

**North Central State College  
Board of Trustees' Meeting  
January 18, 2023**

**I. CALL TO ORDER**

This meeting was held in a hybrid format with some participants attending in-person in the Board Room (165-Fallerius) and others online via Zoom. Trustee participation was seven in person and one online.

Chair, Mr. Matthew Smith called the meeting to order at 5:31 p.m. and introduced a special guest, Mr. Patrick Williams who has applied to become a Trustee of North Central State College. Following that introduction, he asked all to rise and join him in reciting the pledge of allegiance followed by his reading of 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. David Bush  
Dr. Dwight McElfresh  
Ms. Elisabeth Morando (online)  
Ms. Linda Nelson  
Mr. Matthew Smith  
Mr. Steven Stone  
Ms. Kimberly Winkle

**Absent:**

Mr. Mark Masters

**III. INTRODUCTION OF GUESTS**

President Dorey Diab introduced Dr. Kelly Gray, Vice President of Academic Services; Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Vice President of Student Services; Ms. Chris Copper, Vice President of College Foundation, Government Affairs and Grants (online); Mr. Keith Stoner, Executive Director of Marketing and Public Relations; and Ms. Sara Rollo (online) representing the Faculty Caucus. President Diab once again introduced Mr. Patrick Williams, a candidate to become the newest member of the Board of Trustees.

**IV. FOCUS OF THE MEETING – *Mr. Matthew Smith***

Mr. Matthew Smith explained that since we have virtual participation by one of our Trustees, we will have to conduct our voting tonight via the Roll Call voting method. He continued to explain that the primary focus of tonight's meeting will include: the installation of new officers, the oath of office for Mr. Steve Stone, hearing College updates from our president, we also have some board rules and regulations being updated. We will conduct routine business of the College and conduct policy governance training. There will be no executive session.

Mr. Matthew Smith reported that he had received two more proclamations of recognition that he would like to present to President Diab. One of the proclamations was from Mayor Tim Theaker, Mayor of the City of Mansfield. The other proclamation was from Senator Mark Romanchuk of the twenty-second Ohio Senate District. Mr. Smith read each of the proclamations aloud and presented them to President Diab on behalf of Mayor Tim Theaker and Senator Mark Romanchuk respectively.

## **V. OATH OF OFFICE**

The Board Secretary, Mr. Stephen Williams, administered the oath of public office to Mr. Steven Stone who was being re-appointed to his locally appointed term for another three years.

## **VI. INSTALLATION OF OFFICERS**

The Secretary to the Board, Mr. Stephen Williams, administered the oath of executive office to the new slate of officers beginning the first year of their two-year terms of office, who were present at the meeting. New officers for 2023 are: Dr. Dwight McElfresh as Chair, and Ms. Linda Nelson as Vice Chair, and Mr. Mark Masters as Secretary of the Board of Trustees for North Central State College. Mr. Masters was not present.

Newly appointed Board Chair, Dr. Dwight McElfresh thanked Mr. Matthew Smith on behalf of the Board for his service in the position of Board Chair for the past two years. He presented him a gavel plaque to commemorate his successful completion of his role. Next, Dr. McElfresh re-read a resolution presented to Mr. Smith earlier conveying the designation as Trustee Emeritus and presented him with a plaque denoting him as an ACCT Lifetime Member and presented him with a replica plaque denoting his meeting of Dr. Dale Ensign who was the namesake of the ACCT Trustee Leadership Award that Mr. Smith was awarded in 2014, denoting both as Champions of Trustee Leadership. Finally, on the occasion of Mr. Smith's retirement from the North Central State College Board of Trustees, Dr. McElfresh, presented him with a special gift from all the Board members as a token of their appreciation for his twenty years of service as a member of the Board of Trustees and for his continued leadership.

## **VII. OSU-MANSFIELD ADVISORY BOARD REPORT**

Newly installed Board Chair, Dr. Dwight McElfresh explained that since the OSU-M Advisory Board did not meet, there would not be a report for tonight's meeting. He further announced that the next OSU-M Advisory Board meeting, would be held on March 9<sup>th</sup> and called for a volunteer to represent the North Central State College Board of Trustees at that meeting. Ms. Linda Nelson noted a conflict in the announcement of the date between March 9<sup>th</sup> and March 16<sup>th</sup>. Ms. Elisabeth Morando indicated that she was available to attend the March 16<sup>th</sup> date but could not attend the March 9<sup>th</sup> date. Ms. Kristin Aspin indicated that she may be able to attend if the date was March 16<sup>th</sup>. Board Secretary, Mr. Stephen Williams indicated that he would confirm the correct date and report back to each.

## **VIII. PRESIDENT'S REPORT – *Dr. Dorey Diab***

### **A. Phi Theta Kappa (PTK) and Sigma Alpha Pi (SAP) Updates**

Dr. Diab reported that the students have been off for the past month on holiday break so there is no report from the students.

### **B. North Central State College Foundation Development and Update - *Ms. Chris Copper***

Ms. Christine Copper thanked President Diab for the introduction and conveyed her congratulations to Dr. Dwight McElfresh for his new role as Board Chair, to Mr. Matthew Smith for his leadership and outstanding vision being very much appreciated. She also conveyed a welcome to Mr. Patrick Williams who also currently serves on the College Foundation Board and has helped the Foundation move forward in a positive direction with regards to Diversity, Equity, and Inclusion. She presented the Foundation Development and Update Report as follows.

### **Emerald Club 2022/2023**

- Goal of \$400,000; \$550,000 in receipt year-to-date, \$100,000 in pledges coming in by close of March.
- Growth in the funds for nursing with a new \$75,000 gift and \$10,000 gift. The number of students interested doubled in the hospital LPN program to 42 and we should have 32 in the Hospital evening cohort.
- New gift for the chemistry lab, and a new gift support for the Ashland ACCA employee pay, and marketing.

### **Events**

- Scholarships for Success-March 2, 2022-table for the college board has been held, \$18,000 in sponsorships year-to-date, 2 tables left. Tina Husted will be attending
- Hall of Excellence for fiscal year 2023 date April 13, 2023, 65% of the tables are sold

### **Workforce**

- Revenue: Target \$150,000, a 15% increase year-over-year.
  - As of October 1, 2022, there has been \$56,000 invoiced. We expect to bring in ~\$161,000 and possible \$20,000 in a new cohort for P-Tech (Pathways to Technology).
- The tower tech program is going very well and will be repeated with a cohort in FY24
- Received new equipment to support the ability to deliver manufacturing training remotely.
- New Peoples Bank pledge for a scholarship each year for five years to support the Crawford Success Center students.

### **C. Monitoring Report: Executive Limitations Policies – Treatment of Consumers (4-20)**

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

This report focuses on Treatment of Consumers (Executive Limitations 04-20).

Policy 4.2 Treatment of Consumers policy states,

*“With respect to interactions with consumers or those applying to be consumers, the CEO will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unfair or unnecessarily intrusive.”*

#### **Students as consumers**

Beyond positive College affordability (Trellis Survey results that were reported last year), previous surveys found that many students have difficulty balancing family, household and school responsibilities, followed by time management and adjusting to online instruction. Early in the pandemic, unexpectedly having to pivot to online learning and finding quiet space to complete work also proved especially difficult. However more recent surveys and reports are showing students’ desire to have more online courses due to convenience in balancing the challenges they are facing (health, work, family, cost...). Knowing the different types of students we serve, we will continue on having both online and in-person course sections.

In Spring 2022, we implemented another survey “the Student Success Inventory” from Ruffalo Noel Levitz. The survey was administered to 1174 students to measure eight different categories shown in the table below. The results, obtained recently, show that between 2018 and 2022, the College has improved (higher numbers) in both importance and satisfaction in all eight categories.

Categories		Measures			
		Apr 2022		May 2018	
Scale		Importance	Satisfaction	Importance	Satisfaction
Academic Advising Effectiveness		6.46	6.15	6.23	5.56
Admissions and Financial Aid Effectiveness		6.43	6.12	6.04	5.35
Campus Climate		6.54	6.07	6.30	5.70
Campus Services		6.38	6.14	6.04	5.65
Instructional Effectiveness		6.51	5.98	6.34	5.65
Registration Effectiveness		6.55	6.03	6.40	5.64
Safety and Security		6.49	6.40	6.15	5.44
Student Centeredness		6.48	5.96	6.26	5.57

### Employees as consumers

In December 2022, a survey was sent to all 96 full-time staff (not faculty) to assess their preferences between compensation, benefits, and remote work/flexible schedule. Sixty-one staff responded, and 33 provided comments; which is a great overall response. The responses indicate:

1. 68% preferred compensation vs. 32% preferred benefits
2. 68% preferred compensation vs. 32% preferred remote work/flexible schedule
3. 68% preferred benefits vs. 32% preferred remote work/flexible schedule
4. In summary, the preferences were for compensation first, benefits second, and remote work/flexible schedule third

In order to assess workload, and as shown in the table below, the College calculated the student to staff ratio over the past six years. The data indicates that the ratio is getting less (i.e. less students per staff, obviously due to drop in enrollment):

- Used to be 39 HC and 17 FTE students per FT staff in the 2016-17 academic year;
- Now, it is 33 and 15 respectively in the 2021-22 academic year.
- This indicates that generally speaking, the student to staff workload is getting lighter.

The numbers also include CCP students who make up more than one third of the students in FTE, and more than 40% in headcount, which do not impact all staff, yet also shows lighter workload.

Academic Year	Pay Date	# FT Staff	Student Headcount	# of Students per FT staff	Student FTE	# of Student FTE per FT Staff
16-17	11/18/2016	99	3892	39.31	1699.95	17.17
17-18	11/17/2017	101	3814	37.76	1732.38	17.15
18-19	11/16/2018	99	3731	37.69	1735.75	17.53
19-20	11/15/2019	101	3709	36.72	1706.53	16.90
20-21	11/13/2020	93	3321	35.71	1535.73	16.51
21-22	11/12/2021	96	3190	33.23	1439.57	15.00

That said, work stress does exist among staff due to increased state and federal regulations, audits, projects and required reporting; the delegations from supervisors; with special emphasis on external stress coming from health, political, cultural, and social pandemics.

There were many initiatives and projects that continued over the past year to continually improve the services for our students and employees including:

1. More investing in information technology and updating older equipment including broadband capacity, fiber optics, Wi-Fi, mobile applications, and cyber security. Computers were also available for students to borrow. The artificial intelligence chatbot (robot/server from the Ocelot Company) has proven to be very helpful to respond 24/7 (especially on evening and weekends) to frequently asked questions by students.
2. Another major transformation in addition to online, is delivering courses in shorter terms (8-weeks vs. 16 weeks). This allows five entries for students per year while focusing on less courses to succeed, yet expediting the completion process.
3. The One-stop at Byron Kee Center for Student Success with the services including admissions, orientation, testing, advising, financial aid, registration, payment, and the food pantry has been more helpful in addressing the needs of the students outside the classroom. We have done well in maintaining affordable tuition, providing Tuition Freedom and scholarships, and using state and foundation dollars and federal stimulus dollars to support students' holistic and basic needs beyond education (food, housing, utilities, day care, transportation...)
4. Another important step is ensuring that financial aid is among the first steps in the admission process to reduce delay and expedite student access to financial aid considering the myriad of federal government compliance regulations and verifications. Providing scholarships and emergency funding were extremely helpful to students.
5. We started of the standardization process of how faculty utilize our Learning Management System (CANVAS) so students are continually updated on course progress, allow for early student alerts and follow up by advisors, and for data analysis to enhance student success.
6. For summer 2021, fall 2021, and spring 2022 (a full fiscal year), The College fairly awarded more than 6.4 million dollars in federal, state, institutional, and foundation awards including the following:
  - o Stimulus Student Federal Aid - \$2,567,400
  - o Stimulus Federal College Aid - \$ 2,714,740.26
  - o Foundation Student Scholarships - \$213, 002
  - o College Tuition Freedom scholarships: \$533,951

- Pell for Students - \$2,429,680
- Federal Supplemental Educational Opportunity Grant (SEOG) - \$203,710
- State Scholarships for Students - \$453,577
- Federal Trio Grant for Students - \$10,319
- There were \$1,297,761 in loans taken by the students.

Some student concerns do come up about aid distribution, but they are mostly related to lack of understanding in meeting state and federal regulations

7. 77% of our students don't take a loan due to all the scholarships we provide
8. Recent documentation shows a 289% return on investment for an average NC State graduate when considering the average cost of a degree in comparison to the average annual wage after graduation

## **D. Updates/Other**

### Community Engagement and Outreach

- College enrollment as of this day stands at close to 2,400 students and over 19,000 credit hours which is similar to last year at the same time. We hope that we turned the corner in terms of credit hours. Classes start on Tuesday, January 17, with more enrollment coming from CCP, but also drops for non-attendance (P.S.: Dr. Diab asked Tom Prendergast and Dr. Kelly Gray to present to the board what the college is doing in terms of student access and outreach and success inside and outside the classroom).
- The pandemic has provided employees with a taste and practice of remote work, and remote work has provided a national market place for labor. Furthermore, higher education lags industry in compensation and flexible work. While faculty have been afforded that flexibility, staff have not. In order to mitigate this issue of employee turnover due to availability of jobs with much higher salaries than the College can afford, we continue to review our internal policies and processes with regard to salary and benefits package, including remote and flexible work schedules, especially for staff. Determining how to address employee needs while remaining focused on student success and institutional vitality is part of today's challenges according to the Association of Governing Boards. We have provided our employees with \$1,000 stipend in December, and a turkey coupon in November to reduce the impact of higher prices and inflation. Our health benefits continue to be great, and we continue to provide schedule flexibility during fall, spring, and summer.
- In preparation for our strategic planning this spring and summer, we have engaged the national Education Advisory Board to review our strategic plan and present to the College community during our next Cabinet meeting.

### State engagement and advocacy

- Trustee Matt Smith and I represented the College at the OACC Governing Board meeting on December 8. Highlights included the Chancellor presentation, review of the budget, and situation with Eastern Gateway Community College.
- Continue to engage, along many community college presidents and Ohio organizations, on the OACC steering committee to meet the objectives of the Intel project.

- As a member of Team NEO (North East Ohio) Talent Development Council, we continue to meet to look into ways to partner with business and industry to meet the talent needs especially in the STEM workforce areas with short term credentials.

National engagement and advocacy

- Trustees McElfresh and Morando, and I have registered and plan to attend the ACCT National Legislative Summit on February 5-8 in Washington D.C. and meet with our representatives to advocate for our College and the community colleges agenda.
- Participated in the International Chair Academy Board meeting on January 11 to continue brainstorming ways and delivering on professional development activities for middle managers (chairs, deans, directors...)
- Chaired and met remotely with the Presidents Academy Executive Committee of the American Association of Community Colleges (AACC) on December 14, to plan for the AACC's 2023 Presidents Academy Summer Institute happening July 15-18 in Toronto, Canada. We are meeting again on Friday, January 13.
- The joint AACC presentation proposal with Dr. Dan Phelan, President of Jackson College in Michigan and former Board Chair of AACC, on the topics of Board Governance and Board/CEO Relations for the AACC Annual Conference in April has been accepted. Dr. Phelan has also agreed to present to our board in person (weather permitting) during the February board meeting.

**IX. REQUIRED APPROVALS AGENDA**

**CONSENT AGENDA**

The Chair, Dr. Dwight McElfresh, presented the Consent Agenda and called for any items that should be removed from the consent agenda for further discussion. On a motion by Ms. Linda Nelson and seconded by Mr. David Bush the roll was called:  
Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

Passing unanimously, the following items were approved.

**A. Approval of Minutes for December 7, 2022 “Regular Meeting”**

**B. Consideration of Approval of Employment of College Personnel – R-2023-01**

***CONSIDERATION OF APPROVAL OF  
EMPLOYMENT OF COLLEGE PERSONNEL***

***R-2023-01***

**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 January 3, 2023**

*Susan Grass, Administrative Assistant, Foundation*

**BEGINNING January 3, 2023**

*Laurie Jackson, Director, Admissions*

*Ashland University, M. Ed, Mount Vernon Nazarene University, MBA*

**BEGINNING January 17, 2023**

*Donna Kittle, Accounting/Business Faculty*

*John Carroll University, MBA*

**BEGINNING January 17, 2023**

*Elliot Sommer, Biology Faculty*

*Kent State University, PhD/ABD, Biological Sciences Integrative Physiology & Neurobiology*

**BEGINNING January 17, 2023**

*Abby Schroeder, PN Nursing Faculty (NEGP Grant)*

*Ohio University, MSN/FNP*

**BEGINNING January 18, 2023**

*Rachel Arnold, Administrative Assistant, Ashland Outreach Center*

*Liberty University, Masters, Human Services Counseling*

**EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2023-01**

*Susan Grass is hired as Administrative Assistant for the Foundation.*

*Laurie Jackson is hired as Admissions Director to replace Amanda Sheets.*

*Donna Kittle is hired as Accounting/Business Faculty to replace Jen Adkins.*

*Elliot Sommer is hired as Biology Faculty to replace Tristan Hayes.*

*Abby Schroeder is hired as PN Nursing Faculty (NEGP) Grant to replace Shelby Stout.*

*Rachel Arnold is hired as Administrative Assistant for the Ashland Outreach Center.*

**C. Consideration of Approval of College Personnel Professional Growth Recognition – R-2023-02**

**CONSIDERATION OF APPROVAL OF  
COLLEGE PERSONNEL PROFESSIONAL GROWTH RECOGNITION**

**R-2023-02**

**WHEREAS:** *Brandel Boyd* has supplied documentation that she has completed a Doctor of Philosophy degree at Liberty University.

**THEREFORE, BE IT RESOLVED:** by the Board of Trustees that \$2,206.50 is added to base salary effective January 8 in accordance with the policy adopted under resolution 1991-30 for “Professional Growth Recognition.”

**WHEREAS:** *Hannah White* has supplied documentation that she has completed a Bachelor of Science in Business Administration degree at Franklin University.

**THEREFORE, BE IT RESOLVED:** by the Board of Trustees that \$1,488.76 is added to base salary effective January 16 in accordance with the policy adopted under resolution 1991-30 for “Professional Growth Recognition.”

**D. Consideration of Approval of Contracts for Non-Probationary Faculty**  
– R-2023-03

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

**R-2023-03**

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

**THREE-YEAR NON-PROBATIONARY 9-MONTH CONTRACT**  
**(Fall Semester 2023 through Spring Semester 2026)**

*Michael Beebe*  
*Sharon Conley*  
*Karen Danielson*  
*Dorie Ford*  
*Mohamed Ghonimy*  
*Vickie Rose*  
*Michelle Slattery*  
*Tonya Stanger*  
*Justin Tickhill*  
*Jason Tucker*

**REGULAR AGENDA**

**A. Treasurer’s Report for November 30, 2022 – Ms. Lori McKee**

Ms. Lori McKee presented the Treasurer’s Report for the period ending November 30, 2022. She stated that revenues for the month totaled \$2,907,114. Expenditures were \$1,102,477 leaving an excess of \$1,804,637. Year-to-date revenues totaled \$13,071,853. Year-to-date expenditures totaled \$6,688,383 leaving an excess of \$6,383,469. The

Month End Investment Balance for November 2022 was \$5,876,784 (\$1,066,527 in Star Ohio and \$4,810,257 in Richland 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:** Mr. Matthew Smith moved for approval of the Treasurer’s Report for the period ending November 30, 2022. Mr. David Bush seconded the motion and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

**B. Treasurer’s Report for December 31, 2022 – Ms. Lori McKee**

Ms. Lori McKee presented the Treasurer’s Report for the period ending December 31, 2022. She stated that revenues for the month totaled \$1,510,453. Expenditures were \$1,474,686 leaving an excess of \$35,767. Year-to-date revenues totaled \$14,582,306. Year-to-date expenditures totaled \$8,163,070 leaving an excess of \$6,419,236. The Month End Investment Balance for December 2022 was \$5,897,656 (\$1,070,332 in Star Ohio and \$4,827,324 in Richland 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:** Ms. Kimberly Winkle moved for approval of the Treasurer’s Report for the period ending November 30, 2022. Mr. Steven Stone seconded the motion and following some further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

**C. Consideration of Approval to Amend Governance Process 2.21 Board Job Description Policy – R-2023-04**

***CONSIDERATION OF APPROVAL  
OF AMENDMENT TO  
GOVERNANCE PROCESS POLICY 2.21***

***R-2023-04***

***WHEREAS:*** the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business,

**WHEREAS:** *the Board of Trustees continues the process of reviewing policies to direct and refine the governance process,*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves Governance Process Policy 2.21 – Board Job Description Policy.*

*(see attached)*

**ACTION TAKEN:** Ms. Linda Nelson moved for approval of the amendment to Governance Process Policy 2.21. Mr. David Bush seconded the motion and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

3357:13-02-20 Board Job Description Policy (Governance Process)

Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the board has direct responsibility to create:

2.21 The link between the ownership and the operational organization.

The board-ownership relationship is the essential, defining relationship of an organization. As such, the board provides the legitimate link between the owners of North Central State College, the residents of Ashland, Crawford, and Richland Counties and the operating organization.

2.211 In order to ascertain the desires of the Ownership of the institution (owner's voice), the Board will establish methods for gaining ownership input that may include but are not limited to:

(a) Community Connections: An opportunity for Trustees to report on those community activities they have taken part in or participated in to gain a better perspective on the "owner's voice" and can share those experiences with the rest of the Board.

(b) Owners Linkage: An opportunity to invite any owner or owner representative individual or group to attend a regular or special board meeting for the purpose of providing some discussion to enrich the Board's understanding of the "owner's voice" or other service consideration for the College (Board) to consider when planning for the future direction of the institution.

(c) Link and Learn: An opportunity for the board to visit an Owner organization or community partner to help enrich the Board's understanding of its relationship to the

organization and how the service of the College can impact those sectors of the Ownership.

2.212 To assist the Board in its re-exploration of Ends policies, the Board will include board-ownership activities into the development of its annual policy governance agenda.

**D. Consideration of Approval to Amend Governance Process 4.65 Financial Condition and Activities Policy – R-2023-05**

**CONSIDERATION OF APPROVAL  
OF AMENDMENT TO  
EXECUTIVE LIMITATIONS POLICY 4.65**

**R-2023-05**

**WHEREAS:** *the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business,*

**WHEREAS:** *the Board of Trustees continues the process of reviewing policies to direct and refine the governance process,*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves this amendment to Executive Limitations Policy 4.65 – Financial Condition and Activities Policy.*

*(see attached)*

**ACTION TAKEN:** Mr. Matthew Smith moved for approval of the amendment to Executive Limitations Policy 4.65. Ms. Linda Nelson seconded the motion and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

3357:13-04-60 Financial Condition and Activities (Executive Limitations)

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from board priorities established in Ends policies.

The CEO will not

4.65 Acquire, encumber or dispose of real estate unless such transactions are fair market value, transparent with no conflict of interest, bring no adverse environmental impact and do not prevent the college from meeting budget.

**E. Consideration of Approval to Amend Governance Process 4.73 Asset Protection Policy – R-2023-06**

**CONSIDERATION OF APPROVAL  
OF AMENDMENT TO  
EXECUTIVE LIMITATIONS POLICY 4.73**

**R-2023-06**

**WHEREAS:** *the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business,*

**WHEREAS:** *the Board of Trustees continues the process of reviewing policies to direct and refine the governance process,*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves this amendment to Executive Limitations Policy 4.73 – Asset Protection Policy.*

*(see attached)*

**ACTION TAKEN:** Ms. Linda Nelson moved for approval of the amendment to Executive Limitations Policy 4.73. Mr. Steven Stone seconded the motion and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

3357:13-04-70 Asset Protection (Executive Limitations)

The CEO will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked or improperly used.

The CEO will not

4.73 Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$25,000 without having obtained comparative prices and quality.

**F. Consideration of Approval to Amend Governance Process 4.81 Focus of Grants and Contracts Policy – R-2023-04**

**CONSIDERATION OF APPROVAL**

**OF AMENDMENT TO  
EXECUTIVE LIMITATIONS POLICY 4.81**

**R-2023-07**

**WHEREAS:** *the Board of Trustees has adopted “Policy Governance” as the model for how it carries out its business,*

**WHEREAS:** *the Board of Trustees continues the process of reviewing policies to direct and refine the governance process,*

**NOW, THEREFORE BE IT RESOLVED:** *that the Board of Trustees hereby approves this amendment to Executive Limitations Policy 4.81 – Focus of Grants and Contracts Policy.*

*(see attached)*

**ACTION TAKEN:** Mr. David Bush moved for approval of the amendment to Executive Limitations Policy 4.81. Ms. Kristin Aspin seconded the motion and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

3357:13-04-80 ENDS Focus of Grants and Contracts (Executive Limitations)

The CEO will not enter into any grant or contract arrangements that fail to emphasize the production of ends and the avoidance of unacceptable means.

The CEO will not

4.81 Allow grantees to be unaware of restrictions on particular methods and activities to preclude grant funds from being used in **unethical, unlawful, or imprudent ways.**

**X. POLICY GOVERNANCE**

**A. Nominating Committee Report – Dr. Dwight McElfresh**

Board Chair, Dr. Dwight McElfresh called upon the Chair of the Nominating Committee, Ms. Elisabeth Morando for a report. Ms. Morando reported that the committee has interviewed Mr. Patrick Williams for consideration in filling the Richland County vacancy that will occur upon Matt’s retirement from the Board and Mr. Williams has agreed to accept that nomination. Ms. Morando shared some of Mr. Williams’ biographical information and accolades that prompted the committee to recommend him for consideration. Therefore, it is the recommendation of the Nominating Committee to

seek the appointment of Mr. Patrick D. Williams to the North Central State College Board of Trustees.

**ACTION TAKEN:** Ms. Elisabeth Morando moved for approval of the nominating committee's recommendation to seek the appointment of Mr. Patrick Williams to the North Central State College Board of Trustees. Ms. Linda Nelson seconded the motion and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

## **B. Discussion of Agenda Planning – Dr. Dwight McElfresh**

### 1. Scheduling/discussion of Board-Ownership Activities (on Annual Agenda)

Board Chair, Dr. Dwight McElfresh called for discussion of Board-Ownership activities for inclusion on the Annual Agenda. Board Secretary, Mr. Stephen Williams reported that an Owners Linkage activity with Dr. Dan Phelan has been added to the agenda for the February 2023 meeting and an Owners Linkage activity with Charles River Laboratories has been added to the agenda for the March 2023 meeting. Trustees were encouraged to suggest other Owners from their respective county/community for future consideration. Dr. McElfresh eluded to Dr. Dan Phelan's book that is in circulation to Trustees that he currently received from Mr. Matthew Smith and asked him for any insights from the book that he thought would engage fellow Trustees. Mr. Smith's insights included:

- The concept of “covenants of governance” and covenant governance
- As a Farmer by background, he eludes to “tough farming” getting the rocks out of the field
- At the end of each chapter he stresses what are the “big rocks”
- He says that covenant governance is not a new governance model rather a proposed methodology.

Dr. McElfresh invited President Dorey Diab to share any further insights on their meeting with Dr. Phelan next month. Dr. Diab shared some background and his insights.

### 2. Review of Actionable Items.

Board Chair, Dr. Dwight McElfresh reviewed the listing of Actionable Items which Included:

- a. Schedule Owner Linkage activity with Charles River Laboratories – This item will be discussed later in the agenda.



- b. Send recommendation for re-appointment of governor-appointed position to Office of Boards and Commissions – This item was addressed earlier in the agenda.
- c. Schedule BOT Rules and Regulations for review – This item will be addressed later in the agenda.

## 2. Community Connections.

**Dr. Dwight McElfresh** – shared a public radio interview he listened to regarding the challenges in training nurses was due to the inability to retain the training staff and keeping them engaged. Ms. Linda Nelson confirmed with additional insights on the topic.

**Ms. Kimberly Winkle** – shared a discussion she had with Mr. David Zak of Crawford County on workforce. The conversation was focused on what is being done or can be done to gain nurses at the hospital and across the region. She shared insights on the hospital's relationship with NCState for Practical Nurses (LPN's).

**Mr. Steven Stone** – shared that the son of a friend came home from out-of-state college and decided it was not for him. After some time at home he has decided he would like to talk to someone about staying at home and talk with someone at the College.

**Mr. Matthew Smith** – recapped the community connection efforts of many Trustees in reaching out to all of our local mayors to join the Board in congratulating Dr. Diab on his recent accolades. He conveyed his kudos to Ms. Morando, Mr. Bush and some others for their efforts in this endeavor. Mr. Smith also shared an encounter he had at the Galion Kiwanis with someone who told him of their daughter who attended NCState and is now teaching overseas.

**Mr. David Bush** – shared a reminder of the upcoming Scholarships for Success and reported that from October 2022 to now, they have been in crunch time getting ready for this important and highly prestigious event for the benefit of students from Crawford County. Mr. Bush showed his support for the event and welcomed/encouraged other Trustees to join him.

## **B. Board Policy Governance Training (IAW 02.70) – Mr. Dwight McElfresh**

1. Ms. Elisabeth Morando led the discussion of policy governance principle 2 (Governance Position). Principle 2 states, ***Governance Position:*** *With the ownership above it and operational matters below it, governance forms a distinct link in the chain of command or moral authority. Its role is commander, not advisor. It exists to exercise that authority and properly empower others rather than to be management's consultant, ornament, or adversary. The board—not the staff—bears full and direct responsibility for the process and products of governance, just as it bears accountability for any authority and performance expectations delegated to others.*

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 policy governance policy 4.9 on Emergency Executive Succession. The Board concurred that the policy is still relevant and still accurate.

3. Annual Emergency Executive Succession Statement. President Dorey Diab announced that in the case of emergency executive succession, his executive staff of Dr. Kelly Gray, Vice President for Academic Services, Mr. Tom Prendergast, Vice President for Student Services, and Ms. Lori McKee, Vice President for Business Services, are all capable in their own areas and capable of taking on that role.

4. Rules and Regulations Review and Discussion. Dr. Dwight McElfresh explained that the Board had a Rules and Regulations document that hadn't been reviewed in a while. Therefore, he and Dr. Diab reviewed the document and included the document in the Board packet. He invited Dr. Diab to offer some discussion into the document. Dr. Diab explained that when the current policies and procedures manual was developed, all of the various articles of the Board's Rules and Regulations were converted into individual policies. Additionally, the College Vision, Mission, and Values statements have been instituted into the strategic plan and are reviewed each year as part of the strategic planning process and submitted to the Board for consideration of approval if any changes are recommended. In light of these current practices, the Rules and Regulations document itself has become antiquated and redundant. It is therefore, recommended that the Board consider rescinding the Rules and Regulations document in lieu of its presence in the College Policies and Procedures Manual. This would lead to individual board operating policies be brought before the Board on a recurring schedule for review and/or update as appropriate as part of the College's policies management system.

**ACTION TAKEN:** Mr. Matthew Smith moved for approval of rescinding the Board's Rules and Regulations document as presented. Ms. Linda Nelson seconded the motion and following no further discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Smith, Mr. Stone, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

### **C. Board Performance/Self-Evaluation Survey Trend Analysis for 4<sup>th</sup> Quarter**

Dr. Dwight McElfresh asked if all Trustees had the opportunity to review the Board Performance/Self-Evaluation Survey Trend Analysis for the 4<sup>th</sup> Quarter of 2022. The Board reviewed each survey topic, discussed trend analysis results, and considered areas for improvement.

## **XI. BOARD CHAIRPERSON REPORT- *Dr. Dwight McElfresh***

### **A. 2022 Financial Disclosure Statement Filing Deadline: Monday, May 15, 2023**

Dr. Dwight McElfresh reminded Trustees of the required financial disclosure statement filing deadline of May 15, 2023. Trustees have a little time but should complete as soon as is practical for them before the prescribed deadline. Board Secretary, Mr. Stephen Williams reported that as of today, three of nine trustees have already submitted their statements.

### **B. OACC Governing Board Appointments (Voting Delegate and Alternate)**

Dr. Dwight McElfresh stated that with Mr. Smith's departure from the Board and serving as the Board's OACC Voting Delegate that he would assume the duties as the 2023 OACC Voting Delegate for the NCSC Board and called for anyone wishing to be considered as an Alternate in the event he is unable to attend an OACC Governing Board Meeting. Ms. Elisabeth Morando indicated that she would be willing to serve in that capacity. Dr. McElfresh called for any others who would like to be considered. Hearing none, he appointed Ms. Elisabeth Morando as the OACC Voting Delegate Alternate for 2023.

### **C. Report from the OACC Governing Board Meeting held on December 8, 2022**

Dr. Dwight McElfresh called upon Mr. Matthew Smith for a recap of the December 8, 2022 OACC Governing Board Meeting. Mr. Smith reported that highlights included:

- They showed a video of the 10-years of the Student Success Leadership Institute (SSLI) and North Central State College was included in the video
- There was discussion of State Share of Instruction (SSI) funding.
- ODHE Chancellor provided some update from around the State:
  - Community colleges offering the Bachelor of Science in Nursing now includes Marion Tech.
  - Semiconductor cohort – faculty on curriculum from NC State include Mr. Jim Hyder and Dan Wagner.
- OACC Consent Agenda was presented and approved.
- There was discussion of the Ohio College Opportunity Grant (OCOG) program.
- There was review/discussion of the SSI case with Eastern Gateway.
- There was discussion of Pell Grant dollars and other issues to be carried to Washington DC as part of the ACCT National Legislative Summit.
- There was discussion of the Choose Ohio First monies being increased and the second chance grants.
- There was discussion of the OACC Newsletter.

### **D. ACCT National Legislative Summit (February 5-8, 2023)**

Dr. Dwight McElfresh reported that he would be joined by Ms. Elisabeth Morando and President Diab in carrying the message of Ohio community colleges and North Central State College to our legislators in Washington DC. President Diab provided some additional information on specific legislators visits and key issues up for discussion.

### **E. Upcoming Events**

Dr. Dwight McElfresh reminded Trustees of the Crawford Success Center's Scholarships for Success event taking place on March 2, 2023 and the North Central Ohio Hall of Excellence taking place on April 13, 2023 at the Ralph Phillips Conference Center.

### **XII. MEETING EVALUATION (IAW 02.16) – Dr. Dwight McElfresh**

Board Chair, Dr. Dwight McElfresh called for a discussion on tonight's meeting evaluation. Trustees commented that they were excited in continuing their work with the new team, and hoped for attendance by the full board.

### **XIII. TIME AND PLACE OF NEXT MEETING**

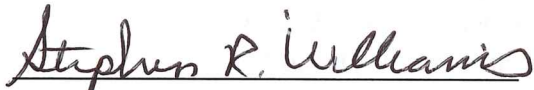
The next Regular meeting of the Board of Trustees is scheduled for Wednesday, February 24, 2021 at 5:30pm. Meeting location and setting to be announced.

### **XIV. ADJOURNMENT**

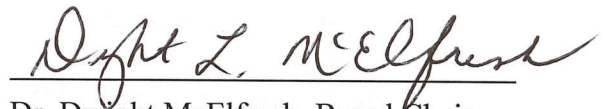
The Chair announced that past Trustee, Dr. Lucille Ford was celebrating her 101<sup>st</sup> birthday and was still a vibrant voice in the community. Trustees conveyed their best wishes to Dr. Ford as she celebrates her 101<sup>st</sup> birthday. Following his announcement, he called for any additional business requiring Board action.

**ACTION TAKEN:** As there was no further business requiring the Board's consideration, the Board Chair, Dr. Dwight McElfresh declared the meeting adjourned at 7:33 p.m.

Respectfully submitted:



Mr. Stephen R. Williams, Board Secretary



Dr. Dwight McElfresh, Board Chair