

**North Central State College
Board of Trustees' Annual Planning Retreat
July 22, 2020**

I. CALL TO ORDER

The Chair, Ms. Pamela Mowry called the annual planning retreat to order at 4:45 p.m. in the Gimbel Community Classroom (164) of the Fallerius Technical Education Center.

II. ROLL CALL

The Recorder, Mr. Stephen Williams called the roll.

Present:

Mr. Mark Masters
Dr. Dwight McElfresh
Mr. Roger Miller
Ms. Elisabeth Morando
Ms. Pamela Mowry
Ms. Linda Nelson
Mr. Matthew Smith (5:55pm)
Mr. Steven Stone
Ms. Kimberly Winkle

III. INTRODUCTION OF GUESTS

President Dorey Diab introduced Dr. Karen Reed, Chief Academic Officer; Ms. Lori McKee, Chief Finance Officer; Mr. Tom Prendergast, Chief Student Services Officer and Ms. Margaret Puckett who was present representing Faculty and in support of the Diversity, Equity and Inclusion (DEI) Committee.

IV. NATIONAL "STATE OF THE SECTOR" PRESENTATION

- by Dr. Larisa Hussak and Dr. Megan Adams of the Education Advisory Board (EAB)

Drs. Larisa Hussak and Megan Adams began by discussing why the 2008 Playbook No Longer Applies. Dr. Hussak cited a categorically different downturn in the economic triggers. She explained how covid-19 will impact student success and discussed three ways institutions are delivering value in remote "hands-on" courses as community colleges continue to push the boundaries of virtual learning. In Fall 2020 colleges are caught between a rock and a hard place as they simultaneously confront financial abyss and the pandemic. On one hand she explained that the community college business model is under stress while also weighing the risks of bringing students back to campus, and discussed a few roadmaps some institutions are considering for getting students back to campus. Looking ahead, Dr. Hussak discussed some of the opportunities and challenges for the two-year sector of higher education. Discussion included the Demographic Cliff, Countercyclical Enrollments, Stop-outs, Transfer Programs, and the Pre-COVID Market

Convergence. She discussed three key areas where COVID has accelerated strategic attention including: Return on Investment through Radical Accessibility and Career Pipelines, Equity through lifelong/Holistic Service and Well-Being, and Regional Growth through Community Advancement. She concluded by discussing the advantages to having EAB as a Strategic Partner as well as the resources that our personal Strategic Leader, Ms. Kibibi Boomer can provide. (The EAB presentation is available for those who wish to review it further).

V. STATE “STATE OF THE SECTOR” PRESENTATION

- by Mr. Jack Hershey, OACC Executive Director

Mr. Jack Hershey discussed some of the current leadership dynamic taking place in the Ohio Legislature that will stand to have an impact on how higher education is championed in the weeks/months ahead. Some of the biggest concerns for the two-year, higher education sector include: what fall enrollment will look like for two-year colleges and how much State assistance will be needed/available, what will fall enrollment for the four-year sector look like and how will it impact their sustainability, will there be a second wave of COVID-19 that forces a second closedown, what will be the impact on higher education following the November general election if there is/is not a change of power in Washington, DC, and how will higher education be able to adjust to the demands of that shift in power? Other State issues discussed included: civil immunity for higher education in Ohio, health of state revenues in FY2021, the State Capital Budget, and the continuation of electronic attendance by Trustees at board meetings.

VI. DIVERSITY, EQUITY, AND INCLUSION; AND GRADUATE PATHWAYS TO SUCCESS PRESENTATION – by Dr. Toni Johnson and Ms. Cheryl Cates

Dr. Toni Johnson discussed the purpose of the DEI committee in assisting the institution in creating a culture of belonging by developing and implementing a comprehensive strategic diversity plan focusing on: increasing diversity of the student body, closing equity gaps, hiring and retaining diverse faculty and staff, and providing training and professional development. The six-step process for implementing a DEI Strategic Plan includes: 1. Mapping out the process, 2. Gathering information and conducting a self-assessment, 3. Develop the Vision – Set Goals, Strategies, Metrics, 4. Review Plan with Diversity, Equity and Inclusion Committee 5. Adopt Plan and Communicate Vision, and 6. Implement Plan. Dr. Johnson explained that the next steps are to meet with the President’s Cabinet to review the Strategic Planning process in detail, establish the initial baseline expectations, reporting structure and other administrative procedures. The process will be launched with the Managers Advisory Council (MAC) at their next meeting and with the College community at the Fall Convocation in August.

Ms. Cheryl Cates explained that the Graduate Pathways for Success is a partnership between North Central State College and Mansfield City Schools. She discussed the program’s Focus, Plan, and Impact toward Equity, Enrollment, and Economics. The primary strategic focus for this project is to enhance enrollment and persistence of Graduate Pathway to Success program and Mansfield Senior High School by building

student enrollment to increase access to higher education among first generation college students, and to support current GPS cohorts by coordinating their academic and non-academic services. Ms. Cates discussed the Equity of Access to the program from 2017 to now (2020). She showed samples of the course options for all students as well as the impact of the program on equity of access by race and gender, growing enrollment, and economics. She reported that the impact on Enrollment has been, additional 35-40 candidates (this represents up to a 100% increase, potential for 75-80 high school college students (grades 9-12), and 2021 Enrollment (up to 50% of total enrollment over last 5 years). The Economic Impact has led to an increased Level of Educational Attainment in our community, a savings of up to \$500,000 for families through curriculum and student support, an expanded employability and career options, increased income potential, the momentum for higher educational attainment for future generation, and increased employer capacity to leverage racial and ethnic diversity in our community.

VII. LOCAL “STATE OF THE SECTOR” PRESIDENT’S MONITORING REPORT
– by Dr. Dorey Diab, President, North Central State College

President Diab began his Monitoring Report for the 2019-2020 Academic Year by accomplishments summary of quantitative key performance indicators from the 2020 strategic plan. He reported that, overall, and as shown in the table below, the College exceeded the quantitative goals in five of the categories, and dropped below the goal in five of the categories.

Key Performance Indicators for North Central State College
Strategic Planning 2020

ACCESS					
Description	AY 2017-18	AY 2018-19	AY 2019-20	Annual Difference	Result
Increase annual headcount by 1% for students under age 25	2,943	2,844	2,884	1%	MET
Increase annual headcount by 2% for students age 25 and over	871	887	822	-7%	NOT MET
Increase annual FTE by 1% for students under age 25	1,339	1,323	1,333	1%	MET
Increase annual FTE by 2% for students 25 and over	394	413	377	-9%	NOT MET
SUCCESS					
Description	Fall 2014 Entering Cohort (N=586)	Fall 2015 Entering Cohort (N=572)	Fall 2016 Entering Cohort (N=577)	Annual Difference	Result
Increase 3-year cohort success rate (either graduate, transfer or re-enroll at NC State) by 2.5%. Any one marker counts.	44%	47%	46%	-1%	NOT MET
Increase by 2.5% graduation rates of entering fall cohorts (3-year window)	18%	19%	23%	4%	MET
Increase by 2.5% university transfer rates of entering fall cohorts (3-year window)	18%	22%	19%	-3%	NOT MET
Increase by 2.5% re-enrollment rates in third fall term of entering fall cohorts (3-year window)	15%	15%	14%	-1%	NOT MET
RESOURCES					
Description	FY 2016-17	FY 2017-18	FY 2018-19	Annual Difference	Result
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)	4.5	4.1	5.0	0.9	MET
Increase primary reserve level by 2%	31%	37%	51%	37%	MET

President Dorey Diab described the tremendous Challenges (academic, economic, and political) and the great Opportunities (access, success, and resources) the college has overcome over the past year as well as the uncertainty that the current pandemic presents in preparing for the coming year. He reported both Quantifiable data and Qualifiable rationale for each of the six Ends policies and ten Executive Limitations policies as part of his annual monitoring report to the Board of Trustees and called for any further questions or points for clarification.

VIII. COLLEGE SUSTAINABILITY POSITION - *Dr. Dorey Diab*

President Dorey Diab addressed the three areas of focus in the College's sustainability position. They included, Human Resources, Fiscal Resources, and Physical / Environmental Resources.

Human Resources Sustainability

1. By continuing a good compensation and benefit package to our employees we are able to retain more current talent. Not doing any major furlough or reduction in force due to the pandemic should also be seen as a positive response in sustaining employment especially considering the devastation occurring at so many institutions of higher education in the state. There was only 9% turnover last year.
2. By looking for opportunity to restructure the College and promote internal personnel to grow our own and address positions that become vacant, we are able to maintain our strong 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 statewide who are willing to locate to Mansfield.
3. By holding an internal Management and Leadership Institute for middle managers, and having professional development activity on a monthly basis, we are able to prepare the next generation of College leaders and enhance succession planning.

Fiscal Resources Sustainability

Increasing Revenues:

1. Increased the reserve again from 37% to 51% (a 38% increase).
2. Maintained the composite ratio above 4 (5.0 full score) (a 64% increase from 4.1).
3. We have a total investment balance of more than six million dollars split between a Star Ohio account and a Richland Bank account bringing in additional interest.
4. Increased SSI by \$515,818 (by 6.1%, second among community colleges) over last year after state reductions.
5. Emerald Club brought in \$750,000 in donations.
6. Received ~ \$2,000,000 in grants.

Reducing Cost:

1. Saved health care cost from two holiday-premium months for College and employees.

2. Continue to reduce shared services cost with OSU-Mansfield (was \$1.93M/FY12, \$900K/FY18). The shared budget for FY 2019 will not be reconciled until later this year.
3. With continued energy efficiency efforts at Kehoe, we saved \$138k (more than covering debt interest on the loan we took to update the systems).
4. Continue to reduce the cost of the Urban Center by more than \$100k by leasing it out. The contract will be over in November of this year.

Physical/Environmental Resources Sustainability

Objective: reducing the College carbon footprint

1. Recycling is continuing and increasing on the main campus: plastics, aluminum cans, and paper are being collected.
2. A dedicated cardboard dumpster was added to CDC with an increased recycling frequency, bringing the total to three on campus. The bookstore and Byron Kee Center already have them. Cardboard dumpsters will be added to Kehoe Center and Health Sciences this year.
3. Buckeye Recycling, from Fostoria, continues the removal of outdated computers if they don't sell on GovDeals.
4. We have increased awareness of paper recycling, cloud based storage and limited printing. We have eliminated the duplicated services office and reduced the number of copiers from 65 to 32.
5. Switching fully online in March of the spring semester, with faculty placing handouts on the student information system, helped in reducing paper consumption and copying charges on students.
6. We have increased paper containers at Byron Kee Center, Fallerius and Schuterra (maintenance building), which serves the CDC.
7. College is leading 19 other colleges/universities in Open Education Resources to develop courses online instead of paper books and we saved students over five million dollars.
8. We have a beautiful green campus with many trees and an OSU urban agriculture.
9. We have increased our utilization of e-signature for PO's and grants.
10. We will be replacing obsolete chillers/boilers with energy efficient models (Kehoe, Byron Kee).
11. Teamed up with Shared Services from OSU and changed all pathway lights, roadway lights, parking lot lights, the gym, the library and the bookstore to reduce the energy used. Total estimated savings close to \$30,000 per year.
12. Another continuing project is to replace the necessary hallway and classroom lights to LED which we do when lights burn out.
13. Roadway and parking lot lights at Kehoe have been placed on a time clock to turn off at a specific time overnight with savings around 21%. However COVID has put a stop on the rebate program. With the continued efforts at Kehoe we saved \$138k on our energy contract.
14. Continued working with OSU to reduce the overall cost of gas and electricity (see tables below):

GAS Utilization and Savings	FY2019	FY2020
MMBTU (Million British Thermal Unit)	31,039	27,889
Cost (Dollars)	\$133,361	\$95,429

Electricity Utilization and Savings	FY2019	FY2020
KWH (Kilo Watt Hours)	4,945,757	4,530,947
Cost (Dollars)	\$408,456	\$362,178*

*campus mostly shut down for 3.5 months due to COVID-19

IX. ADJOURNMENT

The Chair called for any additional business requiring Board action.

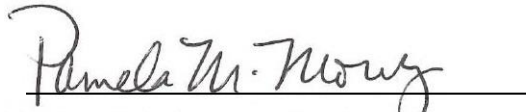
Dr. Dwight McElfresh stated that he felt that the data was presented in a good format and clearly conveyed. Ms. Pamela Mowry challenged all Trustees to do what they can to advocate for students to come back to NCSC to continue their educational pursuits.

ACTION TAKEN: As there was no further business requiring the Board’s consideration, the Board Chair, Ms. Pamela Mowry declared the annual planning retreat adjourned at 8:35 p.m.

Respectfully submitted:



Mr. Stephen R. Williams, Board Secretary



Ms. Pamela Mowry, Board Chair