

**North Central State College
Board of Trustees' Annual Planning Retreat
June 22, 2022**

I. CALL TO ORDER

Following a Zoom presentation by Dr. Sunny Cooke, President, Miracosta College, CA on behalf of the American Association of Community Colleges, entitled “The Future of Higher Education,” the Chair, Matthew Smith resumed the June meeting by calling the annual planning retreat to order at 5:40 p.m. in the ground floor conference room (164) of the James W. Kehoe Center.

II. ROLL CALL

The Recorder, Mr. Stephen Williams called the roll.

Present: (in-person)
Ms. Kristin Aspin
Mr. David Bush
Ms. Elisabeth Morando
Ms. Linda Nelson
Mr. Matthew Smith
Ms. Kimberly Winkle
Dr. Dwight McElfresh
Mr. Steven Stone

Absent:
Mr. Mark Masters

III. INTRODUCTION OF GUESTS – *Dr. Dorey Diab*

President Dorey Diab introduced Dr. Kelly Gray, Chief Academic Officer; Ms. Lori McKee, Chief Finance Officer; Ms. Christine Copper, Chief Development Officer, and Mr. Tom Prendergast, Chief Student Affairs Officer (on-line).

IV. PRESENTATION OF THE PRESIDENT’S MONITORING REPORT

– by Dr. Dorey Diab

President Diab began his Monitoring Report for the 2021-2022 Academic Year by presenting accomplishments summary of quantitative key performance indicators for Access, Success and Resources from the 2022 strategic plan. He reported that, overall, and as shown in the table below, the College exceeded the quantitative goals in five of the categories (highlighted in green), dropped below the goal with less than five percent in five categories (highlighted in yellow) and dropped below the goal with five percent or more in three of the categories (highlighted in red).

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) the college has overcome or achieved over the past year as well as the uncertainty that the recovery from the 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.

**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 5 categories,
2. We have dropped below the goals, with 5% or more, in 3 categories,
3. We have dropped below the goals, with less than 5%, in 5 categories.

(Note: due to the multitude of factors impacting changes over the past couple of years, institutional research decided to mark a drop of 5% and higher in red as below goal, and those below 5% in cautious yellow).

ACCESS

The total annual headcount of credit students dropped by 5% from 3,321 to 3,158; and the number of credit hours dropped by 6% from 46,072 to 43,113.

KPI	AY 2020-21	AY 2021-22	Difference	Color Code
Increase annual headcount/credit hours by 1% for high school / early college students	1,390/15,730	1,341/14,834	-4% / -6%	Yellow / Red
Increase annual headcount/credit hours by 1% for post high school students under age 25	1,179/20,119	1,091/18,485	-7% / -8%	Red
Increase annual headcount/credit hours by 2% for students age 25 and over (non-traditional)	752/10,223	726/9,794	-3% / -4%	Yellow
Increase annual headcount/credit hours by 2% for minority students	299/3,890	332/4,258	11% / 9%	Green

SUCCESS

KPI	Entering Fall 2017 Cohort	Entering Fall 2018 Cohort	Difference	Color Code
Increase 3-year cohort success rate (graduate, transfer and/or re-enroll at NCSC) by 2%. Any one marker counts.	54%	49%	-5%	Red
Increase 3-year graduation rates of entering fall cohorts by 2%.	30%	30%	0%	Yellow
Increase rates of re-enrollment in third fall term of entering fall cohorts by 1%.	15%	13%	-2%	Yellow
Increase 3-year university transfer rates of entering fall cohorts by 1%.	19%	17%	-2%	Yellow

Success

Goal: Fall to Fall Persistence of Entering Cohorts - Equity Focus	Entering Fall 2018 Cohort (N=576)	Entering Fall 2019 Cohort (N=545)	Entering Fall 2020 Cohort (N=429)	Fall 2019 Cohort to Fall 2020 Cohort Change	Color Code
Increase Fall to Fall persistence of new, post-HS Minority students by 2%.	55%	39%	47%	8%	Green
Increase Fall to Fall persistence of new, post-HS students aged 25 & over by 2%.	52%	53%	54%	2%	Green

RESOURCES

KPI	FY 2019-20	FY 2020-21	Difference	Color Code
Maintain a state fiscal health composite score of at least 4.0 (1-5 range)	5.0	5.0	full score	Green
Increase primary reserve level by 2%	64%	84%	20%	Green

Following the above summary of the Global Ends Policy on access, success and resources, Dr. Diab went over the Ends and Executive limitations with tables, charts, and trends over the years, summarized below, with goals for next year.

***Summary of Key Performance Indicators based on goals established for 2021-2022
Monitoring Report Summary with Goals for Next Year 2022-2023***

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

1. Student access:

- a. Overall, and just like what happened nationally and statewide, there has been a double-digit enrollment drop over the past two years that is mostly due to COVID-19 and the economic impact. This past year however, the drop was reduced to a single digit over the previous year. The total annual headcount of credit students dropped by 5% from 3,321 to 3,158; and the number of credit hours dropped by 6% from 46,072 to 43,113. Specifically, in comparison to the Key Performance Indicators:*
 - i. Students high-school / Early College:*
 - o Increase annual headcount (HC) by 1% and credit hours by 1% (not achieved as HC dropped by 4% from 1,390 to 1,341; and credit hours dropped by 6% from 15,730 to 14,834).*
 - ii. Students post high-school but under age 25:*
 - o Increase annual headcount (HC) by 1% and credit hours by 1% (not achieved as HC dropped by 7% from 1,179 to 1,091; and credit hours dropped by 8% from 20,119 to 18,485).*
 - iii. Students age 25 and over:*
 - o Increase annual HC by 2% and credit hours by 2% (not achieved as HC dropped by 3% from 752 to 726; and credit hours dropped by 4% from 10,223 to 9,794).*
 - iv. Minority students:*
 - o Increase HC by 2% and FTE by 2% (achieved as HC increased by 11% from 299 to 332; and credit hours increased by 9% from 3,890 to 4,258).*
- a. Provided strong pathways to our students from high school, to certificates, to associate degrees, and to baccalaureate degrees (including the new Mechanical Engineering Technology provided by the College starting Fall 2019, now at 150 students between associate and bachelor degrees, and 20 bachelor graduates this year) at an extremely affordable rate, including free tuition (College Credit Plus, College-Now and Tuition Freedom Scholarship).*

Goal for next year: we will continue to do our best to overcome the enrollment challenges we are facing. The access Key Performance Indicator is to increase headcount and credit hours by 1% for Early College and traditional students; and 2% for adult and minority students.

2. Student success:

- b. Overall assessment of goals:
 - i. Increase 3-year cohort success rate (either graduate, transfer, or re-enroll at NC State) by 2.5%, on each and overall (not achieved as the number dropped by 5%, from 54% to 49% from Fall 2017 cohort to Fall 2018 cohort).
 - ii. Increase graduation rate by 2% of entering fall cohorts (3-year window) (not achieved as the number remained the same at 30% from Fall 2017 cohort to Fall 2018 cohort).
 - iii. Increase re-enrollment rate by 1% in third fall term of entering fall cohorts (3-year window) (not achieved as the number dropped from 19% to 17% from Fall 2017 cohort to Fall 2018 cohort).
 - iv. Increase university transfer rate by 1% of entering fall cohorts (3-year window) (not achieved as the number remained dropped from 19% to 17% from Fall 2017 cohort to Fall 2018 cohort).
 - v. Increase persistence rate in the following fall term of entering fall minority student cohorts by 2% (1-year window) (achieved as the number increased from 39% to 47%).
 - vi. Increase persistence rate in the following fall term of entering fall adult aged 25 and over student cohorts by 2% (1-year window) (achieved as the number increased from 53% to 54%).
- c. Licensure/certification rate as percentage of 2020 graduates: ADN 84%; LPN: 86%; RAD: 100%; OPOTA: 100%; Respiratory care: 78%; PTA: 74%; the PTA is on probation mostly due to low passing rate over the past few years (but that has been improving).
- d. Four hundred and seven degrees and major certifications were earned in 2021-22 (an increase from 365 the year before). For the latest data available for comparison with peers, four hundred and twenty-six degrees and major certifications were earned in 2019-2020 at NC State in comparison to average peers of 358.
- e. Completing credential within 150% of the time (within 3 years instead of two) is another way to measure student success. Thirty six percent of the Fall 2018 cohort (a 2% increase over 34% for cohort of Fall 2017) of first time, full-time, degree seeking of post high school students completed their credential within 150% of the time.
- f. Completing credential within 200 % of the time (within 4 years instead of two) is another way to measure student success. Forty one percent of the Fall 2018 cohort (a 3% increase over 38% for cohort of Fall 2017) of first time, full-time, degree seeking of post high school students completed their credential within 200% of the time.

- g. *Credit completion rate (Academic Year AY-2020-2021 data):*
 - i. *All students: 90% at the college. Peers were at 88%.*
 - ii. *Developmental courses:*
 - o *78% at the college for math vs. 72% at peers.*
 - o *53% at the college for English vs. 64% at peers.*
 - iii. *Gateway college-level Math and English*
 - o *90% at the college for Math vs. 87% at peers.*
 - o *86% at the college for English vs. 86% at peers.*
 - o *For select general education courses, 89% at the College vs. 87% at peers (math, English, communication, psychology, biology, chemistry).*
 - o *For select technical courses, 92% at the college vs. 92% at peers (Accounting, Allied Health, Computer Science, Engineering, Nursing)*
- h. *In 2021-22, credit completion rates for both on campus or online credit hours remains the same at around 88%.*
- i. *Success points earned (2020-2021) (these include new gateway English and Math completion points and not the old Developmental Education success points performance funding model):*
 - i. *The number of success points earned for completing 12 college level credit hours decreased by 3.7% (from 869 in 2020 to 837 in 2021).*
 - ii. *The number of success points earned for completing 24 credit hours decreased by 1.7% (from 633 in 2020 to 622 in 2021).*
 - iii. *The number of success points earned for completing 36 credit hours decreased by 3.8% (from 451 in 2020 to 434 in 2021).*
 - iv. *College level English points earned within the first 30 credit hours decreased by 9.3% (from 756 in 2020 to 686 in 2021).*
 - v. *College level Math points earned within the first 30 credit hours decreased by 18.6% (from 786 in 2020 to 640 in 2021).*
- j. *Total success points earned decreased by 7.9% (from 3495 in 2020 to 3219 in 2021)*
- k. *Persistence rate from fall to spring semesters increased by 1% from 76% in fall 2020 to 77% in fall 2021.*
- l. *Persistence rate fall to fall semesters dropped by 1% from 63% in fall 2019 to 64% in fall 2020.*
- m. *Graduation rate:*
 - i. *The Achieving the Dream Fall cohort four-year graduation rate between cohorts 2015 and 2016 (i.e. between Fall 2016 and summer 2020 which includes both full-time and part-time unlike general Integrated Postsecondary Education Data System (IPEDS) data which does not include part-time) increased by 2.6% from 25.5% to 28.1%. This overall rate shows almost a split between male and female, veterans and non-veterans, parent and non-parent, and over and under 25 years of age. It also shows an increased gap rate of non-Pell over Pell recipient, non-first generation over first generation, and more than double between full-time and part-time students.*

Goal for next year: The success Key Performance Indicator is to increase 3-year cohort success rate (graduation 2%+transfer 1%+still enrolled 1%), and minority and adult persistence from fall to fall by 2%

3. Resources:

n. Human.

- i. *With regard to communication and professional development, we continued to do system wide interdepartmental communication by publishing the President's Report that comes from department managers every two weeks with the whole college community about their strategic projects. We continued to have many meetings especially via Zoom to enhance safety protocols. We also did virtual training at convocation, and virtual professional development days in November and February, and at open forum once a semester (at any month with a 5th Thursday). We continued to have monthly faculty meetings with the academic divisions. During these meetings, we have focused on the areas of teaching and learning, mental health, safety and security protocols due to COVID-19, and Diversity/Equity/Inclusion. 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.*
- ii. *In terms of hiring, we continued realignment of personnel in areas of greatest needs and hiring positions due to retirement, replacement or new positions. Total full-time employees' turnover is 8.27% (was 10.8% last year). Over the past year, and working with HR and our DEI Council, in addition to financial viability and stability, we were able over the past year to increase hiring of minority employees: full-time faculty from 10.7% to 15.9% and administration from 14.3% to 16.7%; while we remain overall at 8%.*
- iii. *In terms of benefits, we have done extremely well by our employees:*
 - *As a result of our fiscal discipline, and unlike other higher education institutions, we did not have a layoff nor did we have a reduction in salaries due to the pandemic (according to statistics more than 600 thousand people were let go nationally due to the pandemic).*
 - *Furthermore, we are planning an increase in salaries this year of 1.5% to the base plus 1% stipend (we just increased it to the higher of 1% or \$750 to help with the increase in employee contribution in health care that will go from 18% to 19% and keep everyone whole based on insurance cost.*
 - *Employees got 3% increase last year, with 2% to the base and 1% stipend. With the overall average of \$48,000, they will get at least another 3% this coming year, with 1.5% to the base and 1.5% stipend after increasing the stipend to \$750.*

- *Continuing with the Council of Governance (COG) health plan in Stark County. Although it has gone higher, the health insurance increase remains in single digit for the coming year (7.35%), in comparison to double digits when we were on our own. For next year, it will also be providing one month of premium holiday, saving several hundred dollars per year for employees (employees don't have to pay for health care for 1 month), and around \$250,000 for the college.*
- *College closing for two weeks over the holidays at the end of the year allowing employees more family time with pay.*
- *Continuing with the four 10-hour day summer schedule (from mid-May to end of July) to allow employees to enjoy 3-day weekends with their family and friends. We decided to go remote this summer again due to low number of students taking courses with most of them being online/hybrid, having multiple facilities projects requiring the attention of the facilities department, cutting down on gas and electrical utility costs, helping our employees reduce their cost of gas and the impact of inflation, and minimizing the mental health stress levels of the past two years. Key buildings with labs (Health Sciences and Kehoe) are open several days per week to allow for in-person activities; 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 remotely on Fridays this coming year during fall and spring semesters. Summer schedule is decided on a year-by-year basis depending on enrollment, facilities projects, and cost efficiencies.*
- *Continuing with the Earned-Time-Off for part-time faculty and staff based on their years of service.*

Goal for next year: continue to minimize the impact on personnel through safety protocols due to COVID-19; continue to enhance the culture of diversity, equity, and inclusion; continue to provide better compensation; continue the Leadership and Management Academy to enhance professional development and succession planning for managers and interested employees; and increase professional development activities for faculty and staff.

a. *Fiscal:*

Increasing Revenues:

1. *Increased the reserve again from 64% to 84% (an increase of 20 percentage points or a ratio of 31%).*
2. *Maintained the composite ratio above 4 (a full score of 5.0 again).*

3. *As of May 2022, we have the highest monthly cash flow of 18.2 million dollars, including over 6 million dollars in savings between Park National (~\$5M) and Star Ohio accounts (\$1M).*
4. *Emerald Club brought in close to 900 thousand dollars in donations.*
5. *Received over 1.77 million dollars in grants.*
6. *Increased state share of instructions (SSI) by \$188,543 from FY 2021 to FY 2022 based on performance funding criteria*
7. *We have been allocated ~1.9 million dollars in state capital dollars for the next bi-annuum.*
 - i. *Increased state share of instructions (SSI) by \$188,543 from FY 2021 to FY 2022 based on performance funding criteria.*
8. *Using the federal and state stimulus dollar support, the College saved over \$430,000 to this point (from this past year budget) from course conversion to online and payroll for summer adjunct and full-time faculty overload. Additional savings are currently being reviewed based on federal guidelines.*

Reducing Cost:

1. *Saved over \$400,000 in health care cost from 2 holiday-premium months last year (and ~\$250,000 for next year with 1 holiday-premium month).*
2. *Continue to reduce/maintain a low shared services cost (was \$1.93M/FY12, ~\$900K/FY21).*
3. *Reduced insurance cost by over \$29,000 by raising employee contributions by 1% for the coming year.*
4. *Continued energy efficiency efforts at Kehoe and saved \$141,352 (more than covering debt interest).*

Goal for next year: continue to enhance the financial and fiscal viability of the institution by bringing additional revenues, reducing cost, and aligning existing resources for student success. The financial Key Performance Indicator is to increase reserve by 2%, and maintain a composite ratio of at least 4.0 year over year

b. 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 beyond the call of duty to improve on delayed maintenance of infrastructure. This includes buildings, equipment, and technology.*
- ii. *Continue to optimize space utilization by improving scheduling, at the College and with OSU-M, while closing/renting unused space).*

- iii. *Continue to clean house by getting rid of obsolete items and recycling throughout campus.*
- iv. *Continue with campus improvement projects for carpeting and painting.*
- v. *The data on sustainability is provided at the end of this report.*

Physical-Information Technology:

- i. *Given the increasing trend of students bringing their own devices, the college is consolidating/reducing the inventory of student workstations, putting less stress on maintenance as well as avoiding future costs. This was certainly the case during COVID-19. However, we increased loaning computers to students, and we have finished purchasing laptops for all full-time faculty and staff using stimulus dollars.*
- ii. *Over 50 classrooms have been renovated and upgraded (with an expense of around \$1.3 million from stimulus dollars) to provide the latest technological learning and teaching environment. There is also one next-generation tech classroom 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.*
- iii. *There has been an increased use of software for automation and standardization processes (Colleague Self-Service, Aviso, Acalog and Curriculum) in Institutional Research for data collection, management, and reporting for the business office, human resources, program review, and strategic planning. Software include Ellucian, and Colleague Self-Service for students, financial aid, finance, human resources, and payroll.*
- iv. *The Information Technology Department:*
 - 1. *continues to update/replace firewall appliance for the main campus and the Kehoe Center to enhance cyber security.*
 - 2. *has been implementing the use of multi-factor authentication for faculty and staff (email address, password, and passcode sent to phone or computer) for email and Office 365 products, and requiring students to change their passwords every 90 days.*
 - 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 at no additional cost over the next four years.*

Goals for next year: Enhance the agility and adaptability of the institution by offering more online courses and programs, and provide more short-term courses and programs (8-week terms), while maintaining student belonging on campus through in-person

classes. Continue to heavily invest in information technology, wireless connectivity, and cyber security. Improve class scheduling efficiency and convenience for students while enhancing efficiency in space utilization.

V. COLLEGE SUSTAINABILITY POSITION - Dr. Dorey Diab

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

Human Resources Sustainability

1. *By 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 its workforce; and at best be an employer of choice in the region.*
2. *By 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 evaluate the impact of insurance cost to keep our employees whole.*
3. *By 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. *By holding an internal Management and Leadership Institute for middle managers 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 64% to 84% (an increase of 20 percentage points or a ratio of 31%).*
2. *Maintained the composite ratio above 4 (a full score of 5.0 again).*
3. *As of May 2022, we have the highest monthly cash flow of 18.2 million dollars which includes ~ 6 million dollars in savings between Park National (~\$5M) and Star Ohio accounts (~\$1M).*
4. *Emerald Club brought in close to 900 thousand dollars in donations.*
5. *Received over 1.77 million dollars in grants.*
6. *Increased state share of instructions (SSI) by \$188,543 from FY 2021 to FY 2022 based on performance funding criteria*

7. *We have been allocated ~1.9 million dollars in state capital dollars for the next bi-annuum.*
8. *Using the federal and state stimulus dollar support, the College saved over \$430,000 to this point (from this past year budget) from course conversion to online and payroll for summer adjunct and full-time faculty overload. Additional savings are currently being reviewed based on federal guidelines.*

Reducing Cost:

1. *Saved \$400,000 in health care cost from 2 holiday-premium months last year (and ~\$250,000 expected for next year with 1 holiday-premium month).*
2. *Continue to reduce/maintain a low shared services cost (was \$1.93M/FY12, ~\$900K/FY21).*
3. *Reduced insurance cost by over \$29,000 by raising employee contributions by 1% for the coming year.*
4. *Continued energy efficiency efforts at Kehoe and saved \$141,000 (more than covering debt interest).*

Physical/Environmental Resources Sustainability

Reducing the College carbon footprint and cost

A. Energy management at Kehoe:

1. *For Electricity:*

- a. *We had a 17.1 % savings in 2022 from our energy plan, due to installation of LED technology throughout the building with a savings of \$141,352 (replaced 415 T-8 fluorescent lamps to LED across the building)*
- b. *Our Facilities team has been installing emergency lights throughout the Kehoe Center to clear a dark building and keep standards we need to protect students, faculty and staff.*
- c. *Continue to increase energy savings by turning off parking lot lights at 11 p.m., and turning them back on for safety at 6 a.m., while leaving all the building attached lights on for security reasons.*

2. *For water:*

- a. *Replaced domestic water skid (previously running on one pump motor 24/7). The college saw a decrease of energy of 5% the first two months and the water consumption reduced by nearly 11%.*
- b. *The facilities department added a deduct meter on the cooling tower with savings of ~\$1,300 in non-sewer water expenses.*
- c. *We have implemented a new Chiller tower controller to increase the efficiency of the conditioned air throughout the building, leading to savings of water and energy consumption by nearly 9%*

3. *For gas: we have been informed that natural gas pricing may increase by up to 51% by mid-July, which will impact our savings.*

4. *On July 1st, 2021, we signed a new HVAC contractor to keep our mechanical equipment up to date on preventative maintenance to increase the longevity and efficiencies at the Kehoe center.*

5. *The Photo Hydro Ionization (PHI) installed into each of the buildings HVAC system enhanced the air quality as each unit produces hydrogen peroxide providing a layer of protection. Circulation fans were run at 30% all night long, which was the Center for Disease Control's (CDC) suggestion for constant air movement, and brought in outside air at an average of 5%, allowing the hydrogen peroxide to "clean" the surfaces and provide safer environment.*
 6. *We had a fire inspection in January 2022 with 9 violations that were remedied within a couple weeks. These violations were related to doors kept open with a door wedge (we removed the doors), clutter in the shop where students were building energy cars or building robots on the fourth floor (we cleaned the areas and inform faculty and students), and drop ceiling that interfered with sprinkler system (that was fixed).*
- B. Energy management on the Main Campus working with OSU-M:*
- a) *We are still installing carpet in classrooms. We have completed all new carpet and hard surface flooring throughout the Health Sciences building, and working on the same in the Fallerius building.*
 - b) *We have ramped up our lighting retrofits the past two years, so that we can maximize our energy savings. In the last two years we have increased the efforts in high use areas, and continually look at those areas for small projects when we are closed for holidays and summer times. Tracking over the past 10 years showed savings of \$131,622 without fixtures, and \$98,618 if including fixtures cost.*
- C. We have increased awareness of paper recycling, cloud-based storage, and limited printing; and reduced the number of copiers on campus. With more online courses, faculty are using mostly computer storage, which helped in reducing paper consumption.*
- D. 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.*
- E. Recycling is continuing on the main campus: plastics and aluminum cans are being collected.*
- F. The Facilities team decreased the labor of cleaning all the classrooms by meeting with the assistant deans of each building and stacking classes into rooms with Plexiglas. This was done in keeping with college safety protocols. Facilities custodians concentrated on those spaces and deep cleaned all the rooms that were not used and then sealed them so they are not used the rest of the semester. By doing this, labor efforts were reduced, and safety and cleanliness were increased.*
- G. The Facilities team also made improvements using high-quality equipment for vacuuming and waxing to containing Microban technology which kills outside micro-organisms, while allowing waxing to only be done once every five years instead of each year.*
- H. We have a beautiful green campus with many trees and an OSU urban agriculture.*
- I. We have increased our utilization of e-signature for PO's and grants to a great extent. One positive outcome of working remotely due to the pandemic.*
- J. Using the state capital dollars and/or the stimulus we will be replacing inefficient boilers and chillers with energy efficient models at Byron Kee and Fallerius.*

For both institutions on the main campus, and although electricity usage and cost have been dropping over the years, both started to creep up between FY21 and FY22. Annual utilization

increased from 4,055,782 in FY21 to 4,861,154 in FY22. Cost increased from \$329,705 in FY21 to 382,085 in FY22. Utilization increase is due in part to being back on campus. Cost increase is due to the increased cost of electricity. This is expected to increase further in the coming year.

For both institutions on the main campus, and although gas utilization and cost have been dropping over the years, it started to increase from 26,185 MMBTU (Metric Million British Thermal Unit – one unit is the amount of heat required to raise the temperature of one pound of water by one degree Fahrenheit) to 29,573 in FY22 (an increase of 13%). The cost increased from \$86,636 in FY21 to \$157,946 in FY22 (an increase of 82%). Utilization increase is due in part to being back on campus. Cost increase is due to the increased cost of gas. This is expected to increase further in the coming year.

VI. EXECUTIVE SESSION

The Chair called for an Executive Session at 8:39 p.m. to discuss the Employment and/or compensation of a public employee (The president’s annual evaluation). Dr. Dwight McElfresh made a motion and it was seconded by Mr. Steven Stone. Mr. Matthew Smith, Board Chair, explained that he 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. David Bush – “yes”
Mr. Mark Masters – not present
Dr. Dwight McElfresh – “yes”
Mrs. Elisabeth Morando – “yes”
Mrs. Linda Nelson – “yes”
Mr. Matt Smith – “yes”
Mr. Steve Stone – “yes”
Ms. Kimberly Winkle – “yes”

At 9:07 p.m., the Chair, Mr. Matthew Smith 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 for the 2021-2022 Reporting Year – R-2022-26- Mr. Matthew Smith

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

R-2022-26

***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 of 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 2021-2022 reporting year, has met and exceeded the expectations expressed by the Board in current ENDS and Executive Limitations policies.*


ACTION TAKEN: Ms. Linda Nelson moved for acceptance of the President/CEO's Annual Monitoring Report for the 2021-2022 Reporting Year. Mr. Steven Stone seconded the motion and the motion carried unanimously.

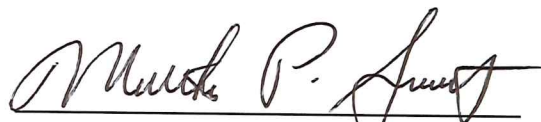
VII. ADJOURNMENT

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, Mr. Matthew Smith declared the annual planning retreat adjourned at 9:15p.m.

Respectfully submitted:


Mr. Stephen R. Williams, Board Secretary


Mr. Matthew Smith, Board Chair