

**North Central State College  
Board of Trustees' Meeting  
December 4, 2024**

**I. CALL TO ORDER**

This meeting was held in a hybrid format with some participants attending in-person in the Gimble Community Classroom Room (164-Fallerius) and others online via Zoom. Trustee participation was seven in person and two online.

Chair Dr. Dwight McElfresh called the meeting to order at 5:35 p.m. and 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  
Mr. Mark Masters  
Dr. Dwight McElfresh  
Ms. Elisabeth Morando  
Ms. Linda Nelson (online)  
Mr. Steven Stone  
Mr. Patrick Williams  
Ms. Kimberly Winkle (online)

**III. INTRODUCTION OF GUESTS**

Board Chair, Dr. Dwight McElfresh asked Ms. Lori McKee to introduce our special guest. Ms. McKee introduced Mr. Leroy Gifford (online) who is our Audit Partner from BHM CPA, Inc. and will be reporting on our annual audit this evening. The Board Chair called on President Dorey Diab to introduce the remaining guests present. President Diab acknowledged the presence of Dr. Kelly Gray, Vice President of Academic Services; Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Executive Director for Institutional Transformation; Ms. Chris Copper, Vice President of Development; and Colonel Kenneth Kmetz representing the Ohio State University at Mansfield Advisory Board.

**IV. FOCUS OF THE MEETING – *Dr. Dwight McElfresh***

Dr. Dwight McElfresh explained that the primary focus of tonight's meeting will include: A Report on the financial well-being of our College from our Auditor, reports from the

OSU-M Advisory Board, our Foundation, and our President. We will attend to our Required Approval Agenda, and our Policy Governance Agenda and will hear community input on the retire and rehire of President Dorey Diab and consideration of the Report of Efficiency Review and Implementation Plan for North Central State College. There will be an Executive Session towards the end of the meeting to discuss the employment of a public employee and we do expect to be further business following the executive session.

**V. AUDITOR’S REPORT – Mr. Leroy Gifford, Audit Manager, BHM CPA, Inc.**

Mr. Leroy Gifford presented the results of the annual Auditor’s Report for fiscal year 2024. Mr. Gifford discussed the audit approach for North Central State College, which follows the AICPA audit and accounting guide for state and local governments, government auditing standards, uniform guidance, and the firm's internal policies. The audit is conducted using a statistical approach based on materiality and the existence of internal controls. Mr. Gifford reported that there were no audit adjustments, unadjusted differences, or significant issues identified. The audit report, which includes an opinion on the financial statements and the scheduled expenditures of Federal awards, is still confidential and pending approval by the Auditor of State. Mr. Gifford also mentioned that there were no new significant accounting policies adopted and no significant difficulties encountered during the audit. They had a clean audit with no findings or disagreements with management. The college staff was commended for their assistance in completing the audit. The Board congratulated Ms. McKee and her staff for another (26<sup>th</sup>) clean audit.

**VI. OSU-MANSFIELD ADVISORY BOARD REPORT – Dr. Dwight McElfresh  
- Colonel Kenneth Kmetz (OSU-M Advisory Board)**

His highlights on the new Dean and Director (Dr. Jason Opal) include:

- Dr. Opal arrived on August 15, as the new Dean and Director of The Ohio State University at Mansfield after spending 14 years at McGill University in Canada as Chair of the Department of History. He received his BA in History from Cornell and his Ph.D. in American History at Brandeis University. He has published three books and more than 60 articles in journals and newspapers including *the Washington Post*, the *Los Angeles Times*, the *Boston Globe*, and the *Chicago Tribune*.
- With a start for a new Dean and Director so very close to the beginning of Autumn semester classes, he has been occupied with settling in to campus life in Ohio and trying to meet as many community leaders as possible. To date, he’s provided interviews on iheart radio and Richland Source, spoken at the OSU History department in Columbus, attended RCDG meetings, the United Way Kickoff, The Johnny Appleseed Event, spoken to Rotary, served on several panel discussions, met with manufacturing associations and high school principals, attended the annual Buckeye Bash, Chamber of Commerce events, and even an OSU football game!

- Dean Opal recently shared that he envisions three immediate goals: creating a new Pattern of Administration for the Mansfield Campus to encourage more interaction between faculty and our students, to dive into the physical needs of the campus more fully as it regards the maintenance and upkeep of our aging buildings, and focusing more on students attending campus and providing for their needs. He is looking forward to continuing progress on initiatives started under Norman Jones and Eric Anderman, in addition to his own plans.
- He considers himself an army brat, having lived in many places in the U.S. due to his late father's military position, but has never been an Ohioan. But having married into a Buckeye family, he's looking forward to immersing himself in the Fun Center of Ohio!

**VII. HEARING OF CITIZENS (Audience Participation) – Dr. Dwight McElfresh**  
 - Retiring and Rehiring of NCSC President, Dr. Dorey Diab

Board Chair, Dr. Dwight McElfresh opened the “Hearing of Citizens” portion of the agenda and called for any public comment on the retiring and rehiring of College President, Dr. Dorey Diab. As there were no citizens in attendance to hear from, the Board Chair closed the “Hearing of Citizens” portion of the meeting and resumed the remainder of the agenda.

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

**A. Student Organizations**

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

We didn't have any of the students here, but the Assistant Dean has taken over the five aspects of the Phi Theta Kappa Student Club, and they're working with them. They already met with the with the Phi, Theta Kappa President, Landon Hyatt, and they're trying to get things rolling. They're discussing the leadership role and plans in the next meeting with him.

**2. TRiO Updates**

They recently celebrated the 1st Generation college student. They had a celebration event on November 6th with the 16 students and 18 faculty and staff who attended. They invited one of the former students Ron Hedrick, who was also a Trio student and he is now currently a manager working in Canton services in Shelby. He talked to them about how much trio has helped him become who he is and help him graduate from the college.

They also invited Mr. Dave Koepke, who is an assistant professor and the the program coordinator of the Criminal Justice program. He spoke about his experience

being a 1st generation student and how he got to this point and the support that they're getting from the college to help them succeed in achieving their goals.

### **3. Honors College**

Another student activity that board members walked through today is the honors college activities. There were currently 13 students participating in the honor college and working on 15 honors projects. Everyone saw the poster exhibition from the students. They seem to be getting better and better in terms of the presentation and the content. Kimberly Lybarger does an excellent job in connecting the students with the faculty in their work on the different college projects.

### **B. North Central State College Foundation Development and Update – Ms. Christine Copper**

Dr. Dorey Diab introduced Ms. Chris Copper to present the Foundation Report. Ms. Copper presented the Foundation Development and Update Report as follows:

#### **Emerald Club 2024/2025**

- Goal: \$493,900
- Total in YTD: \$237,000

Pledged:

- \$20,000 and \$15,000 for WF Phlebotomy program and \$5,000 for new Hope4Students fund in Crawford County.
- Received \$10,000 for scholarships
- Submitted for \$11,000 for Alaris Pumps for nursing labs
- Approved \$20,000 Emerald Club
- Ask in for \$45,000 for equipment in the engineering area.

#### **Events**

- Scholarships for Success-March 6, 2025, selection has been made for the honoree for the 2025 Leadership Award
  - Commitments for tables 80% complete
- Hall of Excellence
  - FY25 date April 10, 2025
  - Selection completed
  - Avita will once again serve as the Pre-Reception sponsor

#### **Partnerships**

- Leadership and Supervision classes are full and will require all instructors on deck
- MOESC partnership is in full swing, offering Fanuc robotics training, NIMS, and Drone training.

- Bakers/Old 30 in Bucyrus developing Preferred Partner plan.
- New Workforce scholarship and Marjorie Gorman scholarships.

### **Workforce**

- 16 students in the 2<sup>nd</sup> cohort of the Drone program
- Our 4th Tower Tech Cohort begins in March 2025
- On track to meet FY25 workforce target

### **C. Monitoring Report: ENDS Policies – Global ENDS Policy (01.00)**

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 the Global Ends Policy (Global Ends 01-00).

#### ***GLOBAL ENDS POLICY (ENDS)*** ***Policy No. 3357:13-01-00***

*North Central State College exists for the citizens of its service region (STUDENT ACCESS) to attain the knowledge and skills to succeed in their chosen path for learning, work, or enrichment (STUDENT SUCCESS), sufficient for the college to justify available resources (RESOURCES).*

It is from this Ends Policy that our strategic plan and future thinking on student access, student success, and resources have been based. Student access is basically enrollment. Student success is basically completion. And resources are the human, fiscal and physical resources we utilize to support student access and success.

On student access, our increase was ~7% in headcount and credit hours this fall in comparison to last fall (~2,500 HC, 20,500 cr. hrs.). This increase, in combination with a lower rate of drop in the spring, is raising our hope that we have turned the corner on enrollment. It may be considered as an overachievement in comparison to the major challenges facing higher education in general, the state of Ohio and locally in particular. This includes: the remanence of the impact of the pandemic; the decline in demographics and high school graduation (which is expected to continue over the next decade) in our mostly rural environment, the humming economy with availability of jobs and employers seeking personnel with less credentials that they can train themselves, the major concern about the high tuition cost and student debt with community colleges lumped with universities. Not even with the Tuition Freedom (for certificates, associate degrees and baccalaureate degrees), paying for textbooks, or increased online education for flexibility, have we been able to entice more adult students to come back, at least to this point. The hope is that, with all of our efforts, our continuous outreach and marketing strategies, stronger customer service, and the changes taking place in technology especially with AI, more adults will recognize the need to continue their education at our college.

On student success, we continue to provide holistic support for students inside the classroom (teaching and learning, tutoring, advising...), and outside the classroom (counseling, housing, food, utilities, transportation, technology...). This support led to higher student completion and

graduation rates with certificates, associate, and baccalaureate degrees (with 300 to 350 graduating annually to meet employers' needs). Another outcome is that the state share of instruction did not decrease (actually increasing) despite the multiple years of drop in enrollment since the pandemic.

On resources (thankful for our blessings):

1. With regard to human resources, we continue to hire and/or replace strategic faculty and staff positions. Furthermore, our financial viability, in comparison to other colleges who cut salaries or laid off people, allowed us to hire many people with PhD credentials and minority status. Our faculty members continue to be engaged in professional development activities to enhance learning in an online environment through the Association of College and University Educators (ACUE), and continue to change the delivery of courses from 16 weeks to 8 weeks.
2. With regard to financial resources, that has been a tremendous accomplishment considering the challenges and how we are doing in comparison to our sister colleges who are cutting salaries and benefits, laying off people, merging or completely closing. We are doing very well with our reserve, our composite ratio, and our monthly cash on hand. The Foundation continues to provide strong support in scholarships for our students, and equipment for our facilities. We have also had multiple successful opportunities with grants.
3. With regard to physical resources, we are proud of our facilities department continuing to clear our campus and make it welcoming to our students and employees. Due to around 50% of our courses being online and hybrid and the ability of our employees to work remotely, another project we have started is combining two buildings into one (moving Byron Kee into Fallerius) while utilizing state capital dollars (instead of college dollars). The architect is almost done with the drawings. The next step is doing the cost estimate and sending the project out for bids. We held a meeting on November 7 for all the employees impacted by the move to provide feedback to the architect on the drawings first draft. The project is not estimated to be completed before summer of 2026.

## **D. College/Community Update**

### College

- a. Thanks to the efforts of our faculty and administration in helping our students pass their state licensure tests, the PTA program has been reaccredited.
- b. The AI Council continues to meet periodically to assess ways to embed AI into college activities. Four sub-groups were formed to research the following topics: course applications, non-Academic processes, policy development, and professional development.
- c. Dr. Diab will be establishing a Leadership & Management Academy at the College to designate and prepare the next generation of leaders and managers. We are currently gauging interest and so far, 29 people showed interest in such an academy. The plan is to start as early as this spring and as late as this summer.

- d. Several college departments are engaged in evaluating the software infrastructure to assess efficient utilization, minimize duplication, and bring technology up to date.
- e. The College will hold the annual Employee Appreciation Day on December 5, and the staff-in-service professional development day on December 20. As you know, we have the employee appreciation tomorrow. So those of you who are able to join us between 3:30pm and 5:00pm, please do so. One of the key things that we're going to be doing is designed to emphasize longevity and loyalty to the institution. And so, this year, we're going to give a bonus based on the concept of longevity whereby every year an employee has been at the institution full-time will be given \$75. We placed an upper and lower limit on it, so somebody who has been here for just one year, \$75 is not going to make much of a difference so we established a minimum of \$200. There are also many who have spent a lot of years here so we have established a cap at \$1,500 per employee for someone who has been here for 20 years or more. To that point, overall, we're going to be spending over \$90,000. This bonus is a "thank you" incentive to employees for being here, for their commitment to the institution, and to encourage them to do more of that.
- f. At the College Open Forum on October 31<sup>st</sup>, I provided faculty and staff with a college update and priorities on student access and success, enhancing the technology infrastructure especially with AI, and renovation of the Fallerius Center, and took questions from the participants on topics related to college operations.
- g. President Staff worked on and finalized the College Efficiency Report that is due to the state on November 15. The report is part of this month's agenda for review and approval.
- h. For its meeting on November 26, Cabinet was engaged with assessment of college risks based on challenges impacting the College. The objective is to determine and be aware of the few top risks impacting our community and ways to address them.

#### Community engagement and outreach

- a. Presented to veterans at the OSU-Mansfield event on November 6, and recognized the sacrifices they have made, and how they transcended their individual needs for the sake of the country.
- b. Also on November 6, and during the Crawford Success Center Advisory Committee meeting, we welcomed Bob Timken from the Timken Company and did a ribbon cutting ceremony to start the electronic and pneumatic equipment training for employees at the Timken bearing plant in Bucyrus.
- c. Attended the ground-breaking ceremony of Mechanics Bank in Ashland on November 7, with trustees McElfresh and Stone.

- d. Participated in the United Way Board meeting on November 20, and reported on the strategic planning / future thinking committee.
- e. Sent congratulations to many community leaders who were elected for local and state offices.

State update, engagement, and advocacy

1. With the new legislature taking office, and the current speaker Jason Stephens dropping out of the race, Matt Huffman, the current President of the Senate, is moving to the House after being term-limited in the Senate, and taking over the House Speakership. A positive outcome will be that our representative, Marilyn John will be the majority leader. Another outcome with a challenging impact on higher education is the reinvigoration of SB 83 with major impact on college policies and operations.
2. Continuing the College engagement with the Ohio Semiconductor Collaboration Network at OACC that is focused on the Intel Project with the objectives of growing faculty and staff capacity, expanding access to experiential learning and increasing the number of graduates, launching new curriculum and purchasing related equipment. Intel has reemphasized its commitment to the Ohio project despite its internal organization challenges, and the federal government has issued close to \$8 billion funding to Intel from the CHIPS and Science Act.
3. OACC Presidents Council meetings, and more importantly the legislative committee meetings have focused on the upcoming state budget to address the policies and funding changes that will make community colleges a better investment for students and employers. The advocacy agenda will emphasize:
  - a. Easier student enrollment: beyond guaranteed admission, advocate for expanded CCP flexibility, and help more Ohioans on government assistance get into the workforce.
  - b. Increased career-connected education through increased funding for in-demand programs, while maintaining SSI funding with current performance requirements to increase student success, and raising tuition by no more than \$10 per credit hour per year to keep up with inflation, and streamline regulatory reporting.
  - c. Faster pathways from college to career through better connection with career centers for quicker pathways, and 1-year certificates.
4. On October 30<sup>th</sup>, I attended the Artificial Intelligence conference at Hocking College. Many presentations and advanced implementations were made by the fresh College graduates. I also discussed the Route-30 Broadband project with the Lt. Governor.
5. On December 3, I attended the Ohio Future Workforce Summit sponsored by Lightcast at Columbus State.
6. Dr. McElfresh and Dr. Diab will be attending the OACC Governing Board meeting on December 11.



## National update and engagement

1. Attended the AACC Board meeting in Washington DC, November 12-15.
2. As a member of the AACC Trends and Research Commission, I presented on trends and landscape factors impacting community colleges. Potential outcomes include publishing an article in the Community College Journal and/or presenting at the AACC conference.
3. Financially speaking, and as a member of the Audit and Finance Committee, AACC seems to be doing well with around \$800,000 in reserve.
4. In terms of legislative priorities, both AACC and ACCT have agreed to support the following legislative priorities:
  - a. Increase Federal Pell Grants including workforce-oriented short-term programs
  - b. Support federal funding for federal student financial aid and institutional aid programs like the supplemental educational opportunity grant, the work-study, and Title III strengthening institutions, TRIO and GEAR UP
5. With the incoming Trump administration, and the federal role in student financial aid and regulations, there is apprehension about the impact on the 55% of all undergraduates receiving federal aid. The belief that education is too liberal, especially at universities, the new administration is likely to pursue dismantling the Diversity, Equity, and Inclusion (DEI) efforts; and intervening in the curriculum especially where they see Critical Race Theory (CRT) being taught. Both of these efforts are already happening in red-states. There are also potential efforts (through legislation, reauthorization of the Higher Education Act, attachment to omnibus spending bills...) to alter federal programs like cutting federal funding and grants including privatizing student loans, restricting academic freedom, shifting accreditation to the states, changing educational-privacy laws like FERPA, and allowing access programs like GEAR Up to expire. These topics have been brought up in different speeches and through the media, and it remains to be seen if and when they take hold, and if so, to what extent.

## **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 Ms. Elizabeth Morando the roll was called:  
Ayes: Ms. Aspin, Mr. Bush, Dr. McElfresh, Mr. Mark Masters, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

Passing unanimously, the following items were approved.

#### **A. Approval of Minutes for October 16, 2024 “Regular Meeting”**

#### **B. Consideration of Approval of Status Change – R-2024-40**

### ***CONSIDERATION OF APPROVAL OF STATUS CHANGES***

**R-2024-40**

**STATUS CHANGE**

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

**BEGINNING November 18, 2024**

*Tiffany Detillion*

- *Tiffany Detillion is moving from Administrative Assistant, Admissions to Academic Systems Specialist.*

**C. Consideration of Approval of Employment of College Personnel – R-2024-41**

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

**R-2024-41**

**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 November 11, 2024**

*Grace Brown, Admissions Representative*

*Mount Vernon Nazarene University, B.A., Business Administration*

**EXPLANATIONS OF NEW HIRES FOR RESOLUTIONS R-2024-41**

Grace Brown is hired as the Admissions Representative to replace Logan Cox.

**REGULAR AGENDA**

**A. Treasurer's Report for October 31, 2024 – Ms. Lori McKee**

Ms. Lori McKee presented the Treasurer's Report for the period ending October 31, 2024. She stated that revenues for the month totaled \$3,495,431. Expenditures were \$1,461,172 leaving an excess of \$2,034,259. Year-to-date revenues totaled \$12,806,723. Year-to-date expenditures totaled \$5,986,027 leaving an excess of \$6,820,696. The Month End Investment Balance for October 2024 was \$6,378,619 (\$1,179,562 in Star Ohio and \$5,199,057 in Park National Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

**ACTION TAKEN:** Ms. Elisabeth Morando moved for approval of the Treasurer’s Report for the period ending October 31, 2024. Mr. Mark Masters seconded the motion and following some brief discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Mark Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

**B. CONSIDERATION OF APPROVAL OF 2024 REPORT OF EFFICIENCY REVIEW AND IMPLEMENTATION PLANS FOR NORTH CENTRAL STATE COLLEGE – R-2024-42 – Dr. Dorey Diab/Ms. Lori McKee**

**CONSIDERATION OF APPROVAL OF  
2024 REPORT OF EFFICIENCY REVIEW AND IMPLEMENTATION PLANS FOR  
NORTH CENTRAL STATE COLLEGE**

**R-2024-42**

**WHEREAS:** *In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio’s institutions of higher education based on three simultaneous principles,*

- 1) to be more efficient both in expense management and revenue generation*
- 2) while offering an education of equal or higher quality*
- 3) decreasing costs to students and their families, and*

**WHEREAS:** *In October 2015, the Task Force issued a report with ten recommendations to advise institutions on efficiency and academic practices which will improve both the quality of education and lower costs for students, and*

**WHEREAS:** *House Bill 49 (Section 381.550) requires each institution’s board of trustees to complete an efficiency review, based on the Task Force’s recommendations, and*

**WHEREAS:** *House Bill 49 (ORC 3333.951) requires colleges and universities to annually review best practices and shared services and include this review as part of the efficiency report, and*

**WHEREAS:** *House Bill 33 of the 135th General Assembly, (SECTION 381.700) requires that in each fiscal year, the board of trustees of each public institution of higher education shall approve the institution's efficiency report submitted to the Chancellor of Higher Education under section 3333.95 of the Revised Code.*

***NOW, THEREFORE BE IT RESOLVED:*** by the Board of Trustees that the following 2024 Report of Efficiency Review and Implementation Plans is hereby approved for submission to the Chancellor, Ohio Department of Higher Education as required.

**ACTION TAKEN:** Mr. Mark Masters moved for approval of resolution R-2024-42 Report of Efficiency Review and Implementation Plans for North Central State College. Ms. Linda Nelson seconded the motion and following some brief discussion, the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Mark Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

## **X. POLICY GOVERNANCE**

### **A. Nominating Committee Report – Mr. Steven Stone**

Nominating Committee Chair, Mr. Steven Stone reported that local appointments have been approved by the Trustee Selection Committee and submitted to the senate clerk for confirmation by the senate. Once the appointments are confirmed by the senate, they will be ready for appointment/reappointment at the January 2025 meeting. The 2025 slate of officers have also been confirmed and are ready for installation at the January 2025 meeting.

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

#### 1. Review of Annual Calendar.

Board Chair, Dr. Dwight McElfresh reviewed the Annual Agenda for the upcoming months.

#### 2. Review of Actionable Items.

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

a. Send recommendation for re-appointment of Mr. Mark Masters to governor-appointed position to Office of Boards and Commissions (2<sup>nd</sup> submission) – This item will be completed following the expiration of his current term on January 16, 2025.

b. Confirm all BOT ethics training requirements have been met for submission of Report of Completion to the Ohio Ethics Commission by December 31st – This item was completed and confirmed prior to the meeting.

### 3. Community Connections.

**Mr. Steven Stone** – There was something from the Ashland Times Gazette this morning.

Nice little article about the newest police department officers, Ashland Native and a Marine Corps veteran. A new officer was welcomed to the Ashland Police Division on Monday, when Tyler Davis was sworn in. Mayor Matt Miller administered the oath of office to Davis 24, who is an Ashland High School graduate and a United States Marine Corps veteran. He completed the Police Academy at North Central State College in August. The Ashland police department is his 1st appointment as a peace officer.

So, I thought it was really nice to see that, and it was right in time for our board meeting tonight.

**Dr. Dwight McElfresh** – We also heard today the good news in Ashland that we're going to be getting a new Amazon distribution center in Ashland. With so many big things happening in Ashland, including the Mechanics Bank, you might want to consider moving north. I think we'd be remiss if we didn't highlight the fact that Hillsdale High School is for the first time in the State Championship. That is exciting news. You don't get too many of those.

**Ms. Linda Nelson** – shared that she had two articles she had planned to bring from the Galion Inquirer that is four pages in length. On October second, Duana Patton joined the 1st Federal Bank, replacing Tilson. And on November 13th there's actually an article on the front page with Chris Copper and the Crawford Success Center receiving equipment for the lab. A very nice article about Timken participating as a community member helping with the lab.

**Ms. Elisabeth Morando** – shared that she thought it was last week, she attended a ribbon cutting at a local veterinary clinic for their mobile veterinary unit. The veterinarian is a very close friend of her, and there were a lot of people there including the new mayor of Ontario. He expressed great interest in meeting our board, and Dr. Diab at some point as he wants to continue a partnership between the city and the college, and had mentioned that he's met Jason and wants to build a relationship there also. There were several current and past students of North Central State College among the crowd. Everyone had good things to say when I asked them, not identifying myself as a trustee. I know I've brought this up before but, several people asked when North Central State College is going to offer a vet tech program? So, just throwing that out there from the word on the street. Apparently, there's a shortage.

**Ms. Kristin Aspin** –I was asked to present in Columbus today on the Child Care initiative that we did in Ashland where we built the childcare center in the middle of our industrial park. I was joined by the Groundwork Ohio people who talked about the landscape of childcare, and then Rick Carfagna with the Chamber of Commerce from Ohio, who talked about the employer end of things and industry with regards to childcare. A lot came up about parents and education and affordability and accessibility. So, it was a good time.

### **C. Board Policy Governance Training (IAW 02.70) – Dr. Dwight McElfresh**

1. Mr. Steven Stone led the discussion of Rehearsal Scenario 3.5 “What if the CEO Lies?”

In this scenario: The board discovers that the organization’s finances are out of compliance with board policies. This fact appears to have been deliberately withheld by the CEO. What should the board member do?

2. Policy Governance Policy Review (IAW 02.14) – training includes a continuing review, refresher, and reassessment of current Policy Governance policies. Ms. Kristin Aspin led the discussion and review of Governance Process policies 4.6, 4.7, and 4.8. The Board concurred that policies 4.6, 4.7 & 4.8 are still relevant and still accurate.

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

### **A. Upcoming Events**

#### **1. OACC Governing Boards Meeting (December 11<sup>th</sup>, Clark State CC)**

Board Chair announced that next week he will be attending the OACC governing board meeting down in beautiful Springfield, Ohio, at Clark State Community College. He will be going down the day before as part of the Executive Committee. He commented that Avi Zaffini was doing a great job of leading the board. He reported that they had a trustees only meeting last week, which was the first one he could recall where they were actually introduced to all the members of the OACC. It was the first time since he’s been on this board that they had some discussion about the political climate in Ohio. It was noted that once Senator Huffman assumes his position, he will definitely be the most powerful person in Columbus, and with the prospects of leading that organization for at least the next 6 years, it makes him a good guy to have on our side. He and President Diab will both be attending the OACC Governing Board Meeting.

#### **2. Arts for Success (Scholarships for Success) (March 6, 2025)**

Board Chair reminded Trustees to mark their calendar for this fundraising event to support the Crawford Success Center. He asked how are we doing on the tables for the event. Ms. Chris Copper responded that they are about 90% full already. They have met and notified their leadership award winner for this year and they were thrilled. The gentleman, Doug Weisnauer, that's being recognized, has been a member of the Advisory Committee since the inception, and was part of the founders. Dr. McElfresh asked how long they would be accepting donations of auction items. Ms. Copper responded that they are actively seeking them now, and will be seeking them until February 15<sup>th</sup>.

### **3. NCO Hall of Excellence (April 10, 2025 – Ralph Phillips Conference Center)**

Board Chair reminded Trustees to mark their calendar for this event as the Foundation office will be sending out invitations and notices and tables are filling up fast. The 2025 Honorees will be Matt Miller, who is the Mayor of Ashland, Ms. Duana Patton who is going to be a new Board member. We didn't know that when she was nominated and selected but we're thrilled. Ms. Betty Preston is the 3rd honoree so, we're going to honor 3 different individuals this year who have a long running connection with this institution.

### **4. ACCT-NLS “National Legislative Summit” (Feb. 9-12, 2025 Washington, D.C.)**

Board Chair reported that he, Ms. Morando, and Dr. Diab will be attending the ACCT National Legislative Summit on behalf of the College. Hopefully, by then they will have a senator named to replace J.D. Vance who will be moving to the Vice President’s Office. Trustees were encouraged to bring any information or things they want them to carry to Washington, D.C. to the January 15, 2025 meeting.

## **XII. EXECUTIVE SESSION**

The Chair called for an Executive Session at 6:59 p.m. Mr. Steven Stone made a motion and it was seconded by Mr. Patrick Williams to adjourn to Executive Session to discuss the Employment of a Public Employee specifically, the retire and rehire of College President, Dr. Dorey Diab. Dr. Dwight McElfresh explained that he DOES EXPECT further business following the executive session. A roll call vote on the motion was approved by all members present.

Ms. Kristin Aspin – “yes”  
Mr. David Bush – “yes”  
Mr. Mark Masters – “yes”  
Dr. Dwight McElfresh – “yes”  
Ms. Elisabeth Morando – “yes”  
Ms. Linda Nelson – “yes”  
Mr. Steve Stone – “yes”  
Mr. Patrick Williams – “yes”  
Ms. Kimberly Winkle – “yes”

At 7:07 p.m., the Chair, Dr. Dwight McElfresh declared the Executive Session concluded and the Regular Session resumed.

### **REGULAR SESSION RESUMED**

**F. Consideration of Approval of Request for Retire and Rehire of College President  
Dr. Dorey Diab – R-2024-43 – Dr. Dwight McElfresh**

**CONSIDERATION OF APPROVAL OF REQUEST  
FOR RETIRE AND REHIRE OF COLLEGE PRESIDENT DR. DOREY DIAB**

**R-2024-43**

**WHEREAS:** *Dorey Diab has been serving as the College President for a period of twelve years, during which time he has served selflessly, admirably and significantly enhanced the financial security and reputation of North Central State College, and*

**WHEREAS:** *through the sound leadership he has provided to the College and the exemplary teamwork he has developed with the Board of Trustees, the College has successfully negotiated numerous challenges to position the College as a highly regarded institution of higher learning throughout the community, region, state and nation, and*

**WHEREAS:** *Dr. Dorey Diab has indicated his desire to retire and requests consideration for rehire into his current position as College President and Chief Executive Officer for North Central State College.*

**NOW, THEREFORE, BE IT RESOLVED:** *by the Board of Trustees of North Central State College that Dr. Dorey Diab's request to "retire/rehire" is accepted, and he shall be released from his current contract as President of North Central State College, and shall enter into a separate written "retire/rehire" agreement, setting forth in more detail the specific terms and effective dates of this agreement.*

**BE IT FURTHER RESOLVED:** *that in the event of a gap at the CEO position during the transition period, the Emergency CEO Succession Policy (3357:13-04-90) shall be enacted and followed.*

**ACTION TAKEN:** Ms. Linda Nelson moved for approval of resolution R-2024-43 Request for Retire and Rehire of College President Dr. Dorey Diab. Mr. Mark Masters seconded the motion and the roll was called:

Ayes: Ms. Aspin, Mr. Bush, Mr. Mark Masters, Dr. McElfresh, Ms. Morando, Ms. Nelson, Mr. Stone, Mr. Williams, Ms. Winkle

Nays: None

The item was approved with a unanimous vote.

Board Chair, Dr. Dwight McElfresh asked President Diab if he had anything he wanted to say. President Diab responded that he "would like to thank the board for their confidence in me. This work cannot happen without the great team that I have at the VP level, at the Dean's/Director level, and the commitment of everybody to serve above self. Serving here is a higher calling, not just a job. I'm proud of the team. They always think about the need of our students, each other and the community before they think of themselves. So, I thank the Board for that. And, as I mentioned, we are working together to make sure that we develop the next level of leadership and management that can continue to help this institution be a great service to the community.



**XIII. 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 it was nice to see everyone present. They enjoyed and appreciated the decorations for the holiday event and conveyed their deep appreciation for the festive nature of the meeting. Kudos for another great Auditor's Report as they congratulated Ms. Lori McKee and her staff. This might have been the best OSU-M report I've heard. Ms. Morando commented, "I think, having been finalized, the process of retire to rehire is a great accomplishment, glad to have that behind us, and being able to move on in providing incentive for the vital roles within the College will be a big step in the continuity of the College.

**XIV. TIME AND PLACE OF NEXT MEETING**

The next Regular meeting of the Board of Trustees is scheduled for Wednesday, January 15, 2025 at 5:30 p.m. in the Gorman Room (Board of Trustees Meeting Room – 165-Fallerius).

**XV. ADJOURNMENT**

The Chair called for any additional business or information items.

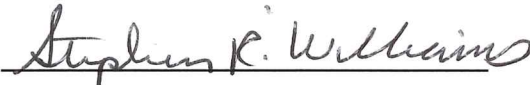
Ms. Elisabeth Morando commented, "Because it's his last meeting with us. Mr. Dave Bush, has contributed so much to this institution, both on the Foundation Board and on this board, and as a huge supporter of the Crawford Success Center and the founder of the Scholarship for success program. He's brought in a lot to this college both in time and treasure. So, David. Thank you very much. You'll be dearly missed. Thank you, Dave.

Mr. Dave Bush shared some departing thoughts and sentiments.

The Chair called for any additional business or information items.

**ACTION TAKEN:** As there was no further business or information items, the Board Chair, Dr. Dwight McElfresh declared the meeting adjourned at 7:22 p.m.

Respectfully submitted:

  
Mr. Stephen R. Williams, Board Secretary

  
Dr. Dwight McElfresh, Board Chair