

Ohio Higher Education Innovation Grant  
**Northern Ohio Community College  
District**

(Northwest State Community College & Terra State Community College)

## **Executive Summary**

**Describe the proposed innovation:** The proposed innovation is the creation of the Northern Ohio Community College District which includes Northwest State Community College and Terra State Community College. The legal concept of this District will be governed by a Council of Government (COG) that consists of two trustees from each of the two colleges being appointed to this recommending Council. The District Office (COG) will work to standardize, centralize and create shared services over the next 36 months. This grant will be used to assist in the funding of the standardization of procedures which is the first step. This step is expected to be completed by June 2017.

The District Office will not merge the colleges; rather develop standardizations that will allow upper level administrators to be shared and be able to function in their shared role from whichever campus they are "housed at" through a mirrored administrative software (Banner). This is a beginning step that over the next few years could be replicated across the State of Ohio supporting other rural community colleges. Some colleges may wish to become full members of the COG while others may be interested in purchasing various services from the COG.

**Describe how the collaboration supports this innovation:** The collaboration for the District is being initiated by each college's Board of Trustees. In December, 2015, each Board approved a resolution to establish the Northern Ohio Community College District. The COG will be a recommending/coordinating Board between the two colleges. In the future if other community colleges wish to join the District Office they will also be offered two Board seats on the COG Board.

Administrators at small rural community colleges have many different responsibilities in addition to their main position. By having one administrator responsible for the same function at both campus, that person will become more of an expert in that field. In addition, for all administrators, there are meetings that need to be attended. These meetings are often in Columbus and for Northwest State's administrators that is a 3.5 hour trip each way. By having one individual attend the meetings that represents both NSCC and Terra, two to three days a month can be saved. In regards to reporting, sometimes half the work is figuring out how to complete the form. Once that is understood it can be a relatively easy assignment to complete the second set of forms for the second college. There are many positions that small rural colleges find difficult to fill (such as but not limited to Information Technology and Institutional Research). When the skill sets of individuals can be shared between two institutions, they become affordable more to each of the colleges. As you can see, to assure this is doable, systems need to be standardized between the two colleges. While this standardization is taking place, administrators cannot stop doing their current work. Additional persons are needed in the short term to backfill for the key administrators while they focus on creating the standardization.

**Describe the expected academic improvements and cost efficiencies realized through this innovation:** This grant will assist Northwest State and Terra to create standardization across the academic and workforce development divisions. When standardization is achieved, the two colleges will work on centralization and then move to the shared services level. Shared services is the optimal goal that will provide the academic improvements and costs efficiencies. Shared services will allow NSCC and Terra to broaden student success and completion support without increasing the cost to the students.

The University of Toledo is not a part of the district office. Their assistance in the Banner (administrative computer software) and their support of the Advanced Manufacturing Training Center at Scott Park is playing a significant role in the success of these academic and cost efficiencies.

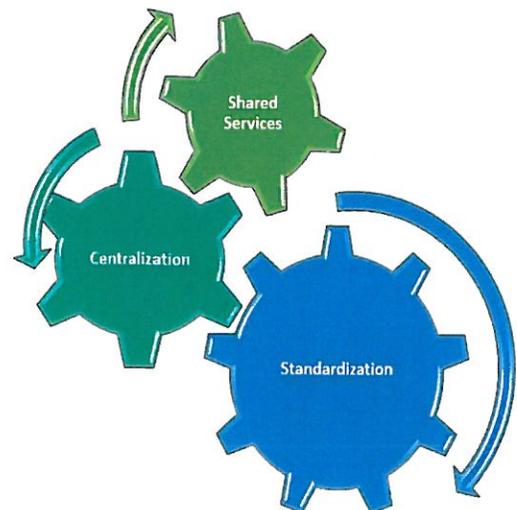
## 1. Project Design:

The purpose of the grant is to support the ongoing establishment of the Northern Ohio Community College District Council of Governments (COG). This COG will promote educational excellence and economic efficiency throughout the State of Ohio in order to stabilize and/or reduce student tuition rates at participating institutions of higher education. In particular, this grant will focus on the consolidation of administrative services that will serve both colleges (such as, but not limited to presidents, vice presidents, academic deans and other administrative personnel).

This grant will assist Northwest State Community College (NSCC) and Terra State Community College (TSCC) to create standardization across the academic and workforce development divisions. When standardization is achieved, the two colleges will work on centralization and then move to the shared services level. Shared services is the optimal goal that will provide the academic improvements and costs efficiencies. Shared services will allow NSCC and Terra State to broaden student success and completion support without increasing the cost to the students.

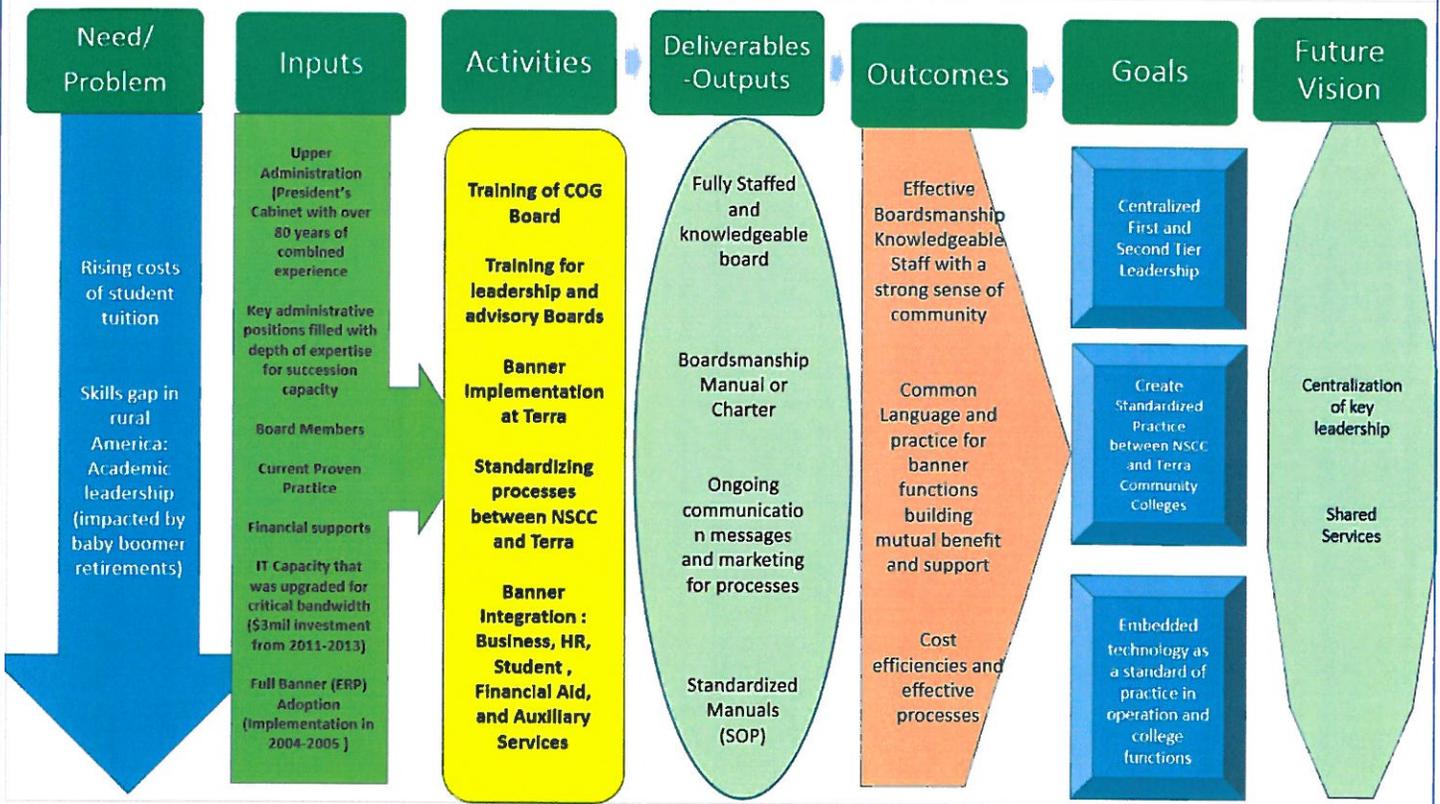
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The proposed project has a three phase implementation to best address the structural, financial and human resource elements of a true partnership. This application deals with only one phase: Standardization. With standardization fully addressed the partnership can move forward to effectively embrace centralizing leadership and creating shared services.



## Logic Model

The following Logic Model gives representation to the work of Northwest State and Terra State as we strive for efficient, financially effective and student centered governance while maintaining unique community identities and presence.



## Consolidating services

In an effort to enhance shared resources and strengthen efforts that support student success and completion, while at the same time maintain each institution's individual identity, Northwest State Community College (NSCC) and Terra State Community College (Terra State) desire to enter into an agreement for the establishment of a regional Council of Governments (COG) to be known as the Northern Ohio Community College District. Additionally, each institution is interested in exploring the establishment of a 501C-3 that supports the COG and allows for the ability to structure operations, services and offerings that maximize gains currently available to private sector higher education institutions such as Federal grants and low interest Federal loans.

As demographic shifts in the population of Northwest Ohio continue to evolve, each institution has experienced fluctuating enrollment numbers. In addition, the support for higher education funding by the State of Ohio (based on per student funding) has declined over the past twenty years. Yet, with national, regional and statewide initiatives that call upon community colleges to focus on student success and completion, the costs of educating students and the provision for support services that lead to student success and completion, continue to rise at rates that are unsustainable in the long term. Shared resources that create gained efficiencies will result in broadened services and a strengthened position in the State. The realignment of resources that avoid duplication and moving the two colleges toward standardization all support this district concept.

Employees at community colleges desire a steady increase in compensation and the state demands more efficiencies. There is a public perception that colleges and universities employ too many overpaid administrators. Others criticize college's upper management for being inefficient and a cause of high student debt loads. When the District Office is up and running, it will be able to offer competitive compensation to its upper management while lowering the cost of that management to each college and to each student because of the larger student base.

#### **Academic achievement & establish academic achievement goals:**

This grant will assist Northwest State and Terra State to create standardization across the academic, administrative and workforce development divisions. When standardization is achieved, the two colleges will work on centralization and then move to the shared services level. Shared services is the optimal goal that will provide the academic improvements and costs efficiencies. Shared services will allow NSCC and Terra State to broaden student success and completion support without increasing the cost to the students.

While the University of Toledo is not formally a part of the district office, their assistance in the Banner (administrative computer software)ERP system and their participation in the Advanced Manufacturing Training Center at Scott Park is playing a significant role in the success of these academic and cost efficiencies.

#### **Economic efficiency & establish economic efficiency goals**

There are three primary goals for economic efficiencies:

1. Standardize systems and processes in academic affairs functions to align institutional practices for COG member colleges so that administrative efficiencies are gained (to include

curricular modification processes; academic scheduling processes; new academic program development; academic program deletion; shared program improvements, etc.)

2. Standardize systems and processes in workforce development to align institutional practices for COG member colleges that expands workforce development offerings in the region while minimizing administrative overhead costs.

3. Standardize systems and processes in administrative operations (purchasing, human resources, marketing, etc.) for COG member colleges that minimizes duplication, takes advantage of purchasing efficiencies, and strengthens institutional effectiveness.

Administrators at small rural community colleges have many different responsibilities in addition to their main position. By having one administrator responsible for the same function at both campus, that person will serve efficiently as an expert in that field for both institutions. In addition, for all administrators, there are meetings that need to be attended. These meetings are often in Columbus and for Northwest State's administrators that is a 3.5 hour trip each way. By having one individual attend the meetings that represents both NSCC and Terra State, two to three days a month can be saved. In regards to reporting, sometimes half the work is figuring out how to complete the form. Once that is understood it can be a relatively easy assignment to complete the second set of forms for the second college. There are many positions that small rural colleges find difficult to fill (such as but not limited to Information Technology and Institutional Research). When the skill sets of individuals can be shared between two institutions, they become affordable to each of the colleges. As you can see, to assure this is doable, systems need to be standardized between the two colleges.

As the administrative roles at Terra State and Northwest are combined; both institutions will be stronger. By creating a "mirrored" Banner system (our computer administrative software) between the two institutions, each institution will be better able to serve its own students and streamline the transfer process between the community colleges and University of Toledo, a neighboring university which also uses the Banner system.

## Collaboration

As the idea of a district office was taking shape, it was shared with the Ohio Department of Higher Education (ODHE) and we received encouragement from Chancellor Carey and the ODHE to continue developing the plan. The Ohio Association of Community Colleges (OACC) has offered helpful suggestions and embraced the concept. In December 2015, the two college

presidents presented at the National Rural Community College Alliance conference and again received many helpful suggestions and affirmations. These three separate entities all recognized the value of such a project and believe this is an opportunity that needs to be explored in Ohio. Before the two college presidents attended the Rural Community College Alliance Conference, the two presidents visited West Hills Community College District to learn how a district office functions between Coalinga and Lemoore, two communities located about 75 miles apart, which happens to be the same distance between NSCC and Terra State. In January 2016, the NSCC administration spent time discussing and reviewing the organizational chart with Central Community College District located in Nebraska that also functions as a district office. It has been discovered that many community colleges across the U.S. are beginning to share administrators and/or are creating district offices. Outside of education in rural communities this is not a new model. It has happened in other businesses and industries from banking to hospitals, from insurance offices to agri-business.

In November 2015, the Board of Trustees of Terra State and Northwest State independently approved the creation of the **Northern Ohio Community College District**, a regional Council of Government (COG) authorized under Chapter 167.01 of the Ohio Revised Code. The COG will serve as the backbone for the collaboration. This action is contingent upon the COG receiving funds from the Ohio Higher Education Innovation Grant program. This action does not merge the two colleges. Rather it creates a centralized district and consolidates certain administrative positions. This is a new concept for the State of Ohio where two stand alone, autonomous institutions will research and implement collectively what they can do better together.

The University of Toledo (UT) will be partnering in the district office in four ways: (1) their



Banner expertise; (2) creating additional bandwidth for NSCC; (3) sharing of the Advanced Manufacturing Training Center located on the Scott Park Campus of the University of Toledo; and (4) creating articulation plans for students completing their training at the Advanced Manufacturing Training Center to articulate into bachelors and masters degrees at the University. The Advanced manufacturing Center served as the engineering building at the prior Community and Technical

College of the University of Toledo. In 2014, NSCC and UT received \$1.1 million in state capital dollars and \$2 million in community development dollars to renovate the engineering building to create a state of the art Advanced Manufacturing Training Center to serve business and manufacturing needs in Northwest Ohio.

Attached in Appendix A is the document of By-Laws for the council of governments. This documents the process of governing, leadership and responsibilities of key positions. Appendix B shares the proposed articles of the Council of Government agreement.

## 2. Project Rationale:

In August of 2009 the White House "Memorandum for the heads of executive departments and agencies" was signed by the Office of Management and Budget along with Domestic Policy Council, director of the office of urban affairs and Director of National Economic Council. The purpose was to provide guidance and outline policy principles to advance the administration's domestic and fiscal priorities, and to increase the impact of government dollars by leveraging place conscious planning and place-based programming in the FY 2011 federal budget.

"Place-based policies leverage investments by focusing resources in targeted places and drawing on the compounding effect of well-coordinated action. Effective place-based policies can influence how rural and metropolitan areas develop, how well they function as places."

Rural community colleges do exactly that, provide place based opportunity to create well-coordinated education for rural communities.

In the fall of 2010, the White House Rural Council was created to further coordinate the Administration's efforts in rural America with three core functions. They are (1.) Streamline and improve effectiveness of Federal Programs serving Rural America, (2.) Engage Stakeholders on issues and solutions in rural communities and (3.) Promote and coordinator private-sector partnerships.

The third point addresses the Rural Council's desire to find new ways for government to partner with private organizations to solve shared problems and develop new, innovative models of partnerships. The Rural Community College Alliance has been a part of these early conversations and were active delegates in the White House Rural Council in 2012 and 2013. In 2015 discussions began on effective partnerships within rural community colleges, following these same principals, to create an innovative model of partnership that streamlines and improves effectiveness.

The National Commission on College and University Board Governance issued a report that also places value in solid governance for strategic positioning. “The value of American higher education faces multiple risks, and changes in governance are needed to address them. At risk are accessibility and degree attainment for current and future students, institutional fiscal sustainability, educational quality, economic development and social equity, service to communities, and knowledge creation.”

“Boards must be at the forefront of these changes in higher education because their fiduciary role requires them to focus on strategic long-term issues and the intersection of internal and public interests. While they are not the source of all of the governance challenges in higher education, boards can play a critical role in improving decision making within the sector.”<sup>1</sup>

“The majority of both public and independent institutions face long-term risks to sustainability that cannot be addressed in one or two budget cycles but require a strategic realignment carried out over many years. More and more colleges and universities face a widening gap between revenues and expenditures. Fixed costs are high and increasing, and meeting those alone consumes funding for investments in new programs and in the educational innovation so essential to change. Many institutions face growing imbalances between their academic program offerings and areas of current student demand. High-cost, low-demand programs are becoming financially unviable, and some humanities and graduate education programs are particularly vulnerable.”<sup>2</sup>

One example of a prior shared resource is Lise’ Konecny. Ms. Konecny filled a shared position between NSCC and TSCC in plant operations, construction and renovations. In 2011-2013 Lise’ was employed by both colleges (shared on a 50/50 basis) to work on state capital projects and renovations for both campuses. During that time she traveled between the campuses managing the renovations successfully for both institutions. This initiative helped the two campuses to understand and believe that sharing highly trained individuals should be reviewed and promoted whenever possible.

### Expected number of students to be impacted

The entire student populations at NSCC and TSCC will be impacted in several ways: 1). The student will continue to receive quality instruction and student service as administrators have

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<sup>1</sup> <http://agb.org/reports/2014/consequential-boards-adding-value-where-it-matters-most>

<sup>2</sup> [http://agb.org/sites/default/files/legacy/2014\\_AGB\\_National\\_Commission.pdf](http://agb.org/sites/default/files/legacy/2014_AGB_National_Commission.pdf)

commonality of function and process to address needs from either institution. 2). their tuition costs will be increased at a lesser amount because of the reduced cost of administrative function. 3). Access a broader degree and course opportunity.

Northwest State's fall 2015 credit student enrollment was over 3,500 students. Terra State's fall 2015 credit student enrollment was over 2,600 students. Several thousand additional students are on each campus each term for non-credit courses, customized training, and enrichment programs. The benefits of this project----standardization of systems and processes in academic affairs, administrative operations, and workforce development --- will, in one way or another, affect all students, either through student database functions, support services or coursework. Given that the efficiencies developed, the standardized services produced, and the streamlined processes determined will impact each of the member college's operations and programs positively, and in turn affect an immeasurable number of students, it is safe to say that all students will be impacted during the grant period.

#### [Model for the state](#)

Northwest State Community College and Terra State Community College desire to enter into an agreement to streamline administrative functions. The mission statement of the Northern Ohio Community College District Council of Governments as approved by our respective boards is, "Creating superior learning opportunities efficiently and effectively, while preserving institutional distinctiveness." The vision statement is, "Providing for student success through dynamic innovation in community college education." Our goal is to not disadvantage our students in any way and to continue to provide services needed on the local campus. The behind the scenes activities will be completed by District Office employees. One of the challenges for small rural colleges is to have qualified individuals willing to serve in the highly skilled, technical positions, as well as being asked to perform many other duties. One of the goals of the District Office is to obtain depth with job responsibilities and not just more breadth. The District Office concept will allow Northwest State and Terra State to groom future, high level college leaders creating sustainability for both colleges, along with becoming a model for the other 21 community colleges in the State of Ohio.

From a state perspective, through the Council of Governments additional efficiencies will be gained. There will be reduced administrative duplication, as well as enhanced learning options. Overtime the District Office (Council of Governments) may be expanded to additional community colleges in Ohio in part or in total. In other words, another college might be

interested in sub-contracting with the district office for assistance in their student records, workforce development, or their human resource department. At the same time, another college may wish to join the COG as a member college.

Because NSCC and Terra State are community colleges that represent very different communities, each of the institutions will retain their autonomy and uniqueness. They will continue to have their separate Board of Trustees, accounting systems, alumni organizations and foundations.

This proposal offers synergy with the launch of the new NSCC Strategic Plan in addition we have committed two employees to launch this initiative as documented in our strategic plan at Northwest State.

The COG Board has been established and held its organizational meeting in December of 2015. Please see attachment C for the resolutions from this board meeting.

A further collaboration is coming together at the Advanced Manufacturing Center at Scott Park which was designed and launched by Northwest State in cooperation with Terra State and the University of Toledo. This Center will serve as a training hub for workforce development in Northwest Ohio.

Northwest State was awarded 2 planning grants from the Rural Community College Alliance (RCCA) and the American Association of Community Colleges (AACC) in partnership with the United States Department of Agriculture (USDA). The first grant addresses funding strategies for rural community colleges when seeking federal grants and opportunities. The second grant looks to the rural community stakeholders and agricultural cooperatives to create beneficial partnerships for education and funding support. These opportunities leverage common design and outcomes to propel the college toward success with vested interest and guidance from local and federal partners.

### Sustainability

Sustainability is an extremely important concept. In order to accomplish this goal, a three-step approach will be undertaken. The first step will be to compare current processes between the two institutions in an effort to determine how these processes and services can be standardized. The next step is to centralize the processes so that they will be done the same way and at the same time at both institutions. The third step will move these standardized, centralized services into a shared service arena. This will first be accomplished within the Banner system of student

records, institutional payroll and centralized purchasing. When the third level is achieved the District Office will be sustainable based on the efficiencies gained.

Over the past five years, dynamic changes have taken place in the community college sector. In Northwest Ohio, we have seen demographic shifts in populations, declining enrollments and declining support for higher education as defined by the state subsidy per each student. Yet, national, regional, and statewide initiatives call for community colleges to focus on student success and completion. Employers demand a well-educated entry level employee and at the same time our own employees desire an increase in compensation and continuation of their fringe benefit packages. All of this is taking place while the public media is declaring that college administrators are overpaid and student are accumulating too much debt related to the cost of borrowing in order to pay the tuition bills. This is leading to an unsustainable model of operation for rural community colleges.

The dollars from this grant will be used to: (1) back-fill positions at both institutions while the responsibilities of the positions are being standardized, centralized and rolled into a shared position; and (2) develop long-term Banner relationships between the two institutions. As the institutions begin to share various administrators, the compensation will be allocated to both colleges via the district office. Additional positions that are being reviewed for potential sharing are: chief executive officer, chief operations officer, fiscal officer, vice president of workforce development, student affairs, marketing and public relations, human resources, information technology, registrar, and procurement.

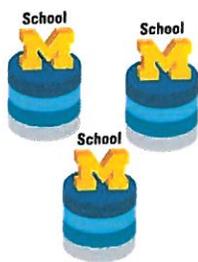
In its initial establishment, the district would be led by each of the college presidents who will serve as the co-chairs of the District Transition Team. Upon completion of the teams; charge and responsibilities of the district will be led by a District President. District operations would be structured to centralize the individual campus operations into one unit in the following areas: (1) Fiscal affairs; (2) Academic Affairs; (3) Student Affairs; (4) Workforce Development; (5) Marketing, Public relations, and Publicity; (6) Human Resources; (7) Information Technologies; and (8) Public Safety. Centralization of other offices, such as, but not limited to admissions, financial aid, and registrar will be explored and implemented if deemed feasible.

The benefits of the combined administrative functions created by this grant will be sustained by the shared positions, while at the same time not adding additional overhead to either institution. The district will be able to attract and retain talented individuals with compensation packages comparable to statewide averages and yet at the same time, each of the individual colleges will be paying only 50% of that compensation package.

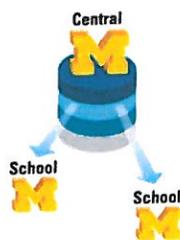
A portion of the funding will be used by each of the community colleges to pay for Banner services being purchased from the University of Toledo. The Banner programs will be set up similarly on each campus so that administrators can easily move between the two campuses. This grant will assist in funding these computer software upgrades. Once these initial programs are in place and individuals trained at each campus, the cost will be lowered to a maintained contract level. Additionally, dollars will be used to establish a District Office at Scott Park that will serve the corporate and the administrative needs of the Advanced Manufacturing Training Center. Once this office is established, these costs will end.

As we begin this process, we realize from the research there are three initial steps that must be completed in order for this concept to be sustainable. Utilizing the model from University of

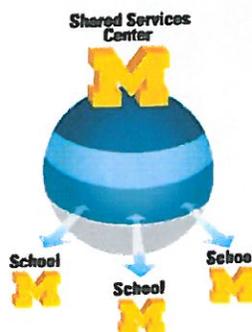
Standardized



Centralized



Shared Services Center



Michigan's Administrative Services Transformation we will transition in three steps. The first is the standardization of the processes of the two colleges, then the centralization and finally the move to shared

services. At the shared services level the cost savings benefit will become evident and the planning work that the grant has funded will become institutionalized and sustainable. Until the shared Service level is reached, institutionally based jobs will need to be staffed while at the same time, we need to free our key administrators to be able to develop the standardization that will move us to centralization. This is where the grant dollars are needed.

Over the next five years as administrative personnel retire and/or resign, all positions will be evaluated to determine whether students would be better served if this position moves toward a shared position through the district office. NSCC and TSCC are similar other educational institutions in that 40% of their "baby boomer" employees are expected to retire within the next five years. As these positions are consolidated, the district office will have the opportunity to employ one individual in each of the respective roles. This then means that each of the two colleges will pay only 50% of the compensation for that administrative position. For example the president at NSCC will be retiring within the next five years and it is projected that position will not be replaced.

Moving forward the district office will hold membership, some of the accreditations and licensing (particularly software licenses) for both colleges. Overall, this is estimated to be a \$200,000 to \$500,000 savings with the majority of these savings coming from the information technology area.

Another expectation is that workforce development functions will be combined and each college will be minimizing the staffing in the upper administrative roles. This will allow the institutions to sell training across the entire region using their collective business and manufacturing knowledge bases.

### 3. Project Plan:

The collaboration for the District is being initiated by each college's Board of Trustees. In December, 2015, each Board approved a resolution to establish the Northern Ohio Community College District. The COG will be a recommending/coordinating Board between the two colleges. In the future if other community colleges wish to join the District Office they will also be offered board seats on the COG Board.

The mission and vision statements of the Northern Ohio Community College District Council of Governments have been approved by both Board of Trustees. Beginning July 1, 2015, via a memorandum of understanding, the two institutions blended the functions of the Vice Presidents of Academic Affairs into one position that serves both campuses. At the same time, the prior roles of these two positions needed to be reviewed and some of the responsibilities moved to others within the respective college. This creates a learning opportunity for others to develop their skills in administrative roles. With the funding received from this grant, it is anticipated the standardization work of the COG will be fully in place within the next 30 to 36 months. The COG Transition Team will be a small team of key individuals and will bring in other key administrative personnel from both colleges to work on the plans in their respective areas. In January 2016, the registrar at Terra State was promoted to a new position and the registrar at NSCC began to serve as the registrar for both colleges. Currently this joint assignment is arranged for a review after a six-month trial period, (January through June 2016) with an extensive review of this shared service to take place in March 2016 to determine if this position fits into a District Office role. One of our early findings in sharing a registrar is that a single person involved at both institutions is verifying that the two colleges will have aligned Banner systems for student records. Again, each college needed to carefully review the prior role of its registrar and

remove ancillary responsibilities which had been assigned on each campus to the registrar. Thus each college is in the process of training others to fulfil those responsibilities. The most significant benefit is that now each college shares the same professional who works strictly within student records and no longer has other responsibilities that may detract from the registrar's key role.

The work on this project is ready to begin in earnest as soon as the District Office is notified that it has received the funding. Northwest State will be serving as the fiscal agent while Terra State's fiscal officer will be given fiscal leadership. Since both colleges use Banner as its computer administrative software, the records can easily be transmitted between the two institutions. We anticipate that the work can be completed by June 30, 2019.

The legal work to establish the COG was completed in December, 2015 when NSCC and the Terra State trustees each passed a resolution to create the COG as an advisory umbrella organization to steer the District Office. Each board of trustees appointed two members to serve on the COG board. The first meeting of the COG took place on November 9, 2015. The COG elected officers, gave approval to recommend articles and bylaws for the respective College Board of Trustees to approve, appointed the Chief Executive officer, the Chief Operating Officer, and established future meeting dates, time and locations.

During the academic year 2016-17, the focus will be on workforce development. This will begin with the District CEO and COO meeting together with the workforce development leadership at NSCC and Terra State to find ways to standardize the current systems. Currently the workforce development divisions operate very differently at the two colleges. Once standardization is established, then centralization will be planned under the direction of the District Office with a District VP of Workforce Development who will coordinate all workforce activities at NSCC, Terra State and Scott Park. In this way the District Office will serve a contiguous twelve county area across the northwest corner of the great state of Ohio. With the VP in place, the three entities will move toward the final goal of shared services. The true cost savings will begin at that point. Realistically this is estimated to be two academic years out from where the colleges currently sit.

During the academic year 2017-18, the focus will be on fiscal responsibilities and institutional research. With this grant a firm foundation can be established to launch standardization of various functions in the fiscal area. Ideas have surfaced such as, but not limited to, shared payroll services; centralized purchasing; and joint management of auxiliary services including bookstore, food services, and district office memberships. Rather than each college paying

over \$85,000 in educational memberships, the district office would hold the corporate membership. For some time, NSCC had a need for an institutional researcher to assist with state data forms and grant applications. However, the college has not been able to afford such a service so other individuals on campus have tried to fill the gap to research the pieces of information needed to complete information requests from ODHE, HLC, Department of Labor, Department of Education, and to complete grant proposals and grant reporting. With additional funding, ideas will move from the standardization process to be able to embrace the centralization and then be in a position to move to the shared services level that will create the cost savings.

During the academic year 2018-19, the focus will be on student services. This effort will begin much earlier; however, there is much work to be done here. Again NSCC and Terra State use very different systems and research will need to be completed on “best practices” and incorporated into the standardization process. Additional grant dollars will be needed in the future to standardize calendars and schedules, as well as address low enrollment programs and courses.

## Roles and Responsibilities of key staff members

### Current Positions:

Chief Executive Officer: Thomas L. Stuckey, PhD

President of NSCC will become the CEO of the district office. Will be primarily responsible for the board and governance

Chief Operations Officer: Jerome Webster, PhD

President of TSCC will become the COO of the district office and will be primarily responsible for district office operations.

Vice President of Academics: Cindy Krueger, PhD

Currently serving as the VP of academics for both institutions. Within this grant will continue in this role building the standardizations for academics.

Registrar: Connie Klingshirn

The NSCC registrar has just begun serving both institutions on an interim basis until June 2016 due to a reassignment of the TSCC registrar. With this grant she will work on standardization for student registration and student records.

Vice President of Workforce Development: Todd Hernandez

He is the current VP of Workforce Development at NSCC and will be directing the standardization of workforce training for both colleges with funds received from this grant.

Vice President of Fiscal/Administration: Randall McCullough

He is the current Chief Fiscal Officer at TSCC and will be directing the standardization of business functions for both colleges with funds received from this grant.

Marketing and Public Relations: Mari Yoder

Currently serving as VP of advancement at NSCC and will begin the exploration of standard process and practice at the two institutions.

District Executive Assistant: Lynda Cramer

Currently serves as the administrative assistant to the president at NSCC and is interested in a part time role with the district office dealing with board manuals and policies, while creating district records.

#### Positions to be created:

##### **Centralized Purchasing Director**

This person will review and implement, where possible, joint purchasing in a way that gains efficiencies through state purchasing contracts. This person will be tasked with standardization of the two institutions practice in procurement.

##### **Planning and Institutional Effectiveness**

This role will be tasked with creating benchmarks and measures for the district office as well as institutional goals. A primary role will be research, accreditation, and providing data to assist in campus decision making. They will take the lead on creating standards of practice for data and research.

##### **Centralized Payroll**

This person will review and implement, where possible, centralized purchasing in a way that gains efficiencies through the Banner ERP payroll software. This person will be tasked with standardization of the two institutions' practice in payroll.

### Biography of key staff members

#### **Dr. Thomas Stuckey: Chief Executive Officer**

Currently serving as President of Northwest State Community College, Dr. Thomas Stuckey has served in higher education administrative roles for more than three decades. In addition to these roles, he continues to keep the foundation of education tangible as he has served as adjunct faculty for MBA programs in three private universities and serves on the Mennonite Board of Education. Dr. Stuckey received his PhD in College Administration from Bowling Green State University after completing his Master's in Education at the same institution. In addition to his role of leadership at NSCC, he has been a consultant-evaluator for the Higher Learning Commission, North Central Association. Also a consultant-evaluator of Technical Education for the State of Oklahoma and serves on the Ohio Area 7 Workforce Development Board. Dr. Stuckey has continued his personal development with post-doctoral work in Strategic Perspectives in nonprofit management at Harvard Business School as well as additional coursework at the University of Toledo. In the private sector, Dr. Stuckey has provided leadership to the Archbold Equipment Company, a \$30 million dollar agri-business serving a three state region, as Board President from 2008 to 2014.

#### **Dr. Jerome Webster: Chief Operations Officer**

Dr. Jerome Webster began as the sixth President of Terra State Community College in Fremont, Ohio on July 1, 2012. Previously, he served as Vice President for Student and Administrative Affairs at Terra State. He also served as an adjunct instructor/faculty affiliate in the Higher Education Administration program at The University of Toledo. He received his Bachelor of Arts degree in business administration with a concentration in human resources from Olivet College in Michigan. He received his Master's and Doctoral degrees from the University of Toledo. In 1999, Dr. Webster was awarded a fellowship with the Community College Presidential Fellowship Program, offered jointly by The University of Toledo and five area community colleges in northwest Ohio and southeastern Michigan. This fellowship led him to his next position as Dean of Student Services at Terra State Community College. He previously served as Dean of Students at Lawrence Technological University in Southfield,

Michigan and as Dean of Student Affairs with Cuyahoga Community College in Cleveland, Ohio before returning to Terra State. He has been active in various State and regional organizations in higher education, and community organizations including: the Ohio Association of Community Colleges' Presidents and Chief Student Affairs Officers.

**Dr. Cindy Krueger: Vice President of Academics**

Dr. Cindy Krueger completed her doctoral studies in education with a specialization in leadership for higher education at Capella University. While her Masters and undergraduate work were both centered in nursing from Medical College of Ohio and Bowling Green State University respectively, she has taken her ability to discern medically necessary precision detail and apply it the academic structures of higher education. Dr. Krueger has served NSCC for the past 27 years and received the role of Vice President of Academics in 2008. Within the institution Dr. Krueger leads all academic processes with a keen eye for meeting and exceeding all state standards. She also has taken leadership in Higher learning commission reviews within the organization and has participated as a consultant evaluator for the HLC.

**Connie Klingshirn: Registrar**

Ms. Connie Klingshirn has more than 20 years of higher education experience, joining the NSCC team in 2007. She has served as Registrar since coming to Northwest State. Ms. Klingshirn graduated from Defiance College with a Master of Business and Organizational Leadership degree and before that with a Bachelor of Science degree in Criminal Justice and a minor in Information Technology. She is actively engaged with the National Student Loan Clearinghouse (NSLC) with student files and serves as compliance officer for the Family Educational Rights and Privacy Act (FERPA).

**Todd Hernandez: Vice President of Workforce Development**

Todd Hernandez is the Vice President of Innovation at Northwest State Community. His role includes oversight of Information Technology and workforce development. Todd is a licensed professional engineer and holds a Master's of Science in Information Systems Management and a Bachelors of Science in Electrical Engineering Technologies. Prior to joining NSCC in 2010, he has worked as a nuclear trained US Naval Officer, a controls engineer, software developer and was VP for Product Development for a software Original Equipment Manufacturer (or OEM). Mr. Hernandez is currently pursuing a doctoral degree in Information Technology from Walden University.

**Randall G. McCullough: Vice President of Fiscal /Administration**

Randall McCullough has served more than 36 years in higher education meeting the financial service needs of the institution. For the past six years he has been the treasurer of Terra State Community College, prior to that he served as the Vice President, Business Treasurer at James A. Rhodes State College. Mr. McCullough holds a Masters in Business Administration from Ashland University and has his Bachelor's degree in Accounting and Mathematics from Bluffton University. In addition to fiscal leadership, he has experience in policy and procedural development, has developed and implemented a budgetary forecasting model and has prior experience with the ERP, Banner.

**Mari Yoder: Marketing and Public Relations**

Mari Yoder holds a Bachelor of Science in Business Administration from Bowling Green State University. She has served as the Vice President for Advancement at Northwest State Community College for eight years. Her role includes overseeing the marketing, public relations, fundraising and grant functions of the College. Prior to joining NSCC she had an extensive career in marketing and community relations. She began her career in pharmaceutical marketing and sales, served as an elected township official and as a chamber of commerce executive director.

**Lynda Cramer: District Executive Assistant**

Ms. Lynda Cramer is a graduate of Northwest State Community College and has served as assistant to the Presidents for the past 27 years. Prior to that she was the administrative assistant to the vice president of academic and also served the private sector in a human resource capacity. Ms. Cramer will be retiring from NSCC to assume a part time position as assistant to the Council of Government, Board of Directors and administrators.



sufficiency for the COG member colleges. The Northwest State President and the Terra State President, along with the Northern Ohio Community College District Council of Governments Vice President for Academic Affairs and Dean of Institutional Planning and Effectiveness, have overall responsibility for evaluation.

#### **Formative Evaluation:**

At the conclusion of year one, the evaluation process will focus on internal formative evaluation to influence the project as it progresses. The evaluation report will measure progress on objectives and implementation strategies and will ensure that targets are met and budgets are properly spent. It will also provide an opportunity to consider the suitability of the original objectives in the event of altered circumstances. The evaluation report will include information on how well measurable objectives and implementation strategies have been met and what problems, if any, were encountered. In the event any tasks cannot be completed, a detailed report will include the reasons for failure to meet a target; a strategy and new timeline for accomplishing the specific task; and the effect on the objective to which it relates. The formative evaluation will be a straightforward assessment of the expectation for successful completion of the objectives. The formative evaluation will allow COG member colleges to assess progress for measurable objectives, implementation strategies and schedules, reallocation of resources, and revised managerial decisions as needed. A formative evaluation report will be written.

#### **Summative Evaluation:**

At the end of the grant period, a comprehensive summative evaluation of the accomplishments, as well as unintended outcomes, will occur. This evaluation will move beyond the formative evaluation to determine the degree to which each member college of the COG has reached further efficiencies through the implementation efforts. A final report that covers the history of the project will be prepared by the District Dean of Planning and Institutional Effectiveness along with the President of the RCCA and will include: (1) projected budget compared to actual; (2) how results to measure success have been met; (3) how objectives were accomplished; (4) how goals and problems were impacted; (5) any unintended project outcomes, such as trends, unexpected challenges, etc.; and (6) how completion of the project has impacted each member college's efficiency efforts. Recognizing the importance and value of long-term outcomes that will occur beyond the grant period and the implications for collaborative efficiencies, the District COG will continue to collect and analyze data for retention, persistence, student success, student access, and to determine the impact of its strategies.

### Data Analysis Procedures:

The partners are highly committed to gathering the best evaluation data available for formative and summative purposes. Evaluation of implementation strategies will be conducted through a comprehensive process. Each item in a strategy will be assigned a quantitative value of 1-5, where the number "1" means the item was not carried out according to the original strategy, and "5" means that the item was conducted as originally planned. If there are deviations from the strategy, or if the item was carried out in another way, it will be explained in the comments line of a form. Responses will provide quantitative evaluation of the implementation strategies and serve to strengthen the management of the project by helping each member college understand what works in achieving the desired outcomes and impacts.

Dr. Smith will travel to Ohio to complete an in-person evaluation through interviews and data review. He will be utilized as a consultant to the COG and to the institutional researcher conducting phone consultation and desk reviews.

All data and reporting will be shared with the Ohio Department of Higher Education through implementation and extending past the grant period three years.

## 4. Budget Narrative

### Budget Activity

During the academic year 2016-2017, the grant funds will be used to standardize the operations of the two colleges. In academic year 2017-2018, the second grant will be used to centralize the operations of the two colleges. In the academic year of 2018-2019, the third grant will be used to finance the shared services model that will create enhanced savings for both colleges.

During this time of transitioning from standardization to shared services there will be four categories of cost: 1) backfilling for key administrators as they design the district office 2) new positions designed for the district office 3) logistic costs and 4) technology costs.

As the district office is being developed, each institution must continue to operate. For example: the two presidents must divide their time between their individual presidential responsibilities and the new district office roles. The president of NSCC will move into the district office as Chief Executive Officer. The president at Terra State will become the district's Chief Operations Officer. With 40% of their time being spent in district office activities, others at NSCC and Terra State will need to be compensated and trained to fill in for the president's. These changes in roles and responsibilities will cause a ripple effect throughout the two campuses and many of

the second tier administrators (vice presidents) will also need assistance as they assume new responsibilities.

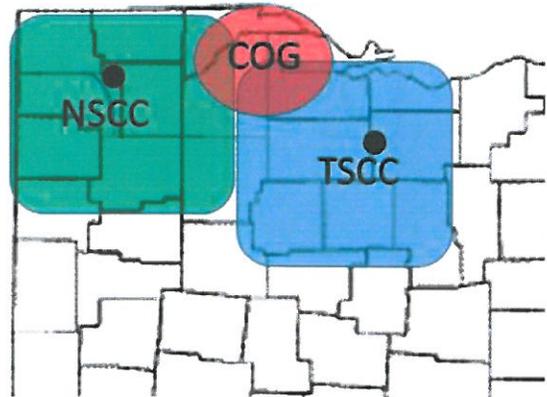
For example, the current NSCC VP of Academics will be assuming the district role of VP for Academics and many responsibilities that she currently performs at Northwest State will be reassigned to an academic dean. The academic dean in turn will be encouraged to reassign responsibilities to an academic department chair. The academic department chair will have a lighter teaching load, so part-time instructors will need to be hired to teach these classes. At Terra State, the former VP of Academics retired and a portion of that person's work load was reassigned to various other administrators at TSCC.

This same shifting of critical institutional responsibilities will happen in information technology, registrar, workforce development, and fiscal/administration. To a lesser degree the same shifting will take place with the funding from this grant in areas of marketing & public relations and student services. All of these transitions will take time and money.

New positions will be created by the district office in the areas of centralized purchasing, institutional planning and effectiveness, payroll and a district administrative assistant position. The person in centralized purchasing will organize and lead the efforts to set up the proper procurement procedures that are legal, cost effective and manageable. This will be one of the early financial savings that this grant will provide. It is estimated that this person will be able to save significant dollars for both colleges over the life of the district office. A second position is that of an institutional researcher function called the Dean of Planning and Institutional Effectiveness. NSCC has never had an institutional researcher. Instead this task has been divided over several departments (such as but not limited to the grant developer, VP of Academics, fiscal/accounting, and information technology.) Terra State had a person assigned to this role along with many additional tasks that fell within that job description. With the recent resignation of Terra State's person, this job description can now be rewritten to focus on institutional research that will support the need for federal and state grants both in obtaining the grant and the reporting of outcomes from the grants. This position will also research the information needed to comply with Ohio Department of Higher Education (ODHE) and Higher Learning Commission (HLC) requests and reports. The third position will be that of a district payroll person. Because both NSCC and Terra State will have mirrored Banner systems, a district payroll position will be developed to serve the payroll accounting and reporting function for both campuses. Currently each campus has a full-time employee working in this area. The

fourth position will be to add an administrative assistant to serve the COG Board and the various administrators located at the district office. For the first two years, this position is estimated to be a part-time position.

Because the campuses are located approximately 65 miles apart, travel dollars will need to be set aside for personnel that need to travel to each of the campuses. Over time these costs will stabilize and reduce as the campuses becomes more accustomed to computerized synchronous meetings. It will take time for each campus to become comfortable with meetings in this format. The IT equipment will continue to be updated so that the best possible quality service is available. Geographically located between the two campuses is Scott Park, the previous Community & Technical College campus of the University of Toledo. The district office will be



working with University of Toledo to establish rental (or leased) space for the district offices. This site is important in that the University of Toledo and NSCC received two recent state grants to renovate the prior engineering building on that campus into a state of the art advanced manufacturing training center. Because the Scott Park Campus is over 50 years old, renovation costs will be incurred as the district office moves into office space at this older campus. Items such as lighting, IT, phone, HVAC, windows, window coverings and carpet will all need to be addressed. In addition to the renovation costs, furniture, printers, and computers will be needed to make the office functional. Whenever a new venture is established it can be assumed there will be unforeseen contingency items such as legal, financial and accreditation to be addressed. These expenses are captured in purchased services

Early in the grant, one of the major cost items will be technology. These costs will come about for two major reasons. The first is assisting Terra State to adopt the banner administrative software that mirrors the system that NSCC has been using for over 10 years. The second is moving our software license to the district office whenever possible. This will put an end to the huge cost these two small rural colleges are paying for their own software updates and licenses. With administrative information technology software being housed and licensed through the University of Toledo, the cost of licensing to NSCC and Terra State will be significantly reduced.

The total projected costs for the next three years of the district office are estimated at just over \$3 million. From this estimate, the annual savings generated by the creation of the district office after complete implementation is over \$800,000 in personnel. The savings generated by the district office grows each year and is estimated to continue to increase over the life of the district office. These savings will be magnified if additional community colleges in Ohio would decide to join the district office. The total savings to be experienced by NSCC and Terra State is itemized for the first three years of the district office. These savings will increase for each college as departments and divisions from each campus move from nothing in common, to standardization, to centralization and finally reach the shared services plateau.

#### Timing of expenditures in relations to the schedule

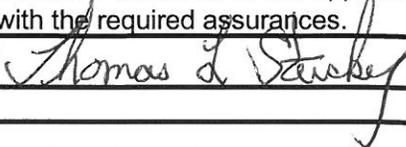
The proposed district office would be phased in over the next thirty-six months, which allows for normal retirements and position upgrades. It is believed the district office can become fully operational within that time frame. Thus this grant will be the first step needed to secure the projected \$3.1 million to create and implement the district office. When the district office is up and running it is estimated to have the ability to cover \$1 million in administrative costs each year for each institution. If and when other community colleges join the district office these savings are expected to increase. In order for the project to be properly funded, the Council of Governments is requesting \$1 million dollars in current round of funding.

#### Industry Standard Costs

Northwest State employs 48 graded administrative staff. Within the past year a market study was conducted by the University of Toledo to compare NSCC wages to the industry standard. 11 or 23% of the administration were at or slightly above market value, while 27% were under market value, some as low as 60% of market value for services and education.

## Innovation Grant March 2016: Northern Ohio Community College District

Activity	Total	ODHE	
Equipment	0	0	Equipment needs are not key to implementation.
<b>Personnel - Positions</b>			
Chief Executive Officer	\$129,000	\$40,000	<p>This is phase one of a three phase granting budget. The first grant will begin the implementation and standardizations process. The anticipated second grant will finalize the standardization and move us toward centralization. There are 14 identified positions that will provide leadership in shared services. They are: CEO, CFO, VP of Academics, IT, Registrar, VP Workforce Development, CFO, Marketing/PR, Student Services, Centralized Purchasing, IR, Payroll, and executive assistant. These roles are being integrated into the District model with the grant support in the first year of funding. All positions except the two specific district positions will be funded by the institution primarily and supported by the grant. This support will allow funding to be reallocated for distribution of duties, and eventually toward cost savings. Two positions will be funded 100% with grant funds: Purchasing Director and the Planning and Institutional Effectiveness Dean. Centralized payroll will be launched toward the end of this funding cycle. The executive position will be exclusively in the district office upon implementation. The positions listed at the left are estimated distribution of funds for all positions, but are subject to transition depending on persons hired and distribution of time with the project.</p>
Chief Operation Officer	\$190,000	\$40,000	
VP Academics	\$130,000	\$60,000	
Information Technology Registrar	\$142,000	\$65,000	
VP Workforce Development	\$66,000	\$36,000	
VP Fiscal/ Administration	\$130,000	\$40,000	
Marketing, Public Relations	\$88,000	\$44,000	
Student Services	\$78,000	\$18,000	
Additional Administrative Positions	\$42,000	\$16,000	
Centralized Purchasing Director	\$130,000	\$12,000	
District Dean of Planning and Institutional Effectiveness	\$80,000	\$80,000	
Centralized Payroll	\$80,000	\$80,000	
District Executive Assistant	\$65,000	\$7,000	
	\$50,000	\$15,000	
<b>Total Personnel:</b>	<b>\$1,400,000</b>	<b>\$553,000</b>	
<b>Fringe Benefits</b>			
31% of salary	\$434,000		Standard figure for benefits including PERS, Workers Comp, health, dental etc.
<b>Total Fringe</b>			
<b>Facilities</b>			
Creating Synchronous technology	\$34,000	\$24,000	Technology for virtual conferencing with campuses from the district office
<b>Facilities total:</b>	<b>\$34,000</b>	<b>\$24,000</b>	
<b>Supplies</b>			
Fixtures and furnishings	\$45,000	\$45,000	Desks, furniture, printers, computers for district office
<b>Total Supplies</b>	<b>\$45,000</b>	<b>\$45,000</b>	
<b>Purchased Services</b>			
Technology	\$250,000	\$200,000	Adoption of Banner system for TSCC and moving software licenses to the district level.
Contingency funds	\$75,000	\$75,000	Incidental legal, financial and accreditation processes that may need addressed in the District Office transition.
Evaluative Consultant	\$10,000	\$8,000	Consulting with the RCCA in evaluation design and implementation
<b>Total Purchased Services</b>	<b>\$335,000</b>	<b>\$283,000</b>	
<b>Travel</b>			
Milage at federal rate	\$35,000	\$35,000	With 75 miles radius from the district office to either campus, multiplied by the federal rate of .56/ mile provides 62,500 miles or over 400 round trips to the district office
Conference or training travel	\$7,000	\$7,000	Travel for key leadership to attend state and national meetings and for evaluator airfare
<b>Travel total</b>	<b>\$42,000</b>	<b>\$42,000</b>	
<b>Building Improvements</b>			
Scott park campus upgrades	\$50,000	\$50,000	Includes lighting, IT upgrade, phone, HVAC, windows, and coverings
<b>Building Total:</b>	<b>\$50,000</b>	<b>\$50,000</b>	
<b>Other (Describe)</b>			
<b>TOTAL year 1 office standardization:</b>	<b>\$2,340,000</b>	<b>\$997,000</b>	Requested from grant funds.

<b>Name of Lead Institution (only one)</b>	Northwest State Community College
Project Start Date	1-Jun-16
Primary Contact - Individual must be authorized to sign grant contract and legally responsible as representative.	Dr. Thomas L. Stuckey, President Northwest State Community College, 22600 State Route 34, Archbold, OH 43502 419-267-1310 <a href="mailto:tstuckey@northweststate.edu">tstuckey@northweststate.edu</a>
President Dr. Thomas L. Stuckey	
Dr. Thomas Stuckey & Dr. Jerome Webster	Dr. Thomas L. Stuckey, President Northwest State Community
<b>1) Certification by Authorized Official:</b>	
To the best of my knowledge and belief, the information contained in this application is true and correct. The document has been duly authorized to comply with the required assurances.	
Signature of Authorized Official	
Thomas L. Stuckey, Ph.D. President	
Date 3-9-2016	
<b>2) Administering Institution:</b>	
Dr. Thomas L. Stuckey	
President	
22600 State Route 34, Archbold, OH 43502	
<a href="mailto:tstuckey@northweststate.edu">tstuckey@northweststate.edu</a>	
<b>3) Educational Partners (please submit separate information for each partner)</b>	
Terra State Community College	
Dr. Jerome Webster	
President	
2830 Napoleon Road, Fremont, OH 43420	
<a href="mailto:jwebster01@terra.edu">jwebster01@terra.edu</a>	
<b>4) Educational Partners (please submit separate information for each partner)</b>	
Institution Name	
Contact Person	
Title	
Address	
Email	
<b>5) Other Partners (please submit separate information for each partner)</b>	
Institution Name	
Contact Person	
Title	
Address	
Email	

ATTACHMENT 1

Activity	Total	Dept. of Higher Education	Education (OTC, Community College, University) Funds	Name of Education Institution	Other Partner Funds	Name of Other Partners	Activity Description Summary
Equipment (list by item)							
Personnel - Positions							
Chief Executive Officer	\$129,000	\$40,000	\$89,000	Northwest State			
Chief Operation Officer	\$190,000	\$40,000	\$150,000	Terra State			
VP Academics	\$130,000	\$60,000	\$70,000	Shared			
Information Technology	\$142,000	\$65,000	\$77,000	Shared			
Registrar	\$66,000	\$36,000	\$30,000	Northwest State			
VP Workforce Development	\$130,000	\$40,000	\$90,000	Northwest State			
VP Fiscal/ Administration	\$88,000	\$44,000	\$44,000	Terra State			
Marketing, Public Relations	\$78,000	\$18,000	\$60,000	Northwest State			
Student Services	\$42,000	\$16,000	\$26,000	Shared			
Additional Administrative Positions	\$130,000	\$12,000	\$118,000	Shared			
Centralized Purchasing Director	\$80,000	\$80,000	\$0				
Planning and Institutional Effectiveness (IR)	\$80,000	\$80,000	\$0				
Centralized Payroll	\$65,000	\$7,000	\$58,000	Shared			
District Executive Assistant	\$50,000	\$15,000	\$35,000	Shared			
Fringe Benefits	\$434,000		\$434,000	Shared			
Facilities	\$34,000	\$24,000	\$10,000	Shared			Technology for virtual conferencing with campuses from the district office
Supplies	\$45,000	\$45,000	\$0				Desks, furniture, printers, computers for district office
Purchased Services	\$335,000	\$283,000	\$52,000	Shared			Adoption of Banner system for TSCC and moving software licenses to the district level. Incidental legal, financial and accreditation processes that may need addressed in the District Office transition. Consulting with the RCCA in evaluation design and implementation
Travel	\$42,000	\$42,000	\$0				With 75 miles radius from the district office to either campus, multiplied by the federal rate of .56/ mile provides 62,500 miles or over 400 round trips to the district office. Travel for key leadership to attend state and national meetings and for evaluator airfare
Building Improvements	\$50,000	\$50,000	\$0				Includes lighting, IT upgrade, phone, HVAC, windows and coverings
Other (Describe)							
TOTAL	\$2,340,000	\$997,000	\$1,343,000				

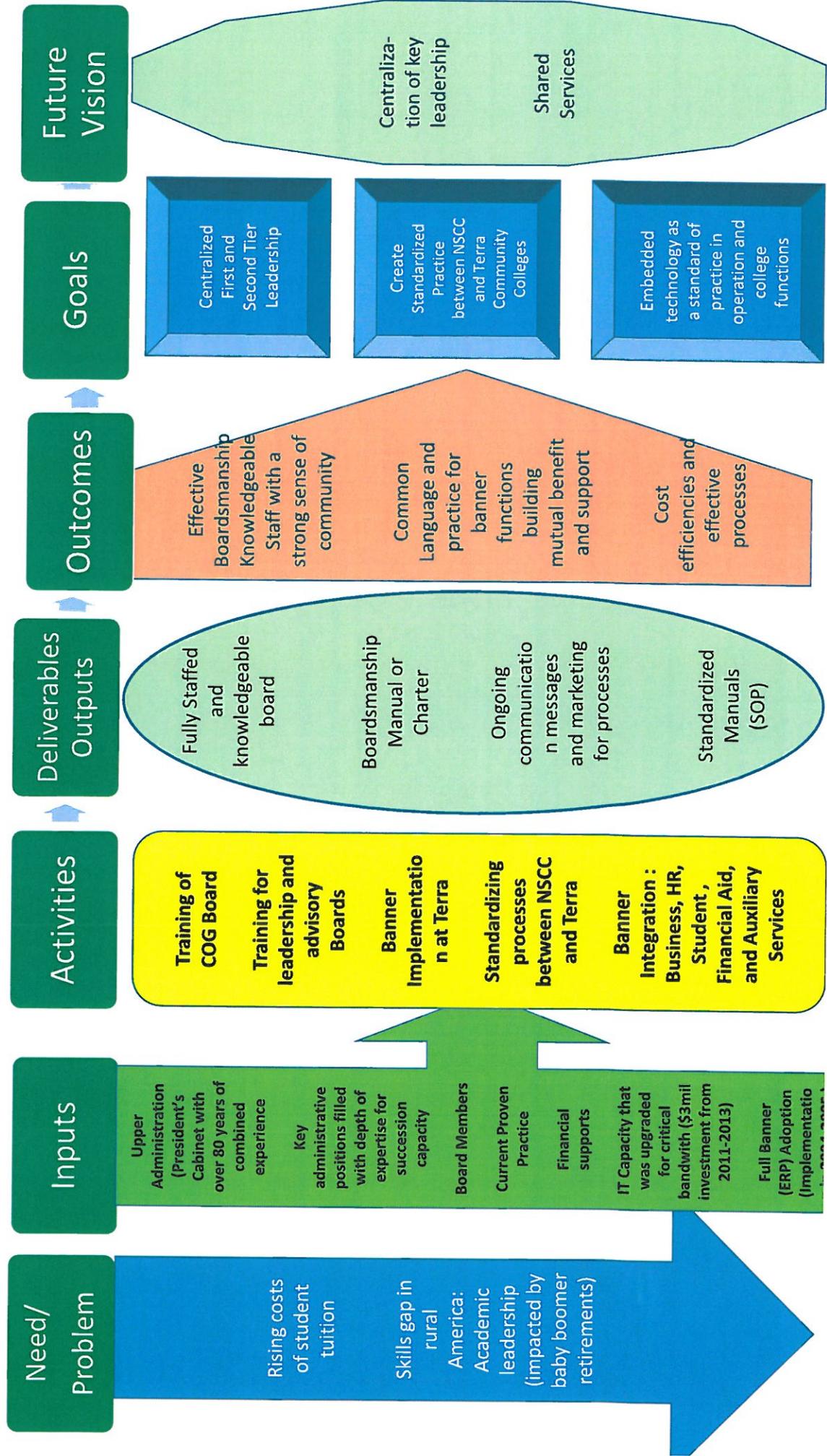
Each Activity must be described in-depth  
the budget narrative

### Implementation Schedule

*Please provide a brief bulleted list of major components of grant activity taking place each term.*

<b>Term</b>	<b>Grant Activities</b>
Summer 2017	<ul style="list-style-type: none"> <li>- Training of COG Board - Boardmanship Manual or Charter development</li> <li>- Standardization of practice and manuals - ERP system (Banner): registrar, academics</li> <li>- Continued ERP System (Banner) implementation at TSCC: registrar, academics</li> <li>- ERP System (Banner) implementation at TSCC: Information Technology (IT), Workforce Development (WD)</li> </ul>
Fall 2017	<ul style="list-style-type: none"> <li>- Continued training of COG Board and manual/charter development and ongoing communication and training of leadership and advisory boards</li> <li>- Continued standardization of practice and manuals - Banner: registrar, academics, IT, Workforce Development</li> <li>- Continued ERP System (Banner) implementation at TSCC: registrar, academics, IT, WD</li> <li>- ERP System (Banner) implementation at TSCC: centralized purchasing, institutional research</li> <li>- Integration of practice and operations of Banner NSCC/TSCC: registrar, academics</li> </ul> <p>Ongoing communication and training of leadership and advisory boards</p>
Spring 2017	<ul style="list-style-type: none"> <li>- Ongoing communication and training of leadership and advisory boards</li> <li>- Continued standardization of practice and manuals - Banner: registrar, academics, IT, WD, centralized purchasing, institutional research</li> <li>- Continued ERP System (Banner) implementation at TSCC: registrar, academics, IT, WD, centralized purchasing, institutional research</li> <li>- Integration of practice and operations of Banner NSCC/TSCC: registrar, academics, IT, WD, centralized purchasing, institutional research</li> </ul>
Summer 2018	<ul style="list-style-type: none"> <li>- Ongoing communication and training of leadership and advisory boards</li> <li>- Continued standardization of practice and manuals - Banner: IT, WD, centralized purchasing, institutional research</li> <li>- Continued ERP System (Banner) implementation at TSCC: centralized purchasing, institutional research</li> <li>- Integration of practice and operations of Banner NSCC/TSCC: registrar, academics, IT, WD, centralized purchasing, institutional research</li> </ul>
Fall 2018	<ul style="list-style-type: none"> <li>- Ongoing communication and training of leadership and advisory boards</li> <li>- Continued standardization of practice and manuals - Banner: IT, WD, centralized purchasing, institutional research</li> <li>- Continued ERP System (Banner) implementation at TSCC: centralized purchasing, institutional research</li> <li>- Integration of practice and operations of Banner NSCC/TSCC: registrar, academics, IT, WD, centralized purchasing, institutional research</li> </ul>
Spring 2018	<ul style="list-style-type: none"> <li>- Integration of practice and operations of Banner NSCC/TSCC: centralized purchasing, institutional research</li> </ul>





**BYLAWS OF THE  
NORTHERN OHIO COMMUNITY COLLEGE DISTRICT  
COUNCIL OF GOVERNMENTS**

PREAMBLE

In an effort to enhance efficiencies, share resources, and strengthen efforts that support student success and completion, while at the same time maintain each institution's individual identity, Northwest State Community College and Terra State Community College intend to create the Northern Ohio Community College District Council of Governments. District operations shall be structured to centralize individual campus operations into one unit in areas including financial affairs, academic affairs, student affairs, workforce development, marketing and public relations, human resources, information technology and any other areas that the District may deem appropriate.

**Article I – Name and Authority**

**Section 1** – The official name of the Council of Governments shall be the Northern Ohio Community College District Council of Governments, hereinafter called the “District.”

**Section 2** – These bylaws are adopted pursuant to Chapter 167 of the Ohio Revised Code.

**Article II – Powers and Purpose**

**Section 1** – The District shall have all powers that Chapter 167 of the Ohio Revised Code requires or permits, including the power to carry out the purposes set forth below, provided that the District shall not have the power to act contrary to federal or state law.

**Section 2** – The purpose of the District shall be:

- i. To establish a cooperative working arrangement among the colleges to assist them in carrying out their official duties and responsibilities in furtherance of the legitimate public purposes of the colleges, as follows:
  - a. Promoting cooperative arrangements, agreements and operations among its Members and between its Members and government agencies, private persons or entities;
  - b. Performing functions and duties which its Members can perform; and
  - c. Addressing problems of mutual concern, for increased efficiency, fiscal responsibility, and improved quality of educational program offerings and services.

**APPENDIX A**

### **Article III – Membership**

**Section 1 – Eligibility for Membership** – Eligibility for District membership shall be limited to those state community colleges existing and operating under Ohio Revised Code Chapter 3358 (each, a “Member” and collectively, the “Members”).

**Section 2 – Definition of Membership** – For purposes of these bylaws, District membership is defined as those Members who are eligible for membership pursuant to Art. III, Sec. 1, and who have adopted a resolution joining the District and who are in good standing as defined in these bylaws and determined by the District

### **Article IV – Representation and Governance**

#### **Section 1 – General Governance**

The District’s day-to-day operations shall be governed by a Chief Executive Officer (“CEO”), appointed by the Assembly and advised by the District Advisory Board.

**Section 2 – CEO** – The District Advisory Board shall, after review, present a candidate for CEO to the Assembly for approval. The Assembly shall appoint the CEO by a 2/3 vote.

- i. The appointed CEO shall serve a two-year term, renewable upon recommendation of the District Advisory Board and 2/3 vote of the Assembly.
- ii. CEO Duties and Responsibilities:
  - a. Holds ultimate authority and responsibility for the development, operation, evaluation, and administration of the affairs of the District Council of Governments.
  - b. Ensures effective communication and implementation of services to each Member.
  - c. Develops the organizational structure of the District, including approval of all District employment decisions, and delegates authority within the adopted pattern.
  - d. Articulates the educational philosophy of the District to various constituents.

**Section 3 – District Advisory Board** – The District Advisory Board shall consist of two (2) delegates of each Member, (collectively, “Delegates”) that is a party to this Agreement. Delegates may, but are not required to be, current trustees of a Member’s Board of Trustees.

- i. Delegates comprising the District Advisory Board shall serve the District solely in an advisory position and shall not have voting rights;
- ii. In addition to presenting a candidate for CEO to the Assembly, Delegates shall be responsible for an annual review of the CEO, the report to be presented to the Assembly;
- iii. Each Delegate shall serve for a two-year term (alternate years)
  - a. Initially a Member shall appoint one (1) Delegate for a two-year term and one (1) Delegate for a one-year term.

**Section 4 – Assembly** – The Assembly shall consist of the individual Boards of Trustees of each Member, save for those individuals serving the District in any voting capacity.

- a. The Assembly shall appoint, by a 2/3 majority vote, the CEO of the District.

#### **Article V - Voting**

**Section 1** – The Assembly shall vote in accordance with any previously established policy or procedure governing voting on behalf of their Member.

**Section 2** – The District CEO shall have one (1) vote on any matter that comes before the Assembly.

**Section 3** – On a biennial basis, each Member shall appoint those individuals who will serve as District Advisory Board delegates.

#### **Article VI – Officers**

**Section 1** – The Officers of the District shall consist of a Chairperson and Vice-Chairperson.

**Section 2** – The terms of the officers shall be for a period of one (1) year. All officers of the District shall be eligible for reelection for not more than three (3) consecutive, full, three (3) year terms.

**Section 3** – The Administrative Assistant to the CEO shall serve concurrently as the Secretary of the District.

**Section 4** – The Chief Financial Officer of the District shall serve concurrently as the Treasurer for the District.

**Section 5** - The duties of the Officers shall be as follows:

- i. Chairperson:
  - a. Shall preside at all meetings of the District.
  - b. Shall call a meeting of the Officers within thirty (30) days after election and shall call other meetings as deemed necessary for the carrying out of the policies and business of the District.
  - c. Shall appoint special committees as necessary to carry on the business of the District.
  - d. Shall work closely with the Vice-Chairperson and Treasurer in the advancement of the welfare and best interests of the District's members.
- ii. Vice-Chairperson:
  - a. Shall preside in the absence of the Chairperson.
  - b. Shall assist the Chairperson and Treasurer in the fulfillment of their responsibilities to the District.

## ATTORNEY-CLIENT PRIVILEGE/ATTORNEY WORK PRODUCT (10-13-15)

- c. Shall succeed to the office of Chairperson should that office be vacated before the end of that term.

**Section 6** – The duties of the Treasurer and Secretary of the District shall be as follows:

- i. Treasurer:
  - a. Shall serve as the fiscal officer of the District and shall have responsibility for the funds of the District pursuant to Ohio Revised Code section 167.04(B).
  - b. Shall be responsible for the receipt, deposit, investment and disbursement of the District funds, or the supervision thereof, as may be ordered by the membership or Officers. When necessary or proper, he may endorse on behalf of the District for collection, checks, notes and other obligations.
  - c. Shall make or supervise the making of monthly statements of District accounts and such other statements as may be required by the District or Officers.
  - d. Shall maintain a full and accurate accounting of all monies received and paid on behalf of the District.
  - e. Shall perform such other duties that may, from time to time, be assigned to him by the Council and Executive Committee.
  - f. The Treasurer shall attend all training required by the State Auditor and/or State Treasurer to ensure the safe investment of funds.
- ii. Secretary:
  - a. Shall keep the minutes of all proceedings of the District and make a proper record of the same.
  - b. Shall keep such books as may be required and generally perform such duties as may be assigned by the District.
  - c. Shall be responsible for carrying out the administrative functions of the District.

### **Article VII – Nomination and Election**

**Section 1** – The Chair and Vice Chair shall be elected during the Annual Meeting of the District.

### **Article VIII – Management**

**Section 1** – The District shall manage its affairs in accordance with these bylaws and the “Agreement to Create a Regional Council of Governments Consisting of State Community Colleges.”

### **Article IX – Committees**

**Section 1** – To achieve the purpose of the District, the Chairperson may create committees as are deemed necessary and name the committee chair and members of said committees.

## **APPENDIX A**

## **Article X – Meetings**

**Section 1** – Regular business meetings of the District will be held by convening the Advisory Board in June and November or December of each year.

**Section 2** – The District shall hold Professional and In-Service meetings as necessary each operating year.

**Section 3** – Special Meetings may be called by the Chairperson or the CEO as deemed necessary.

**Section 4** – All meetings of the Advisor Board shall be governed by Robert’s Rules of Order, newly revised.

**Section 5** – Pursuant to Section 121.22 of the Ohio Revised Code, meetings of the Assembly shall be open to the public, subject to the exceptions contained in Section 121.22(G). The District shall establish a policy setting forth a reasonable method whereby any person may determine the time and place of its meetings.

## **Article XI – Finances**

**Section 1** – Dues may be assessed of each Member as established by the District.

**Section 2** – The District may accept funds, grants, gifts, and services from the Federal government or its agencies, from the State of Ohio or its departments, agencies or instrumentalities or from any other governmental unit whether participating in the District or not, and from private and civic sources.

**Section 3** - The Officers of the District shall have prepared and submitted to the Assembly for approval, by the June regular meeting, a budget for the ensuing year.

## **Article XII – Vacancies**

**Section 1** – Vacancies in the offices of Chairperson, Vice-Chairperson, Secretary and Treasurer may be filled by the District at any scheduled meeting or by special meeting, where appropriate.

## **Article XIII – Amendments**

**Section 1** – The District may amend, supplement, or supersede these bylaws by an affirmative vote of two-third (2/3) of the Assembly at any regular or special meeting at which a quorum is present only after each Member has been notified of the proposed change at least three (3) days prior to the date of the meeting at which a vote is to be taken on said change.

## **APPENDIX A**

**Article XIV – Effective Date**

**Section 1** – The District will be formed on the first day of the month following the adoption of resolutions of agreement from both member organizations as defined by Art. III, Sec. 2 of these bylaws and upon filing of necessary paperwork to the Auditor of State.

**Article XV – Withdrawal From Membership**

**Section 1** – A Member may withdraw from the District upon written notice to the District, which shall become effective after 180 days.

**Section 2** – A withdrawing Member loses any and all rights to any distributions, contributions, personnel, or other assets considered part of the District.

**Section 3** – The withdrawing Member will not solicit any District personnel for one (1) academic year following the successful withdrawal from the District.

**Section 4** – If, at the time of withdrawal, only one Member remains in the District, automatic Dissolution of the District is triggered under Art. XVI, notwithstanding Sec. 1, related to voting.

**Article XVI – Dissolution of District**

**Section 1** – Vote – The District may be dissolved by a two-thirds (2/3) vote of all Members at any regular monthly membership meeting. Prior to any vote on dissolution, each Member shall receive at least forty-five (45) days' written notice from the Chairperson that the matter of dissolution will be voted upon.

**Section 2** – Dissolving the District – Upon an affirmative vote to dissolve the District, the District shall immediately cease to do business and shall only do such acts as are required to conclude its affairs. The Officers shall direct all pending business until all District affairs are concluded.

**Section 3** – Distribution of Assets – On dissolution, after payment of all outstanding obligations and liabilities of the District and providing sufficient funds to insure the completion of any project for which federal funds have been received, the District's net assets of every nature and description which have been contributed by public bodies shall revert to the said public bodies in proportion to each body's contribution towards the said assets and any balance thereof shall be paid over and transferred to one or more public trusts, funds, or foundations organized and operated exclusively for educational purposes.

**AGREEMENT TO CREATE A  
REGIONAL COUNCIL OF GOVERNMENTS  
CONSISTING OF STATE COMMUNITY COLLEGES**

**ARTICLE I**

**PARTIES**

1.1 This Agreement To Create A Regional Council of Governments Consisting of State Community Colleges (“Agreement”) is entered into by and between the boards of trustees of the signatory state community colleges, pursuant to Ohio Revised Code Chapter 167. The parties are all political subdivisions and are state community college districts existing and operating under Ohio Revised Code Chapter 3358, and membership in the council of governments shall be limited to those college districts.

**ARTICLE II**

**NAME**

2.1 The name of the regional council of governments established by this Agreement shall be the “Northern Ohio Community College District Council of Governments” (“District”).

**ARTICLE III**

**PURPOSE**

3.1 The purpose of the District is to establish a cooperative working arrangement among the colleges to assist them in carrying out their official duties and responsibilities in furtherance of the legitimate public purposes of the colleges, as follows:

- a. Promoting cooperative arrangements, agreements and operations among its members and between its members and government agencies or private persons or entities;
- b. Performing functions and duties which its members can perform; and
- c. Addressing problems of mutual concern, for increased efficiency, fiscal responsibility, and improved quality of educational program offerings and services.

3.2 The District is organized exclusively for charitable, religious, education, or scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under subsection 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code.

3.3 No part of the net earnings of the District shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the District shall be authorized and empowered to pay compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the purpose clause of this Agreement. No substantial part of the activities of the District shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the District shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of this document, the District shall not carry on any other activities not permitted to be carried on by an organization exempt from federal income tax under subsection 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code.

#### **ARTICLE IV**

##### **ORGANIZATION/GOVERNING BOARD**

4.1 The District shall consist of the following state community college districts existing and operating under Ohio Revised Code Chapter 3358: Terra State Community College and Northwest State Community College (each, a “Member” and collectively, the “Members”).

4.2 The District shall be governed by an Assembly that shall consist of two (2) delegates (“Delegate”) of each Member that is a party to this Agreement, and the one (1) appointed District Chief Executive Officer.

4.3 Each Delegate and District Chief Executive Officer shall have one (1) vote on any matter that comes before the Assembly.

4.4 The individuals who shall serve as the Delegates of each Member shall be appointed by the governing board of trustees of each Member on an annual basis, as prescribed in the bylaws, by resolution of the respective boards.

4.5 The Assembly shall meet at a time and manner as prescribed by the bylaws.

4.6 Those individuals on the boards of trustees of each Member that is a party to this Agreement shall be members of the District. They shall be entitled to attend all meetings of the Assembly, but shall not be entitled to vote at such meetings. At least one (1) of the meetings of the Assembly held each year shall be designed and intended to include all members of the District.

4.7 Annually, as prescribed by the bylaws, the Assembly shall establish a budget for the ensuing fiscal year and, as set forth in Article V, assess fees for each party to pay to support the activities undertaken pursuant to this Agreement in the ensuing fiscal year.

4.8 Pursuant to Ohio Revised Code Section 167.04, the Assembly shall adopt bylaws designating the officers of the District and their method of selection. The officers shall include a Chairperson, Vice-Chairperson, and any additional officers as specified in the bylaws.

4.9 Guided by this Agreement, the Assembly shall adopt bylaws to further describe its organization and procedures.

## **ARTICLE V**

### **FUNDING AND FEES**

5.1 The primary source of funding that will be used to carry out the purposes of this Agreement shall be fees from each of the parties. The fees of each Member shall be established annually, for each upcoming fiscal year, based upon the budget established by the Assembly. The method for establishing fees shall be set forth in the bylaws adopted by the Assembly.

5.2 By entering into this Agreement, each Member agrees to pay the fees established for it by the Assembly, subject to its right to withdraw, set forth in Article VII. The fees from each Member shall be paid to the fiscal officer serving in accordance with Article V, Section 5.3 or such other person as the Assembly may designate. Fees shall be paid at a time and manner as prescribed by the bylaws, unless other arrangements have been approved by the Assembly.

5.3 In carrying out activities pursuant to this Agreement the Assembly may require the Members who may participate in a particular activity to pay additional amounts to cover some or all of the expenses associated with a particular activity. Any such additional amounts shall be paid to the fiscal officer serving in accordance with Article VI.

5.4 The expenditure funds by the District shall be limited to items or services which assist the Members in carrying out their official duties and responsibilities in furtherance of the Member's legitimate public purposes.

5.5 Upon the dissolution of the District, assets shall be distributed for one (1) or more exempt purposes within the meaning of subsection 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not disposed of shall be disposed of by the court of Common Pleas of the county in which the principal office of the District is then located, exclusively for such purposes or to such organization or organizations, as the Court shall determine, which are organized and operated exclusively for such purposes.

## **ARTICLE VI**

### **DISTRICT PERSONNEL**

6.1 Pursuant to Ohio Revised Code Section 167.04(B), the Assembly shall appoint a fiscal officer, who shall receive, deposit, invest, and disburse the funds of the District, and serve as Treasurer of the District.

6.2 Pursuant to Ohio Revised Code Section 167.05, the Assembly may employ or contract with such personnel as it deems necessary to carry out the activities undertaken pursuant to this Agreement. Through adopted bylaws, the Assembly will establish the position of Chief Executive Officer of the District, and the Assembly may delegate additional authority – including, but not limited to, the authority to employ or contract with personnel – to the District Chief Executive Officer through bylaws or through resolution of the Assembly.

## **ARTICLE VII**

### **MISCELLANEOUS TERMS**

7.1 The Ohio Attorney General is statutory counsel to each of the Members of this Agreement and shall provide all legal advice and representation to the District and to the trustees, presidents, and any other officers or employees of the Members in connection with their activities for or with the District.

7.2 The records of the District shall be considered to be records of all the Members that are, or were at the time the records were created, parties to this Agreement. The records shall be available to all Members.

## **ARTICLE VIII**

### **APPROVAL, AMENDMENT OR WITHDRAWAL FROM THIS AGREEMENT**

8.1 The Agreement shall be approved by resolution of the board of trustees of each state community college which desires to become a Member prior to its execution by the president of such state community college.

8.2 This Agreement may be amended upon the written consent of the majority of the Assembly of the District. The Assembly has the authority to agree to accept another state community college to be a Member of the District. Any proposed amendment to this Agreement shall first be presented to the Assembly for its recommendation prior to the execution of the amendment.

8.3 A Member may withdraw from this Agreement by giving one hundred and eighty (180) days prior written notice to the Chairperson of the Assembly. A Member's withdrawal shall not entitle it to a refund of any fees or payments already made pursuant to this Agreement.

8.4 The Agreement shall take effect upon the approval and signing by the chairpersons of the board of trustees of each Member. It shall continue in effect as long as a two

(2) or more Members are parties to the Agreement.

Effective Date:\_\_\_\_\_.

(Draft - May 2015)

**APPROVAL TO ESTABLISH THE NORTHERN OHIO COMMUNITY COLLEGE  
DISTRICT COUNCIL OF GOVERNMENTS (COG)**

15-47

Mrs. Barber moved and Mr. Siebenmorgen seconded the following motion:

WHEREAS, the State of Ohio continues to seek ways to “streamline” educational opportunities; and

WHEREAS, the population of Northwest Ohio continues to decline along with state revenues; and

WHEREAS, Northwest State Community College embraces the concept of shared resources with re-alignment of resources to avoid duplications between campuses; and

WHEREAS, Northwest State Community College and Terra State Community College are interested in establishing the “Northern Ohio Community College District Council of Governments (COG).” This district operation would allow some, if not all, of the following individual campus operations (i.e. president’s office, financial affairs, academic affairs, student affairs, workforce development, marketing and public relations, human resources and information technology) to be centralized. In addition, select academic programs with state, regional and/or national accreditation may be administered at the district level; and

WHEREAS, the “Northern Ohio Community College District COG” will enhance efficiencies, share resources and strengthen efforts to support student success and completion; and

WHEREAS, the mission of the district is to create superior learning opportunities while preserving each institution’s distinctiveness; and

WHEREAS, this collaborative effort is contingent upon grant funding from the Ohio Board of Regents; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Northwest State Community College supports the establishment of the “Northern Ohio Community College District Council of Governments” contingent upon grant funding through the Ohio Board of Regents.

ROLL CALL: Aye; Barber, Bridenbaugh, Erb, Hall, Short, Siebenmorgen, Derck. Nay; None. Thereupon the Chair declared the motion approved.