessment categories.

- **Board Agenda and Focus** - Feedback indicated that Board meetings followed the established agenda and remained focused on substantive governance work. Responses were generally positive, with no significant concerns noted.
- **Meeting Planning and Attendance** - Meetings were described as well planned and focused on the Board's work. Attendance was strong throughout the quarter, with only one absence due to emergency surgery. Best wishes were expressed for the individual's recovery.
- **Decision-Making Process** - Assessment results reflected that the Board's decision-making process remained aligned with the Carver Policy Governance model and maintained an emphasis on Ends rather than operational matters. Feedback was consistently favorable.
- **Participation and Engagement** - Comments indicated that participation was balanced among members. No concerns were raised regarding dominant participation or lack of engagement.
- **Board Conduct and Meeting Culture** - Assessment results reflected respectful, courteous, and open interactions among meeting participants. Board members were reported to have avoided side conversations.
- **Owner Linkage** - Respondents indicated that the Board continues to provide evidence of meaningful owner linkage and community connection efforts. Feedback in this area was positive.
- **Support of Presidential Interpretation** - Results showed continued Board support for the President's reasonable interpretation of Board policies. Responses were favorable.

The review concluded with an overall positive assessment of Board performance during the second quarter. Feedback reflected strong adherence to Policy Governance principles, productive meeting practices, respectful engagement among members, and continued emphasis on community connection and strategic governance.

D. Board Policy Governance Training (IAW 02.70) – Ms. Linda Nelson

1. Ms. Kristin Aspin led the discussion of Rehearsal Scenario 3.19 “Whose CEO Is It Anyway”?

In this scenario: The school board is made aware that at least part of the community is dissatisfied with the performance of the school system. Vocal community members have expressed their belief that the system’s CEO should be replaced. How should the board respond?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Mr. Steven Stone led the discussion and review of Governance Process policies 3.3 & 3.4. The Board concurred that policies 3.3 & 3.4 are still relevant and still accurate.

IX. BOARD CHAIRPERSON REPORT- *Ms. Linda Nelson*

A. Discussion of Meeting Dates for October 2026 & October 2027

Board Chair pointed out conflicting schedules for both October meetings in 2026 & 2027 and called for a discussion of alternative meeting dates for each.

October 2026 Board Meeting Rescheduling

The Board discussed the need to adjust the October 2026 meeting date due to scheduling conflicts involving two major conferences. College representatives will be attending the Association of Community College Trustees (ACCT) conference as well as the Rural Guided Pathways Conference, which is required as part of a grant initiative.

After discussion, the recommended alternative was to move the October 2026 meeting to **November 4, 2026**. The Board discussed an offer to hold the November 4, 2026 meeting at the **Avita Health System Cancer Center** located in the former Sears building at the Ontario campus site. The location would provide an opportunity for trustees to tour the facility and strengthen community engagement efforts through the Board's Link & Learn program. Plans were outlined for trustees to arrive at approximately **4:00 p.m.** for a facility tour, followed by a light meal and discussion prior to the regular Board meeting at **5:30 p.m.** Members viewed the opportunity as a valuable addition to the Link & Learn experience and a way to enhance community connections. Additional details will be reviewed at the September Board meeting.

October 2027 Board Meeting Rescheduling

The Board then discussed the October 2027 meeting schedule. Similar to 2026, attendance at the Rural Guided Pathways Conference was expected to create a conflict with the regularly scheduled fourth Wednesday meeting date. To avoid the conflict, administration recommended moving the meeting one week earlier, from the fourth Wednesday to the third Wednesday of October. Members discussed the impact on reporting timelines and determined the change would be manageable and agreed to move

the October 2027 Board meeting to **October 20, 2027** (the third Wednesday of the month). The meeting will remain at the regular time and location unless future adjustments become necessary.

B. 2026 ACCT Leadership Congress (October 21-24, Chicago, IL)

The board discussed preparations for participation in the upcoming ACCT Leadership Congress. The group's presentation is titled *From Adoption to Excellence: Making Policy Governance Work for Community Colleges*, scheduled to take place on Friday, October 23, 2026 at 8:00am-9:00a.m. Members noted the date and time of the presentation and addressed the need to set a practice schedule in advance of the event.

Dr. Dorey Diab suggested holding a practice session on September 23rd at 4:00 p.m., one hour before the regular board meeting, which begins at 5:30 p.m. One presenter noted a conflict in his schedule at that time and inquired if the run-through could be held earlier in the afternoon? Presentation team members indicated that they could accommodate an earlier time so the presentation run-through/practice was set for Wednesday, September 23rd from 2:00pm-3:00pm on the day of the regular September Board of Trustees meeting.

C. 2026 Chancellor's Trustee Conference: Wednesday September 9, 2026

The Board discussed the upcoming 2026 Trustee Conference, scheduled for **September 9, 2026**. Members were reminded that the conference venue has changed from prior years and that in-person attendees will need to report to the **OSU Fawcett Center** rather than Columbus State. An update was provided regarding attendance. Board members attending remotely inquired about conference access information. It was noted that Zoom participants should receive connection details closer to the conference date. The group identified the individuals who will be attending in person and discussed transportation arrangements. Members expressed interest in carpooling to the conference. To assist with travel, staff will coordinate transportation for the in-person attendees and assigned follow-up actions to ensure all registration and travel logistics are completed prior to the conference.

D. OACC Annual Conference Excellence Awards – Nominations Now Open

The Board discussed nominations for the Ohio Association of Community Colleges (OACC) Annual Conference Excellence Awards. Members reviewed the award categories and noted that nomination materials are due by September 18.

Proposed Nominees - Administration presented the following recommended nominees:

- Mark Romanchuk for the Terry M. Thomas Friend of Community Colleges Award.
- Steve Stone for the Maureen C. Grady Award for Special Achievement.
- Patrick Williams for the Distinguished Alumnus Award.

Board members expressed support for the proposed nominations and indicated that each individual represented a strong candidate within their respective category. The Board expressed confidence in the proposed nominees and supported moving forward with the nomination process. Administration will complete and submit the nomination materials prior to the September 18 deadline.

OACC Trustee Communication and Information Sessions

Board Chair, Ms. Linda Nelson asked Dr. Dwight McElfresh to address an invitation received for an upcoming Ohio Association of Community Colleges (OACC) trustee information session to be held via Zoom on Friday morning. Dr. McElfresh provided an overview regarding the purpose of the session. Members were informed that one of the priorities of OACC leadership is to improve communication and engagement with community college trustees statewide. As part of this effort, OACC plans to offer four trustee-focused training or information sessions throughout the year. The upcoming session is expected to include updates from OACC staff on legislative matters, current issues affecting Ohio community colleges, and topics of interest to trustees.

Board members asked for confirmation that the session will be conducted virtually through Zoom and is intended primarily for trustees. It was noted that registration information and meeting links had been distributed via email, although some members questioned whether they had received all communications. Participants indicated that the session is expected to last approximately one hour.

Several board members discussed the meeting time and acknowledged that the scheduled Friday morning format may be difficult for some trustees to attend. It was suggested that feedback regarding scheduling preferences should be communicated to OACC leadership so future sessions can better accommodate trustee availability.

Board members were encouraged to participate in the upcoming OACC trustee information session and recognized the initiative as an opportunity to stay informed on legislative and statewide community college issues while strengthening trustee engagement with OACC activities.

X. EXECUTIVE SESSION

The Chair called for an Executive Session at 7:25 p.m. to discuss the Employment and/or compensation of a public employee (the president's contract and compensation). Mr. Steven Stone made a motion and it was seconded by Mr. Patrick Williams. 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. Duana Patton – “yes”
Mrs. Linda Nelson – “yes”
Mr. Steve Stone – “yes”
Mr. Patrick Williams – “yes”
Ms. Kimberly Winkle – “yes”

At 7:55 p.m., the Chair, Ms. Linda Nelson declared the Executive Session concluded and the Regular Session resumed.

REGULAR SESSION RESUMED

A. Consideration of Approval of President’s Contract Renewal and Compensation

– R-2026-32 – Ms. Linda Nelson

CONSIDERATION OF APPROVAL OF PRESIDENT’S CONTRACT RENEWAL AND COMPENSATION

R-2025-28

WHEREAS, President Dorey Diab has worked collaboratively with the Board of Trustees to advance the College's mission by creating a vision of access and success while aligning resources to accomplish that vision; and

WHEREAS, President Diab has undergone an extensive evaluation that included a thorough self-evaluation; and

WHEREAS, President Diab has provided evidence of successful accomplishment of the Board's stated Ends Policies and adherence to the Board's Executive Limitations Policies; and

WHEREAS, President Diab has demonstrated exceptional fiscal stewardship by maintaining balanced budgets, strengthening the College's financial position, maintaining a State Fiscal Health Composite Score above 4.6 for the past four years, and increasing the College's reserve balance by one hundred seven percent; and

WHEREAS, President Diab has provided leadership in the continued implementation of the Board's Ends Policies and Strategic Planning metrics that guide institutional planning and accountability; and

WHEREAS, President Diab is commended for the College's continued success in meeting the educational and workforce needs of the communities it serves, as well as for his leadership and advocacy at the state and national levels; and

WHEREAS, President Diab's visionary leadership and steadfast commitment to student success have resulted in North Central State College being recognized as a recipient of the prestigious Achieving the Dream Leah Meyer Austin Award, one of the nation's highest honors for community colleges.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of North Central State College approves the renewal of the employment contract for President Dorey Diab with the following amendments:

- 1. The current employment contract is extended for an additional five (5) years through June 30, 2032, and*
- 2. President Diab's annual base salary shall be increased by seven percent (7%), effective and retroactive to July 1, 2026, and*
- 3. President Diab shall receive a one-time performance stipend of thirty thousand dollars (\$30,000.00), and*
- 4. The Board authorizes the College to deliver all or a portion of the compensation approved in Sections 2 and 3 of this Resolution through a direct employer contribution to the Office of the President Section 403(b) retirement plan, in accordance with applicable federal and state law and retirement plan requirements. The Board further authorizes the College to provide additional compensation to offset the value of the retirement contributions that would not otherwise accrue as a result of the direct employer contribution, so that the President receives the full value of the compensation approved by this Resolution.*
- 5. The compensation authorized herein shall be administered in a manner that complies with all applicable laws and regulations and reflects the Board's intent regarding the President's total compensation package, and*
- 6. President Diab shall continue to receive an annual retention bonus (\$10,000.00 paid at the end of each year) in accordance with the terms of his 2025-2026 contract, and*
- 7. All other provisions of the 2025-2026 employment contract, including Sections 9(a) through 9(j), shall remain unchanged and in full force and effect, and*
- 8. The payment of salary, bonuses, retirement contributions, and all other benefits is subject to the sufficiency of legislative appropriations and the availability of funds to enable performance by the College, and*
- 9. The Board authorizes the Chair of the Board to execute an amended employment agreement that incorporates the compensation and benefits approved herein and sets forth the terms and conditions necessary to implement this Resolution.*

ACTION TAKEN: Ms. Elisabeth Morando moved for Approval of resolution R-2026-32 President's Contract Renewal and Compensation. Mr. Steven Stone seconded the motion. Dr. Dwight McElfresh conveyed his kudos to President Diab for a productive and highly successful year for the College. His message was echoed by the other members of the Board

as well. Following some additional congratulations and words of gratitude to President Diab, the item was approved with a unanimous vote of 9-0.

XI. TIME AND PLACE OF NEXT MEETING

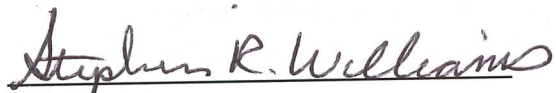
The next Regular meeting of the Board of Trustees is scheduled for Wednesday, September 23, 2026 in the Gorman Room (165-Fallerius).

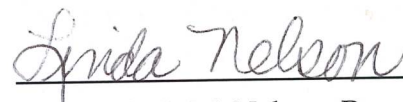
XII. ADJOURNMENT

The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board's consideration, the Board Chair, Ms. Linda Nelson declared the meeting adjourned at 7:59 p.m.

Respectfully submitted:


Mr. Stephen R. Williams, Board Secretary


Ms. Linda S. M. Nelson, Board Chair