

BOARD OF TRUSTEES MEETING

December 12, 2025 – 11:30 a.m.

Room C200

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. EXECUTIVE SESSION

F. PRESENTATION –Learner Services

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)
- President (Todd Hernandez)

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

- Facilities Projects Update (Connie N)

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

- Affordability & Efficiency Report (Todd H)
- Master Plan / Capital (Todd H)
- FY25 Audit (Todd H)
- Policy and Procedure Updates (Todd H / Lana S)
 - Curricular Review Policy (new)
 - Ad Hoc Committee
 - ILOs (amended)
 - Civic Literacy Requirement (new)
- Legislative Updates (Todd H)
 - BOT Education Requirements

J. CHIEF FISCAL OFFICER REPORT (Jenny T)

- Financial Report as of September 30, 2025

K. CONSENT AGENDA (Megan B)

1. Consent Agenda Items (roll call vote)
 - a. Minutes of the October 17, 2025 Meeting
 - b. Resignation
 - c. Employ Full-Time CDL Program Training Coordinator
 - d. Employ Full-Time Director of Data Visualization
 - e. Employ Full-Time Helpdesk Technician
 - f. Promotion to Coordinator of Adult Studies
 - g. Renewal of Probationary and Non-Teaching Faculty Contracts
 - h. Miscellaneous Employment Contracts
 - i. CDL Training Program Drug and Alcohol Testing Policy (new)
 - j. Curriculum Development Policy (amended)
 - k. Program Name Change for Banking & Finance Degree

L. PROPOSED RESOLUTIONS (Megan B)

1. Affordability & Efficiency Report
2. Reserve Funds for Capital Expenditures
3. American Civic Literacy Plan

M. UPCOMING BOARD ACTIVITIES (Todd H)

1. Emeritus Dinner – December 15
2. Fall Commencement – December 15
3. Board Self Evaluation – January 5
4. Board Meeting – February 20

N. OTHER BUSINESS (Todd H)

1. Foundation Board Meetings

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- a. January 29, 2026
 - b. April 23, 2026
- 2. Trustee Professional Development
 - a. ACCT National Legislative Summit (Washington DC) – February 9-12, 2026
 - b. Governance Leadership Institute (Miami, FL) – March 18-20, 2026
 - c. AACC 2026 (Seattle, WA) – April 10-14, 2026

O. ADJOURNMENT (Katrina D)

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.

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

The Board of Trustees of Northwest State Community College (NSCC) met in regular session on Friday, October 17, 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

25-69

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

Absent: Scott Mull

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 Jim Drewes 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.

NSCC STATEMENT OF COMMITMENT

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VISION AND VALUES

VP Drewes 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.

STATE SHARE OF INSTRUCTION (SSI)

President Hernandez provided the Board with an overview of the State Share of Instruction (SSI) formula and how the College has performed under this formula since fiscal year 2021. SSI is based on three metrics – success points, cost-based credential completions and cost-based course completions. NSCC performs well in course completions, but needs improvement in success points and credential completions. Dr. Hernandez provided strategies to improve retention and completion and the College's vision to Elevate Northwest Ohio.

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 enrollment update for the fall semester. Retention from spring to fall is 73.1% and NSCC has 399 new learners for fall semester. Lana Snider, Vice President for Academics, shared that as of October 13, 96 out of 120 graduates are walking for fall commencement on December 15. This is double from fall 2024 commencement. Jenny Thome, Chief Fiscal & Administrative Officer, reported that the Annual Security Report was submitted by the October 1st deadline. Brittany Chamberlain, Executive Director for Human Resources, shared that the College hosted its annual Employee Service Awards Luncheon. Twenty-two employees were recognized for reaching various milestones in their employment. Darin Seiler, Chief Information Officer, provided

an update on the various ways that his department is increasing security, including the launch of cyber-awareness training and upgrades to Windows 11 on all computers. President Todd Hernandez discussed an organization restructure in the Foundation and Industrial Technologies areas.

BOARD DISCUSSION ITEMS

Facilities Project Update – The Van Wert campus has its final inspection for occupancy on October 27. The ribbon cutting ceremony and open house is scheduled for October 28. B Building is ahead of schedule, with an expected occupancy of November 15.

Affordability & Efficiency Report – Ohio Revised Code 3333.95 requires each institution of higher education to complete this annual report. The report will be submitted by the November 21 deadline and brought to the board as a resolution for approval in December.

Master Plan – NSCC has partnered with BDHP for current pricing and strategic alignment of each project. Projections will be shared with the Board at the December meeting.

Policy and Procedure Updates:

Curricular Review Policy (new) - As part of the State Budget, we are required to have a policy in place by December 31 which discusses the Board's review of the curriculum.

- *Ad Hoc Committee* - Plan is to have two meetings between now and December to create the policy and have it in place. Two to three Board members will work with members of the Administration (President, VPA etc.) to create the policy and continue work through the next year. After discussion, Trustees John Poulson and Jeff Erb agreed to serve on the committee.

CDL Drug Testing Policy & Procedure - Formalize a policy and procedure to guide instructors on how to deal with students that test positive. The policy has been reviewed by the Attorney General's office and will be brought to the board as a consent item at the December meeting.

Institutional Learning Outcomes (ILOs) – The ILOs policy was suspended at the August 2025 board meeting in response to Senate Bill 1. A workgroup has been formed to discuss a plan going forward to reinstate, amend or completely rework the ILOs. President Hernandez offered the Board an opportunity to participate in those discussions.

CHIEF FISCAL OFFICER REPORT

25-70

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 July 31, 2025.

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

CONSENT AGENDA APPROVED

Ms. Barber moved and Mr. Schwarzbek seconded the following consent items:

MINUTES OF THE AUGUST 15, 2025 BOARD MEETING

25-71

RESIGNATIONS

25-72

WHEREAS, David Mohring, Mechanical Engineering Technology Faculty, has submitted his resignation; and

WHEREAS, Jason Baun, Working Supervisor – Facility Maintenance, has submitted his resignation; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the resignation of David Mohring, effective October 15, 2025; and Jason Baun, effective October 17, 2025 be accepted.

EMPLOY FULL-TIME COOK

25-73

WHEREAS, the position of full-time Cook was left vacant due to the promotion of Krista Maassel to Administrative Assistant for Community & Workforce Development; and

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

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

NOW, THEREFORE BE IT RESOLVED, that Ms. Linda Rivera be employed as full-time Cook effective September 8, 2025 at an annual salary of \$35,464.00. This is in accordance with the Support Personnel Bargaining Agreement.

EMPLOY FULL-TIME APEX ACCELERATOR CENTER DIRECTOR

25-74

WHEREAS, the position of full-time APEX Accelerator Center Director was created to grow business partnerships and address the unique needs of local businesses, particularly those looking to enter the space of government contracting; and

WHEREAS, this position will be responsible for providing leadership and direction to APEX marketing assistance efforts, designing training programs for new employees, serving as an active resource for marketing and support staff, and establishing close working relationships with federal buying centers in our own area, among other duties; 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. Jeremy Garber be employed as full-time APEX Accelerator Center Director effective October 13, 2025 at an annual salary of \$80,000.00. This is a grant-funded graded position.

PROMOTION TO WORKING SUPERVISOR – CUSTODIAL

25-75

WHEREAS, the position of full-time Working Supervisor – Custodial, was left vacant due to the termination of Ashley Barth; and

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

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

NOW, THEREFORE BE IT RESOLVED, that Mr. David Schaub be employed as full-time Working Supervisor – Custodial, effective September 8, 2025 at an annual salary of \$45,000.00. This is a graded position.

PROMOTION TO COMMUNICATIONS & DIGITAL MARKETING SPECIALIST

25-76

WHEREAS, the position of full-time Communications & Digital Marketing Specialist was created to provide assistance in development and implementation of the College's comprehensive marketing, advertising and communications and community relations efforts aimed at building brand awareness and drive student and employee recruitment and retention; and

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

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

NOW, THEREFORE BE IT RESOLVED, that Mr. Ethan Eberly be employed as full-time Communications & Digital Marketing Specialist, effective October 13, 2025 at an annual salary of \$47,500.00. This is a graded position.

TRANSITION TO CUSTODIAN (2ND SHIFT)

25-77

WHEREAS, the position of full-time Custodian was left vacant due to the promotion of David Schaub to Working Supervisor - Custodial; 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. Zach Tucker be employed as full-time

Custodian 2nd Shift effective September 25, 2025 at an annual salary of \$33,030.40. This is in accordance with the Support Personnel Bargaining Agreement.

MISCELLANEOUS EMPLOYMENT CONTRACTS

25-78

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:

Part-Time Instructors:

Dulat Bekbolsynov
Kenneth Brown
Nathaniel Coleman
Darlington Dick
Jared Gulley
Peter Kappen
Kyle Klinker
Amy McMasters
Melissa Norton
Corey Shubert

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

Lisa Becher	Mike Kwiatkowski
Sean Burres	Amy Leitch
Lisa Dapelo	Kayla Miller
Colin Doolittle	Dave Mohring
Marianna Doolittle	Tera Newton
Chelsie Ebaugh	Anuja Parikh
Lindsay Folkerth	Karla Ringenberg
Heather Galbraith	Christine Robinson
Melanie Hicks	Jesse Schumaker
Tony Hills	Nicole Schwab
Sherry Howard	Greg Tefft
Julie Kemarly-Dowland	Anna Trubey
Craig Kuhlman	Jenny Thome
Connie Nicely	Jason Rickenberg
Jon Tomlinson	Tim Lucas

This concludes the Consent Agenda

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

EMERITUS STATUS AWARDED

25-79

Ms. Barber moved and Mr. Bridenbaugh seconded the following motion:

WHEREAS, the College enacted an Emeritus policy in 2013 to recognize individuals that have made an outstanding contribution to the College and the community; and

WHEREAS, the College asked for nominations of faculty, staff and trustees that have permanently retired from Northwest State Community College; and

WHEREAS, the President has made a recommendation to the Board of Trustees to grant emeritus status to two individuals

NOW, THEREFORE BE IT RESOLVED, that Dr. Mindy Stayner and Ms. Lou Hissong be granted emeritus status by the Board of Trustees effective October 17, 2025.

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

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 Friday, December 12, 2025.

1. APPROVAL OF CONSENT AGENDA

1a. Minutes of the October 17, 2025 Board Meeting

1b. Resignation

WHEREAS, Aaron Hess, Mechanical & Fluid Power Training Coordinator (Maumee), has submitted his resignation; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the resignation of Aaron Hess, effective October 31, 2025 be accepted.

1c. Employ Full-Time CDL Program Training Coordinator

WHEREAS, the position of full-time CDL Program Training Coordinator was created to provide additional support for the CDL Program and backfill the current Coordinator while on reserve leave for the United States National Guard; 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. Storm Miller be employed as full-time CDL Program Training Coordinator effective October 21, 2025 at an annual salary of \$62,500.00. This is a graded position.

1d. Employ Full-Time Director of Data Visualization

WHEREAS, the position of full-time Director of Data Visualization was created to lead the College's efforts in transforming complex data into clear, actionable and visually compelling insights; and

WHEREAS, this position will be responsible for overseeing all data visualization, statistical regression and analysis for the College, with a focus on creating uniformed Institutional Research (IR) dashboards across all departments; and

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

WHEREAS, the Vice President / Chief Information Officer and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Jamie Ridenour be employed as full-time Director of Data Visualization effective October 22, 2025 at an annual salary of

\$85,000.00. This is a graded position.

1e. Employ Full-Time Helpdesk Technician

WHEREAS, the position of full-time Helpdesk Technician was created to provide a first point of contact and play a vital role in all technology support at NSCC, including its satellite and remote campuses; and

WHEREAS, this role is responsible for efficiently triaging, resolving and escalating support requests while coordinating tasks across IT support tiers, including managing routine hardware, software and network issues, while ensuring timely communication with users and maintaining clear documentation; and

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

WHEREAS, the Vice President / Chief Information Officer and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Kyle Hageman be employed as full-time Helpdesk Technician, effective November 10, 2025 at an annual salary of \$44,886.40.00. This is in accordance with the Support Personnel Bargaining Agreement.

1f. Promotion to Coordinator of Adult Studies

WHEREAS, the position of full-time Coordinator of Adult Studies was left vacant due to the resignation of Kristen Davis; and

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

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

NOW, THEREFORE BE IT RESOLVED, that Ms. Brenda Housh be employed as full-time Coordinator of Adult Studies, effective October 27, 2025 at an annual salary of \$60,000.00. This is a graded position.

1g. Renewal of Probationary 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 & 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:

Keira Christman (recruiter – admissions), continuing, Masters, total salary \$51,610.79
Fredy Rodriguez (faculty – sociology, social behavioral sciences), continuing, PhD, total salary \$69,718.23
Megan Schroeder (advisor – academic), continuing, Bachelors, total salary \$51,610.79
Craig Kuhlman (faculty – business management & economics), third, Masters, total salary \$63,037.68
Karla Ringenberg (faculty – nursing), third, Masters, total salary \$63,037.68
Abigail Roth (recruiter – admissions), third, Bachelors, total salary \$51,610.79
Rachel Verville (specialist – enrollment VW), third, Bachelors, total salary \$51,610.79
Katherine Murphy (faculty – nursing), second, Masters +, total salary \$59,176.59
Jesse Schumacher (faculty – business accounting), second, ABD, total salary \$64,646.62

1h. Miscellaneous Employment Contracts

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

WHEREAS, the Vice President of Academics, Chief Fiscal and Administrative Officer 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 (PT):

Jade Scott - \$14.58 / hour

Part-Time Instructors:

Chad Dicke
Gavin Gerig
Michael McClain

1i. CDL Training Program Drug and Alcohol Testing Policy (new)

WHEREAS, the CDL Training Program Drug and Alcohol Testing policy was created to formalize the drug and alcohol testing requirements for CDL students and to comply with the Federal Motor Carrier Safety Administration (FMCSA) and the Department of Transportation (DOT) regulations (49 CFR Part 382); and

WHEREAS, a procedure has also been created that addresses pre-registration, random and reasonable suspicion drug testing, as well as procedures for documentation and recordkeeping; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that policy 14-5-25 CDL Training Program Drug and Alcohol Testing be approved effective December 12, 2025.

3358: 14-5-26 CDL training program drug and alcohol testing.

Effective: XX/XX/XXXX

(A) Purpose

To ensure the safety of students, staff, and the public, and to comply with Federal Motor Carrier Safety Administration (FMCSA) and U.S. Department of Transportation (DOT) regulations (49 CFR Part 382).

(B) Scope

This policy applies to all applicants prior to acceptance into the CDL Training Program, and to all enrolled students throughout the duration of the program.

(C) General Policy Statements

- (1) All applicants and students must comply with all drug & alcohol testing requirements as a condition of participation.
- (2) A verified positive drug/alcohol test or refusal to test will result in denial of entry or permanent dismissal from the program.
- (3) All drug and alcohol testing results will be maintained in confidential files, accessible only to authorized personnel, in compliance with DOT, FERPA, and institutional policies.

1j. Curriculum Development Policy (amended)

WHEREAS, House Bill 96 states that the Board of Trustees has ultimate authority to establish new academic programs, schools, colleges, institutes, departments and centers at the institution; and

WHEREAS, the curricular approval process must do the following:

- Grant the faculty senate, or comparable representative body the opportunity to provide advice, feedback, and recommendations on the establishment and modification of academic programs, curricula, courses, general education requirements, and degree programs.
- Clarify that all feedback and recommendations by the faculty senate, or comparable representative body, is advisory in nature.
- Retain the board's final, overriding authority to approve or reject any establishment or modification of academic programs, curricula, courses, general education requirements, and degree programs.

WHEREAS, policy 3358: 14-5-05 Curriculum Development, has been amended to meet the requirements of House Bill 96

NOW, THEREFORE BE IT RESOLVED, that the policy amendment be adopted effective December 12, 2025 to comply with House Bill 96.

3358: 14-5-05 Curriculum development.

Effective: 4/01/09; reaffirmed by Board of Trustees 10/14/13; revised 12/12/25

- ~~A. All degrees and degree programs must be reviewed and approved by the Board of Trustees and the Ohio Board of Regents before being offered. The Vice President for Academics shall establish procedures for curriculum development.~~
- A. The board of trustees has ultimate authority to establish new academic programs, schools, colleges, institutes, departments, and centers at the institution. The board of trustees will not delegate the board's authority to approve or reject academic programs.
- B. The board of trustees is adopting a curricular approval process to establish and modify academic programs, curricula, courses, general education requirements, and degree programs.
- C. The Vice President of Academics or their designee will support curriculum development in accordance with the current governance handbook and present recommendations to establish or modify academic programs, curricula, courses, general education requirements, and degree programs to the board of trustees for approval or rejection in accordance with Ohio Revised Code 3345.457.
- D. Where applicable, academic programs, curricula, courses, general education requirements, and degree programs will be reviewed and approved by the Ohio Department of Higher Education.
- E. The board of trustees' standing curricular review process will be assessed and revised as needed for submission every five (5) years from 12/31/25.

1k. Program Name Change for Banking & Finance Degree

WHEREAS, with the recent passage of House Bill 96, the Ohio Department of Higher Education requires the Board to approve all curriculum changes; and

WHEREAS, the Banking & Finance Program has been reviewed and a name change recommendation has been made to change the program name to Financial Services (Banking & Wealth Management; and

WHEREAS, this name change will allow NSCC more effective branding to reach a different generation(s) that may not consider "banking" as a career alternative; and
WHEREAS, it distinguishes us among Ohio Community Colleges as this name isn't

currently used and reflects current financial services industry language, broader market appeal that encompasses wider career paths and wealth management is experiencing significant industry growth;

NOW, THEREFORE BE IT RESOLVED, that the program name change be approved effective the summer 2026 term to Financial Services Banking & Wealth Management.

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 2025 AFFORDABILITY & EFFICIENCY REPORT

Moved by _____, seconded by _____.

WHEREAS, in 2015 Governor John Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio's institutions of higher education; and

WHEREAS, House Bill 49 requires each institution's Board of Trustees to complete an efficiency review; and

WHEREAS, textbook affordability remains a top priority for community colleges as we are tasked to report on providing affordability and accessibility for learners; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the 2025 Affordability and Efficiency Plan Report that was submitted as a draft by the November 21, 2025 deadline be approved for final submission by the Board of Trustees effective December 12, 2025.

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

2. CONSIDERATION OF A RESOLUTION TO APPROVE RESERVE FUNDS FOR CAPITAL PROJECT EXPENDITURES

Moved by _____, seconded by _____.

WHEREAS, the B Building and Van Wert capital projects are nearing completion and final payments are due; and

WHEREAS, Foundation support is not expected to be received until February 2026; and

WHEREAS, there are dollars in the Unallocated Fund Balance from unspent budget allocations during previous budget years; and

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

NOW, THEREFORE BE IT RESOLVED, that the Board approves the use of \$650,000 from Unallocated Reserve funds for the purpose of supplementing capital construction expenditures, until financial support becomes available from the College's Foundation.

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

3. **CONSIDERATION OF A RESOLUTION TO APPROVE THE AMERICAN CIVIC LITERACY PLAN TO THE OHIO DEPARTMENT OF HIGHER EDUCATION (ODHE)**

Moved by _____, seconded by _____.

WHEREAS, Section 3345.382 of the Ohio Revised Code (ORC) requires each bachelor's degree granting institution of higher education develop a plan, approved by its Board of Trustees, to offer an American civic literacy course;

WHEREAS, NSCC has developed a plan to modify the current three (3) credit hour Ohio Transfer 36 (OT36) Social and Behavioral Sciences approved American Government Course (SSC120) to meet the specific requirements of section 3345.382(B), including the prescribed readings and a cumulative final examination at the conclusion of the course that assesses student proficiency about the prescribed readings;

WHEREAS, the Vice President of Academics, the Dean of Arts & Sciences, and an appropriately qualified faculty member will oversee the modification to the American Government course and seek approval via NSCC Curricular Review Policy and Shared Governance Academic Procedures;

NOW, THEREFORE BE IT RESOLVED, that NSCC's *American Civic Literacy Plan* be approved by the Board of Trustees of Northwest State Community College and be submitted for approval to the Chancellor of the Ohio Department of Higher Education.

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

President's Report - December 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
Oct 7	Board Engagement - John Bridenbaugh
Oct 16	Defiance Chamber After Hours
Oct 18-25	Higher Education Research & Development Institute / Association of Community College Trustees
Nov 6	Board Engagement - Jeff Erb
Nov 12-13	OACC Meeting / Annual Conference
Nov 18	Paulding County Economic Development Annual Banquet

Scheduled Time Off / Away from Campus

Date	Description
Dec 13	Steubenville JATC Winter Reception - Steubenville, Ohio
Dec 24 - Jan 2	College Closed
Feb 8 - 12	ACCT National Legislative Summit - Washington DC

Non NSCC related Professional Activities

None.

Vice President / Chief Information Officer
December 2025
Submitted by: Darin Seiler

Information Security Program (July 1, 2025 - June 30, 2026)

- ✓ **Launch a Cyber-awareness Training and Phishing Campaign Program:** The SensCy cybersecurity training program achieved a 65.2% participation rate in the month of October. The training topic of “Passwords” was issued for October with the next training topic of “Phishing” scheduled for December 1st. In conjunction with the training, email phishing campaigns launched in November 17th with SensCy. Analytics for the phishing tests will be provided in the future.
- ✓ **Perform Annual Penetration Test and Vulnerability Assessment:** External and internal vulnerability assessments and penetration tests were conducted October 20th by TrustedSec to evaluate the security of the IT infrastructure. The annual penetration testing has concluded with Trusted noting “No Critical Findings on External or Internal Tests.” Additionally, they note “No directly exploitable issues were identified in the external (Internet-facing) environment that would allow a compromise of systems or data.”

Components	Critical	High	Medium	Low
External Penetration Test	0	3	10	2
Internal Penetration Test	0	11	10	0

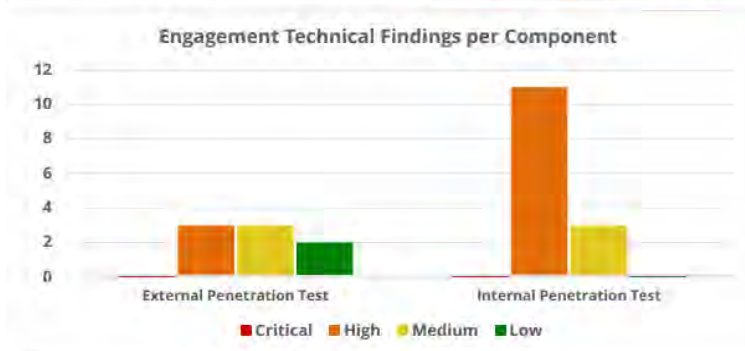


Figure 1 - Engagement Technical Findings Chart



Figure 2 - Technical Findings - Severity Rating Chart

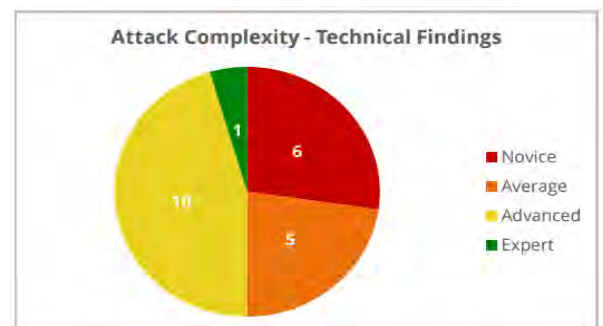


Figure 3 - Technical Findings - Attack Complexity Chart

✓ **Upgrade all Computers to Windows 11:** Windows 11 has been installed on 99% percent of campus computers. The Windows 11 project is expected to be completed by December 31, 2025.

✓ **Evaluate the following Security Tools (Security Operations Center, Systems Information and Event Management, Network Operations Center, Host-based Intrusion Detection System):** A new partnership with Telesystem Lumifi was established to provide 24/7 security monitoring for all server, workstation, authentication, and firewall logs. The project kickoff with Telesystem Lumifi took place in November with an estimated project completion by year end.

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:

New Personnel – Director of Data Visualization

- Welcome to Jamie Ridenour as the new Director of Data Visualization. Jamie is learning the locations of our data sources and he is beginning to extract the data. The data will visually be displayed in visual dashboards. Data visualization with this new role will assist the college in making instrumental decisions based on data.

Banner Upgrades

- DegreeWorks is being updated in the test environment from DW 5.1.3 to DW 5.1.5. This upgrade is necessary to bring the platform up to a current level.
- The latest Banner upgrade is a Financial Aid version which allows the college to receive and process the Free Application of Federal Student Aid (FAFSA) information for the 2026-27 academic year. The upgrade has been tested and plans are being arranged to install it in the production environment.

Banner Software Integration

- Work is on-going with the interfaces between SLATE (Student Customer Relationship Management) and Banner.
- Work is ongoing with DataKind to interface National Student Loan Clearinghouse (NLSC) data with our Banner system.
- Currently working with eCampus as a new vendor option for student textbooks. ECampus offers 1-day shipping directly to the student or to pick up in the Northwest State bookstore. Financial Aid programming will need to be updated to allow students to use financial aid money in both the bookstore and on the eCampus website.

New Initiatives

- In the past two months about 87 requests have been successfully completed, showing 100% positive feedback from the responses, in the “awesome” category.
- The MyNSCC portal is being updated internally and visualization dashboards will be added as they are created.
- Self-Service Banner 9 has been configured and tested. The plan is to completely replace the current Self-Service Banner 8 in December.

State and Federal Reporting

- State HEI reporting has been completed for the fall term.
- IPEDS reporting for FY2026 winter and spring semesters will begin in December.

Functional

- Continuing to train new employees, and those transferring to different departments; in Banner, Self-Service Banner, MyNSCC portal and Argos (reporting tool). Training is offered as needed.
-

Network/System, Engineering & Support Team

This team received 387 new requests/incidents in October, resolving 365 open tickets with 100% positive feedback from 29 responses.

New Personnel - Helpdesk Staffing and Service Enhancement

- Welcome to Kyle Hageman as our new Helpdesk Technician, a key addition to strengthening frontline support. Kyle will play an integral role in launching our new Helpdesk Experience initiative over the coming year. The initiative focuses on improving customer service with clearer communication, expanding coverage and a modernized support model for students, faculty and staff.

Halo Optimization

- The new event/room booking Halo request portal will optimize and centralize room and event bookings within Halo. Employees have been trained on the new system and it is scheduled to rollout to campus by end of year.
- Halo optimization is an ongoing process and it will increase efficiency and continue to make the platform user-friendly as it is expanded to more campus services. Most of the critical changes are completed and the project is scheduled to close out this month.

Auditorium Lighting

- Remaining picture lighting is scheduled for December. The project is in the final stage with a completion date of December 11, 2025.

Van Wert Campus

- The internet is connected and wireless networking technology is installed and functioning. Remaining technology continues to be set up for the preparation of the spring semester.

**Vice President for Academics
December 2025
Submitted by: Lana Snider**

We are in the final days of Fall term with plans for commencement being finalized. Commencement is being held Monday, December 15th at 7pm. Our keynote speaker is Abram Klopfenstein, currently a corporate pilot and alumni of NSCC in the agriculture program. We have 121 graduates with 81 of them attending.

Following are some updates from the academic deans.

Jamilah Jones: Arts & Science

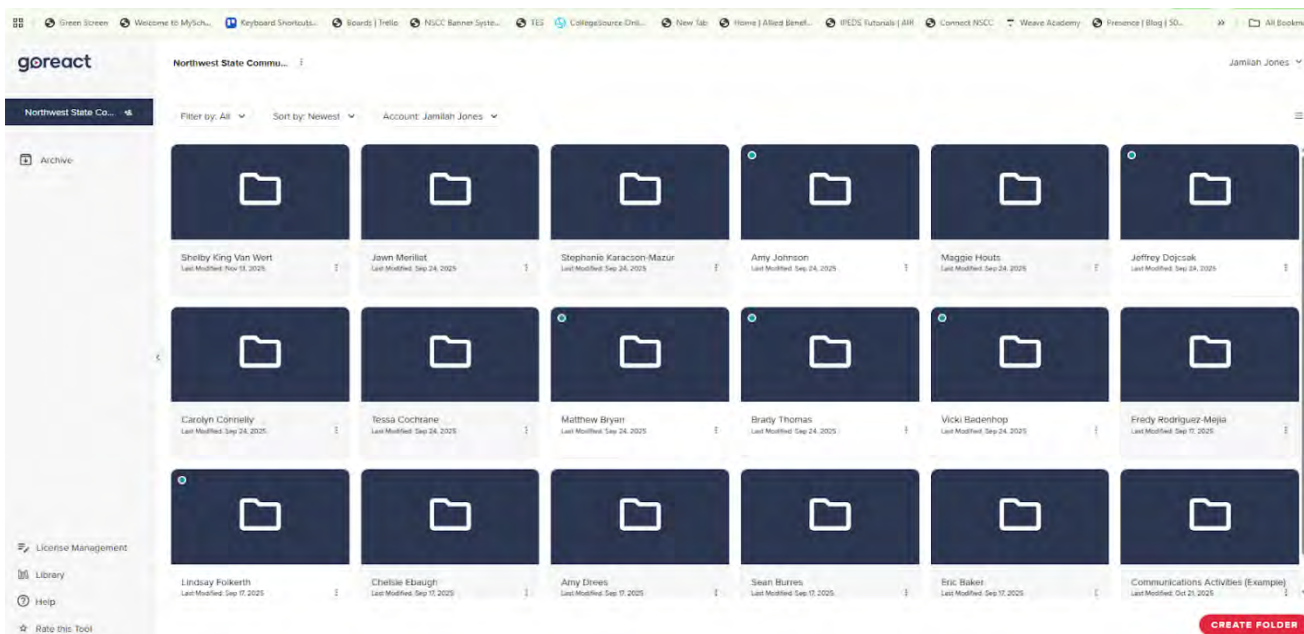
GoReact Enhances Flexibility and Strengthens Teaching Quality Across Arts & Sciences

Last spring, the Division of Arts & Sciences faced a persistent challenge: delivering high-quality faculty observations across one of the broadest geographic footprints in Ohio. With more than two dozen College Credit Plus (CCP) faculty teaching English, Spanish, Government, and IBEW courses from northwest to eastern Ohio, the annual workload for required observations routinely exceeded 130–150 hours—the equivalent of 16–19 full working days. Travel demands made same-day observations nearly impossible and often delayed feedback that faculty rely on for instructional growth.

In May 2025, Dean Jamilah Jones brought forward a proposal to adopt GoReact, a secure instructional video-feedback platform used nationally for teacher preparation and performance assessment. The platform enables instructors to upload classroom video clips and receive time-stamped, rubric-aligned feedback. The proposal explained how GoReact could significantly reduce observation-related travel while increasing feedback quality, documentation consistency, and opportunities for reflective practice.

After reviewing the projected licensing costs, Director of Network/Systems Engineering Robert Duncan approved the initiative and incorporated the GoReact subscription into the FY 2025–2026 IT budget. “This is a thoughtful solution that reduces logistical barriers while improving instructional support,” Duncan shared at the time. With IT’s backing, Arts & Sciences moved ahead with implementation for the new academic year.

Today, GoReact is fully operational across the division. A snapshot of the Dean’s dashboard shows an expanding library of uploaded teaching clips, completed rubrics, and archived comments providing, for the first time, a centralized and longitudinal record of instructional growth across sites and semesters.



Importantly, GoReact augments but does not replace in-person observations. Dean Jones continues to visit classrooms, but the platform now enables instructors to submit video segments in advance, allowing in-person meetings to focus on coaching, reflection, and strategy rather than documentation and travel scheduling. This hybrid model is already creating a more sustainable and meaningful observation cycle, and even allows for peer observation and discussion. A review of the first wave of GoReact observations reveals several encouraging trends:

Strengths Across Classrooms

- Stronger pacing and lesson structure, especially in CCP settings.
- Clear alignment between daily activities, course outcomes, and major assignments. Most faculty are explicitly giving students a roadmap for the day's expectations and what is coming in the near future, creating conditions for success and readiness.
- High levels of student engagement, supported by questioning, modeling, and effective redirection.



Areas for Continued Growth

- Supporting students in making evidence-based claims, particularly in debates, historical discussions, and argumentative writing.
- Reinforcing **academic integrity expectations**, including collaboration boundaries and AI usage.
- Continuing to strengthen **timely grading practices** and rubric transparency.

These themes not only support individual improvement but also help shape future professional development priorities for Arts & Sciences.

New Capabilities for the Division

The move to GoReact has introduced new opportunities that were previously out of reach:

- **Longitudinal Benchmarking:** Archived videos and comments allow the division to document instructional growth over time.
- **Peer Observation:** Faculty can now engage in structured peer review cycles without the constraints of travel. This is particularly valuable for new adjunct faculty coaching.
- **Data-Informed CTL Planning:** Recurrent patterns—such as the need for support in facilitating evidence-based reasoning—provide actionable insight for future workshops and division-wide initiatives.
- **Enhanced Reflection:** Instructors report that viewing their own clips before debriefing increases the depth and productivity of feedback conversations.

What Comes Next

The division will continue to collect video submissions, expand participation, and pilot peer observation opportunities. A placeholder has been reserved in the board presentation packet for anonymized screenshots or clips to demonstrate how the system functions.

What began as a practical solution to manage time and travel has become a strategic tool for elevating teaching excellence in Arts & Sciences. For the first time, the division has a scalable, sustainable model for coaching, documenting, and improving instruction across multiple delivery sites.

Jason Rickenberg: Business & Public Services

Academic Schedule & Enrollment

The Spring 2026 academic schedule has been fully created and staffed. Enrollment is trending very positively and several additional course sections have been added to accommodate growing student demand. Faculty are actively meeting with students to advise them on appropriate spring semester course selections.

Enrollment Growth & Recruitment Efforts

Significant effort continues to be placed on increasing enrollment within the division. Faculty and staff have participated in multiple recruitment and career-focused initiatives since the last report, resulting in strong community engagement and promising new partnerships.

CCP & Articulation Partnership Development

- Van Wert High School: Faculty member Tera Newton and I met with teacher Amanda Temple, who is interested in offering OAS180 Medical Terminology through CCP for the 2026–2027 school year.
- Four County Career Center (FCCC): Teacher Brad Strickland met with faculty member Chris Clawson and me to discuss adding three new CCP courses—CJT130, CJT220, and CJT230—at FCCC beginning in 2026–2027.

- Elmwood High School: Faculty member Kayla Miller is collaborating with the lead Agriculture teacher to develop an articulation agreement opportunity for AGR215, allowing students to earn college credit when they enroll at NSCC.
- Miller City High School: A new CIS114 course will be offered through CCP next year. Faculty member Chris Robinson participated in those discussions.

Recruitment & Career Event Participation

Division faculty represented NSCC at several recruitment and career exploration events:

- 10/15/25 – CJT & Human Services Career Exploration (Heather Galbraith & Chris Clawson)
- 11/1/25 – Discover NSCC Day (Craig Kuhlman, Amy Thomas, Heather Galbraith, Chris Clawson & Kayla Miller)
- 11/12/25 – AG Career Exploration (Kayla Miller)
- 11/14/25 – Entrepreneurial Resource Day featuring the SBDC, MBAC, and ESP presenters (Lisa Becher)

In conclusion, the Business and Public Services Division continues to experience strong momentum in enrollment, community engagement, and partnership development.

Dr. Tiffany Ludwig: Nursing & Allied Health

We are continuing with recruitment efforts. We are in contact with 15 local MS/HS including FCCC and Vantage Career C all who have requested school visits. Two visits have already been completed and from those, enter8 students have requested additional information. We are working with admissions to schedule follow up visits for those students to see the campus and nursing lab.

We are working on our pinning ceremony, which will be held at 4 pm December 15.

There will be potentially nine (9) PN students and 24 RN students graduating next month.

Franklin Roberts: Dean & Associate Dean of STEM & Industrial Technologies

STEM faculty have been out in the community giving presentations and attending trainings available in their divisions.

On November 5th Tony Hills gave a presentation on Cybersecurity Awareness to two groups of employees at Bard Manufacturing totaling 80 people. They also recorded the session and planned to play it for the second shift.

Colin Doolittle attended the second in-person event for the academic programs to Enhance the Hydrogen Economy initiative, held on November 18, 2025 at the Ohio Aerospace Institute and supported by the U.S. Department of Energy. The program brought together experts from

industry, higher education, and workforce organizations to discuss current and future hydrogen-related workforce needs in Ohio and Michigan, as well as national models for developing training pathways. The sessions and networking opportunities provided valuable insight into emerging competencies, industry expectations, and potential academic program developments relevant to our institution. This is also part of the grant for hydrogen education that NSCC was awarded several years ago.

Marianna Doolittle & Suzanne Lammers attended the American Mathematical Association of Two-Year Colleges (AMATYC) in Reno, Nevada. They received high quality professional development that both Marianna and Suzanne are eager to implement in the classroom.

Connie Klingshirn: Registrar

In November, Jim Funderberg at WQCT radio conducted a radio interview with Connie Klingshirn. They discussed that the Registrar's Office serves as a primary information resource for all learners and faculty. They assist learners with changing their mailing address, a major, evaluating other college transcripts for course equivalencies, process grades, and completion of degree requirements. One of their functions is to certify veterans and eligible beneficiaries' enrollment with the Veterans Administration educational benefits. All of our degrees and certificates are eligible for VA educational benefits. NSCC is a resource for the community to tap into to see if they may be eligible for VA educational benefits. NSCC hosted a Veterans Luncheon on November 6. This is a free event and a way for NSCC to honor our area veterans. There were over 125 in attendance with 86 being veterans. The Archbold Color Guard presented the National Colors at the ceremony. Our guest speaker was Barry Behnfeldt. His presentation will be available to the NSCC website.

We are working with the Data Systems and Financial Aid teams to change our current CIP Code year from 2010 to 2020 in order to remain compliant with Federal Student Aid for National Student Loan Data System requirements. We do not have any CIP codes that the CIP code itself changed. Those that changed were in areas not offered at NSCC such as viticulture and enology, rural sociology, and veterinary medicine, etc. Monthly enrollment files submitted to National Student Clearinghouse (NSC) contain the CIP code year 2010. Recently, NSC notified institutions to update the CIP code year reported from 2010 to 2020 before the next monthly submission.

Please be aware that any CIP Codes referenced in a published course catalog, Common Origination & Disbursement (COD) entries, and in enrollment reporting program level data to Clearinghouse must match and come from the CIP Year 2020 list to ensure federal compliance and mitigate audit finding risk.

We have also been getting ready for fall commencement and the team is working on the Senate Bill 1 course syllabi project.

Dr. Jason Lafferty: Associate Vice President for Academics

The group continues to work on projects that influence continuous improvement in the functions of the library, instructional design, and accreditation, compliance and curriculum, which support the success of the college, the faculty and our learners.

Dr. Lafferty has begun his work as the college representative for the Alliance for Innovation and Transformation (AFIT), participating with the nationwide network of community college members during its fall programming. The first session included presentations and reflections on the programming at the Summer Institute, which was attended by members of leadership from NSCC in July. The second session included conversations and information from the AI Community of Practice group. Of note, there was an inspiring presentation from Principal AI Strategist at Amazon, Zorina Allata, looking at “Groundbreaking AI: 3 Powerful Innovations That are Changing the World”. Both sessions provided programming that can lead to facilitated discussions via the Center for Teaching & Learning next spring.

Kristi Rotroff: Library Director

Fall semester with our new library platform and some reconfiguration on the website is going well! We are seeing increased usage of electronic resources. Print resource usage is comparable to last fall semester.

The library was open on Discover NSCC day and four tour groups came through to see the space and hear about our resources.

We are in the process of implementing a library mobile app so that users have another access option. This will allow people to search for resources on their smartphones or tablets, and also to access their own library account. An individual account allows people to view and renew items as well as to create lists of resources.

Christina Schwiebert: Instructional Design and Distance Learning Coordinator

Course evaluations are going out Dec 1 - Dec 14. I've improved my overview Excel file to combine the campus-wide breakdown and division breakdown, and also provide more information on the ratio of positive to negative responses. It should give campus administration and deans more information.

Heidi Keller: Coordinator of Accreditation, Compliance & Curriculum

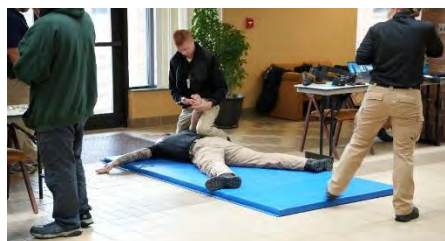
Over the past month, my office has been working on gathering information to update databases for the Ohio Department of Education. Recently, we completed the update to the Ohio Network's Credential Engine, where potential students can access information regarding our degree and certificate pathways that lead to Ohio's top jobs. Later this fall, we expect to launch training for the college's new catalog platform via Modern Campus. We anticipate this new platform to be piloted for the 26-27 catalog, with a full launch the following year.

Vice President of Enrollment Management and Student Affairs
Submitted by: Cassie Rickenberg
December 2025

In early November, NSCC welcomed Achieving the Dream (ATD) Coaches Shara Davis and Bret Eynon (virtually) to campus. During their visit, they facilitated a “Capacity Cafe,” which invited all employees to a guided campus-wide discussion on institutional strengths, opportunities for improvement, and potential action items across seven capacities (Leadership Commitment, Data Empowerment, Academic Excellence, Organizational Agility, Digital Transformation, Disciplined Implementation, and Community Connectedness). Approximately 40 individuals attended, representing departments across campus. It provided valuable insight into perceived institutional strengths, gaps, and areas in need of attention. (More to come in the future.) This work underscores NSCC’s commitment to #StrivingForProgress.

Enrollment and Access

Admissions hosted NSCC’s annual Discover Day on November 1st. The campus came together to welcome almost 130 guests to campus. Academic divisions offered hands-on activities, while Admissions offered tours and a digital scavenger hunt through Goosechase. Learner Services offices were available to answer questions about pathways to completion



and funding education. The day was a great success! Since registration opened in October, the CCP Advisors have been busy visiting area high schools for information sessions and registration appointments. So far, they have presented College Credit Plus information at 11 area high schools and visited 15 high schools for in-person registration appointments with learners. Currently, we are 75% of the way to our registration goal for spring.

Advising and Student Success

The Advising Center is heavily focused on Transfer this academic year. We held the Transfer Fair on November 5, with 23 different 4-year colleges present. We had several new schools participate this year, including a few that have new articulation agreements with NSCC. Before the event started, we met with a group of college representatives to show them what we are currently sharing with our learners in advising and gave them a tour of the Advising Center SAKAI shell.



IWU representative, Jere Johnson, gave high praise for the event, celebrating an impressive 18 new student leads from the event (way up from an average of 3 at past fairs).

Other representatives commented on how impressed they were with how prepared our learners were to talk with them and asked great questions. Transfer Fair 2026 will be in October.

In other news, the Adult Studies Coordinator position has been filled. Brenda Housh transitioned from her role as a TRIO Success Coach into the role effective at the end of October. Her work will involve the Be BOLD Adult Program, One Million Degrees, and Bringing Alternative Credit to NSCC.

The Success Center continues to experience strong student engagement, supported by extended hours, targeted outreach, and the addition of a peer tutor. In preparation for Fall Exam Week—the busiest time of the year—the Success Center is extending evening availability from two nights to three, ensuring greater access to testing and tutoring during peak demand.

2025 Fall Highlights:

- **Testing Support:** 831 test takers served.
- **Tutoring Utilization:** 185 NSCC tutoring sessions and 199 NetTutor sessions, totaling 6,567 minutes (110 hours) of academic support.
- **Student Outreach:** Early Alert remains a significant component of services; the Coordinator has personally reached out to 152 referred students to connect them with Success Center support and additional campus resources.

Financial Aid

The Financial Aid Office has been placing a strong focus on holistic resources. FA seems to be the most appropriate campus department for a designated resource contact. One of the FA counselors is currently working on identifying available resources across all surrounding counties, including assistance with utilities, transportation, rent and housing.

Student Spotlight

Student A began her NSCC journey in August as an undecided student, unsure about her academic direction and struggling during her first few weeks. Feeling overwhelmed, she proactively began meeting regularly with her academic advisor for guidance and support. Over time, she gained confidence, identified clear academic goals, and recently arrived at her spring registration appointment prepared with a course list she selected herself—only needing assistance confirming and registering. Her academic performance has improved significantly, now earning all B's and one C. Her advisor reports that she is thriving and building momentum toward long-term success.

Student B will complete her Associate of Individualized Studies (AIS) in Spring 2026. With a clear transfer plan, she has been accepted to Bowling Green State University to pursue a bachelor's degree in Social Work. Her pathway highlights the strength of NSCC's individualized programming and transfer partnerships that support seamless progression to bachelor's-level programs and in-demand careers.



The FA Team held an incredibly successful food drive this November! Thanks to the generosity of the campus community, an estimated \$700 worth of food and supplies was collected. The Amazon wish list was a huge help and saw amazing participation. Because of these contributions, the team was able to assemble nine complete Thanksgiving meals for students and families in need.



Career Services | Student Life

This fall, Career Services actively connected learners with regional employers through a series of targeted Career Exploration Fairs focused on Criminal Justice & Social Services, Healthcare, and Agriculture.

- **Criminal Justice & Social Services Career Exploration Fair** (October): Hosted in partnership with the Law Enforcement Academy, Criminal Justice, and Human Services programs. Twelve participating agencies—including the Napoleon Police Department, Bryan Municipal Court Probation, and the Ohio State Highway Patrol—met with current students, graduates, and community members to discuss career pathways.
- **Healthcare Career Exploration Fair** (November): Fifteen healthcare employers, including FCHC, Henry County Hospital, Mercy Health, ProMedica, and Filling Homes, engaged with RN students—many of whom had already secured employment.
- **Agriculture Career Exploration Fair**: Featured eight employers, including Redline Equipment, Fulton County Soil & Water, and the Ohio Farm Bureau.

Recent employer feedback reinforces the value of NSCC's career outreach
One employer shared:

"I wanted to take a moment to sincerely thank you for the opportunity to participate in the event. It was a pleasure connecting with students and learning more about the incredible talent at NSCC."

Marketing

In marketing news, emphasis continues on promoting the Van Wert Campus, including the design of four large promotional banners that will hang on the exterior of the VW building near the entrance. The banners will focus on the following themes: "Business Ready;" "Built to Transfer;" "Powering Workforce;" and "Driven by Tech." Additional VW promotional efforts include a web advertisement partnership with the Journal Gazette of Fort Wayne and billboards in the area to increase awareness and boost enrollment for Spring.

The Website Committee looks to expand its scope beyond an ad hoc committee by becoming a standing governance committee on Marketing and Communications. Current projects include website accessibility, availability of course syllabi within 2-3 clicks (SB1 requirement), and leveraging the Halo Ticketing System for submission of requests (Social Media Posting, emails, flyer design, etc.).

Did you know? The Winter Olympics are coming! Many will be watching! And, NSCC will have an advertising presence during it on local NBC24 Toledo to promote Summer/Fall enrollment! Lastly, a social media campaign is actively running to promote short-term certificates - an enrollment push for Spring.

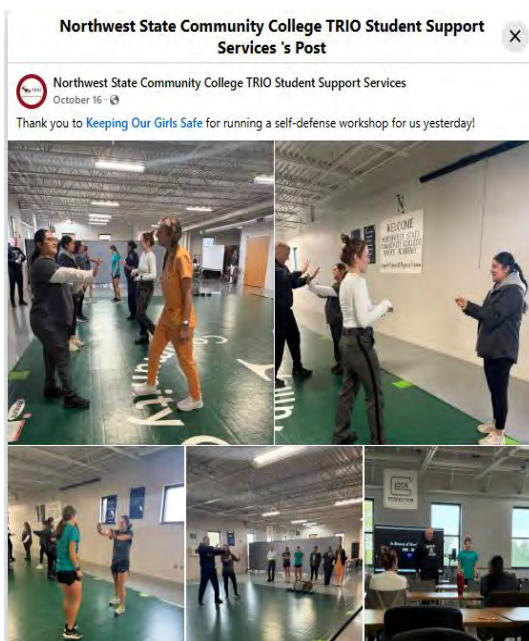
TRIO

TRIO kicked off November by celebrating National First Gen Day (week) with a week of activities. These included workshops, activities, and a Goosechase scavenger hunt. Many NSCC employees and TRIO students participated, allowing for this annual event to recognize and celebrate NSCC's First Gen employees and learners.



On November 14, the TRIO program took 16 learners to BGSU for a transfer visit and a campus tour. Several transcripts were sent to BGSU prior to the visit - allowing advance evaluation - with the results provided during the visit. The day was capped off by visiting the ice rink for an always-exciting hockey game.

Back in October, Augusta Martin and Terri Lavin attended the Propel Ohio event at BGSU. They had an opportunity to listen to political leaders, network with other students and higher education professionals, and meet with former US Senator Sherrod Brown.



Lastly, *Keeping Our Girls Safe (KOGS)*, the organization founded in memory of Sierrah Joughin, visited campus in October to offer self-defense training to our female learners. Several TRIO learners participated in the training, highlighting another way NSCC and TRIO seek to prepare learners for life beyond the classroom.

Title IX & Campus Safety

Over the past two months, NSCC has continued strengthening prevention, education, and compliance efforts across campus. In October, the monthly Title IX communication centered on Domestic and Dating

Violence Awareness, pairing that with a Lunch & Learn event for employees and learners that covered warning signs, trauma-informed response, and the advocacy services available locally. In November, the Title IX communication focused on protections for pregnant, parenting, and lactating learners and employees, including clear information on requesting reasonable modifications and accessing supportive measures. Furthermore, a list of both campus and community resources was made available to make sure individuals know exactly where to go for help.

NSCC Title IX also made significant progress on required compliance initiatives. A new mandatory training video was created for all student organizations to ensure sponsors understand state and federal obligations, specifically Title VI, Title IX, Ohio's Collins Law and the Ohio Campus Act. Compliance is underway and participation is actively being tracked. Additionally, in October, NSCC hosted its civil rights consultant, Adrienne Murray from D. Stafford & Associates, who facilitated six in-person employee training sessions on Title IX, Title VI, and the Ohio Campus Act. These sessions reinforced expectations for reporting, responding, and documentation, and helped strengthen institutional readiness.

Summary

As one can see, there has been plenty of activity within learner services, and across campus at large. As the hustle and bustle of the season picks up, and the team looks to help learners complete another chapter in their "Achieving the Dream [aka Degree]" journey, it will be a dash to the finish of 2025.

Chief Fiscal and Administrative Officer
December 2025
Submitted by: Jennifer Thome

It's hard to believe the holiday season is already here. The campus is coming to life with festive décor, creating a bright and welcoming holiday atmosphere.



Business Office

The last few months have been spent wrapping up FY25, including compiling financial statements and providing testing documents for the financial audit. With the upcoming holiday time off, we have switched gears to focus on year-end processes. Accounts Payable is focusing on getting final payments out for the year, Payroll is working on changes for 1/1/26, including an increase in the minimum wage and deduction changes for insurances and contributions, statements for IBEW locations are being finalized, and fall CCP book billings will be sent out to area high schools.

During the first quarter of 2026 we will be busy with tax reporting requirements: W2s, 1099s and 1098Ts, as well as HEI and IPEDS reporting, and year-end quarterly grant reporting. Yearly training on Business Office processes for staff will also be scheduled for the first of the year, along with the training of our newest Business Office team member at the Van Wert campus. We look forward to the return of Cindy, our Assistant in Student Accounts Receivable, from her time off enjoying her new daughter, and want to say a big THANK YOU to the rest of the team, acknowledging their super efforts for covering her responsibilities while she was out.

Facilities

Our facilities team remains busy finalizing both of our renovation projects as well as some touch-up on the exterior of the main campus.

Van Wert

Van Wert held its official ribbon-cutting ceremony on October 28th, which also marked the official kickoff of the Spring 2026 enrollment period.



This is a reminder of what Van Wert looked like one year ago from the December meeting.



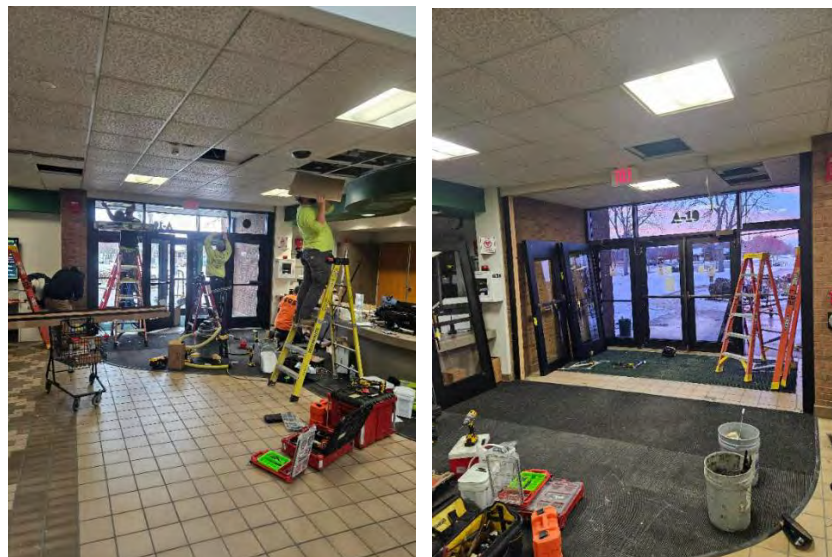
B-Wing – Archbold Campus

The B-Wing renovation is entering its final stages. Carpet and flooring installation are underway, and the repainting touch up phase has begun. Furniture for the 1st floor classroom and collaboration areas will be delivered and installed during the last two weeks of December.



Exterior Update – Archbold Campus

Our main entrance doors needed repair, so the Facilities team scheduled the replacement to occur on two separate dates when campus activity was lighter. This allowed the work to be completed with minimal disruption to students, employees, and visitors.



Food Service

As always, our catering activity increases during this time of year. Recently, we provided catering for the Black Swamp luncheons, our Veterans Day event on November 6th, and the eCampus Lunch & Learn held on November 3rd. We are now beginning the preparation process for the upcoming Emeritus Dinner and graduation. Additionally, we are pleased to welcome Jade Scott to the team as our new Food Services Assistant.

Bookstore

We have been collaborating closely with the bookstore and the broader campus community on the upcoming transition to eCampus. On November 3rd, we hosted a Lunch and Learn featuring Daniel Ayers, Vice President of Strategic Partnerships for eCampus, as our presenter. He provided a clear overview of product (how it works and the benefits Learners will see) addressed any questions and walked attendees through what the transition phase would like.



Campus Police

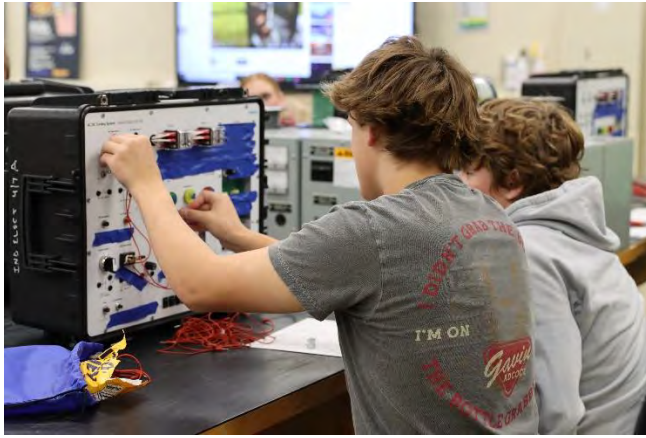
Operation Secret Santa: The department has recently launched its annual holiday initiative, aimed at bringing holiday cheer to those in need.

The second issue of *Safety Matters* was released in November and highlighted topics such as driving hazards, winter weather precautions, and shopping safety tips. This issue also featured a spotlight on Lt. Shantelle Cline. Our upcoming safety event, KOGS (Keeping Our Girls Safe), will focus on providing participants with essential tools and strategies to help keep themselves safe during unforeseen violent threats.

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

Custom Training Solutions Sales Activity for FY2026 – Sales are solid and CTS is booking training jobs into March 2026 for Archbold, Fostoria and Van Wert.

Manufacturing Days – Nineteen schools from four counties (Defiance, Fulton, Henry and Williams) attended manufacturing days hosted at NSCC over three different Fridays. Approximately 360 seniors attended. The focus was on seniors with no clear path to college or career post-high school.



Vice President – Human Resources & Leadership Development
December 2025
Submitted by: Katy McKelvey

Recruiting:

We have filled the following roles:

- Training Coordinator - CDL program
- Director of Data Visualization
- Adult Studies Coordinator
- APEX Accelerator Center Director
- Helpdesk Technician
- Food Services (Part-time)

We are recruiting for the following roles:

- Training Coordinator- Mechanical & Fluid Power
- Training Coordinator- Electrical & Automation (Fostoria)
- Industrial Technology Faculty (Welding)
- Engineering Technology Faculty (Mechanical)
- Accounts Specialist (Van Wert)
- Campus Police (Part-time)
- Campus Police- Van Wert (Part-time)
- Food Services (Part-time)
- Wildfire Sales Coordinator (Part-time)
- Dean- Industrial Technologies & BSSC
- Admin Assistant- Industrial Technologies Division & BSSC
- TRIO- Success Coach

Open Enrollment:

Employees completed the 2026 Open Enrollment period. Human Resources provided support to employees through informational meetings, timely reminders, and individualized assistance. All benefit elections were submitted and verified, ensuring a smooth and accurate transition into the new plan year.

Employee Events:

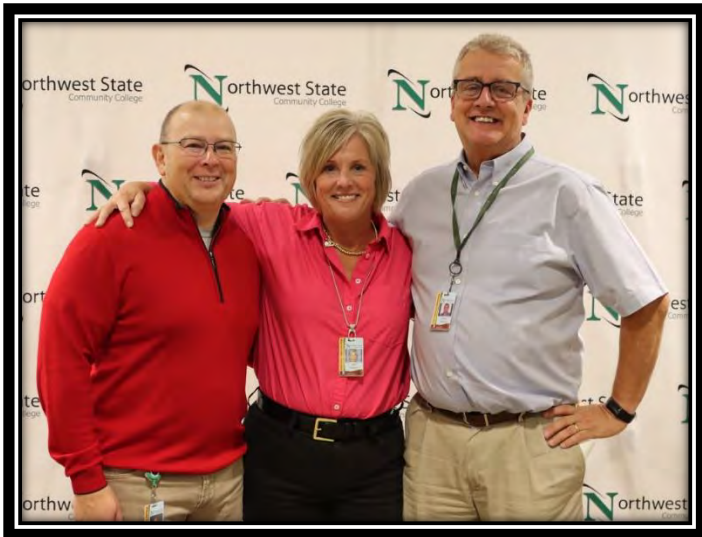
Employee Recognition – On October 15, NSCC served 135 employees at the Employee Service Awards Program. Following the luncheon, employees watched a video containing pictures of honored employees as well as “fun facts” they provided. NSCC formally recognized twenty-two employees for their years of service and classes taught.



5 Years of Service



10 Years of Service



15 Years of Service



20 Years of Service

Upcoming Events:

- December 3rd – Holiday Luncheon
- December 9th – Exam Refresh Station
- January 5th – Welcome Back Donuts



Budget - Monthly Verifications Report

Fiscal Year: 2026
Fiscal Period: 03 - September
ORG: All

Acct	AccountTitle	Original Budget	YTD Budget Adjust	Adjusted Budget	YTD Actual	YTD Encumb	Avail Balance
5101	Instructional Fees	\$19,942,336	\$0	\$19,942,336	\$8,026,731	\$0	\$11,915,605
5102	General Fees	\$625,000	\$0	\$625,000	\$278,990	\$0	\$346,010
5103	Lab Fees	\$493,000	\$0	\$493,000	\$216,198	\$0	\$276,802
5105	Out of State Fees	\$500,000	\$0	\$500,000	\$535,985	\$0	-\$35,985
5107	Proficiency Fees	\$4,000	\$0	\$4,000	\$740	\$0	\$3,260
5109	Other Fees	\$7,380	\$0	\$7,380	\$3,655	\$0	\$3,725
5110	Late Fees	\$7,620	\$0	\$7,620	\$3,350	\$0	\$4,270
5115	Student Fees	\$95,400	\$0	\$95,400	\$47,376	\$0	\$48,025
5116	Deferred Payment Service Fee	\$3,680	\$0	\$3,680	\$1,740	\$0	\$1,940
5118	Bus & Ind. Traing Fee	\$4,550,000	\$0	\$4,550,000	\$904,089	\$0	\$3,645,911
5119	Deposit ADN - Admissions	\$0	\$0	\$0	\$391	\$0	-\$391
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	-\$75	\$0	\$3,575
5133	Tuition and Fees Schlop Allow	-\$2,499,689	\$0	-\$2,499,689	-\$172,894	\$0	-\$2,326,795
5155	Fiscal Agent Fee	\$79,166	\$0	\$79,166	\$5,689	\$0	\$73,477
5157	Finger Printing Fee	\$30,000	\$0	\$30,000	\$9,691	\$0	\$20,310
5159	Career Advantage Fee	\$48,000	\$0	\$48,000	\$31,313	\$0	\$16,688
5160	Simulation Fee	\$35,900	\$0	\$35,900	\$13,777	\$0	\$22,123
5161	Career Service Fee	\$830,900	\$0	\$830,900	\$348,600	\$0	\$482,300
5162	Unallocated Reserves	-\$293,746	\$0	-\$293,746	\$0	\$0	-\$293,746
5163	OBR Capital Funds (State)	\$4,200,000	\$0	\$4,200,000	\$0	\$0	\$4,200,000
5503	Foundation - Instl Supprt	\$150,000	\$0	\$150,000	\$0	\$0	\$150,000
5507	Project Independence Wildfire	\$200,000	\$0	\$200,000	\$0	\$0	\$200,000
5610	Photo ID	\$670	\$0	\$670	\$290	\$0	\$380
5611	Over / Short	\$0	\$0	\$0	\$0	\$0	\$0
5614	Miscellaneous Income	\$621,900	\$0	\$621,900	\$53,996	\$0	\$567,904
5616	Facility Rental - Room Charge	\$35,000	\$0	\$35,000	\$7,638	\$0	\$27,363
5619	Facility Rental - Taxable	\$4,000	\$0	\$4,000	\$1,280	\$0	\$2,720

Budget - Monthly Verifications Report

Acct	AccountTitle	Original Budget	YTD Budget Adjust	Adjusted Budget	YTD Actual	YTD Encumb	Avail Balance
5642	E Sports Revenue	\$700	\$0	\$700	\$0	\$0	\$700
5801	OBR - Subsidy	\$17,509,002	\$0	\$17,509,002	\$4,345,425	\$0	\$13,163,577
5803	OBR - Capital Component	\$55,959	\$0	\$55,959	\$13,990	\$0	\$41,969
5901	Investment Income	\$50,000	\$0	\$50,000	\$7,817	\$0	\$42,183
Revenue	Sub-Total:	\$47,291,178	\$0	\$47,291,178	\$14,685,779	\$0	\$32,605,399
6101	Administrative Salaries	\$4,678,399	\$0	\$4,678,399	\$1,153,094	\$4,269,233	-\$743,927
6102	Non Instructional Salaries	\$3,694,875	\$7,200	\$3,702,075	\$914,202	\$3,522,405	-\$734,532
6103	Part Time Non Instructional	\$211,669	\$0	\$211,669	\$33,044	\$70,113	\$108,512
6104	Salary Savings	-\$250,000	\$0	-\$250,000	\$0	\$0	-\$250,000
6121	Academic Salaries	\$3,923,122	\$0	\$3,923,122	\$873,542	\$2,920,064	\$129,516
6122	Academic Overload	\$613,977	\$0	\$613,977	\$206,056	\$153,507	\$254,415
6123	Part Time Academic	\$1,483,896	\$0	\$1,483,896	\$234,011	\$179,894	\$1,069,990
6124	Independent Study	\$10,395	\$0	\$10,395	\$0	\$0	\$10,395
6125	Academic Advising	\$1,700	\$0	\$1,700	\$0	\$0	\$1,700
6141	Part Time Student Help	\$90,762	\$0	\$90,762	\$10,609	\$9,110	\$71,043
6142	Work Study Student	\$15,000	\$0	\$15,000	\$0	\$6,656	\$8,344
6143	Student Tutoring	\$3,000	\$0	\$3,000	\$0	\$0	\$3,000
6144	Faculty Tutoring	\$41,000	\$0	\$41,000	\$5,310	\$10,797	\$24,894
6145	Honorarium	\$2,400	\$0	\$2,400	\$0	\$0	\$2,400
6200	Fringe Expense	\$4,869,640	\$0	\$4,869,640	\$889,909	\$3,924,474	\$55,257
6201	STRS	\$0	\$0	\$0	\$33,911	\$0	-\$33,911
6202	STRS-ARP	\$0	\$0	\$0	\$2,792	\$0	-\$2,792
6203	SERS	\$0	\$0	\$0	\$33,343	\$0	-\$33,343
6204	SERS-ARP	\$0	\$0	\$0	\$7,593	\$0	-\$7,593
6205	SERS-Surcharge	\$0	\$0	\$0	\$17,105	\$0	-\$17,105
6207	Medicare	\$0	\$0	\$0	\$7,727	\$0	-\$7,727
6210	Fringe Actual	\$0	\$0	\$0	\$56,162	\$0	-\$56,162
6211	Medical	\$0	\$0	\$0	\$89,061	\$0	-\$89,061
6212	Dental	\$0	\$0	\$0	\$11,029	\$0	-\$11,029
6213	Vision	\$0	\$0	\$0	\$2,209	\$0	-\$2,209
6214	Life	\$0	\$0	\$0	\$1,020	\$0	-\$1,020

Budget - Monthly Verifications Report

Acct	AccountTitle	Original Budget	YTD Budget Adjust	Adjusted Budget	YTD Actual	YTD Encumb	Avail Balance
6216	Misc Insurances	\$0	\$0	\$0	\$0	\$0	\$0
6218	HRA	\$15,000	\$0	\$15,000	\$1,427	\$0	\$13,573
6301	Workers Compensation	\$20,000	\$0	\$20,000	\$0	\$0	\$20,000
6302	Unemployment Compensation	\$20,000	\$0	\$20,000	\$0	\$0	\$20,000
6303	Employee Fee Waiver	\$80,000	\$0	\$80,000	\$35,093	\$0	\$44,907
6304	Bookstore Employee Discount	\$4,000	\$0	\$4,000	\$551	\$0	\$3,449
6305	Employee Assistance	\$3,000	\$0	\$3,000	\$200	\$0	\$2,800
6306	Employee Appreciation	\$27,500	\$0	\$27,500	\$6,523	\$0	\$20,977
6307	Faculty / Staff Development	\$106,000	\$0	\$106,000	\$18,925	\$0	\$87,075
6308	YE Vac / Severance Accls	\$45,000	\$0	\$45,000	\$0	\$0	\$45,000
6310	IBEW Instructor Fee Waiver	\$10,000	\$0	\$10,000	\$1,184	\$0	\$8,816
7101	Office Supplies	\$58,802	\$800	\$59,602	\$5,843	\$192	\$53,567
7102	Copier Supplies	\$22,020	\$0	\$22,020	\$3,811	\$0	\$18,209
7103	Recruiting Supplies	\$27,600	-\$57	\$27,543	\$2,220	\$2,187	\$23,136
7104	Orientation	\$1,200	\$0	\$1,200	\$0	\$0	\$1,200
7121	Computer Supplies	\$51,210	\$0	\$51,210	\$7,460	\$7,520	\$36,230
7131	Instructional Supplies	\$449,600	\$3,999	\$453,599	\$56,195	\$108,907	\$288,497
7132	Lab Supplies	\$69,500	\$0	\$69,500	\$123	\$0	\$69,377
7134	ADA Hearing Impaired Books	\$3,000	\$0	\$3,000	\$0	\$0	\$3,000
7135	Instructional Food/Snacks	\$28,600	\$0	\$28,600	\$4,242	\$0	\$24,358
7136	Linen and Laundry	\$360	\$0	\$360	\$0	\$0	\$360
7138	Graduation Supplies	\$26,250	\$0	\$26,250	\$4,182	\$0	\$22,068
7151	College Car Supplies	\$990	\$0	\$990	\$4	\$0	\$986
7156	Miscellaneous Supplies	\$14,000	-\$500	\$13,500	\$584	\$0	\$12,916
7157	Employee Awards	\$7,000	\$0	\$7,000	\$35	\$0	\$6,965
7161	Library Supplies	\$1,500	\$0	\$1,500	\$619	\$0	\$881
7162	Library Books Lost / Replaced	-\$3,953	\$0	-\$3,953	-\$45	\$0	-\$3,908
7171	Audio Visual Supplies	\$46,215	\$0	\$46,215	\$8,353	\$3,403	\$34,459
7181	Uniforms	\$7,300	\$0	\$7,300	\$3,028	\$1,848	\$2,424
7182	Janitorial Supplies	\$25,000	\$0	\$25,000	\$6,709	\$17,740	\$551
7201	Conferences and Seminars	\$224,627	\$11,000	\$235,627	\$40,338	\$8,645	\$186,644
7202	Travel	\$190,648	\$0	\$190,648	\$26,210	\$0	\$164,439

Budget - Monthly Verifications Report

Acct	AccountTitle	Original Budget	YTD Budget Adjust	Adjusted Budget	YTD Actual	YTD Encumb	Avail Balance
7203	Development	\$82,900	\$0	\$82,900	\$4,380	\$0	\$78,520
7204	Instructional Travel	\$32,100	\$0	\$32,100	\$9,834	\$0	\$22,266
7207	Committee Meetings	\$41,650	\$0	\$41,650	\$3,706	\$0	\$37,944
7208	Convocation	\$1,000	\$0	\$1,000	\$0	\$0	\$1,000
7209	Travel for Recruiting	\$5,000	\$0	\$5,000	\$0	\$0	\$5,000
7301	Subscriptions and Publications	\$20,883	-\$4,142	\$16,741	\$5,002	\$0	\$11,739
7311	Dues	\$187,318	\$2,000	\$189,318	\$122,295	\$1,275	\$65,748
7321	Classified Advertising	\$17,500	\$0	\$17,500	\$370	\$4,238	\$12,893
7322	Radio Advertising	\$70,000	\$0	\$70,000	\$15,966	\$3,522	\$50,513
7323	Brochures	\$25,000	\$1,874	\$26,874	\$9,294	\$0	\$17,580
7324	Advertising - Papers	\$20,000	\$0	\$20,000	\$801	\$6,600	\$12,599
7325	Advertising - Billboards	\$102,000	\$0	\$102,000	\$19,793	\$10,835	\$71,372
7326	Advertising - Miscellaneous	\$85,750	\$100	\$85,850	\$34,198	\$270	\$51,382
7328	Advertising - Digital	\$75,000	\$0	\$75,000	\$15,374	\$10,625	\$49,001
7329	Advertise-Wkfrcl Devel	\$41,500	\$0	\$41,500	\$7,560	\$4,278	\$29,662
7330	Regional Campus Marketing	\$27,000	-\$1,874	\$25,126	\$5,191	\$1,951	\$17,984
7331	Community Relations Donations	\$2,800	\$0	\$2,800	\$0	\$0	\$2,800
7351	Printing and Binding	\$400	\$0	\$400	\$0	\$0	\$400
7352	Printing	\$49,200	\$0	\$49,200	\$7,459	\$3,902	\$37,838
7361	Postage	\$27,100	\$0	\$27,100	\$5,479	\$4,000	\$17,621
7401	Equipment M & R	\$344,997	-\$2,801	\$342,196	\$40,609	\$47,141	\$254,447
7402	Buildings M & R	\$570,000	\$0	\$570,000	\$10,431	\$122,108	\$437,461
7403	Grounds M & R	\$30,000	\$0	\$30,000	\$7,512	\$4,200	\$18,288
7404	Parking Lot M & R	\$58,642	\$0	\$58,642	\$21,378	\$6,287	\$30,977
7405	Water Tower M & R	\$602,000	\$0	\$602,000	\$0	\$42,150	\$559,850
7406	Vehicles M & R	\$30,000	\$2,801	\$32,801	\$7,125	\$12,126	\$13,550
7407	Equipment Replacement	\$10,000	\$0	\$10,000	\$220	\$0	\$9,780
7408	Equipment Rental	\$37,900	\$0	\$37,900	\$0	\$27,394	\$10,506
7409	Facilities Rental	\$7,149,105	\$0	\$7,149,105	\$387,733	\$20,000	\$6,741,372
7501	Professional Fees	\$142,250	\$0	\$142,250	\$57,472	\$19,893	\$64,885
7502	Legal Fees	\$59,000	\$0	\$59,000	\$0	\$0	\$59,000
7503	Audit Fees	\$40,000	\$0	\$40,000	\$0	\$30,000	\$10,000

Budget - Monthly Verifications Report

Acct	AccountTitle	Original Budget	YTD Budget Adjust	Adjusted Budget	YTD Actual	YTD Encumb	Avail Balance
7504	Accreditation	\$12,897	\$0	\$12,897	\$1,100	\$3,000	\$8,797
7505	Consultant	\$16,000	\$0	\$16,000	\$0	\$0	\$16,000
7521	Training	\$274,600	\$1,400	\$276,000	\$154,255	\$0	\$121,745
7522	Testing / Assessment	\$163,450	\$0	\$163,450	\$14,372	\$12,060	\$137,018
7523	Outside Services	\$8,674,659	-\$10,900	\$8,663,759	\$2,250,020	\$494,358	\$5,919,381
7525	Purchased Services	\$74,439	\$0	\$74,439	\$32,357	\$18,673	\$23,409
7527	Collection Fees	-\$20,000	\$0	-\$20,000	-\$290	\$4,942	-\$24,652
7528	Policy Compliance	\$3,000	\$0	\$3,000	\$0	\$0	\$3,000
7529	Bank Service Fees	\$10,500	\$0	\$10,500	\$2,319	\$0	\$8,182
7531	Finger Printing Expense	\$29,720	\$0	\$29,720	\$2,220	\$26,500	\$1,000
7533	Title IX Expenses	\$39,000	\$0	\$39,000	\$17,380	\$0	\$21,620
7601	Adult Diploma Scholarship	\$25,000	\$0	\$25,000	\$0	\$0	\$25,000
7602	JATC Career Advantage Fee	\$500	\$0	\$500	\$0	\$0	\$500
7603	Honors Scholarship	\$70,000	\$0	\$70,000	\$2,368	\$0	\$67,632
7604	Agency Partner Scholarship	\$12,000	\$0	\$12,000	\$711	\$0	\$11,289
7605	Presidential Scholarship	\$1,200,000	\$0	\$1,200,000	\$46,274	\$0	\$1,153,726
7606	Scholarship Allowance	-\$2,499,689	\$0	-\$2,499,689	-\$172,894	\$0	-\$2,326,795
7607	Agency Graduate Studnt Schlp	\$3,000	\$0	\$3,000	\$0	\$0	\$3,000
7608	Fee Waiver - Senior Citizens	\$8,000	\$0	\$8,000	\$1,413	\$0	\$6,587
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 Schlp	\$10,000	\$0	\$10,000	\$0	\$0	\$10,000
7619	Registration Scholarship	\$125,804	\$0	\$125,804	\$0	\$0	\$125,804
7620	Tech Prep Scholarship	\$11,000	\$0	\$11,000	\$0	\$0	\$11,000
7629	Interntl Student Schlp	\$4,120	\$0	\$4,120	\$0	\$0	\$4,120
7630	PSEO/CCP Schlp & Books	\$800,100	\$0	\$800,100	\$85,047	\$0	\$715,054
7631	Bad Debt Expense	\$105,000	\$0	\$105,000	\$0	\$0	\$105,000
7632	Capital Lease Interest	\$57,000	\$0	\$57,000	\$29,412	\$0	\$27,588
7633	Contingency Fund	\$111,962	-\$900	\$111,062	\$5,905	\$0	\$105,157
7634	Instructional Media	\$13,000	\$0	\$13,000	\$0	\$0	\$13,000
7635	Database Subscriptions	\$36,000	\$0	\$36,000	\$13,877	\$4,026	\$18,097
7636	Student Activities	\$30,000	-\$10,000	\$20,000	\$15,885	\$0	\$4,115

Budget - Monthly Verifications Report

Acct	AccountTitle	Original Budget	YTD Budget Adjust	Adjusted Budget	YTD Actual	YTD Encumb	Avail Balance
7637	Student Group	\$300	\$0	\$300	\$0	\$0	\$300
7638	Fund Raising	\$0	\$0	\$0	\$1,681	\$5,166	-\$6,847
7639	Prior Year Adjustment Bad Debt	-\$110,000	\$0	-\$110,000	-\$2,470	\$0	-\$107,530
7642	Alumni Fund Expense	\$12,000	\$0	\$12,000	\$2,043	\$0	\$9,957
7644	Miscellaneous	\$66,300	\$0	\$66,300	\$1,063	\$400	\$64,837
7645	Business Competition	\$800	\$0	\$800	\$0	\$0	\$800
7646	Administrative Retreat	\$400	\$0	\$400	\$0	\$0	\$400
7650	Strategic Planning	\$500	\$0	\$500	\$0	\$0	\$500
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	\$592	\$0	\$19,408
7676	TRIO - NSCC Scholarship	\$5,000	\$0	\$5,000	\$212	\$0	\$4,788
7677	Tuition Reduction - Cares	\$104,000	\$0	\$104,000	\$0	\$0	\$104,000
7681	Fee Waiver - CTS	\$0	\$0	\$0	\$0	\$0	\$0
7701	Gas	\$60,000	\$0	\$60,000	\$567	\$59,627	-\$194
7702	Electricity	\$100,000	\$0	\$100,000	\$2,698	\$96,184	\$1,119
7703	Electricity - Water Tower	\$2,699	\$0	\$2,699	\$596	\$2,103	\$0
7704	Water	\$13,000	\$0	\$13,000	\$2,065	\$10,829	\$107
7705	Sewer	\$51,000	\$0	\$51,000	\$12,537	\$42,642	-\$4,179
7706	Waste Collection	\$10,600	\$0	\$10,600	\$1,681	\$8,279	\$640
7707	Telephone	\$87,437	\$0	\$87,437	\$15,993	\$38,099	\$33,345
7722	Employee Liability Insurance	\$14,400	\$0	\$14,400	\$15,742	\$0	-\$1,342
7724	Motor Vehicle Insurance	\$30,449	\$0	\$30,449	\$18,348	\$0	\$12,101
7725	Property Insurance	\$122,162	\$0	\$122,162	\$54,382	\$0	\$67,781
7727	Prof Liab Students	\$15,920	\$0	\$15,920	\$7,633	\$0	\$8,287
7728	Travel- Intramural/Recreatl	\$2,250	\$0	\$2,250	\$0	\$0	\$2,250
7729	Cyber Liability Insurance	\$20,100	\$0	\$20,100	\$5,389	\$0	\$14,711
7901	Library Books	\$10,000	\$0	\$10,000	\$2,358	\$0	\$7,642
7902	Fixtures and Furnishings	\$382,861	\$0	\$382,861	\$25,774	\$82,426	\$274,661
7903	Software and Licensing	\$1,173,474	\$0	\$1,173,474	\$459,423	\$259,400	\$454,650
7904	Building Projects	\$4,200,000	\$0	\$4,200,000	\$110,091	\$146,514	\$3,943,395

Budget - Monthly Verifications Report

Acct	AccountTitle	Original Budget	YTD Budget Adjust	Adjusted Budget	YTD Actual	YTD Encumb	Avail Balance
7911	Equipment	\$478,500	\$0	\$478,500	\$42,322	\$0	\$436,178
7912	Motor Vehicles	\$35,000	\$0	\$35,000	\$478	\$816	\$33,706
Expense	Sub-Total:	\$47,291,178	\$0	\$47,291,178	\$8,897,654	\$16,915,530	\$21,477,994