

BOARD OF TRUSTEES MEETING

**June 26, 2025 – 11:30 a.m.
Room C200 / NSCC Campus**

ORDER OF BUSINESS

A. CALL TO ORDER (Katrina D)

B. ROLL CALL (Megan B)

Sandra Barber
John Bridenbaugh
Katrina DeGroff (Chair)
Jeffrey Erb
Lisa McClure
Joel Miller (Second Vice Chair)
Scott Mull
John Poulson
Mickey Schwarzbek (Vice Chair)

C. PLEDGE OF ALLEGIANCE

D. MISSION, VISION & VALUES (Volunteer)

E. FOUNDATION CHECK PRESENTATION – Peter Beck & Robbin Wilcox

F. PRESENTATION – Strategic Plan

G. AUDIENCE PARTICIPATION

H. CHIEF EXECUTIVE OFFICER REPORT (Todd H)

- Vice President – Enrollment Management & Student Affairs (Cassie Rickenberg)
- Vice President – Academics (Lana Snider)
- Vice President – Chief Fiscal & Administrative Officer (Jenny Thome)
- Vice President – Workforce Development (Jim Drewes)
- Vice President – Human Resources & Leadership Development (Katy McKelvey)
- Vice President – Chief Information Officer (Darin Seiler)
- Chief of Staff / Executive Vice President (Albert Lewis Jr)
- President (Todd Hernandez)

I. BOARD DISCUSSION ITEMS (Katrina D & Todd H)

- Facilities Projects Update

Mission Statement: To serve by providing access to excellent and affordable education, training, and services that will improve the lives of individuals and strengthen communities.

Vision: Northwest State Community College will be a leader in education that empowers individuals and communities.

Values: People, Integrity and Learning

- Board Budget Committee (Todd H / Jenny T)
- Policy and Procedure Updates (Todd H)
 - DEI Prohibition policy (new)
 - Faculty Workload policy (new)
 - Faculty Annual Performance Evaluation policy (amended)
 - Statement of Commitment (new)
- Legislative Updates (Todd H)
 - State/Federal Policy Updates

J. CHIEF FISCAL OFFICER REPORT (Jenny T)

- Financial Report as of April 30, 2025

K. CONSENT AGENDA (Megan B)

1. Consent Agenda Items (roll call vote)
 - a. Minutes of the April 25, 2025 Meeting
 - b. Resignations & Termination
 - c. Renewal of Probationary and Non-Teaching Faculty Contracts
 - d. Employ Workforce Sales Coordinator
 - e. Employ Vice President / Chief Information Officer
 - f. Employ Associate Vice President of Academics
 - g. Employ Training Coordinator – Electrical & Automation (Van Wert/Maumee)
 - h. Employ Clinical Teaching Assistant – Nursing
 - i. Employ Faculty – Nursing
 - j. Employ Faculty – Industrial Technology (Machining & CNC)
 - k. Transition to Customer Service Specialist
 - l. Transition to Faculty – Math
 - m. Promotion to Administrative Assistant – Foundation, BSSC & Marketing
 - n. Miscellaneous Employment Contracts
 - o. Paraprofessional Certificate (new)
 - p. Statement of Commitment
 - q. Employee Performance Appraisal Policy (amended) and Faculty Workload Policy (new)

L. PROPOSED RESOLUTIONS (Megan B)

1. FY25-26 Budget
2. Strategic Plan

M. UPCOMING BOARD ACTIVITIES (Todd H)

1. Board Meeting – August 15
2. Van Wert Golf Outing – September 12
3. Trustees Conference – September 18

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4. State of the College / Retreat – September 25
5. Board Meeting – October 17

N. OTHER BUSINESS (Todd H)

1. Foundation Board Meetings
 - a. July 24, 2025
 - b. October 23, 2025
2. Trustee Professional Development
 - a. ACCT Leadership Congress 2025 (New Orleans, LA) – October 22-25, 2025
 - b. ACCT National Legislative Summit (Washington DC) – February 9-12, 2026

O. EXECUTIVE SESSION

P. ADJOURNMENT (Katrina D)

Mission Statement: To serve by providing access to excellent and affordable education, training, and services that will improve the lives of individuals and strengthen communities.

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Values: People, Integrity and Learning

The Board of Trustees of Northwest State Community College (NSCC) met in regular session on Friday, April 25, 2025 at 11:30 a.m.

Katrina DeGroff, Chair of the Board, stated that “the record should show that notice of this meeting has been given in accordance with the Ohio Revised Code, Section 121.22(F).”

MEMBERS PRESENT

25-19

Members present: Sandy Barber, John Bridenbaugh, Katrina DeGroff, Jeff Erb, Lisa McClure, Joel Miller, Scott Mull, John Poulson, Mickey Schwarzbek

PLEDGE OF ALLEGIANCE

All present recited the Pledge of Allegiance: I pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation under God, indivisible, with liberty and justice for all.

NSCC MISSION STATEMENT

Vice President Lana Snider read the College’s mission statement: To serve by providing access to excellent and affordable education, training, and services that will improve the lives of individuals and strengthen communities. This statement guides the board, administration, faculty and staff in all decisions of the College.

VISION AND VALUES

Dr. Snider read the College’s vision and values statements:

Vision – Northwest State Community College will be a leader in education that empowers individuals and communities.

Values:

People – We believe in the power of teamwork, bringing people of diverse backgrounds and communities together to excel.

Integrity – We believe that honesty, respect, and accountability are the basis of building trust.

Learning – We believe that the acquisition and application of knowledge is the key to success, and to that end, we provide access to greater opportunities through education, training, and services.

PRESENTATION – NURSING & ALLIED HEALTH

The division of Nursing & Allied Health, led by Dean Tiffany Ludwig, provided an update to the Board of Trustees. Each faculty member spoke on their duration and experience in the profession and shared what they do outside of NSCC. Several important nursing initiatives that the division is currently working on include increasing enrollment, professional development, preparing for the 2026 Ohio Board of Nursing visit, enhanced advising and exploring Bachelor of Science in Nursing (BSN) options. In Allied Health, initiatives include increasing enrollment, exploring new certificate options, apprenticeships, enhanced advising and preparing for a site visit. The division is excited to have a 100% pass rate on first time test takers in Associate Degree Nursing (ADN) and 97% pass rate in Practical Nursing (PN) for FY24-25. NSCC is the #1 top ranked Licensed Practical Nursing (LPN) program in the state. Future goals include increasing enrollment, adding certificates to allied health, revamping the LPN-RN transition program, considering accreditation for the PN certificate and considering a BSN program. The division is proud to have approximately half of its instructors as NSCC alumni.

CHIEF EXECUTIVE OFFICE REPORT

Each of the Vice Presidents provided a report from their respective areas. Cassie Rickenberg, Vice President for Enrollment Management & Student Affairs, provided an update for both the upcoming summer and fall semesters, which is showing strong growth, with notable increases in new, returning, and guest students. The early momentum reflects the College's continued efforts to expand access and support student success. Lana Snider, Vice President for Academics, provided an update on spring commencement being held on May 10. Ann Ebbert, CEO of Cherry Street Missions, will be the guest speaker. Over 200 degrees and certificates will be awarded at the ceremony. Albert Lewis Jr., Executive Vice President, provided an update on the Van Wert Campus, which is slated to open for fall classes in August. A new college website is in the testing phase and is projected to roll out summer 2025. President Hernandez attended the OACC Legislative Day and provided an update from key speakers and meetings with local and state representatives.

BOARD DISCUSSION ITEMS

Facilities Project Update – The solar project has three steps left to complete the project and the goal is to have it activated by the end of April. Construction on B Building and Van Wert is progressing. Cement is done with floors leveled on the first floor. The new inset will hold the e-sports (first floor) and the President's Suite (second floor). The furniture for the Van Wert Campus is starting to come in and the project is on schedule.

Strategic Plan – The current strategic plan goes through June 2026. We will provide a strategic plan update at the June board meeting. We have some work to do in regards to SB1 and current diversity, equity and inclusion (DEI) language in the plan. We will bring a proposed resolution to the Board to extend the current plan for one year.

Board Retreat – President Hernandez asked the board for feedback regarding timing and frequency of future retreats. The Board is comfortable holding one retreat annually. Additional retreats can be scheduled based on need.

President's Evaluation – In accordance with board policy, trustees shall complete an evaluation of the President on an annual basis. The evaluation survey has been sent and will be open until May 15. The President has completed a self-evaluation, which will be shared with the Board following the completion of the evaluation by board members. The Board Executive Committee will review the results at the June Executive Committee meeting with the full board reviewing them at the June Board meeting.

Policy & Procedure Updates:

Admission to the College – Changed verbiage in the policy to include language on students to include College Credit Plus (CCP) and non-CCP high school students. A procedure change made the student types and admissions processes current. Under selective service, this removes the requirement that we can withhold the grades and transcript without proof of registration. A new procedure was created to define early admit student admissions processes and open up open enrollment for high school students that are not eligible for CCP. The policy change will be a voting item as part of the consent agenda at the April meeting.

Financial Aid Satisfactory Progress – SAP procedures are used to determine if students are making progress toward their degree. It measures GPA, pace, and timeframe. Edits are being made to modernize processes, enhance efficiency and improve the student experience. Eliminating an SAP workshop, eliminate automatic denials, and improve communications. These are procedure changes and information only.

Legislative Updates:

Senate Bill 1 (SB1) – Policy changes include a DEI Prohibition policy, faculty workload policy and faculty annual performance evaluation policy. College administration will work closely with the Attorney General to assist in interpreting the law and create policy and procedure. The bill goes into effect June 25.

CHIEF FISCAL OFFICER REPORT

25-20

Mr. Erb moved and Ms. McClure seconded the following motion:

Ms. Jennifer Thome, Chief Fiscal & Administrative Officer, presented the cumulative financial report to inform the Board of Trustees of the College's financial condition as of February 28, 2025.

ROLL CALL: Aye; Barber, Bridenbaugh, DeGroff, Erb, McClure, Miller, Mull, Poulson, Schwarzbek. Nay; None. Thereupon the Chair declared the motion approved.

CONSENT AGENDA APPROVED

Mr. Miller moved and Mr. Schwarzbek seconded the following consent items:

MINUTES OF THE FEBRUARY 21, 2025 BOARD MEETING

25-21

RESIGNATIONS

25-22

WHEREAS, David Mack, Campus Police (PT), has submitted his resignation; and

WHEREAS, Phillis Kretz, Food Service (PT), has submitted her resignation; and

WHEREAS, Matthew Gomez, Cook, has submitted his resignation; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the resignation of David Mack, effective February 14, 2025; Phillis Kretz, effective March 7, 2025; and Matthew Gomez, effective April 1, 2025 be accepted.

PROMOTION TO TRAINING & EQUIPMENT (MANUFACTURING) MANAGER

25-23

WHEREAS, the position of full-time Training & Equipment (Manufacturing) Manager was left vacant due to the resignation of Thomas Kelly; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, an internal candidate applied for and accepted the position; and

WHEREAS, the Vice President - Workforce and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. James Smith be employed as full-time Training & Equipment (Manufacturing) Manager effective March 31, 2025 at an annual salary of \$81,000. This is a graded position.

PROMOTION TO COOK

25-24

WHEREAS, the position of full-time Cook was left vacant due to the resignation of Matthew Gomez; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, an internal candidate applied for and accepted the position; and

WHEREAS, the Chief Fiscal & Administrative Officer and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Krista Maassel be employed as full-time Cook effective April 7, 2025 at an annual salary of \$34,091.20. This is in accordance with the Support Personnel Bargaining Agreement.

MISCELLANEOUS EMPLOYMENT CONTRACTS

25-25

WHEREAS, it has been determined that the following person(s) should be employed to accommodate various needs; and

WHEREAS, Vice President of Academics and the President recommends

NOW, THEREFORE BE IT RESOLVED, that the following individual(s) be approved to receive employment contracts for miscellaneous services:

Part-time Instructors:

Mark Kontak
William Mayo
Alyssa Putman

ADMISSION TO THE COLLEGE (AMENDED POLICY)

25-26

WHEREAS, the policy regarding admission to the College was updated to add language on students to include College Credit Plus (CCP) and non-CCP high school students; and

WHEREAS, the Vice President – Enrollment Management and Student Affairs and the President recommend

NOW, THEREFORE BE IT RESOLVED, that policy 14-7-01 Admission to the College be amended effective April 25, 2025 as follows:

3358: 14-7-01 Admission to the College

Effective: Reaffirmed by Board of Trustees 2/7/14, revised 8/27/21, revised 4/25/25

- (A) Northwest State Community College is an open access institution and is committed to the principle of providing each student access to quality educational programs and lifelong learning.
- (B) An application for admission is required for all applicants pursuing enrollment in academic credit courses. Information provided on the College admissions application will be used to determine initial admission status.
- (C) Northwest State Community College serves all students with a high school diploma or GED certificate in addition to non-high school graduates who meet one of the conditions outlined below.
 - (1) The student is selected for participation in the College Credit Plus Program
 - (2) The student receives recommendation for admission by a College official in the case of an unusual circumstance or abilities

- (3) The student receives recommendation for admission by a College official in the pursuit of personal enrichment or credit-based workforce development
- (4) The student proves the ability to benefit
- (D) Additional documentation may be required for certain applicant types including, but not limited to early admit, guest, international, transfer, and/or courses offered for credit/noncredit through Custom Training Solutions (CTS). Specific information pertaining to each applicant will be maintained by the College. Applicants not providing appropriate documentation may be denied admission to the College.
- (E) Admission to a specific program of study for the purpose of earning a degree or certificate shall be determined according to requirements and procedures established for the specific program of study.
- (F) Admission procedures, including changes in conditions of admission status, will be adopted and implemented by the College.
- (G) Readmission to the College will include the additional statement regarding service members and reservists: When a student whose enrollment is interrupted by mobilization call to active duty, the College will make every possible effort to place the returning student back into the academic track as close as possible to the point prior to activation in accordance to the Federal Aid Student Handbook, Chapter 3 of Volume 2 [DoD MOU, paragraph 3.i(1)]. The Registrar's office will be the point of contact the student must provide notification of service and notification of intent to return.

This concludes the Consent Agenda

ROLL CALL: Aye; Barber, Bridenbaugh, DeGroff, Erb, McClure, Miller, Mull, Poulson, Schwarzbek. Nay; None. Thereupon the Chair declared the motion approved.

SERVICE AWARD

President Hernandez, on behalf of the College, presented an Extraordinary Service Award to Sandra Barber for her dedicated service as Chair for the Board of Trustees from February 2024 to February 2025.

ADJOURNMENT

With no further business to be brought before the Board, the meeting was declared adjourned. The next Board of Trustees meeting is scheduled for Thursday, June 26, 2025.

1. APPROVAL OF CONSENT AGENDA

1a. Minutes of the April 25, 2025 Board Meeting

1b. Resignations & Termination

WHEREAS, Vena Valdez-Chowdhury, Administrative Assistant – Community & Workforce Development, has submitted her resignation; and

WHEREAS, Diae Mizou, Faculty – Mathematics, has submitted his resignation; and

WHEREAS, Ashley Barth, Working Custodial Supervisor, was terminated; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the resignation of Vena Valdez-Chowdhury, effective June 16, 2025; Diae Mizou, effective August 15, 2025, be accepted and the termination of Ashley Barth, effective May 12, 2025, be accepted.

1c. Renewal of Probationary Faculty and Non-Teaching Faculty Contracts

WHEREAS, it has been determined that the following persons should be re-employed; and

WHEREAS, their supervisor recommends; and

WHEREAS, the Vice President for Academics, the Vice President for Enrollment Management and Student Affairs and the President recommend

NOW, THEREFORE BE IT RESOLVED, that the following persons be re-employed as per the terms and conditions indicated effective with the 2025-2026 academic year:

Sean Burres (faculty – VCGD), continuing, Masters, total salary \$65,525.77

Kara Flesher (advisor – academic), continuing, Bachelors, total salary \$51,610.79

Chelsie Ebaugh (faculty – composition), third, Masters, total salary \$63,037.68

Lindsay Folkerth (faculty – composition), third, Masters, total salary \$63,037.68

Felicia Skeens (coordinator – success center), third, Bachelors, total salary \$59,352.41

Nicole Schwab (faculty – nursing), second, Masters, total salary \$62,556.62

Cynthia Zdanczyk-Westhoven (faculty – psychology), second, PhD, \$65,691.62

1d. Employ Full-Time Workforce Sales Coordinator

WHEREAS, the position of full-time Workforce Sales Coordinator was left vacant due to the resignation of Jamie Krupp; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President - Workforce and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Joseph Wendell be employed as full-time Workforce Sales Coordinator effective May 6, 2025 at an annual salary of \$75,000. This is a graded position.

1e. Employ Full-Time Vice President / Chief Information Officer

WHEREAS, the position of full-time Vice President / Chief Information Officer was created to provide leadership, vision and strategic direction for the College's Information Technology Department; and

WHEREAS, this position is responsible for all information technology and institutional research functions that support the academic and administrative areas of the College, while ensuring that all services support and align with the mission, strategic plan and goals of the College; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that Mr. Darin Seiler be employed as full-time Vice President / Chief Information Officer effective June 2, 2025 at an annual salary of \$150,000.00. This is a graded position.

1f. Employ Full-Time Associate Vice President of Academics

WHEREAS, the position of full-time Associate Vice President of Academics was created to provide support for the Vice President of Academics; and

WHEREAS, this role is responsible for providing leadership and oversight to the Center for Teaching and Learning, Library, Accreditation and Distance Learning; and

WHEREAS, this position is also responsible for supporting the Vice President with all administrative duties and will serve as a resource to deans, faculty and students, as well as lead and serve on various college committees; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President of Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Dr. Jason Lafferty be employed as full-time Associate Vice President of Academics effective June 10, 2025 at an annual salary of \$120,000.00. This is a graded position.

1g. Employ Full-Time Training Coordinator – Electrical & Automation (Van Wert & Maumee)

WHEREAS, the position of full-time Training Coordinator – Electrical & Automation was left vacant due to the promotion of James Smith to Training & Equipment Manager; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Workforce Development and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Boyd Foulk be employed as full-time Training Coordinator – Electrical & Automation (Van Wert & Maumee) effective July 8, 2025 at an annual salary of \$85,000.00. This is a graded position.

1h. Employ Full-Time Clinical Teaching Assistant – Nursing

WHEREAS, the position of full-time Clinical Teaching Assistant – Nursing, was left vacant due to the resignation of Caitlin Barrera; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President of Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Laura Moore be employed as full-time Clinical Teaching Assistant – Nursing effective August 16, 2025 at an annual salary of \$59,596.26. This is in accordance with the Professional Personnel Bargaining Agreement.

1i. Employ Full-Time Faculty – Nursing

WHEREAS, the position of full-time Faculty - Nursing, was left vacant due to the retirement of Gloria Arps; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President of Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Anna Trubey be employed as full-time Faculty – Nursing effective August 16, 2025 at an annual salary of \$62,096.26. This is in accordance with the Professional Personnel Bargaining Agreement.

1j. Employ Full-Time Faculty – Industrial Technology (Machining & CNC)

WHEREAS, the position of full-time Faculty – Industrial Technology (Machining & CNC),

was left vacant due to the retirement of Steven Raymond; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President of Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Doug Severt be employed as full-time Faculty – Industrial Technology (Machining & CNC) effective August 16, 2025 at an annual salary of \$66,826.26. This is in accordance with the Professional Personnel Bargaining Agreement.

1k. Transition to Customer Service Specialist

WHEREAS, the position of full-time Customer Service Specialist was left vacant due to the promotion of Krista Maassel to Cook; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, an internal candidate applied for the position

NOW, THEREFORE BE IT RESOLVED that Ms. Dawn Bischoff be employed as full-time Customer Service Specialist effective April 28, 2025 at an annual salary of \$32,489.60. This is in accordance with the Support Personnel Bargaining Agreement.

1l. Transition to Faculty – Math

WHEREAS, the position of Faculty – Math was left vacant due to the resignation of Diae Mizou; and

WHEREAS, an internal candidate applied for and was qualified for the position

NOW, THEREFORE BE IT RESOLVED, that Ms. Marianna Doolittle be employed as full-time Faculty – Math effective August 16, 2025 at an annual salary of \$62,096.26. This is in accordance with the Professional Personnel Bargaining Agreement.

1m. Promotion to Administrative Assistant – Foundation, BSSC & Marketing

WHEREAS, the position of Administrative Assistant – Foundation, BSSC & Marketing was left vacant due to the transfer of Dawn Bischoff to Customer Service Specialist; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, an internal candidate applied for the position

NOW, THEREFORE BE IT RESOLVED, that Mr. Zachory Tucker be employed as full-time Administrative Assistant – Foundation, BSSC & Marketing effective June 23, 2025

at an annual salary of \$41,600.00. This is in accordance with the Support Personnel Bargaining Agreement.

1n. Miscellaneous Employment Contracts

WHEREAS, it has been determined that the following person(s) should be employed to accommodate various needs; and

WHEREAS, Chief Fiscal & Administrative Officer, Vice President of Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that the following individual(s) be approved to receive employment contracts for miscellaneous services:

Food Service:

Mikaylie Young – part-time to substitute, effective May 9, 2025 at \$14.02 / hour

Full-Time Faculty, NTPs and Graded Teaching on Overload or Supplemental Contracts:

Overload:

| | |
|-----------------------|------------------|
| Eric Baker | Amy Leitch |
| Jennifer Behnfeldt | Tammy Meyer |
| Sean Burres | Kayla Miller |
| Colin Doolittle | Dave Mohring |
| Heather Galbraith | John Mueller |
| Melanie Hicks | Tera Newton |
| Tony Hills | Emily Riegsecker |
| Erin Jacob | Karla Ringenberg |
| Erik Jones | Chris Robinson |
| Julie Kemarly-Dowland | Gregory Tefft |
| Craig Kulhman | Amy Thomas |
| Rhonda Lazette | Jason Rickenberg |

Supplemental:

Sherry Howard

1o. Paraprofessional Certificate (new)

WHEREAS, the community (K-12 schools, Advisory Board, state level discussions) has expressed a desire for more training for classroom aides that are already employed in their school system; and

WHEREAS, while a full degree may not be reasonable for many learners, a certificate

allows them to learn more about the field and gives them a leg up when interviewing or performing in the educational aide / paraprofessional positions; and

WHEREAS, this also allows students to seamlessly continue on to earn their associate degree if they decide to continue with schooling in the future

NOW, THEREFORE BE IT RESOLVED, that the Paraprofessional Certificate be approved for fall 2025.

1p. Statement of Commitment

WHEREAS, Ohio Revised Code 3345.0216 requires that all institutions of higher education post a Statement of Commitment in any place in which the mission statement appears, including when it is published and posted; and

WHEREAS, the statement below fulfills the requirement of ORC 3345.0216 of the Advance Ohio Higher Education Act while reaffirming our mission, vision and values

NOW, THEREFORE BE IT RESOLVED, that the Statement of Commitment be approved by the Board of Trustees effective June 26, 2025 in accordance with Senate Bill 1 of the 136th General Assembly.

Northwest State Community College Statement of Commitment

1. We declare that we will educate students employing free, open, and rigorous intellectual inquiry to seek the truth.
2. We declare that we must equip students with the opportunity to develop the intellectual skills they need to reach their own, informed conclusions.
3. We declare our commitment to not requiring, favoring, disfavoring, or prohibiting speech or lawful assembly.
4. We declare we are committed to creating a community dedicated to an ethic of civil and free inquiry, which respects the autonomy of each member, supports individual capacities for growth, and tolerates the differences in opinion that naturally occur in a public higher education community.
5. We declare that our duty is to treat all faculty, staff, and students as individuals, to hold them to equal standards, and to provide them equality of opportunity, with regard to those individuals' race, ethnicity, religion, sex, sexual orientation, gender identity, or gender expression.

This Statement of Commitment fulfills the requirements set forth in Section 3345.0216 of the Advance Ohio Higher Education Act (Sub. S.B. No. 1, 136th General Assembly) while reaffirming our mission, vision, and values.

1q. Employee Performance Appraisal Policy (amended) and Faculty Workload Policy (new)

WHEREAS, The Advance Ohio Higher Education Act (ACT) becomes effective June 26, 2025; and

WHEREAS, the ACT requires the adoption of a faculty evaluation policy and a faculty workload policy; and

WHEREAS, the college administration has consulted with the Ohio attorney general's office in drafting the policies

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees adopt changes to policy 14-3-04 Employee Performance Appraisal and new policy 14-3-41 Faculty Workload effective June 26, 2025 in accordance with the Advance Ohio Higher Education Act.

3358: 14-3-04 Employee performance appraisal.

Effective Date: 4/15/04; revised 6/26/25

The board delegates all personnel employments and discharges to the president or designee who will establish and implement a program of performance appraisal.

(A) It is the purpose of the employee performance appraisal to:

- (1) Review and evaluate an employee's job performance as supported and supplemented by ongoing documentation, continuous monitoring, coaching, and providing feedback so that employees may learn if their job performance is meeting expectations and identify strengths and weaknesses;
- (1) Receive recognition for good performance;
- (2) Learn what the employee could do to improve their outcomes by stressing the importance of job performance improvement on the part of employees so that each student may be provided a quality education;
- (3) Ensure the continuous improvement of administrative and supervisory services that are provided employees;
- (4) Establish a process of continuous and systematic employee performance evaluation; and
- (5) Establish a plan for employee development and/or training.

- (B) The evaluation program shall aim at the early identification of specific areas in which the employee needs help so that appropriate assistance may be provided. A supervisor offering suggestions for improvement to an employee shall not release the employee from the responsibility to improve. In the case of an employee, after receiving a reasonable degree of assistance, fails to perform his/her assigned responsibilities in a satisfactory manner, dismissal or non-renewal procedures may be invoked. In such an instance, all relative evaluation documents may be used in the proceedings.
- (C) Evaluations shall be conducted for each full-time employee. Employees shall be given a copy of any documents relating to his/her performance, which are to be placed in the personnel file.
- (1) Examples of good documents relating to the evaluation are, position descriptions, the last performance review document, work product files, written observations of job performance, significant job-related incidents, certificates, awards and thank-you notes.
 - (2) Examples of inappropriate documents for the evaluation are medical records and unsigned observation notes.
 - (3) The supervisor conducting the evaluation should be cautious of making subjective judgments as the review should be based on objective facts that can be documented and consistent with disciplinary or other performance records.
 - (4) All evaluations will follow the prescribed guidelines within the applicable collective bargaining agreements.
- (D) Additional Performance Evaluation Guidance for Full Time Faculty per ORC 3345.0216 of the Advance Ohio Higher Education Act
- (1) Evaluations must be conducted annually by the Division Chair or Associate Dean and reviewed and approved by the Dean. The evaluation must be submitted to the Vice President of Academics (VPA) for review. If the Chair or Associate Dean disagree with the Dean, VPA has final decision-making authority as to the content of the evaluation.
 - (2) The evaluation must be comprehensive and include standardized, objective, and measurable performance metrics.
 - (3) The evaluation must include an assessment for each of the following areas that the faculty member has spent at least 5% of their annual work time on over the preceding year:
 - (a) Teaching
 - (b) Research
 - (c) Service
 - (d) Clinical Care
 - (e) Administration

- (4) Student evaluations must account for at least 25% of the teaching area component of the evaluation.
- (5) The evaluation must include a summary assessment of the above performance areas that include the parameters “exceeds performance expectations,” “meets performance expectations,” or “does not meet performance expectations”.
- (6) The evaluation establishes a projected work effort distribution for the faculty member which will be used for the next year’s evaluation. This distribution must be compliant with established workload policies and must be approved by the Division Associate Dean or Dean.
- (7) Faculty may use the grievance procedure contained in the bargaining unit agreement to appeal the final evaluation.

3358: 14-3-41 Faculty workload.

Effective Date: 6/26/25

The Advance Ohio Higher Education Act, ORC 3345.45, requires the Board to approve a policy governing faculty workload.

- (A) Faculty workload is defined in the Bargaining Agreement
- (B) Workload is based on teaching credit hours and/or equivalent contact hours.
- (C) Faculty at Northwest State Community College do not have tenure; faculty are awarded continuing contracts per the requirements outlined in the Bargaining Agreement.
- (D) Administration may take disciplinary actions regarding workload compliance in accordance with the Bargaining Agreement, which currently complies with ORC 3345.45.

This policy will be reviewed pursuant to additional guidance provided by the Chancellor of the Ohio Department of Education.

This concludes the Consent Agenda

Moved by _____ Seconded by _____

ROLL CALL: Aye; _____ Nay;
Thereupon the Chair declared the motion approved/disapproved.

PROPOSED RESOLUTIONS

1. CONSIDERATION OF A RESOLUTION TO APPROVE THE 2025-2026 BUDGET

Moved by _____, seconded by _____.

WHEREAS, the proposed operating budget has been developed through the collective work of the Cabinet, the Finance Team and the Budget Committee of the Board of Trustees, in conjunction with the budget managers of the College; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the operating budget for 2025-2026 fiscal year be adopted.

ROLL CALL: Aye; Nay;
Thereupon the Chair declared the motion approved/disapproved.

2. **CONSIDERATION OF A RESOLUTION TO EXTEND THE 2023-2026 STRATEGIC PLAN**

Moved by _____, seconded by _____.

WHEREAS, the current board-approved strategic plan runs through June 30, 2026; and

WHEREAS, there has been a lot of progress towards achieving the goals and tactics of the plan under each of the five pillars; and

WHEREAS, the college administration feels the Strategic Plan is a strong plan with several initiatives that need additional time to be completed; and

WHEREAS, the language for Pillar Two: Learning for All Goal Statement and sub-goal three be modified to demonstrate the college's commitment to fully comply with the Advance Ohio Higher Education Act (Senate Bill 1 of the 136th General Assembly);

NOW, THEREFORE BE IT RESOLVED, that the Board approves a one-year extension of the 2023-2026 Strategic Plan to June 30, 2027 and the updated language for Pillar Two: Learning for All as follows:

Goal Statement: Provide ~~equitable and inclusive~~ access to high quality education, training and services to increase enrollment, retention and completion

3. Provide learning experiences that ~~embrace diversity and inclusivity~~ to foster a sense of belonging for each student.

ROLL CALL: Aye; Nay;
Thereupon the Chair declared the motion approved/disapproved.



President's Report - June 2025

Videos / Podcasts:

Activities

Ongoing

- Defiance Rotary (weekly)
- OACC President's Call (various)
- NwOESC Superintendent Meeting (monthly)
- Four County Superintendent Meeting (monthly)
- President - Faculty Leadership Conversations (Monthly)
- OACC - Legislative Committee
- Alliance For Innovation in Technology President's Call (AFIT) (monthly)

| Date | Activity |
|--------|---|
| Apr 24 | JATC Directors Meeting - Columbus, Ohio |
| May 1 | Henry County Chamber Business after hours |
| May 8 | Board Engagement - Mickey Schwarzbek |
| May 12 | Henry County Retired Teacher Association |
| May 20 | Lima JATC Graduation - Kalida, Ohio |
| May 21 | OACC Governing Board meeting - Columbus, Ohio |
| May 22 | ODHE Discovery Meeting - Columbus Ohio |
| May 30 | Portsmouth JATC Graduation - Portsmouth, Ohio |
| May 31 | Mansfield JATC Graduation - Mansfield, Ohio |



| Date | Activity |
|-------------|---|
| Jun 4 | Van Wert Adult Leadership Event w/ Scott Mull |
| Jun 16 | Goodwill NWO fundraiser - Toledo, Ohio |
| Jun 17 | RGP FAM Tour - Toledo, Ohio |

Scheduled Time Off / Away from Campus

| Date | Description |
|--------------|--|
| Jun 28 | Newark JATC Graduation - Newark, Ohio |
| Jul 17-22 | Vacation - Virginia |
| Jul 30-Aug 6 | Alliance for Innovation in Technology Conference & vacation - Jacksonville, FL |
| Aug 13 | OACC President's Meeting - Columbus, Ohio |

Non NSCC related Professional Activities

None.

Chief of Staff /Executive Vice President

June 2025

Submitted by: Albert Lewis, Jr.

VAN WERT CAMPUS

The Van Wert Campus is highly engaged in community outreach, educational initiatives, and local business partnerships. Key activities include:

- **STEM and Business Education:** Hosting STEM Day for Crestview Elementary, participating in the Van Wert County 5th Grade Business Event and organizing tours for Lincolnview Middle School 8th graders to introduce them to campus offerings.
- **Community and Business Engagement:** Attending events like the VW Community Leader Luncheon, Paulding County Business Advisory Council meetings, Van Wert Area Economic Board meetings and the Paulding Chamber golf outing. Volunteering for the community clean-up days (Clean & Green). The campus also actively participated in the Peony Parade with nineteen walkers.
- **Sponsored:** The Brumback Library Summer Reading Program and a table at the Paulding County Fair.
- **Partnerships and Outreach:** Conducting campus tours and presentations for the Van Wert County Education on Location and VW Chamber Leadership programs. In addition to engaging in interviews with WERT radio and starting Van Wert Campus [Instagram](#) and [Facebook](#) pages.
- **Student Recruitment & Support:** Conducting weekly Accuplacer sessions and participating in the Lincolnview Career Fair.

GRANTS REPORT

Completed

- **Susan Cheeseman (Director of Grants) completed the OACC Leadership Academy for Student Success on June 12, 2025.** This year-long program brings together mid-level faculty and staff from Ohio's community colleges for training, exchanging ideas, and immersion in student success strategies. Nominated by college presidents, participants met six times in person and collaborated on group projects. The academy's forums focused on Ohio educational models and included aspects of a presidential leadership curriculum from the Aspen Institute.

Submitted

- **Ohio Dept. of Education and Workforce E4E Grant (Submitted May 9, 2025):** NSCC requested **\$127,200.00** from this competitive grant. It aims to identify and promote practices for improving career-technical education for students in special populations. The grant prioritizes applications emphasizing secondary and postsecondary collaboration, alignment with high-skill/high-wage occupations, improved access to work-based learning, and strategies to attract and retain competent and diverse program staff. Awards are expected by the end of June 2025.
- **FY21 Choose Ohio First Completion Grant (Submitted May 28, 2025):** NSCC requested **\$51,150.08** from this non-competitive grant offered by the Ohio Dept. of Higher Education. These funds are intended to support existing FY21 Choose Ohio First scholars (for NSCC, these are Ind Tech learner scholarships) through to degree or certificate completion. No new students will receive scholarships through this completion grant. Award notifications are anticipated in Summer 2025.
- **The Ohio Dept. of Development APEX Accelerator Program - Lima Region (Submitted May 30, 2025):** NSCC requested **\$80,000.00** for this grant, which aims to increase the competitiveness of Ohio businesses in government markets, create and retain high-paying jobs, and encourage economic

development. The program involves a partnership with the U.S. Department of Defense (DoD) and local entities to propose to operate an APEX Accelerator program.

Awarded

- **The Ohio Dept. of Development APEX Accelerator Program - Lima Region (Awarded June 10, 2025):** NSCC was awarded **\$80,000.00** for this program. The award period is from June 1, 2025 to March 31, 2026. Operated through CTS, with the intent to be based out of the Van Wert campus, this program will help businesses in the Lima region secure DoD and other government contracts.

Rejected

- N/A

MARKETING

The marketing department provided guidance and support for several key events including Game Con, Edge (with CTS), summer camps, and NSCC Proud Day. They also handled photography and press releases for a wide range of events, such as summer camps, spring commencement, Game Con, Green Carpet, various award ceremonies (Award of Merit/Distinguished Faculty, Honors Society, Distinguished Alumni, Making a Difference Award videos), and graduation ceremonies (nursing pinning, Law Enforcement Academy).

Media Relations: Secured positive coverage for the North Star BlueScope Steel educational partnership and launched a two-month radio promotion with WKSD/WERT to publicize the new Van Wert campus.

Upcoming Initiatives: The team finalized the 2025-2026 Student Planner and established targeted digital marketing partnerships with Clarus (for Van Wert and Paulding) and AI Digital (for the northern four counties), both set to begin on July 1st. They are also collaborating on a social media campaign for the Registered Nursing program and have created new display ads for 2025-2026 featuring the "Your Community's College" theme.

New Website: Work is continuing on the [new website](#). The testing phase was completed in April and updates and changes are currently being completed.

INFORMATION TECHNOLOGY

Data Systems Team

The Data Systems Team continues to manage the Banner Student Information System (SIS) and fulfill departmental requests. Key accomplishments and ongoing initiatives include:

- **Banner Upgrades:** Banner Degree Works was successfully updated to version 5.1.3 on May 30th, enhancing degree audit viewing for students, faculty, advisors, and the Registrar.
- **Banner Software Integration:** Work is continuing with the interfaces between Banner and the following software programs.
 - SLATE (Student Customer Relationship Management), **National Student Loan Clearinghouse (NLSC)** data via Datakind, and **HandShake** for student job and internship placement.

- **New Initiatives:** The team successfully completed approximately 129 requests with 100% positive feedback. The **MyNSCC portal** is undergoing internal updates, and **Self-Service Banner 9** has been configured and tested for an upcoming rollout to replace the current Banner 8.
 - **Reporting:** Spring term State HEI reporting has begun, and IPEDS reporting for FY2025 is complete.
 - **Functional & Technical:** The team provides training on Banner, Self-Service Banner, MyNSCC portal, and Argos (reporting tool) as needed. The Degree Works upgrade was a significant technical and collaborative effort.
-

Network/System, Engineering & Support Team

This team handled 333 new requests/incidents in May, resolving 313 with 95% positive feedback. Notable projects include:

- **Request & Booking Systems:** A new Halo request portal for event and room bookings will roll out over the summer. Halo optimization is ongoing to improve efficiency and user-friendliness, aiming for completion by the fiscal year-end.
- **Campus Security:** A new physical campus intrusion system built on our access control and surveillance systems has been completed. Coordinating with the police chief on the "campus access" policy and onboarding.
- **Compliance & Infrastructure:** Drafting policies and procedures for GLBA compliance is ongoing, with required legal documentation nearing final revisions. The auditorium lighting project to replace all house and stage lights with modern adjustable fixtures and updated controls is almost complete. The expected completion date for the lighting project is the end of June.
- **New Campus & Safety Initiatives:** Technology has been ordered and is being delivered for the Van Wert campus and B Building renovation. A MARCS radio repeater system for improved emergency communications is scheduled for installation from June 26th to August 15th as part of a new Safety Grant.
- **Software Rollout:** Windows 11 is being gradually rolled out to campus computers, with a goal to update all employee, student and public-access computers by the start of the fall semester.



TO: President Todd Hernandez & the NSCC Board of Trustees
FROM: Darin Seiler - Vice President | Chief Information Officer
SUBJECT: Annual Information Security Compliance Assessment
DATE: June 26th, 2025

Executive Summary

This document presents Northwest State Community College's (NSCC) inaugural Annual Information Security Compliance Assessment report, a requirement stipulated by the Gramm-Leach-Bliley Act (GLBA). Our commitment is to achieve and maintain full compliance with the GLBA's Financial Privacy Rule, Safeguards Rule, and Pretexting Provisions, which are crucial for protecting sensitive institutional and student information. This report provides a comprehensive overview of our security posture, detailing past achievements, current compliance status through an actionable checklist, and strategic priorities for the upcoming year. This format is intended to serve as a concise and informative annual update for the Board of Trustees.

Recap of the Past 12 Months (July 1, 2024 - June 30, 2025)

The past twelve months have been marked by significant progress in strengthening NSCC's information security posture. Our efforts have focused on implementing key safeguards and enhancing our defense mechanisms against evolving cyber threats, aligning with our commitment to data protection and GLBA compliance. The following are the key accomplishments achieved during this period:

- **Full Campus Penetration Test (PENTEST) and Vulnerability Assessment:** An annual vulnerability scan and penetration testing of both external and internal networks were successfully conducted by our vendor, TeleSystems US. All critical remediation items have been completed, with only a few minor issues remaining. A follow-up vulnerability scan is scheduled for June to validate the effectiveness of these remediations.
- **Multi-Factor Authentication (MFA) Enablement:** In line with GLBA Safeguards Rule requirements, we completed the migration of employee Gmail authentication from Gmail's internal service to Microsoft Entra. This enables full multi-factor authentication services across various platforms. All major student and employee services exposed to the internet, including myNSCC, Gmail, Banner and all server logins, now utilize MFA. We are continuing efforts to extend MFA to a number of smaller services, such as Argos, desktop/laptops, and network equipment.
- **Network Flow Monitoring Deployment:** A robust solution has been successfully deployed to monitor edge network flows, enhancing our visibility into network traffic and improving our ability to detect anomalous activity.
- **Immutable Cloud Backup Implementation:** All server backups have been integrated into our immutable cloud backup solution, providing an additional layer of data protection against ransomware and accidental deletion. Plans are underway to expand this solution to include additional systems like file shares.

- **New Vice President | Chief Information Officer Hired:** A new Vice President and Chief Information Officer has been appointed, bringing leadership and expertise to further advance our cybersecurity program and overall information security initiatives.

Current State - GLBA Compliance Visual Checklist

This section provides a clear, visual representation of NSCC's current adherence to the Gramm-Leach-Bliley Act (GLBA) Data Governance Checklist. Our aim is to provide the Board of Trustees with a quick and actionable overview of our compliance status, highlighting items that are fully implemented ("Complete" with 100% progress), those actively being worked on ("In Progress" with an estimated percentage), and those identified for future action ("To Do" with 0% progress). This checklist serves as a dynamic tool to track our ongoing commitment to a robust information security program.

See Appendix A for Checklist

Planned Future State (July 1, 2025 - June 30, 2026)

The upcoming twelve months represent an important phase in further maturing NSCC's information security program. Our strategic action plan for this period focuses on addressing identified gaps, enhancing existing safeguards, and proactively preparing for emerging threats. These initiatives are designed to reinforce our compliance posture and ensure the continued protection of institutional data and systems.

- **Review and draft Security Documents for GLBA Compliance:** Many required security documents, including policies, an Incident Response Plan, an annual internal Risk Assessment, and the Information Security Program guide, have been drafted. A key priority for the CIO will be to review, finalize, and secure formal approval for these documents to ensure their public availability and full GLBA compliance.
- **Launch a Cyber-awareness Training and Phishing Campaign Program:** We plan to implement a comprehensive cyber-awareness training and phishing campaign program for all faculty and staff. While initial participation may be optional to encourage adoption, it will be highly encouraged. We intend to partner with an external firm to deliver this service, ensuring high-quality and engaging content.
- **Upgrade all Computers to Windows 11:** With Windows 10 reaching its end-of-life in October leading to a discontinuation of security patches from Microsoft, we will prioritize migrating all college computers to Windows 11. This initiative will also include efforts to secure logins and computers in public spaces to create a more resilient and secure computing environment.
- **Harden Palo Alto Firewall Configuration:** Our main campus firewalls, a Palo Alto appliance, serves as our primary defense against external and internet threats. We will undertake a project to implement best practices for securing this firewall, enhancing its effectiveness in protecting our internal systems.
- **Perform Annual Penetration Test and Vulnerability Assessment:** Consistent with best practices, we will conduct an annual penetration test and vulnerability assessment. We aim to rotate vendors every other year and ideally partner with a firm that offers continuous penetration testing rather than a one-time snapshot, providing more dynamic security insights.
- **Review Server Inventory and Upgrade Unsupported Operating Systems:** We will conduct a thorough review of our server inventory to identify and prioritize systems running unsupported operating systems, such as the Alfresco document management system on Windows 2008. Plans may involve upgrading these systems or replacing them with modern solutions, such as Banner's Document Management solution.
- **Evaluate the following:**
 - **Security Operations Center (SOC):** A SOC watches our systems 24/7, finding and stopping cyber threats like hackers.
 - **Host-based Intrusion Detection Systems (HIDS):** HIDS are security guards on individual computers, detecting suspicious activity directly on them.

- **Network Operations Center (NOC):** A NOC keeps our entire network running smoothly, fixing any network problems quickly.
- **Security Information and Event Management (SIEM):** A SIEM system collects and analyzes security data from everywhere, helping us quickly spot and respond to threats.
- **Continue IT Involvement in Expanding Physical Security:** Information Technology will continue its collaboration in expanding physical security measures. This includes expanding access control systems, conducting joint walkthroughs with Police and Facilities departments, implementing parking lot surveillance through a Safety Grant in partnership with FlexCom, and addressing access control requirements for the Van Wert campus through Grant 3.

Conclusion

This inaugural Annual Information Security Compliance Assessment Report underscores Northwest State Community College's unwavering commitment to robust information security and full compliance with the Gramm-Leach-Bliley Act. Through strategic initiatives, dedicated efforts in the past year, and a forward-looking action plan, we are continually enhancing our defenses, protecting sensitive data, and fostering a secure environment for our community. We are confident that the outlined priorities for the next twelve months will significantly strengthen our security posture and ensure ongoing adherence to regulatory requirements. We appreciate the Board of Trustees' continued support and oversight in these critical endeavors.

Appendix A

| Status | GLBC Element | | Comment |
|-------------------|--|---|---|
| Complete (100%) | Published Privacy Policy and/or FERPA annual notice | | Registrar published annual FERPA notification to learners on June 16 th , 2025. |
| Complete (100%) | Process to ensure notice of privacy practices | | Processes for privacy notices are established. |
| Complete (100%) | Process to ensure notice when data is shared | | Protocols for data sharing notifications are in place. |
| Complete (100%) | Annual review of privacy policies | | Regular review of privacy policies is conducted. |
| Complete (100%) | Designated Qualified Individual (QI) to oversee information security program | | Vice President CIO |
| Complete (100%) | QI written report to governing body (at least annually) | | This report fulfills the annual reporting requirement. |
| In Progress (50%) | Written risk assessment (at least annually) | | Drafts exist; CIO review and finalization are priorities for the next 12 months. |
| | In Progress (0%) | Employee training and management | Cyber-awareness training and phishing campaign program planned for launch in the next 12 months. |
| | In Progress (75%) | Information systems: network and software design, information processing, storage, transmission, and disposal | Progress made with immutable cloud backup and network flow monitoring; ongoing efforts |
| | In Progress (50%) | Detecting, preventing, and responding to attacks, intrusions, or other systems failures | Enhanced by network flow monitoring and firewall hardening; further evaluation of SOC/NOC/SIEM planned. |

| | | | |
|-------------------|---|---|--|
| In Progress (50%) | Documented safeguard for each risk identified | | Linked to ongoing policy and risk assessment documentation. |
| | In Progress (50%) | Review of access control standards | Ongoing review; enhanced by MFA rollout and planned secure logins for public spaces. |
| | In Progress (0%) | Full data inventory including data classification | Server inventory review planned; comprehensive data classification is a larger, ongoing effort. |
| | In Progress (25%) | Encrypt customer information at rest and in transit | Significant progress has been made; continued efforts to ensure comprehensive encryption where applicable. |
| | In Progress (50%) | Evaluation of application security for in-house and hosted/vendor solutions | Annual PENTEST completed; ongoing evaluation of all applications, including secure disposition. |
| | Complete (75%) | Multi-factor authentication for all who access customer information | Major services covered; smaller services are continuously being migrated. |
| | To Do (0%) | Process for secure disposition of customer information | Awaiting comprehensive record retention policy and specific guidelines. |
| | In Progress (50%) | Change management process to ensure the ongoing security of information systems and network | Existing processes are being continuously refined to enhance security. |
| | In Progress (75%) | Logging of authorized user activity including access to customer information | Network flow monitoring is active; SIEM evaluation |

| | | | |
|-------------------|--|---|--|
| | | | planned for enhanced centralized logging. |
| | In Progress (50%) | Procedures and controls to monitor when sensitive data is accessed | Ongoing development, enhanced by network monitoring and future SIEM. |
| | In Progress (50%) | Procedures and controls to detect unauthorized access to customer information | Ongoing development, enhanced by network monitoring and future SIEM. |
| Complete (100%) | Regularly monitor and test established safeguards | | Evidenced by continuous monitoring, PENTESTs, and vulnerability assessments |
| | Complete (100%) | Annual penetration testing | Completed this past year; next annual test planned for the coming year. |
| | Complete (100%) | Vulnerability assessments, including system-wide scans every 6 months | Conducted system-wide scans; follow-up scan scheduled for June. |
| | In Progress (75%) | Vulnerability assessment after a material change to business operations and/or identified risk | Ongoing practice to assess vulnerabilities in response to significant changes or newly identified risks. |
| In Progress (50%) | Information Security Program policies and procedures | | Many policies are drafted but require CIO review and formal approval for public availability. |
| | In Progress (0%) | Regular security awareness training of all staff who access customer information | Program launch with external firm planned for the next 12 months. |
| | To Do (0%) | Specialized training for employees, affiliates, or service providers that have hands-on responsibility for executing information security program | Will be considered as part of future training initiatives. |

| | | | |
|-------------------|---|--|---|
| | In Progress (50%) | Monitor for emerging threats and effective countermeasures. | Ongoing monitoring and threat intelligence gathering; SIEM evaluation will enhance this capability. |
| | In Progress (50%) | Prevention of unauthorized disclosure of or access to customer financial information | Enhanced by MFA and firewall rules; ongoing focus for the program. |
| To Do (0%) | Ensure all contracts with service providers specify security expectations and safeguards and include a process to monitor the security practices of the provider | | Awaiting formalization of a process to monitor security practices of providers |
| In Progress (50%) | Regularly evaluate information security program to account for change | | Ongoing evaluation and adaptation based on new threats and technologies. |
| In Progress (50%) | Written incident response plan | | Draft exists; CIO review and finalization are priorities for the next 12 months. |
| In Progress (50%) | Controls in place to prevent the unauthorized disclosure of customer financial information | | Continuously improved through various security measures; ongoing. |
| In Progress (50%) | Controls in place to detect and mitigate unauthorized access to personal, non-public information | | Continuously improved through various security measures; ongoing. |
| In Progress (50%) | Periodic risk assessment of covered accounts, including (1) methods used to open accounts; (2) methods used to access accounts; and (3) previous experiences with identity theft. | | Incorporated into the planned annual internal risk assessment. |
| In Progress (0%) | Written Identity Theft Prevention Program to detect, prevent, and mitigate identity theft | | To be developed as part of the overall security program. |

| | | | |
|--|---------------------|---|--|
| | Complete (100%) | Approval from and involvement of the board of directors | The Board's approval of policies and oversight of this report demonstrate this involvement. |
| | In Progress (0%) | Staff training | Cyber-awareness training and phishing campaign program planned for launch in the next 12 months. |
| | To Do (0%) | Oversight of service providers | To be formalized within the next 12 months, including contract review and monitoring. |

Vice President for Academics
June, 2025
Submitted by: Dr. Lana Snider

Academics & the Center for Teaching and Learning (CTL) is happy to welcome our Associate Vice President of Academics (AVPA), Dr. Jason Lafferty to the team. Jason came to us from Johnson County Community College in Overland Park, Kansas. Jason led the Wylie Institute of Hospitality & Culinary where he managed six degree programs, daily operations, and a team of faculty and staff. Jason's first day was June 10th and he hit the ground running with the CTL and the team members & departments that report to him, including the Library (Director Kristi Rotroff), Instructional Design and Distance Learning (Coordinator Christina Schwiebert), and Accreditation, Compliance, and Curriculum (Coordinator Heidi Keller).

Jason's mission is to advance an agenda of community support and engagement through education. He believes in lifelong learning and has served in a variety of roles in higher education, including professor, program chair, department chair, executive dean, dean/associate dean, and director level for twelve years. The 8-week summer semester began June 6th and the VPA and Deans heeded the call for more training and support for full and part-time faculty on the new library services platform (Ex Libris) and artificial intelligence (AI). The CTL sponsored the first training session for faculty on June 3rd. Our speakers, Director Kristi Rotroff & Coordinator Christina Schwiebert led training on how to obtain resources through the new statewide platform and addressing AI in the Classroom, respectively. Participation was fantastic as there was a total of 56 faculty who attended, including 23 part-time and 14 full-time faculty.

The VPA and the Deans are participating in a professional development activity together at the Alliance for Innovation & Transformation (AFIT) Summer Institute entitled "Leading at the Speed of Change" from July 30th through August 2nd.

Following are some brief updates from the academic deans.

Jamilah Jones: Arts & Science:

YAWPFest 2025 marked another successful year of this annual faculty-driven initiative designed to engage students across academic disciplines through creative programming. Running April 21-24, the four-day event featured faculty-led workshops, student competitions, and performance opportunities that have become a reliable draw for campus participation.

The programming centered on three faculty-led workshops:

Professor Amy Drees - "Typewriter Poetry"

Professor Chelsie Ebaugh - "Modern Day Ballads" creative writing workshops

Professor Lindsay Folkerth - "Taylor Swift Inspired Creative Writing"

Each workshop provided hands-on learning opportunities while connecting traditional literary forms with contemporary interests. The festival also featured competitive elements with \$50 cash prizes in three categories: original poetry submission, performance of literary pieces, and original blackout poetry creation.

The poetry reading component continues to be the festival's most popular element, consistently drawing both participants and audiences from across campus. Student submissions were also accepted for NSCC's literary magazine "The Inkwell," providing publication opportunities beyond the festival itself. This annual programming demonstrates the Arts and Sciences faculty's ongoing commitment to student engagement through accessible, creative learning experiences that complement traditional coursework.

Jason Rickenberg: Business & Public Services:

The NSCC Law Enforcement Academy (LEA) is on track for a significant milestone, with graduation scheduled for June 18, 2025. We will be celebrating the achievements of 11 LEA Cadets, all of whom have secured employment pending graduation—a 100% job placement rate, which reflects the program's continued excellence and industry relevance.

This summer, we are offering three sections of CIS 114 in partnership with CTS and IBEW. These course offerings have contributed positively to our enrollment growth and have expanded access to high-demand skills training. A special thank you to Chris Robinson for her pivotal role in facilitating these valuable class offerings. Her efforts have been instrumental in bridging educational programming with workforce needs.

The fall 2025 schedule is 95% complete and current projections indicate a 3% growth in enrollment. We have strategically added additional class sections to meet student demand and maintain a high-quality educational experience. Starting the fall semester, the Agriculture (AG) Program is expanding its curriculum to include a new AG Tech Degree and an AG Tech Certificate.

We are pleased to be working with the Steubenville, OH JATC and Rich Cesta, their Training Director. The project will allow NSCC and the JATC to deliver two 8-week face-to-face courses during the Spring 2026 semester. These courses—MGT 110: Management and MGT 120: Supervision—will be held on Saturday mornings at the JATC training site.

Dr. Tiffany Ludwig: Nursing & Allied Health:

- Our open full-time faculty position has been filled by Anna Trubey. Anna is a NSCC alumni and also taught part-time for us before. She begins in August.
- Our Registered Nursing (RN) students are beginning to test for NCLEX (boards), and so far two have tested and passed.
- I am currently working with admissions to get recruitment efforts out there for our RN program.
- I am starting work on the Pre-Visit Report (PVR) for our Ohio Board of Nursing visit this upcoming March. The report is a lot of gathering/organizing of data. The last visit was virtually during COVID, so this visit will be quite different from then. Some different

areas of the college have already heard from me as I am gathering data, so thanks to them!

- There is still discussion of looking into a BSN for NSCC.
- Our Medical Assisting (MEA) courses continue to fill for fall 2025 and I have increased waitlists twice. I am expanding seat counts and planning to add some sections to accommodate.

Franklin Roberts: STEM & Industrial Technologies:

The STEM and Industrial department will be offering three classes offsite at NorthStar BlueScope in the fall. These classes are targeted to CCP students in the Fulton County area but any student can sign-up. The classes that will be offered at this location are MET 100 Introduction to Engineering, IND 120 Industrial Electricity I, and IND 121 Industrial Electricity II. The division plans to expand class offerings going forward.

The EV Motorsports raced in the evGrand Prix Collegiate 2025 Championship race in April. They were the only community college team to race. While they did not place, all of the students enjoyed the experience and look forward to racing again next year.

Franklin Roberts finished the OACC Leadership Academy in May. The year-long academy ended with presentations on the projects the participants did. Franklin's group focused on policy barriers with particular attention to the lack of communication and awareness around CTAG credit.

Mike Kwiakowski, Brittany Thompson, Emili Clingaman, and Marianna Doolittle attended The Ohio Academy of Science annual meeting held at Miami University. Presentations on student research and presentations on STEM education included topics of AI, creating a math class for science majors, how to engage college students in STEM fields, and perspectives of being an engineering student.

Marianna Doolittle attended the Ohio Mathematics Initiative (OMI) meeting on April 11th. This meeting was to determine the goals for the group for the next 10 years. The OMI was started in 2015 with all public 2-and 4-year colleges in Ohio to collaborate on math issues across the state. Another meeting will be held in the fall to finalize the goals.

Dave Mohring and Franklin Roberts attended the Miami University Senior Design Day Presentations on April 25 at Miami University. Several students' presentations were graduates from NSCC.

Marianna Doolittle attended the Ohio Mathematics Chairs/Lead meeting on May 2. This group consists of math faculty representatives from all 2- and 4-year colleges that discuss math education at the college level.

The following courses were OT36 approved: BIO 231 Anatomy & Physiology I and BIO 101 Principles of Biology.

Heidi Keller: Coordinator of Accreditation, Compliance & Curriculum

I am happy to report that on Friday, June 13, I turned in the 4-Year Assurance Report. The whole campus came together to find new evidence and artifacts to include from the last four years. The peer-reviewers will take from now until the end of July to examine our report. During this time, I will be prepared to gather additional artifacts and answer any questions.

In May, we received word that the Youngstown Ironworkers Local 270 will be one of our new JATC agency sites. I have been working with Dr. Lindsay English at Cuyahoga Community College (Tri-C) to establish a teach-out and provisional plan, along with doing a curriculum crosswalk that will be turned into the Higher Learning Commission (HLC) for approval.

Lastly, I have been able to continue work on the Curriculog project. I have formed a committee consisting of Connie Klingshirn, Allen Berres, Marianna Doolittle, Renee Bostelman, and Eliza Avers to look at the curriculog proposals. Each one of these committee members are well versed with our curriculum and the governance process, which is where our curriculum changes flow through. We want to make sure that these proposals are user friendly for our faculty and staff. We also need to make sure we are asking the right questions to get the outcome needed for updating Acalog, our interactive catalog. We still need to take into consideration testing the site and training faculty and staff on how to use the program. I will be working with Dr. Jason Lafferty, Associate Vice President for Academics, to develop a reasonable time frame to go live.

Christina Schwiebert: Coordinator Instructional Design & Distance Learning

With the increase of the availability and capability of AI tools, I've been working with the Arts & Sciences division to try to find ways to prevent and identify students using AI to complete their assignments. We have been using Turnitin for plagiarism and AI detection, but AI detection is always a "black box" - you can't see why text was identified as AI-generated. To help faculty identify AI use for assignments, I spoke with Copyleaks, which is another service that offers plagiarism and AI detection. After a demonstration and talking with multiple faculty impacted by AI use, we are looking to add Copyleaks to our toolbox. This can be used instead of Turnitin on an assignment-by-assignment basis, or used to supplement Turnitin. Having a second opinion on a questionable submission can be a big help. A number of instructors in Arts & Sciences have been using personal subscriptions to Copyleaks, so making it available campus-wide will allow them to cancel or pause those subscriptions.

The course evaluations from spring 2025 have all been downloaded, compiled, and shared with the Deans. The overall response rate was 38.7%, which is down slightly from prior spring and fall terms (just over 40%). For fall 2025, I created evaluation breakdowns by division for the first time, providing Deans with the rating responses for their overall division, and broken down by subject, part of term, and delivery method. I continued that for spring, making several changes to the template and process to make it easier for future terms.

Under the umbrella of the Center for Teaching & Learning (CTL), Kristi Rotroff and I had a training event on 6/3 for faculty. I spoke about addressing AI in the classroom, including a look at what generative AI and AI-powered text spinning can do, the importance of defining and communicating expectations regarding AI use, detecting AI use, and the options for informal and formal interventions if students are found to be using AI beyond what is acceptable. It generated some interesting discussions and additional suggestions for helping identify and address AI use.

Kristi Rotroff: Library Director

We are on the home stretch of implementing the new Library Services Platform! OhioLINK reports that this consortial migration is the largest that the vendor (Clarivate/Ex Libris) has ever undertaken. Over 1 million bibliographic records have been migrated for Ohio institutions, in addition to hundreds of thousands of user and fulfillment records. The library continues to see a medium level of foot traffic during semesters, some print book checkouts (relatively low compared to five years ago), and a large volume of electronic resource usage. Our vendor for the new LSP has indicated that other academic libraries have seen a bump up in print book usage once the new platform is implemented, so it will be interesting to see if we have that as well. We expect electronic resource usage to continue to increase. The "one stop shop" nature of the new platform will offer better "discovery" of all resources, and that will in turn benefit our learners and faculty.

Vice President of Enrollment Management & Student Affairs
Cassie Rickenberg
June 2025

Enrollment and Access

A big shout-out to Mike Jacobs and Mandie Heil for representing NSCC at Hilltop's Career Exploration Day! Their visit gave students a hands-on look at what community college has to offer - from flexible class schedules and affordable tuition to career pathways in high-demand fields. Students were especially interested in how adaptable NSCC's programs are, the ability to change majors, and the range of labs and learning environments on campus. Several noted they hadn't realized how many options were available or how simple it is to get started. It was an awesome chance to show future students what's possible at NSCC!



The Admissions and Financial Aid teams are continuing to integrate strategies by leveraging data from the Slate system. This allows for early and personalized communication with students regarding FAFSA completion, scholarship opportunities, and outstanding documentation, ultimately reducing barriers to enrollment. A draft version of the student's admissions portal can be viewed here: <https://go.postcaptain.com/portal/northwest-state-cc-status?tab=home>. Additionally, a FAFSA Workshop is scheduled for July 17 at 6 PM on campus. A narrated FAFSA presentation has been created for flexible, on-demand viewing by students, parents, and school counselors. This resource is being distributed to partner schools for broader access.

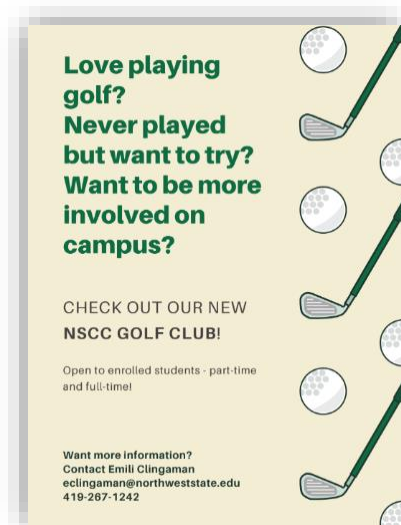
With forbearance on student loans ending, the Ashlynn Cox continues to lead the Financial Aid Office in a partnership with Inceptia to support student loan borrowers and maintain a strong Cohort Default Rate (CDR). Our current CDR is below 1%, well under the federal threshold of concern (15%). In comparison, community colleges nationwide are seeing delinquency rates between 25–40%. While we're in good standing for the 2023 cohort, the recent return of loan repayment and uncertainty around the SAVE program could impact future rates. We're working proactively with the borrowers that are in forbearance using Inceptia's early intervention tools to support repayment and protect students and the college's financial aid eligibility.

Student Life and Honors Societies

On April 29, student group advisors hosted a combined Honor Society Induction Ceremony, celebrating academic achievement and leadership. Alpha Delta Nu (ADN) inducted five candidates. Each inductee completed a group project presented to NRS 141 students, which was evaluated using a newly implemented Likert-scale survey to inform future assessment through WEAVE. Kappa Beta Delta (KBD) welcomed three new members: Machel VanDusen, Jessica Davis, and Izack Badenhop. Phi Theta Kappa (PTK) is experiencing renewed momentum under the guidance of faculty advisors Lisa Dapelo and Kara Flesher. Following the fall induction, student Izack Badenhop led the election of officers and has continued to build member engagement through summer initiatives and communication via Sakai.



We are excited to introduce the formation of a Golf Club, a new co-curricular opportunity aimed at expanding student engagement and promoting wellness through sport. Led by coaches Emili Clingaman (admissions) and Mike Donovan (high school counselor), the Golf Club is designed to provide opportunities for students to learn, practice and compete in golf regardless of experience level. The club's primary season will run during the fall semester, with optional summer rounds and spring tournament opportunities. Practices are planned at Suburban Golf Club, with flexible scheduling to accommodate student needs. Recruitment is already underway through outreach, interest surveys, high school connections, and fall orientation activities.



NSCC's Esports program continues to grow and engage students both on and off campus. Under the leadership of Dylan Guthrie (Esports Coach), the team is running weekly events, competing in games, supporting campus activities, and planning for GameCon, coming up June 14. To date, the team has hosted 96 events with over 1,400 attendees, including 9 this spring alone with 157 participants - up from 115 last year. Currently, 24 students have lab access and 5 students receiving Esports scholarships. The program is also building its online presence, with 1,377 YouTube livestream views in the last three months, and active Twitch, Instagram, and X channels. We're also exploring future opportunities, including potential expansion to the Van Wert campus and increased academic connections.

Advising and Student Success

Since March 17, academic advisors have served 539 students for summer registration and 647 students for fall. Advisors continue to support learners through walk-ins, appointments, texts, and virtual services. The Laptop Loaner Program launched for the summer semester to provide

technology access. Work is nearly complete on new advising sheets, with most programs updated. Next steps include the development of career and transfer advising tools.

The Success Center is off to a strong start this summer, with a full team of trained student workers supporting daily operations. Their presence not only enhances service efficiency but also contributes to a welcoming and student-centered environment where learners feel supported and encouraged. We have secured a strong lineup of tutors for the summer term, providing academic support across a range of high-demand subjects such as math, writing, and sciences. These services are available both in-person and remotely to ensure flexibility for all students, regardless of schedule or learning format. We continue to offer access to OhioLINK's online tutoring platform and have recently integrated NetTutor directly into Sakai course shells.

TRIO Program Update

Following a national TRIO grant community meeting with 3,000+ attendees, there is growing concern at the federal level that TRIO may not be seen as a core federal responsibility. There is a strong push for continued advocacy of the programs. June 21 is designated as TRIO National Day of Service. TRIO students and Alumni will be engaged in advocacy using #TRIOworks. In early July, a meeting with TRIO staff will be held to discuss updates and gather input.

Community Partnerships and Student Support

Parkview Hospital in Bryan organized a food drive among its employees and generously donated all collected items to the NSCC Food Pantry. This contribution will help ensure students facing food insecurity have access to essential resources. We are grateful for Parkview's support and commitment to serving our learners beyond the classroom.

Brittany Thompson and Franklin Roberts are leading a new partnership with North Star BlueScope Steel, which will bring CCP courses to their Delta location this fall. Through this initiative, high school students affiliated with North Star will be able to earn college credit on-site. This initiative supports workforce development and strengthens educational access in Fulton County.



We are also proud to announce a new partnership with One Million Degrees (OMD). Shannon Floyd, Renee Bostelman, and Kristen Davis are working on this collaboration. It will bring a nationally recognized, evidence-based support model to our campus. OMD provides coaching, mentoring, and wraparound services for community college students, and this partnership is expected to significantly enhance retention and completion, particularly for adult and first-generation learners. Planning for a Fall 2025 launch is underway.

Trainings and Professional Development

Twelve student affairs staff participated in a Change Management training with Shara Davis from Achieving the Dream. A follow-up session is being planned. A visual summary of key

takeaways has been distributed, encouraging continued reflection and implementation of effective change strategies.

NSCC continues to prioritize mental health and well-being. A recent campus-wide study, funded by the Mental Health Support grant, revealed a more than twofold increase in student awareness of counseling services - rising from 24% in 2022 to 51% in 2025. Positive trends were also seen in overall wellness, though stress remains a top concern. With grant-funded access to TimelyCare ending May 31, our focus now shifts to strengthening internal efforts. Two campus trainings on mental health, wellness, and stress relief are scheduled for June to further support students and staff in managing stress and fostering well-being.

Title IX and Campus Safety

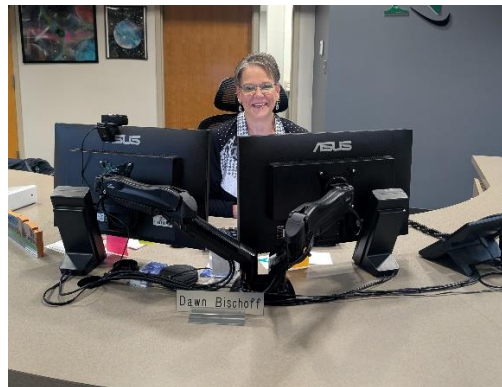
As part of NSCC's continued efforts to foster a safe campus, the Title IX team recently participated in a Meaning Making Session with Community Partners for Prevention to review and interpret results from the latest Campus Climate Survey. The survey was developed through Ohio Department of Higher Education and is designed to help colleges measure and improve their approach to preventing and responding to sexual violence. The report shows that student awareness of support services is rising, while other key insights will guide updates to our SMART goals and prevention plan for 2025–2026. In collaboration with external partners, the team is enhancing data analysis methods and refining assessment tools to better measure impact. This work builds on recent efforts like the "Title IX on the 9th" campaign and Brown Bag Lunch & Learn sessions, which have helped shift campus culture from basic awareness to active engagement. Final reporting will be submitted in June.

Chief Fiscal & Administrative Officer
June 2025
Submitted by: Jennifer Thome

Can you believe it? The summer semester is already underway and registration for the fall semester is now open! The past few months have been a busy and exciting time with major events happening including Scholarship Night, Spring Graduation and the Foundation's Green Carpet celebration. Each event was a success, thanks to the dedication and effort of everyone involved.

Business Office

This summer, our primary focus is on budget planning and year-end processes. We'd also like to share a staffing update: Krista, formerly our Customer Service Representative, has transitioned to a role in Food Service. In her place, we are pleased to welcome Dawn Bischoff as our new Customer Service Representative.



Auxiliary Services

In April, Food Service warmly welcomed Krista Maassel to the team as Cook, following the resignation of Matt Gomez. April and May proved to be busy months, with the Food Service team supporting numerous campus events. Meanwhile, the Bookstore has been processing textbook orders for the summer semester and gearing up for the upcoming fall term. Adding to the excitement, new NSCC-branded merchandise recently arrived and has quickly become popular with both students and staff alike.





Facilities

The Facilities team continues to stay busy with renovations at both Main Campus and the Van Wert Campus. The Van Wert location is on track to be fully operational in time for the start of the fall semester. Progress on Building B is also moving steadily forward, with completion still anticipated for December. They are currently working on the Presidential Suite build. The Facilities team also did lighting updates in Auditorium.





Campus Police

On April 24 and 25, officers from the NSCC Police Department participated in the Sexual Assault Response Team (SART) Symposium, hosted by the Sexual Assault Response Team of Northwest Ohio at NSCC. The training covered a range of critical topics, including domestic violence, sexual assault, child abuse, elder abuse and other relevant areas.

Additionally, the department is actively implementing required security enhancements to ensure LEADS compliance. These measures include updated training for both FT employees.

The department was also pleased to welcome back Officer Tracy Zuver, who recently returned following an extended medical leave.

Vice President – Workforce Development
June 2025
Submitted by: Jim Drewes

Mini Manufacturing Days – CTS held a series of manufacturing day events for local 5th and 6th grade students throughout April and May. Four hundred local youth attended the events.



Training On-Site – Allen County Correctional Facility



NSCC Graduates from EDGE Program



Vice President; Human Resources & Leadership Development
June 2025
Submitted by: Katy McKelvey

Recruiting:

We have filled the following roles:

- Customer Service Specialist
- Chief Information Officer
- Workforce Sales Coordinator
- Associate VP – Academics
- Training Coordinator – Electrical & Automation (Van Wert)
- Chief Information Officer
- Faculty – Mathematics
- Administrative Assistant – Foundation, BSSC, & Marketing

We are recruiting for the following roles:

- Training Coordinator – Mechanical & Fluid Power
- Training Coordinator – Electrical & Automation
- Food Services (part-time)
- Executive Director of Institutional Research
- Custodian 1st Shift
- Administrative Assistant – CTS

Performance Evaluation Process

Our updated performance management process, launched earlier this year, is now wrapping up its current review cycle. We've received positive feedback and have seen significant improvements compared to the previous process.

Employee Training

Our previously scheduled mandatory Title IX training for all employees has been rescheduled for the fall. During these sessions, employees will be provided Title IX and Title VI updates.

Employee Recognition Program:

The Cheers for Peers! recognition program has continued to allow employees to recognize peers for going above and beyond. Five employees were recently nominated and recognized for their efforts.



Angie Stuckey

Pillar: People, Integrity

I would like to nominate Angie for her outstanding dedication and support to the nursing program. As a part-time Nursing Skills Lab instructor, she consistently demonstrates a commitment to student learning, but her recent contribution went above and beyond her regular duties. On Angie's day off, she volunteered to assist with a psychiatric nursing simulation, taking on the challenging role of portraying a manic patient in a bipolar disorder scenario. Her engaging portrayal greatly enhanced the simulation experience for the students, and helped the students build critical assessment and communication skills. Her willingness to step in and support the team exemplifies professionalism, collaboration, and a deep commitment to nursing education.



Chelsie Ebaugh

Pillar: People, Learning

Chelsie Ebaugh was assigned to me as a faculty mentor in Fall 2024. Throughout my first year, she has been exceedingly responsive to my concerns, often responding within a matter of hours. She has been willing to assist with simple tasks such as, "Where do I find the Success Center referral again?" and more difficult problems, like the weight of how to best help a learner who fell into the trap of academic dishonesty. NSCC is a stronger learning community because of Chelsie's committed work ethic, her relentless encouragement for the new guy, and her effortless ability to see the humanity in the people lucky enough to work alongside her.



Emili Clingaman

Pillar: People, Integrity

Emili is the face of the office and works hard to ensure every learner is met with respect and consideration. She is quick to offer her assistance and goes above and beyond what is required of her each day. She is a huge asset to the rest of us in the office by efficiently communicating with learners, providing excellent resources and information, and ensuring the office runs smoothly with the hectic schedules the rest of us balance. She is frequently the first to jump in and offer help.

Emili was deeply impacted by one of our visiting speakers recently who noted we are just a small part of each student's story and we have the ability to positively change their lives as we get them started on their education. She has always embodied this idea and continues to let it shape her interactions with others. She is always giving her best with every learner and visitor she encounters. She is often the first drop that starts the rippling effect in the student experience and she does a fantastic job in helping everyone feel comfortable and confident as they get ready to take their next steps!



Erik Jones

Pillar: People, Learning

Erik has done a great job working with students in the Flex classes. He adapts to student needs and is always willing to help them. Erik assists new part-time instructors to help get them acclimated to NSCC. Erik brings his knowledge and experience working at other companies to the classroom.



Robert Young

Pillar: Learning

Rob holds his students to a high standard of learning and professionalism in his classes. Rob is willing to work with students that are struggling to better understand the content. He is welcoming to students and establishes good working relationships with them. Rob is very knowledgeable in his field and shares that knowledge with his students.

Employee Engagement Events:

Retirement Celebration Luncheon – On May 1st we celebrated Gloria Arps' retirement with a celebration luncheon. Over 100 employees came to wish her congratulations!



Exam Refresh Station – Each Exam Week, the College provides an array of treats to employees to help them finish out the school year strong!





Employee Luncheon – Outlaw Smokehouse catered our employee luncheon event on June 9th. Food Services also provided a tasty dessert of homemade frosted sugar cookies. More than 100 employees gathered to enjoy this annual favorite.



Upcoming Events:

- August 18th – Hawaiian Luncheon
- September 9th – Taco Tuesday & Jersey Day
- October 15th – Employee Service Awards



Northwest State
Community College
Institutional Reporting

Budget - Monthly Verifications Report

Fiscal Year: 2025
Fiscal Period: 10 - April
ORG: All

| Acct | AccountTitle | Original Budget | YTD Budget Adjust | Adjusted Budget | YTD Actual | YTD Encumb | Avail Balance |
|------|--------------------------------|--------------------|-------------------------|--------------------|---------------|---------------|------------------|
| 5101 | Instructional Fees | \$15,471,079 | \$2,959,324 | \$18,430,403 | \$18,247,241 | \$0 | \$183,162 |
| 5102 | General Fees | \$479,250 | \$88,776 | \$568,026 | \$637,618 | \$0 | -\$69,592 |
| 5103 | Lab Fees | \$395,000 | \$37,000 | \$432,000 | \$479,628 | \$0 | -\$47,628 |
| 5105 | Out of State Fees | \$442,355 | \$0 | \$442,355 | \$535,022 | \$0 | -\$92,667 |
| 5107 | Proficiency Fees | \$3,000 | -\$1,500 | \$1,500 | \$1,770 | \$0 | -\$270 |
| 5109 | Other Fees | \$3,050 | \$3,000 | \$6,050 | \$7,248 | \$0 | -\$1,198 |
| 5110 | Late Fees | \$12,300 | -\$6,000 | \$6,300 | \$7,400 | \$0 | -\$1,100 |
| 5115 | Student Fees | \$88,500 | \$8,300 | \$96,800 | \$92,865 | \$0 | \$3,935 |
| 5116 | Deferred Payment Service Fee | \$3,650 | \$350 | \$4,000 | \$3,580 | \$0 | \$420 |
| 5118 | Bus & Ind. Traing Fee | \$4,195,000 | -\$50,000 | \$4,145,000 | \$3,478,848 | \$0 | \$666,152 |
| 5119 | Deposit ADN - Admissions | \$0 | \$0 | \$0 | \$400 | \$0 | -\$400 |
| 5130 | Instr Fee - Nursing Cont Ed | \$1,500 | \$0 | \$1,500 | \$0 | \$0 | \$1,500 |
| 5131 | Provider Fee - Nursing Cont Ed | \$3,500 | \$0 | \$3,500 | \$825 | \$0 | \$2,675 |
| 5133 | Tuition and Fees Schlop Allow | -\$2,192,631 | \$0 | -\$2,192,631 | -\$1,426,989 | \$0 | -\$765,642 |
| 5155 | Fiscal Agent Fee | \$99,166 | \$0 | \$99,166 | \$92,274 | \$0 | \$6,892 |
| 5157 | Finger Printing Fee | \$30,000 | \$0 | \$30,000 | \$26,555 | \$0 | \$3,445 |
| 5159 | Career Advantage Fee | \$37,000 | \$3,400 | \$40,400 | \$46,725 | \$0 | -\$6,325 |
| 5160 | Simulation Fee | \$47,000 | -\$11,000 | \$36,000 | \$34,882 | \$0 | \$1,118 |
| 5161 | Career Service Fee | \$676,000 | -\$76,000 | \$600,000 | \$807,118 | \$0 | -\$207,118 |
| 5162 | Unallocated Reserves | -\$3,210,269 | \$1,008,287 | -\$2,201,982 | \$0 | \$0 | -\$2,201,982 |
| 5163 | OBR Capital Funds (State) | \$9,400,000 | -\$3,500,000 | \$5,900,000 | \$0 | \$0 | \$5,900,000 |
| 5503 | Foundation - Instl Supprt | \$140,000 | \$0 | \$140,000 | \$0 | \$0 | \$140,000 |
| 5507 | Project Independence Wildfire | \$0 | \$0 | \$0 | \$12,217 | \$0 | -\$12,217 |
| 5603 | Misc Revenue | \$0 | \$0 | \$0 | \$13 | \$0 | -\$13 |
| 5610 | Photo ID | \$670 | \$0 | \$670 | \$690 | \$0 | -\$20 |
| 5611 | Over / Short | \$0 | \$0 | \$0 | -\$20 | \$0 | \$20 |
| 5614 | Miscellaneous Income | \$2,759,808 | -\$1,157,968 | \$1,601,840 | \$1,104,674 | \$0 | \$497,166 |
| 5616 | Facility Rental - Room Charge | \$35,000 | \$0 | \$35,000 | \$26,055 | \$0 | \$8,945 |

Budget - Monthly Verifications Report

| Acct | AccountTitle | Original Budget | YTD Budget Adjust | Adjusted Budget | YTD Actual | YTD Encumb | Avail Balance |
|---------|-----------------------------|--------------------|-------------------------|--------------------|---------------|---------------|------------------|
| 5619 | Facility Rental - Taxable | \$4,000 | \$0 | \$4,000 | \$0 | \$0 | \$4,000 |
| 5642 | E Sports Revenue | \$700 | \$0 | \$700 | \$0 | \$0 | \$700 |
| 5753 | Catering Sales - Nontaxable | \$0 | \$0 | \$0 | \$130 | \$0 | -\$130 |
| 5801 | OBR - Subsidy | \$15,986,108 | -\$73,204 | \$15,912,904 | \$13,272,954 | \$0 | \$2,639,950 |
| 5803 | OBR - Capital Component | \$120,629 | \$0 | \$120,629 | \$90,459 | \$0 | \$30,170 |
| 5901 | Investment Income | \$50,000 | \$0 | \$50,000 | \$62,529 | \$0 | -\$12,529 |
| Revenue | Sub-Total: | \$45,081,365 | -\$767,235 | \$44,314,130 | \$37,642,710 | \$0 | \$6,671,420 |
| 6101 | Administrative Salaries | \$4,076,271 | \$66,667 | \$4,142,938 | \$3,231,449 | \$0 | \$911,489 |
| 6102 | Non Instructional Salaries | \$3,415,374 | \$0 | \$3,415,374 | \$2,809,399 | \$0 | \$605,974 |
| 6103 | Part Time Non Instructional | \$186,454 | \$0 | \$186,454 | \$110,933 | \$0 | \$75,521 |
| 6104 | Salary Savings | -\$250,000 | \$0 | -\$250,000 | \$0 | \$0 | -\$250,000 |
| 6121 | Academic Salaries | \$3,778,610 | \$0 | \$3,778,610 | \$2,832,103 | \$0 | \$946,507 |
| 6122 | Academic Overload | \$700,436 | \$0 | \$700,436 | \$551,639 | \$0 | \$148,797 |
| 6123 | Part Time Academic | \$1,442,959 | -\$50,000 | \$1,392,959 | \$1,291,686 | \$0 | \$101,273 |
| 6124 | Independent Study | \$12,395 | \$0 | \$12,395 | \$4,372 | \$0 | \$8,022 |
| 6125 | Academic Advising | \$2,950 | -\$1,250 | \$1,700 | \$0 | \$0 | \$1,700 |
| 6141 | Part Time Student Help | \$76,076 | \$0 | \$76,076 | \$52,983 | \$0 | \$23,093 |
| 6142 | Work Study Student | \$15,000 | \$0 | \$15,000 | \$1,729 | \$0 | \$13,271 |
| 6143 | Student Tutoring | \$3,000 | \$0 | \$3,000 | \$0 | \$0 | \$3,000 |
| 6144 | Faculty Tutoring | \$41,000 | \$0 | \$41,000 | \$28,547 | \$0 | \$12,453 |
| 6145 | Honorarium | \$2,400 | \$0 | \$2,400 | \$397 | \$0 | \$2,003 |
| 6200 | Fringe Expense | \$4,431,563 | \$0 | \$4,431,563 | \$3,374,057 | \$0 | \$1,057,506 |
| 6201 | STRS | \$0 | \$0 | \$0 | -\$2,762 | \$0 | \$2,762 |
| 6203 | SERS | \$0 | \$0 | \$0 | \$1,004 | \$0 | -\$1,004 |
| 6210 | Fringe Actual | \$0 | \$0 | \$0 | \$761,706 | \$0 | -\$761,706 |
| 6211 | Medical | \$0 | \$0 | \$0 | -\$330,280 | \$0 | \$330,280 |
| 6216 | Misc Insurances | \$0 | \$0 | \$0 | -\$142 | \$0 | \$142 |
| 6218 | HRA | \$15,000 | \$0 | \$15,000 | \$3,805 | \$0 | \$11,195 |
| 6301 | Workers Compensation | \$15,000 | \$0 | \$15,000 | \$16,103 | \$0 | -\$1,103 |
| 6302 | Unemployment Compensation | \$3,000 | \$12,000 | \$15,000 | \$21,028 | \$0 | -\$6,028 |
| 6303 | Employee Fee Waiver | \$60,000 | \$0 | \$60,000 | \$64,145 | \$0 | -\$4,145 |

Budget - Monthly Verifications Report

| Acct | AccountTitle | Original Budget | YTD Budget Adjust | Adjusted Budget | YTD Actual | YTD Encumb | Avail Balance |
|------|--------------------------------|--------------------|-------------------------|--------------------|---------------|---------------|------------------|
| 6304 | Bookstore Employee Discount | \$4,000 | \$0 | \$4,000 | \$1,578 | \$0 | \$2,422 |
| 6305 | Employee Assistance | \$3,000 | \$0 | \$3,000 | \$900 | \$0 | \$2,100 |
| 6306 | Employee Appreciation | \$27,500 | \$0 | \$27,500 | \$16,342 | \$0 | \$11,158 |
| 6307 | Faculty / Staff Development | \$106,200 | -\$200 | \$106,000 | \$81,500 | \$0 | \$24,500 |
| 6308 | YE Vac / Severance Accls | \$45,000 | \$0 | \$45,000 | \$0 | \$0 | \$45,000 |
| 6310 | IBEW Instructor Fee Waiver | \$0 | \$0 | \$0 | \$5,481 | \$0 | -\$5,481 |
| 7101 | Office Supplies | \$43,222 | \$1,300 | \$44,522 | \$23,025 | \$116 | \$21,382 |
| 7102 | Copier Supplies | \$17,620 | \$0 | \$17,620 | \$18,974 | \$0 | -\$1,354 |
| 7103 | Recruiting Supplies | \$22,350 | -\$1,619 | \$20,731 | \$7,876 | \$0 | \$12,855 |
| 7121 | Computer Supplies | \$46,810 | \$0 | \$46,810 | \$34,085 | \$0 | \$12,725 |
| 7131 | Instructional Supplies | \$333,385 | -\$22,695 | \$310,690 | \$128,739 | \$21,199 | \$160,752 |
| 7132 | Lab Supplies | \$49,300 | -\$4,800 | \$44,500 | \$16,562 | \$4,606 | \$23,331 |
| 7134 | ADA Hearing Impaired Books | \$3,000 | \$0 | \$3,000 | \$0 | \$0 | \$3,000 |
| 7135 | Instructional Food/Snacks | \$28,600 | \$0 | \$28,600 | \$14,798 | \$0 | \$13,802 |
| 7136 | Linen and Laundry | \$360 | \$0 | \$360 | \$180 | \$0 | \$180 |
| 7138 | Graduation Supplies | \$26,150 | \$0 | \$26,150 | \$3,162 | \$0 | \$22,988 |
| 7151 | College Car Supplies | \$990 | \$0 | \$990 | \$52 | \$0 | \$938 |
| 7156 | Miscellaneous Supplies | \$14,450 | -\$50 | \$14,400 | \$2,432 | \$0 | \$11,968 |
| 7157 | Employee Awards | \$7,000 | \$0 | \$7,000 | \$3,612 | \$529 | \$2,859 |
| 7161 | Library Supplies | \$1,500 | \$0 | \$1,500 | \$788 | \$0 | \$712 |
| 7162 | Library Books Lost / Replaced | -\$3,953 | \$0 | -\$3,953 | -\$225 | \$0 | -\$3,728 |
| 7171 | Audio Visual Supplies | \$33,091 | \$0 | \$33,091 | \$21,963 | \$0 | \$11,128 |
| 7181 | Uniforms | \$5,050 | \$0 | \$5,050 | \$2,381 | \$60 | \$2,609 |
| 7182 | Janitorial Supplies | \$20,000 | \$0 | \$20,000 | \$15,710 | \$2,034 | \$2,256 |
| 7201 | Conferences and Seminars | \$161,904 | \$6,500 | \$168,404 | \$59,748 | \$0 | \$108,656 |
| 7202 | Travel | \$163,384 | \$14,700 | \$178,084 | \$73,441 | \$0 | \$104,643 |
| 7203 | Development | \$63,500 | \$1,000 | \$64,500 | \$23,926 | \$7,400 | \$33,174 |
| 7204 | Instructional Travel | \$32,900 | \$0 | \$32,900 | \$19,837 | \$294 | \$12,769 |
| 7207 | Committee Meetings | \$31,240 | \$5,000 | \$36,240 | \$24,168 | \$5,012 | \$7,060 |
| 7208 | Convocation | \$8,000 | -\$7,000 | \$1,000 | \$0 | \$0 | \$1,000 |
| 7209 | Travel for Recruiting | \$4,000 | \$0 | \$4,000 | \$0 | \$0 | \$4,000 |
| 7301 | Subscriptions and Publications | \$14,835 | \$0 | \$14,835 | \$8,055 | \$0 | \$6,780 |

Budget - Monthly Verifications Report

| Acct | AccountTitle | Original Budget | YTD Budget Adjust | Adjusted Budget | YTD Actual | YTD Encumb | Avail Balance |
|------|-------------------------------|--------------------|-------------------------|--------------------|---------------|---------------|------------------|
| 7311 | Dues | \$189,239 | \$9,000 | \$198,239 | \$199,205 | \$9,064 | -\$10,030 |
| 7321 | Classified Advertising | \$7,500 | \$0 | \$7,500 | \$1,690 | \$2,079 | \$3,731 |
| 7322 | Radio Advertising | \$66,000 | \$0 | \$66,000 | \$53,722 | \$11,156 | \$1,122 |
| 7323 | Brochures | \$20,000 | \$0 | \$20,000 | \$14,468 | \$0 | \$5,532 |
| 7324 | Advertising - Papers | \$18,000 | \$0 | \$18,000 | \$13,589 | \$10,000 | -\$5,589 |
| 7325 | Advertising - Billboards | \$87,000 | \$0 | \$87,000 | \$73,445 | \$8,063 | \$5,492 |
| 7326 | Advertising - Miscellaneous | \$84,725 | -\$6,550 | \$78,175 | \$58,249 | \$3,130 | \$16,797 |
| 7328 | Advertising - Digital | \$70,000 | \$0 | \$70,000 | \$52,550 | \$14,417 | \$3,033 |
| 7329 | Advertise-Wkfrcl Devel | \$25,500 | \$0 | \$25,500 | \$14,339 | \$511 | \$10,650 |
| 7330 | Regional Campus Marketing | \$2,000 | \$0 | \$2,000 | \$428 | \$0 | \$1,572 |
| 7331 | Community Relations Donations | \$500 | \$0 | \$500 | \$300 | \$0 | \$200 |
| 7352 | Printing | \$44,200 | \$850 | \$45,050 | \$31,045 | \$12,377 | \$1,627 |
| 7361 | Postage | \$24,600 | \$0 | \$24,600 | \$14,630 | \$7,934 | \$2,035 |
| 7401 | Equipment M & R | \$288,863 | \$24,185 | \$313,048 | \$217,118 | \$10,471 | \$85,460 |
| 7402 | Buildings M & R | \$210,000 | \$0 | \$210,000 | \$62,702 | \$32,167 | \$115,131 |
| 7403 | Grounds M & R | \$30,000 | \$3,858 | \$33,858 | \$11,468 | \$2,000 | \$20,390 |
| 7404 | Parking Lot M & R | \$40,000 | \$3,642 | \$43,642 | \$43,642 | \$0 | \$0 |
| 7405 | Water Tower M & R | \$302,000 | \$0 | \$302,000 | \$1,135 | \$43,750 | \$257,115 |
| 7406 | Vehicles M & R | \$30,000 | \$0 | \$30,000 | \$19,740 | \$7,092 | \$3,168 |
| 7407 | Equipment Replacement | \$10,000 | \$0 | \$10,000 | \$8,295 | \$0 | \$1,705 |
| 7408 | Equipment Rental | \$38,500 | -\$7,500 | \$31,000 | \$16,952 | \$4,394 | \$9,654 |
| 7409 | Facilities Rental | \$5,054,638 | \$1,300,000 | \$6,354,638 | \$7,486,767 | \$4,754 | -\$1,136,883 |
| 7501 | Professional Fees | \$127,250 | \$0 | \$127,250 | \$61,721 | \$59,788 | \$5,740 |
| 7502 | Legal Fees | \$29,000 | -\$7,000 | \$22,000 | \$12,246 | \$1,381 | \$8,373 |
| 7503 | Audit Fees | \$40,000 | \$0 | \$40,000 | \$29,678 | \$0 | \$10,322 |
| 7504 | Accreditation | \$12,897 | \$0 | \$12,897 | \$1,700 | \$0 | \$11,197 |
| 7505 | Consultant | \$8,000 | \$0 | \$8,000 | \$0 | \$0 | \$8,000 |
| 7521 | Training | \$292,100 | \$0 | \$292,100 | \$253,359 | \$1,462 | \$37,278 |
| 7522 | Testing / Assessment | \$160,950 | \$1,500 | \$162,450 | \$93,715 | \$17,744 | \$50,991 |
| 7523 | Outside Services | \$6,280,754 | \$1,408,800 | \$7,689,554 | \$9,715,699 | \$121,553 | -\$2,147,698 |
| 7525 | Purchased Services | \$73,839 | \$0 | \$73,839 | \$53,013 | \$19,746 | \$1,080 |
| 7527 | Collection Fees | -\$20,000 | \$0 | -\$20,000 | -\$12,682 | \$2,586 | -\$9,904 |

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| Acct | AccountTitle | Original Budget | YTD Budget Adjust | Adjusted Budget | YTD Actual | YTD Encumb | Avail Balance |
|------|--------------------------------|--------------------|-------------------------|--------------------|---------------|---------------|------------------|
| 7528 | Policy Compliance | \$3,000 | \$0 | \$3,000 | \$0 | \$0 | \$3,000 |
| 7529 | Bank Service Fees | \$10,500 | \$0 | \$10,500 | \$7,653 | \$0 | \$2,847 |
| 7531 | Finger Printing Expense | \$28,220 | \$0 | \$28,220 | \$19,869 | \$24,000 | -\$15,649 |
| 7601 | Adult Diploma Scholarship | \$25,000 | \$0 | \$25,000 | \$0 | \$0 | \$25,000 |
| 7602 | JATC Career Advantage Fee Schl | \$500 | \$0 | \$500 | \$0 | \$0 | \$500 |
| 7603 | Honors Scholarship | \$70,000 | \$0 | \$70,000 | \$40,599 | \$0 | \$29,401 |
| 7604 | Agency Partner Scholarship | \$12,000 | \$0 | \$12,000 | \$6,704 | \$0 | \$5,296 |
| 7605 | Presidential Scholarship | \$1,050,000 | \$0 | \$1,050,000 | \$873,787 | \$0 | \$176,213 |
| 7606 | Scholarship Allowance | -\$2,192,631 | \$0 | -\$2,192,631 | -\$1,426,989 | \$0 | -\$765,642 |
| 7607 | Agency Graduate Studnt Schl | \$3,000 | \$0 | \$3,000 | \$0 | \$0 | \$3,000 |
| 7608 | Fee Waiver - Senior Citizens | \$6,000 | \$0 | \$6,000 | \$4,534 | \$0 | \$1,466 |
| 7609 | Fee Waiver - ONG | \$515 | \$0 | \$515 | \$0 | \$0 | \$515 |
| 7610 | CCP Partner Scholarship | \$5,150 | \$0 | \$5,150 | \$0 | \$0 | \$5,150 |
| 7618 | Graduation Alliance Schl | \$10,000 | \$0 | \$10,000 | \$0 | \$0 | \$10,000 |
| 7619 | Registration Scholarship | \$204,804 | -\$79,000 | \$125,804 | \$0 | \$0 | \$125,804 |
| 7620 | Tech Prep Scholarship | \$11,000 | \$0 | \$11,000 | \$6,500 | \$0 | \$4,500 |
| 7629 | Interntl Student Schl | \$4,120 | \$0 | \$4,120 | \$0 | \$0 | \$4,120 |
| 7630 | PSEO/CCP Schl & Books | \$690,042 | \$0 | \$690,042 | \$162,762 | \$0 | \$527,280 |
| 7631 | Bad Debt Expense | \$105,000 | \$0 | \$105,000 | \$13,640 | \$0 | \$91,360 |
| 7632 | Capital Lease Interest | \$61,000 | \$0 | \$61,000 | \$60,952 | \$0 | \$48 |
| 7633 | Contingency Fund | \$86,900 | -\$2,881 | \$84,019 | \$28,990 | \$8,708 | \$46,322 |
| 7634 | Instructional Media | \$11,500 | \$0 | \$11,500 | \$11,969 | \$0 | -\$469 |
| 7635 | Database Subscriptions | \$35,000 | \$0 | \$35,000 | \$31,193 | \$0 | \$3,807 |
| 7636 | Student Activities | \$27,225 | \$0 | \$27,225 | \$13,224 | \$0 | \$14,001 |
| 7637 | Student Group | \$300 | -\$300 | \$0 | \$0 | \$0 | \$0 |
| 7638 | Fund Raising | \$0 | \$0 | \$0 | \$13,630 | \$0 | -\$13,630 |
| 7639 | Prior Year Adjustment Bad Debt | -\$110,000 | \$0 | -\$110,000 | -\$45,733 | \$0 | -\$64,267 |
| 7642 | Alumni Fund Expense | \$11,600 | \$0 | \$11,600 | \$9,372 | \$0 | \$2,228 |
| 7644 | Miscellaneous | \$63,800 | \$0 | \$63,800 | \$2,643 | \$0 | \$61,157 |
| 7645 | Business Competition | \$800 | -\$800 | \$0 | \$311 | \$0 | -\$311 |
| 7646 | Administrative Retreat | \$400 | \$0 | \$400 | \$0 | \$0 | \$400 |
| 7650 | Strategic Planning | \$500 | \$0 | \$500 | \$43 | \$0 | \$457 |

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| Acct | AccountTitle | Original Budget | YTD Budget Adjust | Adjusted Budget | YTD Actual | YTD Encumb | Avail Balance |
|---------|------------------------------|--------------------|-------------------------|--------------------|---------------|---------------|------------------|
| 7660 | Open House | \$500 | \$0 | \$500 | \$0 | \$0 | \$500 |
| 7667 | CCP Scholarship | \$10,000 | \$0 | \$10,000 | \$0 | \$0 | \$10,000 |
| 7670 | Road to Success Schlp | \$5,000 | \$0 | \$5,000 | \$0 | \$0 | \$5,000 |
| 7671 | Sports Club Schlp | \$20,000 | \$0 | \$20,000 | \$31,157 | \$0 | -\$11,157 |
| 7676 | TRIO - NSCC Scholarship | \$5,000 | \$0 | \$5,000 | \$1,241 | \$0 | \$3,759 |
| 7677 | Tuition Reduction - Cares | \$0 | \$79,000 | \$79,000 | \$230,485 | \$0 | -\$151,485 |
| 7681 | Fee Waiver - CTS | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 7701 | Gas | \$65,000 | \$0 | \$65,000 | \$36,226 | \$28,774 | \$0 |
| 7702 | Electricity | \$150,000 | \$50,000 | \$200,000 | \$190,171 | \$8,888 | \$941 |
| 7703 | Electricity - Water Tower | \$2,699 | \$0 | \$2,699 | \$2,661 | \$0 | \$38 |
| 7704 | Water | \$7,000 | \$500 | \$7,500 | \$4,689 | \$2,721 | \$90 |
| 7705 | Sewer | \$35,000 | \$3,000 | \$38,000 | \$29,850 | \$8,135 | \$15 |
| 7706 | Waste Collection | \$8,000 | \$600 | \$8,600 | \$6,165 | \$2,395 | \$40 |
| 7707 | Telephone | \$89,644 | \$0 | \$89,644 | \$33,699 | \$21,600 | \$34,344 |
| 7722 | Employee Liability Insurance | \$14,400 | \$0 | \$14,400 | \$32,625 | \$0 | -\$18,225 |
| 7724 | Motor Vehicle Insurance | \$28,000 | \$622 | \$28,622 | \$37,899 | \$0 | -\$9,277 |
| 7725 | Property Insurance | \$109,319 | -\$622 | \$108,696 | \$84,375 | \$0 | \$24,321 |
| 7727 | Prof Liab Students | \$13,897 | \$1,400 | \$15,297 | \$15,818 | \$0 | -\$521 |
| 7728 | Travel- Intramural/Recreatl | \$2,250 | \$0 | \$2,250 | \$365 | \$0 | \$1,885 |
| 7729 | Cyber Liability Insurance | \$18,100 | \$0 | \$18,100 | \$21,556 | \$0 | -\$3,456 |
| 7901 | Library Books | \$12,000 | \$0 | \$12,000 | \$5,088 | \$0 | \$6,912 |
| 7902 | Fixtures and Furnishings | \$512,261 | -\$21,140 | \$491,121 | \$98,838 | \$167,639 | \$224,644 |
| 7903 | Software and Licensing | \$829,978 | -\$61,950 | \$768,028 | \$665,530 | \$17,995 | \$84,503 |
| 7904 | Building Projects | \$9,400,000 | -\$3,500,000 | \$5,900,000 | \$0 | \$0 | \$5,900,000 |
| 7911 | Equipment | \$489,140 | \$8,500 | \$497,640 | \$230,378 | \$0 | \$267,262 |
| 7912 | Motor Vehicles | \$30,000 | \$4,500 | \$34,500 | \$33,755 | \$0 | \$745 |
| Expense | Sub-Total: | \$45,082,365 | -\$768,233 | \$44,314,132 | \$35,665,154 | \$739,725 | \$7,909,253 |