

COPY TO ALL BOARD MEMBERS
Aloysius Kienee, Ex Officio Staff Member
Thomas Shanahan, Ex Officio Faculty Member
Devin Dags, Ex Officio Student Member

**BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE**

Friday, November 15, 2019
Pete Grimes Board Room, Franklin Hall
7:30 AM

AGENDA

- (1) Call to Order
- (2) Roll Call
- (3) Certification of Conformity with Section §121.22(F) of the Ohio Revised Code
- (4) Opening Remarks from President Harrison
- (5) Approval of Minutes
- (6) 2020 Dates for the Committee of the Whole and Board of Trustees Meetings.....1
- (7) Resolution to Proceed.....2
- (8) Resolution of Intent to Reimburse.....7
- (9) Adoption of FY19 Efficiency Review and Report10
- (10) Financial Statements as of and for the four months ended October 31, 2019.....44
- (11) Personnel Information Items (Information Only).....57
- (12) Discussion of Current Issues
- (13) Executive Session (*if needed*)
- (14) Adjournment

BOARD OF TRUSTEES AND COMMITTEE OF THE WHOLE
Meeting Dates – 2020

BOARD OF TRUSTEES MEETINGS

<u>Date</u>	<u>Time</u>	<u>Location</u>
Thursday, January 23, 2020	6:00 p.m.	Franklin Hall Boardroom
Thursday, March 26, 2020	6:00 p.m.	Franklin Hall Boardroom
Thursday, May 28, 2020	6:00 p.m.	Franklin Hall Boardroom
Thursday, July 23, 2020	6:00 p.m.	Franklin Hall Boardroom
Thursday, September 24, 2020	6:00 p.m.	Franklin Hall Boardroom
Thursday, November 19, 2020*	6:00 p.m.	Franklin Hall Boardroom
Thursday, January 28, 2021	6:00 p.m.	Franklin Hall Boardroom

(Fourth Thursday of odd-numbered months only. Other meetings may be called according to need.)

****Adjusted due to conflict.***

COMMITTEE OF THE WHOLE MEETINGS

<u>Date</u>	<u>Time</u>	<u>Location</u>
Friday, January 17, 2020	7:30 a.m.	Franklin Hall Boardroom
Friday, March 20, 2020	7:30 a.m.	Franklin Hall Boardroom
Friday, May 22, 2020*	7:30 a.m.	Franklin Hall Boardroom
Friday, July 17, 2020	7:30 a.m.	Franklin Hall Boardroom
Friday, September 18, 2020	7:30 a.m.	Franklin Hall Boardroom
Friday, November 13, 2020*	7:30 a.m.	Franklin Hall Boardroom
Friday, January 22, 2021	7:30 a.m.	Franklin Hall Boardroom

(Third Friday of odd-numbered months only. Other meetings may be called according to need.)

****Adjusted due to conflict.***



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: November 21, 2019

SUBJECT:

Resolution to Proceed.

BACKGROUND INFORMATION:

At the meeting of the Columbus State Board of Trustees on October 25, 2019, a Resolution of Necessity was adopted declaring the need for a bond issue to generate an estimated \$300 million for capital improvements of the College's facilities located in Franklin County. The Treasurer of the Board of Trustees was also authorized and directed to certify a copy of the Resolution of Necessity to the County Auditor of Franklin County, Ohio, and to request the County Auditor to certify the total current tax valuation of Franklin County and to calculate and advise, by certification to the Board, regarding the estimated average annual property tax levy that will be required throughout the maturity (24 years) of the bond issue to pay debt charges.

The County Auditor of Franklin County, Ohio certified the estimated average annual property tax levy required throughout the stated maximum maturity of the bonds to pay the interest on the bonds and retire the principal over 24 years is calculated to be 0.65 mill for each one dollar of tax valuation. The cost to individual homeowners would be approximately \$1.90 per month per \$100,000 of property valuation and would enable Columbus State to begin implementation of the Franklin County work specified in the *Making Central Ohio Stronger: The Columbus State Educational Facilities and Technology Plan*, adopted by the Board of Trustees in September 2019, to continue providing high-quality, affordable education for the in-demand jobs of today and tomorrow.

RECOMMENDATION:

That the Board of Trustees adopts the accompanying Resolution determining to proceed with the issuance of bonds.

ATTACHMENTS:

- A. Resolution to Proceed
- B. Certificate of Estimated Average Annual Property Tax Levy

RESOLUTION

RESOLUTION DETERMINING TO PROCEED WITH THE ISSUANCE OF BONDS IN AN AMOUNT NOT TO EXCEED \$300,000,000 AND CERTIFYING THE SAME TO THE BOARD OF ELECTIONS

(Ohio Revised Code Sections 3358.11, 133.18, 5705.03)

M____ introduced the following resolution and moved its passage:

WHEREAS, the Board of Trustees (the "Board") of the Columbus State Community College, Franklin, Delaware, Madison and Union Counties, Ohio, a state community college district of the State of Ohio (the "College"), adopted a resolution (the "Resolution of Necessity") at its meeting on October 25, 2019 that determined that it is necessary to issue bonds in an amount not to exceed \$300,000,000 (the "Bonds") for the purpose of all or a part of the cost of purchasing sites in Franklin County; for the erection, furnishings, and equipment of buildings in Franklin County, including technology; and for the acquisition or construction of any property in Franklin County which the board of trustees of a state community college is authorized to acquire or construct, including renovations and improvements for workforce development and safety and security and that a direct tax be annually levied on all the taxable property in the Franklin County portion of the College outside of the ten-mill limitation to meet the debt charges on the Bonds and any securities issued in anticipation thereof;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of the Columbus State Community College, Ohio, a majority of all of the members thereof concurring, that:

Section 1. It is necessary to proceed with the issuance of the Bonds in the amount and for the purpose described in the preamble to this Resolution, and to levy, outside of the ten-mill limitation provided by law, an annual tax on all the taxable property in the Franklin County portion of the College to pay debt charges on the Bonds and any securities issued in anticipation thereof.

Section 2. The Bonds shall be dated approximately April 1, 2020; shall bear interest at the estimated rate of 4.50 % per annum; and shall be paid over a period not to exceed 24 years as calculated under Ohio Revised Code Chapter 133.

Section 3. The question of issuing the Bonds shall be submitted to the electors of the Franklin County portion of the College at the election to be held at the usual voting places within Franklin County, on March 17, 2020.

Section 4. The form of the ballot to be used at said election shall be substantially as follows:

AFFIRMATIVE VOTE IS NECESSARY FOR PASSAGE

Shall bonds be issued by the Columbus State Community College, a state community college district of the State of Ohio, for the purpose of all or a part of the cost of purchasing sites in Franklin County; for the erection, furnishings, and equipment of buildings in Franklin County, including technology; and for the acquisition or construction of any

property in Franklin County which the board of trustees of a state community college is authorized to acquire or construct, including renovations and improvements for workforce development and safety and security to issue and sell bonds of the College in an amount not to exceed \$300,000,000 (the "Bonds") to be repaid annually over a maximum period of 24 years, and an annual levy of property taxes be made outside the ten-mill limitation, estimated by the county auditor to average over the repayment period of the bond issue 0.65 mills for each one dollar of tax valuation, which amounts to 6.5 cents (\$0.065) for each one hundred dollars of tax valuation, commencing in 2020, first due in calendar year 2021, to pay the annual debt charges on the bonds, and to pay debt charges on any notes issued in anticipation of those bonds?

	FOR THE BOND ISSUE
	AGAINST THE BOND ISSUE

Section 5. The Treasurer of the Board is hereby directed to certify a copy of this Resolution, along with copies of the Resolution of Necessity and the certificate of the Franklin County Auditor, to the Board of Elections of Franklin County, Ohio on or before December 18, 2019.

Section 6. It is hereby found and determined that all formal actions of this Board concerning and relating to the adoption of this Resolution were adopted in an open meeting of this Board, and that all deliberations of this Board and of any of its committees that resulted in such formal action were in meetings open to the public in compliance with all legal requirements, including Ohio Revised Code Section 121.22.

M____. _____ seconded the motion and, after discussion, a roll call vote was taken and the results were:

Voting Aye: _____

Voting Nay: _____

Passed: November 21, 2019

BOARD OF TRUSTEES
COLUMBUS STATE COMMUNITY COLLEGE
FRANKLIN, DELAWARE, MADISON AND
UNION COUNTIES, OHIO

Attest: _____
Secretary

By: _____
Board Chair

CERTIFICATE

The undersigned Secretary of the Board of Trustees of the Columbus State Community College, Franklin, Delaware, Madison and Union Counties, Ohio, hereby certifies that the foregoing is a true copy of a resolution duly passed by the Board of Trustees of said College on November 21, 2019, and that a true copy thereof was certified to the Board of Elections of Franklin County, Ohio.

Secretary, Board of Trustees
Columbus State Community College
Franklin, Delaware, Madison and Union Counties, Ohio

DTE Form 130
 Rev. 8/10
 O.R.C.133.18(C),5705.03(B)

**Certificate of Estimated Average Annual Property Tax Levy
 For Bonds of Subdivisions of the State**

The County Auditor of Franklin County, Ohio, does hereby certify the following:

1. On October 28, 2019, the taxing authority of the Columbus State Community College, Franklin, Delaware, Madison and Union Counties, Ohio certified a copy of its resolution adopted October 25, 2019, declaring the necessity of issuing bonds in the aggregate principal amount of \$300,000,000 and levying a tax outside the 10-mill limitation for the purposes set forth in the resolution to be placed on the ballot at the March 17, 2020, election.
2. The estimated average annual property tax levy required throughout the stated maximum maturity of the bonds to pay the interest on the bonds and retire the principal over 24 years is calculated to be zero and sixty-five hundredths (0.65) mill for each one dollar of tax valuation, which is 6.5 cents (\$0.065) cents for each \$100 of tax valuation.
3. The total tax valuation of the subdivision used in calculating the average annual property tax levy is \$30,506,016,850.



 Franklin County Auditor

November 6, 2019

 Date

INSTRUCTIONS

1. "Total tax valuation" should include the taxable value of all real property and certain public utility personal property in the subdivision. Because of the rapid phase-out of the tangible personal property tax, including certain public utility personal property, and the long term of a bond issue, the taxable value of such property should not be included in "total tax valuation." If the subdivision is located in more than one county, the home county auditor (where the greatest taxable value of the subdivision is located) shall obtain the assistance of the other county auditors to establish the total tax valuation of the subdivision
2. For purposes of this certification, "subdivision" includes any agency, board, commission, or other authority authorized to request a taxing authority to submit a tax levy on its behalf.
3. In calculating the estimated average annual property tax levy, the auditor shall assume that the bonds are issued in one series bearing interest and maturing in equal principal amounts in each year over the maximum maturity of the bonds, and that the subdivision's tax valuation for the **current year** remains the same throughout that period. If the tax valuation for the current year (the year in which you are making this certification) is not yet determined, the auditor shall estimate that valuation. In other words, the total tax valuation used for this purpose may differ from the tax valuations on the tax lists that were most recently certified for collection
4. For purposes of this certification, we suggest you round the millage to the nearest tenth (0.1) of a mill. This insures that whole cents will be presented here and on the ballot.
5. Please file this certificate with the subdivision as soon as possible, so the taxing authority can pass a resolution to proceed not later than 98 days before the election for school districts, or 90 days before the election for all other subdivisions.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: November 21, 2019

SUBJECT:

Resolution of Intent to Reimburse.

BACKGROUND INFORMATION:

At the meeting of the Board of Trustees on November 21, 2019, a Resolution to Proceed with the issuance of bonds to generate an estimated \$300 million for capital improvements of the College's facilities located in Franklin County was adopted. The College may incur certain expenditures before passage of the resolution authorizing the issuance of the bonds following the election and would advance necessary amounts from local funds. Amounts expended by the College from existing funds may be reimbursed from bond proceeds in accordance with Treasury Regulations prescribed under the Internal Revenue Code of 1986, as amended, but must be supported by a Resolution adopted by the Board constituting an official intent and declaring its intention to use a portion of the proceeds of the bond obligations to reimburse the College for expenses advanced from its existing funds, otherwise the College would be restricted by the IRS to a 60-day "look back" from the date of the authorizing resolution.

RECOMMENDATION:

That the Board of Trustees adopts the accompanying Resolution of Intent to Reimburse.

RESOLUTION

RESOLUTION AUTHORIZING THE USE OF A PORTION OF THE PROCEEDS OF OBLIGATIONS OF COLUMBUS STATE COMMUNITY COLLEGE, FRANKLIN, DELAWARE, MADISON AND UNION COUNTIES, OHIO, IN THE ESTIMATED PRINCIPAL AMOUNT OF NOT TO EXCEED \$300,000,000, TO BE ISSUED FOR THE PURPOSE OF ALL OR PART OF THE COST OF PURCHASING SITES IN FRANKLIN COUNTY; FOR THE ERECTION, FURNISHINGS, AND EQUIPMENT OF BUILDINGS IN FRANKLIN COUNTY, INCLUDING TECHNOLOGY; AND FOR THE ACQUISITION OR CONSTRUCTION OF ANY PROPERTY IN FRANKLIN COUNTY WHICH THE BOARD OF TRUSTEES OF A STATE COMMUNITY COLLEGE IS AUTHORIZED TO ACQUIRE OR CONSTRUCT, INCLUDING RENOVATIONS AND IMPROVEMENTS FOR WORKFORCE DEVELOPMENT AND SAFETY AND SECURITY

M____. _____ introduced the following resolution and moved its passage:

WHEREAS, Columbus State Community College, Franklin, Delaware, Madison and Union Counties, Ohio (the "College") reasonably anticipates that it will incur certain Original Expenditures (as defined in Treasury Regulations Section 1.150-2(c) and Section 1.150-2(d)(3)) for the above-referenced purpose (the "Project"); and

WHEREAS, the College may advance costs for Original Expenditures for the Project from its existing funds; and

WHEREAS, the College intends to reimburse itself, within 18 months from the later of the date of an Original Expenditure or the date the Project is placed in service (but in no event more than three years after any Original Expenditures are paid or, alternatively, five years after the Original Expenditures are paid if the special rule for long-term construction projects set forth in Treasury Regulations Section 1.150-2(d)(2)(iii) is applicable), for Original Expenditures for the Project from the proceeds of one or more series of tax-exempt obligations (the "Obligations") in a maximum principal amount of not to exceed \$300,000,000 to be issued by the College;

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees (the "Board") of the College, a state community college district of the State of Ohio, a majority of all the members thereof concurring, that:

Section 1. The College intends that this resolution shall constitute an "official intent" for purposes of Section 1.150-2(e) of the Treasury Regulations prescribed under the Internal Revenue Code of 1986, as amended, and declares its intention to use a portion of the proceeds of the Obligations to reimburse the College for expenses of the Project advanced from its existing funds.

Section 2. The College intends to make a reimbursement allocation on its books for the Original Expenditures within the "reimbursement period" set forth under Section 1.150-2(d)(2) of the Treasury Regulations.

Section 3. It is hereby found and determined that all formal actions of this Board concerning and relating to the passage of this resolution were taken in an open meeting of this Board, and that all deliberations of this Board and of any of its committees that resulted in such formal action were in meetings open to the public in compliance with all legal requirements, including Ohio Revised Code Section 121.22.

M____. _____ seconded the motion and, after discussion, a roll call vote was taken and the results were:

Ayes: _____

Nays: _____

Passed: November 21, 2019

BOARD OF TRUSTEES
COLUMBUS STATE COMMUNITY COLLEGE
FRANKLIN, DELAWARE, MADISON AND
UNION COUNTIES, OHIO

Attest: _____
Secretary

Board Chair

CERTIFICATE

The undersigned Secretary of the Columbus State Community College, Franklin, Delaware, Madison and Union Counties, Ohio hereby certifies that the foregoing is a true copy of a resolution duly passed by the Board of Trustees of said College on November 21, 2019.

Secretary, Board of Trustees
Columbus State Community College
Franklin, Delaware, Madison and Union Counties,
Ohio



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE _____

SUBJECT:

Adoption of FY19 Efficiency Review and Report.

BACKGROUND INFORMATION:

Section 3333.95 of the Ohio Revised Code requires that the Chancellor maintain an efficiency advisory committee made of up representatives from all of Ohio's public higher education institutions for the purpose of "generating institutional efficiency reports for campuses, identifying shared services opportunities, streamlining administrative operations, and sharing best practices in efficiencies among public institutions of higher education." Ohio statute also requires the Chancellor to compile efficiency reports from all public institutions and compile a statewide efficiency report that is required to be submitted to the Office of Budget and Management (OBM), the Governor, the President of the Senate, and the Speaker of the House of Representatives by December 31 of each year.

Columbus State's FY19 report has been developed by members of an internal Efficiency Advisory Work Group guided by templates provided by the Ohio Department of Higher Education (ODHE). The report is organized into five sections: Operational Efficiency, Academic Practices, Policy Reforms, Students Benefit, and Future Goals. It also includes three appendices that were required by ODHE via their template. This report was submitted to the Ohio Department of Higher Education (ODHE) on November 1, 2019, as required, pending Board approval as allowed.

Columbus State's Work Group developed the Efficiency Report by conducting a broad review of ongoing efficiency initiatives underway at the College and by consulting with leadership from across the College. The Efficiency Report presented today includes many implementation plans that build upon current efficiency measures that support our commitment to stewardship, affordability and student success and aligns with the student success agenda of the College.

RECOMMENDATION:

That the Board adopt the College's FY19 Efficiency Review and Report as submitted to the Ohio Department of Higher Education, effective November 1, 2019.

COLUMBUS STATE

COMMUNITY COLLEGE

November 1, 2019

The Honorable Randy Gardner
Chancellor
Ohio Department of Higher Education
25 South Front Street
Columbus, Ohio 43215

Dear Chancellor Gardner,

Attached is Columbus State Community College's FY19 efficiency report as required under section 3333.95 of the Ohio Revised Code. The attached responses are pending approval from the Columbus State Board of Trustees, which is expected in November.

Columbus State has made significant progress with increasing graduation, completion, and retention rates while closing achievement gaps over the last 10 years as evidenced by recently being named Achieving the Dream's Leah Meyer Austin Award recipient. Awarded annually since 2009, only 16 of the nation's 1,000-plus community colleges have earned this distinguished honor. This initial progress was primarily attributable to implementing proven student success initiatives aimed at making help unavoidable.

As the success from those initial investments began to plateau a few years ago, the College initiated the migration to a comprehensive completion model that provides for clear academic pathways and a support structure that meets the unique needs of all students. That work was accelerated through a 2017 Title III grant awarded to the College by the U.S. Department of Education. Through this grant the College established momentum goals that led to targeted investments in supporting students close to being ready for college level coursework to catch up and successfully complete their first year and in tailoring assistance to students who have already earned 30 credits to complete a meaningful credential.

Specific examples of targeted investments made over the last year include:

- Continuing to transition the College to a comprehensive completion model that provides the supports and clear guidance needed for students to select and successfully complete a meaningful credential. For example, since 2017 Columbus State has set aside a portion of its career services fees for the eventual upgrade and implementation of systems that will improve student supports and processes. Until such time, the College is in the process of implementing a student planner that will allow students to more easily plan and track progress made on completing their desired degree or certificate while also helping them reduce time to completion. It is anticipated that this student planner will be available to students no later than the Autumn 2020 registration period.
- Moving toward an integrated approach to admission, orientation, and advising that will focus the College's resources on the students most at risk of not making it through the first semester. Orientation has also been revamped and scaled with equity as the primary focus.

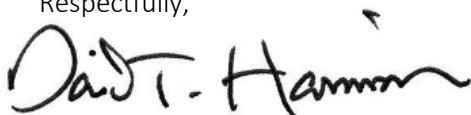
DAVID T. HARRISON Ph.D. **PRESIDENT**

- Scaling the Accelerated Learning Program (ACL) in English courses. This “co-requisite” model has proven to allow students nearly ready for college to make the gains necessary to catch up to or exceed the English proficiency of their college-ready peers.
- Adding flexible computer labs that incorporate mobile technology. These innovative learning spaces also help instructors to more effectively deliver the ACL programming and similar courses being scaled in mathematics.
- Adding sections of mostly general education courses so that students, particularly those in their first year, have the courses they need when they need them so that they have a strong start to reaching the first 15 credits they need to finish on time.
- Scaling innovative workforce development programming with an emphasis on short-term certificates, particularly in the field of Information Technology. These investments are addressing the needs of the emerging, transitional, and incumbent workforce to obtain IT certificates in cyber security, data analytics, and software development. A digital technology certificate is also being developed that will serve as a foundational certificate on which to stack the more specialized IT certificates. These investments position the College to respond to the needs of employers and partner with the State in its effort to meet employer needs statewide.
- Investing \$1.0 million in student scholarships and implementing a new scholarship strategy that best maximizes student retention and completion.
- Implementing the College’s financial stability framework of access, wellness, literacy, and mobility. Examples include new partnerships with the Franklin County Department of Job and Family Services and Catholic Social Services, which are both providing on-campus case workers to deliver needed social supports to Columbus State students. In addition, the Mid-Ohio Market at Columbus State recently opened. In partnership with the Mid-Ohio Foodbank, the Market offers free produce, grocery, and personal care items to students and community members earning less than 200% of the federal poverty guidelines.
- Modernizing the College’s educational facilities and technology to mirror the workplace. Mitchell Hall was recently opened as the new home of the School of Hospitality Management and Culinary Arts. Funded through a public-private partnership that included the State, Columbus State’s local resources, a \$10 million private fundraising campaign led by Cameron Mitchell, and \$7 million from the City of Columbus for streetscape improvements, the space integrates workplace conditions into classroom settings. As a blueprint to similarly modernize the rest of the College’s facilities and technology, the Columbus State Board of Trustees approved an Educational Facilities and Technology Plan in September 2019.

The above investments will allow Central Ohio to make progress on achieving the goal of having 65 percent of adults receiving a postsecondary degree or certificate by 2025 and close economic equity gaps. These equity gaps grew modestly in Central Ohio according to a recent U.S. Census Bureau survey and investments like those outlined above are critical to reversing this trend.

Thank you for your continued support in advancing policies that allow our students to obtain a high-quality, affordable education for the jobs of today and tomorrow. Please let me know if you need any additional details on the information included in Columbus State’s report.

Respectfully,



David T. Harrison
President

DAVID T. HARRISON Ph.D. PRESIDENT

Section I: Operational Efficiency

1. Collaborative Contracts (previously Recommendation 3B):

Institutions of higher education (IHEs) have access to multiple joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

Did your IHE participate in joint contracts in FY19 (yes, no, worked toward)?

Columbus State makes extensive use of group purchasing contracts including participation in: Education and Institutional Cooperative (E&I), Inter-University Council Purchasing Group (IUC-PG), Ohio Association of Community Colleges (OACC), the State of Ohio, US Communities, and others. Participation in these purchasing agreements resulted in an overall cost avoidance of \$766,014 in FY19. Savings through use of IUC-PG are detailed below.

Contract Type	Participation (in IUC-PG)	Monetary Impact
Copier/printer services	No	The College reviewed the IUC-PG agreement in FY19 and conducted a formal bid, which resulted in better pricing and benefits than the IUC-PG agreement. Financial impact will be realized in FY20.
Computer hardware	No	No new information since the last report
Travel services	No	No new information since the last report
Outbound shipping	No	No new information since the last report
Scientific supplies & equipment	Yes	The College continues to use the IUC-PG agreement for scientific supplies and avoided costs of \$46,840 in FY19 by using consortium agreements.
Office supplies & equipment	Yes	The College continues to use the IUC-PG agreement for office supplies and equipment, which avoided costs of \$59,303 in FY19.

2. Affinity Partnerships and Sponsorships (previously Recommendation 4C):

IHEs should evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Institutions can use these types of partnerships to generate new resources by identifying “win-win” opportunities with private entities that are interested in connecting with students, faculty, staff, alumni, or other members of their communities.

Did your institution initiate any new partnerships or sponsorships in FY19?

Partnerships/Sponsorships	Description	Revenue Generated/Other Results
Columbus Zoo and Aquarium	In spring 2019, the College launched a new partnership that provided horticulture support to the Zoo while providing students in the College’s Landscape Design and Management program hands-on experience performing important horticulture tasks.	Students were able to put the concepts that they learned in class into practice. They were also able to learn about horticulture considerations unique to zoos such as assuring that all plants are non-toxic to animals and are able to withstand high visitor traffic.
Facebook via Pathstream	Columbus State partnered with Facebook and Pathstream to offer Pathstream’s curriculum at the College. Students are able to earn a Digital Marketing Certificate issued by Facebook through the non-credit course. Pathstream is a curriculum development organization that partners with technology companies to bring real world skills to educators.	FY19 was a planning year for this partnership. The first cohort of five students started in AU19.
Goldman Sachs 10,000 Small Businesses	This partnership helps small business owners in Central Ohio create jobs by providing access to business support services, capital, and education.	Faculty attended three training sessions conducted by Babson College to learn the curriculum. Columbus State started the inaugural 10-week cohort with 30 small business owners in September 2019. The program is free to participants.
Huntington National Bank – Support for Student Success Programs	The College leveraged its partnership with banking vendor Huntington to receive funds for student success initiatives - particularly to provide support for students in need, and to support programs addressing nonacademic barriers to degree completion such as food insecurity.	Huntington is providing \$150,000 over the life of the contract for student success initiatives.
Huntington National Bank – Exact Track	The College worked with Huntington on an onsite (3+1) Exact Track program to help the bank achieve its objective of	FY19 was a planning year for this work.

	promoting from within. The partnership will allow Huntington to develop more of its front line employees into leaders throughout the organization.	
Konica Minolta	The College negotiated a scholarship component into the contract with print equipment vendor, Konica Minolta.	The College will receive \$7,500 in student scholarships each year for seven years starting in FY20, resulting in \$52,500 in scholarship dollars for Columbus State students.

Below is a table representing results from ongoing partnerships in FY19:

Partnerships/Sponsorships	Description	Revenue Generated/Other Results
AVI	The College leveraged its partnership with food service vendor AVI, who runs the College's cafeteria - Union Café, Subway, and Sips. AVI also does catering for College events.	AVI provided \$2,000 in student scholarships in FY19. The College will continue to receive this scholarship funding annually for the next fourteen years, generating a total of \$30,000 in student scholarships.
AWS Data Centers with Amazon	A partnership was established with Amazon Web Services (AWS) to build a Data Center Certificate to provide the necessary skills needed to work in a local data center.	The College was awarded \$50,000 for scholarships and \$16,000 for computer lab equipment. In FY19, 22 students used \$11,000 in Amazon scholarships to take additional courses and one student is doing an internship within an AWS Data Center.
AWS Educate with Amazon	Columbus State partnered with Amazon Web Services (AWS) Educate to bring cloud computing principles into college curriculums in a fundamental way. An Associate of Applied Science with Cloud Specialization degree and a Cloud Fundamentals Certification are being developed through the partnership.	AWS Educate is funded by a \$589,000 grant from the National Science Foundation (NSF) awarded in FY18. The grant was awarded to Columbus State in collaboration with Northern Virginia Community College. In FY19, the curriculums of three computer science courses were updated and offered in AU19. The College plans to update another five Information Technology (IT) courses in FY20.

Amazon Career Choice Program	The Career Choice Program allows employees at the Amazon distribution center in Etna, Ohio the opportunity to earn certificates or associate of applied science degrees within multiple programs.	Amazon pre-pays 95 percent of students' tuition and fees. In FY19, nearly 100 students benefited, generating over \$70,000 in revenue.
Child Development Associate (CDA) Credential	A partnership with the City of Columbus and The Columbus Foundation to provide entry-level credentials required by law for the Early Childhood Development & Education (ECDE) field.	During AU18, SP19, and SU19, 122 students completed the CDA program. This program prepares students for the CDA certification, which is critical for preschool programs in meeting the State's Step Up To Quality (SUTQ) standards.
Dublin Regional Learning Center at Ohio University	Columbus State's Dublin Regional Learning Center is located on Ohio University's regional campus.	The Dublin Center hosted the annual PATHS2 Academic Camp with 110 students from 36 schools across six counties. The PATHS2 Academy is a zero-cost camp that obtains sponsorship from local restaurants and grocery stores to provide lunch, snacks, and water to under-served and under-represented populations in health care. Faculty from Columbus State and Ohio University partnered to provide hands-on demonstrations through the Dublin Integrated Education Center. Additionally, the camp partnered with outreach programs like Mt. Carmel Hospital's Stroke Outreach, Nationwide Children's Hospital, Nestle Inc.'s Food Science & Nutrition program, and others.
Exact Track with Franklin University	An academic partnership that provides students the opportunity to complete an Associate of Applied Science in Business Management from Columbus State and a Bachelor of Science in Business Administration/ Entrepreneurship from Franklin University in 3.5 years.	Five cohorts have been started at Columbus State, with the first baccalaureate degree recipients graduating from Franklin University in SP19. In FY19, 51 students saved an estimated \$187,500 in tuition.

Honda Modern Manufacturing Work Study	This work-study program allows students to work at Honda three days each week while completing their degrees at Columbus State. Students can earn their degrees while applying their newly mastered technical skills.	There were 53 students enrolled in the program and 21 employers in FY19. Placements were up 30 percent, with 39 students being placed. That represented nearly a 74 percent placement rate.
IT Apprentices	Working with a small group of employers, Columbus State established earn and learn programs in Software Development and Cybersecurity for students working on two-year associate degrees. Employers include: Accenture, Huntington, Nationwide, and State Auto.	In FY19, there were 19 students placed into IT apprenticeships and 5 participating employers.
JP Morgan Chase	A partnership was formed to offer an onsite Software Development certificate for employees working on the bank's operations team with various levels of educational attainment.	In FY19, the first cohort was launched generating approximately \$82,000 in revenue.
Marysville Early College High School	The Columbus State Marysville Regional Learning Center (ME) is located in the Marysville Early College High School and focuses on certificate courses in advanced manufacturing.	The Marysville Early College High School Class of 2019 averaged 33 college credits per student. Nine seniors earned their associate degree and high school diploma at the same time. Estimated FY19 tuition savings for the nine graduates was \$16,516.
Nationwide Mutual Insurance Co.	In FY19, multiple cohorts participated in IT noncredit certificates resulting in many employee career transitions within Nationwide.	This partnership generated \$284,316 in FY19.
The Preferred Pathway Program (and other Pathway Agreements)	A partnership between Columbus State and nine four-year institutions that guarantees students admission to the partner universities and other supports, as well as significant savings in obtaining a bachelor's degree.	Admissions representatives and academic advisors from other public and private colleges across Ohio visit Columbus State every semester to recruit students for transfer. In FY19, Columbus State's Transfer Center supported 1,703 individual student visits/contacts, and an additional 671 visits/contacts at special events. Columbus State has 450 pathways to a bachelor's degree, 18 more than

		<p>FY18: three 1+3 agreements; four hundred and two 2+2 agreements; thirty-nine 3+1 agreements (twenty-nine that are 2+2 or 3+1 and ten exclusively 3+1); and six 2+3 agreements. A new Pathway Inventory is available to students on Columbus State’s website.</p> <p>In FY19, dual admission to Columbus State and Otterbein University was provided for 39 students in select majors. Students received support with joint advising, summer experiences, and awarding of guaranteed transfer scholarships.</p>
Regional Learning Center (RLC) at Reynoldsburg Public Schools	Columbus State’s Reynoldsburg Regional Learning Center shares space on the Reynoldsburg high school campus at Livingston Ave.	<p>The Foundations of Business Certificate provided job-ready skills to 19 College Credit Plus (CCP) students in AU18, 11 students continued the program through SP19.</p> <p>CCP continues to introduce Pathways hosted at the RLC that lead to credentials in nursing and allied health fields, such as the State Tested Nursing Assistant (STNA). Selected growth areas are pharmacy tech and phlebotomy.</p>
Wonder School	The Wonder School is a lab classroom for preschool age children in partnership with the Columbus Museum of Art, the Columbus Childhood League, and Columbus State. The lab school allows Early Childhood Development & Education (ECDE) Practicum-2 students to gain hands-on experience in a live work setting.	The Wonder School opened in AU18 with 12 children, 10 families, and 17 student teachers. This partnership allows Columbus State students to participate in a workplace learning environment. Student feedback indicates that students are learning to collaborate with others on drafting

		and implementing lesson plans; and being more patient, observant, understanding, and respectful of children in practice.
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*The above tables do not represent all Columbus State partnerships. This is a sample.

3. Health-Care Costs (previously Recommendation 5D):

What initiatives or plan changes did your IHE implement in FY19 to manage or reduce healthcare costs? Has your institution achieved any expected annual cost savings through healthcare efficiencies in FY19?

An enrollment support tool was implemented in May 2019. The tool allows the following:

- **Access to better information.** Through the tool, both Columbus State’s benefits team and employees have access to all benefit information in one single, industry-leading, enterprise benefits management platform.
- **Better decision support.** Through a suite of decision support tools, employees have access to the information needed to select benefit plans that are best suited for their circumstances – improving plan fit and reducing benefit costs. Employees receive confirmation of selections for better management.
- **Ensured access and appropriate termination.** Through the tool’s tracking capabilities, the College can ensure that each eligible employee enrolls or waives each benefit option. Email reminders are able to be sent, and reports are able to be generated for employees that detail each selection, including which family members are enrolled.
- **Greater time and money savings and compliance/accuracy enhancement.** Previously, the paper process took about 20 minutes to enroll each person or make changes to a person’s plan. The benefits program coordinator had to log in to each carrier’s enrollment tool to make a change, even a simple address change. The updates and changes went to each vendor separately: COBRA, Delta, MetLife, UnitedHealthcare, and VSP Vision Care. This created opportunities for errors and missed changes which could negatively impact the employee and the College. The new support tool connects all changes generated by the employee in one place, drastically reducing input time and potential for errors.

4. Energy Efficiencies

Energy Efficiencies seek to refine sustainable methods utilized by the institution to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring. Please provide the following information if your institution has undertaken any significant energy savings projects in FY19. Has your institution gained efficiencies in FY19 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained.

FY19 Projects/Initiatives	Efficiencies Gained, including Monetary Impact
<p>Facilities Management</p>	<p><u>Center for Technology and Learning (TL):</u> In FY19, two projects were started in the College’s TL building: 1) a boiler system replacement and 2) removal of the steam humidifier system. Replacing the boiler system is a large project that requires an external contractor to perform the work. The boiler system had an obsolete commercial steam humidifying system that needed to be dismantled and disposed of. As a cost savings measure, the Facilities team performed that part of the project. By using internal College employees and equipment, the College avoided approximately \$7,000 to \$8,000 in costs.</p> <p><u>Thermal Imaging Detection Tools:</u> The Facilities department has invested in infrared thermography cameras and regular inspections for early detection of equipment failures. Thermal imaging is the first line of defense in a predictive maintenance (PdM) program since heat is often an early symptom of equipment damage or malfunction. Technicians can quickly measure and compare heat signatures for each piece of equipment on an inspection route, without disrupting operations. Monitoring equipment performance and scheduling maintenance when needed reduces the likelihood of unplanned downtime due to equipment failure; reduces spending on reactive maintenance and equipment repair costs; and extends the life of electrical assets. Studies by the Federal Energy Management Program (FEMP) estimate that a properly functioning predictive maintenance program can provide a savings of 30 to 40 percent over reactive maintenance.</p> <p><u>Generator Load Bank Testing:</u> The Facilities department has invested in regularly scheduled load bank testing on backup generators. Proper testing of a facility's backup power generation system is one of the only ways to identify generator system weaknesses in the case of unplanned power disruptions. Without regular testing, diesel engines that are regularly run on very low to no loads become increasingly unreliable and costly to maintain. The effects include smoky exhausts, carbon build-up, fuel system problems, and lubricating oil deterioration – all of which decrease reliability and add to running costs. A load bank test provides an artificial load that brings the engine to an acceptable operating temperature. Testing ensures functionality when it is needed most.</p> <p><u>LED Upgrades:</u> The College continues to invest in energy efficient initiatives. Upgrades made in FY19 resulted in another \$60,955 in savings.</p>

5. Regional Compacts

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio’s public institutions to execute an agreement by June 30, 2018 for institutions to collaborate more fully on shared operations and programs. Per O.R.C. Section 3345.59 (E) colleges and universities must report within their annual efficiency reports the efficiencies gained as a result of the compact.

Please discuss efficiencies gained or opportunities for future partnerships as a result of each of the categories within the compact.

Columbus State formed the Central Ohio Region Higher Education Compact (CORHEC) along with Central Ohio Technical College, Marion Technical College, North Central State College, and The Ohio State University as required by law. Each CORHEC member is also a member of the Central Ohio Compact that Columbus State has led since 2011. The Central Ohio Compact is a regional collaboration between government officials, K-12s, public and private institutions of higher education, social service programs, and workforce/economic development professionals, with a goal of 65 percent of adults holding a postsecondary credential in Central Ohio by 2025. Many regional efficiencies have been gained through this broader compact.

Category	Description	Monetary Impact/Other Results
Reducing duplication of academic programming	See response to #11 - Course and Program Evaluation.	
Implementing strategies to address workforce education needs of the region	A Workforce Advisory Council was established in 2017 through the Central Ohio Compact. Membership is comprised of chief talent officers from 26 of the region’s employers. The Council met quarterly over the last year to advance student opportunities in key growth sectors like advanced manufacturing, computer science, and healthcare; as well as to meet the needs of current and future emerging, incumbent, and transitional workforces.	In October 2019, JPMorgan Chase committed an additional \$1 million to the \$2.5 million awarded in 2014 to fund the New Skills at Work program.
Sharing resources to align educational pathways and to increase access within the region	In 2019, Columbus State took the lead in coordinating the activities of the regional Transfer Partnerships through the Best Practices Grant for the Central Region.	Activities included convening three workshops for staff and administration including: the Community College Transfer to the Ohio State University Workshop; the Fostering Public/Private Partnerships Summit; and the Summit on Regional Transfer to The Ohio State University.
Reducing operational and administrative costs to provide	The Higher Education Council of Columbus (HECC) includes Capital University, Central Ohio Technical College, Columbus College of Art and Design, Columbus	In FY19, tuition savings for 22 students was \$53,289.

<p>more learning opportunities and collaboration in the region</p>	<p>State, Franklin University, Ohio Dominican University, The Ohio State University, and Otterbein College. This collaboration enables full-time undergraduate students attending any HECC home institution (where the student is registered full-time) to register at another HECC member host institution for certain credit courses not available at the student’s home institution. Tuition for these courses is paid by HECC.</p>	
<p>Enhancing career counseling and experiential learning opportunities for students</p>	<p>The STEM Industry Council (SInC) partnership was possible through the work performed by the Central Ohio Compact. SInC supports and promotes the development of STEM careers for high school students in Columbus City Schools. Columbus State partnered with SInC and The Ohio State University (OSU) to develop the Career Readiness Program to prepare students for future educational and employment success in STEM fields. The program provides student resume and interview preparation as well as networking opportunities.</p>	<p>Various offices at Columbus State develop the career readiness curriculum and coordinate events and programming such as working with the schools to identify student participants. SInC through its membership, provides employers who host paid internships. Three members of the faculty and staff community serve on the Council.</p>
<p>Collaboration and pathways with information technology centers, adult basic and literacy education programs, and school districts</p>	<p>The Credits Count and Investing in Innovation (i3) / College and Career Readiness Expansion (CCRE) partnerships were possible through the work performed by the Central Ohio Compact.</p> <p><u>Credits Count</u>: A grant from the American Electric Power (AEP) Foundation awarded in 2013. The program enables Columbus City Schools’ high school students to earn college credits and get a jump start on a degree in a STEM (science, technology, engineering and math) field. The grant has been extended for another year and will end in 2020.</p> <p><u>Investing in Innovation (i3) / College and Career Readiness Expansion (CCRE)</u>: A grant through the U. S. Department of Education (USDOE) awarded in 2015 to</p>	<p>Credits Count is funded by a \$5 million grant from AEP. In FY19, work was done to help students to become more college-ready and thus eligible for dual credit/post-secondary coursework earlier in their educational careers. Mathematics was an area of focus with pre-remediation coursework incorporated into high school courses. This coursework was first offered to five Columbus City Schools’ high schools in FY19 (three supported with AEP funds and two supported with i3/CCRE funds). In the fall of 2018, 117 students completed courses in the five high schools. Student attendance at the Young Men of Color all-day STEM event included 249 students.</p> <p>CCRE is funded by an \$11.5 million grant through the U.S. Department of Education. FY19 spanned parts of years three and four of the grant. Several</p>

	<p>support economic development in Central Ohio by increasing the number high school graduates that are prepared for enrollment and success in postsecondary education. The grant targets the seven school districts with the highest percentage of low-income students.</p> <p><u>The Joyce Foundation:</u> A grant through the Great Lakes College and Career Pathways Partnership (GLCCPP) awarded in 2016 to deepen the expansion of work-based learning opportunities that assist students in transitions between K-12, post-secondary enrollment, and placement. The grant targets eight school districts representing different stages of development within work-based learning indicators.</p>	<p>program changes were enacted in year three to enhance the program including a focus on continuous improvement in the areas of academic measures and early warning systems, individual student plans, and integration of a work-based learning continuum. Additional changes included developing customized professional development and technical assistance plans for each school district based on unique student needs; shifting from onsite coaching to providing technical assistance to permit a wider range of support activities; and servicing high school counselors, a previously critical but unsupported group.</p> <p>The Joyce Foundation funds a \$300,000 grant through the GLCCP. FY19 included portions of grant years one and two. The Community of Practice (CoP), which is comprised of Madison, Northwest Suburbs, and Rockford, convened in FY19 to develop high quality pathways. The CoP examined best practices and socialized these practices within the region. Since the grant concludes in December 2019, Columbus State has phased out the IT pathway groups and has begun sustainability discussions. Structures have been articulated for replication, and partnerships have been developed to seek attainment of Quality Criteria in additional pathways. The next step will be to establish agreements to sustain the work moving forward.</p>
<p>Enhancing the sharing of resources between institutions to expand capacity and capability for research and development</p>	<p><u>Marion Technical College (MTC) Collaboration:</u> Marion Technical College, a peer community college in the region and fellow regional compact member, is seeking to expand and improve its grants efforts. Columbus State, a leader in this field, is sharing its expertise with MTC. The partnership is a beneficial collaboration that</p>	<p>In the first and second quarters of 2019, the Columbus State Grants Office served in the author role for a Department of Education Title III: Strengthening Institutions proposal. Future planned proposals include opportunities related to Federal Work Study, Pell funding, and</p>

	<p>will bring improvement for the entire region. The Columbus State Grants Office provides three stackable support services to MTC:</p> <ul style="list-style-type: none"> - Resource. The Columbus State Grants Office will be an ongoing resource by identifying funding opportunities, helping to preliminarily scope new concepts to determine if they should move to development, and answering questions about grant-related matters. - Alignment. The teams will discuss the alignment of potential grant operations to college priorities. This includes planning to determine MTC’s goals and identifying potential funding for institution, division, and program strategies. This strategy aims to move MTC from reactive to proactive in its external funding efforts. - Development. As funding opportunities are identified, Columbus State can help formalize the concepts, create work plans, assemble information, and orchestrate the writing of grant proposals. A flexible offering of the following three development roles will adapt to demand: <ul style="list-style-type: none"> • Red team review role • Foreman role • Author role 	<p>programming for prison inmates. In addition, the partnership plans on speaking at events to share best practices and other models that have emerged from the work.</p>
<p>Identifying and implementing the best use of university regional campuses</p>	<p>This area is not applicable to Columbus State</p>	

Section II: Academic Practices

Textbook Affordability

6. Textbook Cost Study

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor. Please attach the analysis of textbook costs developed by your institution. Please summarize the results of your institution’s study below.

Category	Amount
Average cost for textbooks that are new	\$84.49
Average cost for textbooks that are used	\$64.13
Average cost for rental textbooks	N/A
Average cost for eBook	\$112.18

[See Appendix A: Columbus State Community College – AY19 – Textbook Cost Study](#)

7. Reducing Textbook Costs for Students

Ohio Revised Code Section 3333.951(C) requires Ohio’s public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those referenced below that ensure students have access to affordable textbooks.

1. Does your institution offer inclusive access purchasing of college textbooks? If yes, what percentage of courses participate?

[Columbus State offers Inclusive Access \(IA\) as a textbook option. It became available in FY19, with an initial pilot limited to select courses to test the product and establish processes surrounding its use. Currently, there has been less than one percent utilization. IA opens for all courses in AU19.](#)

2. Does your institution offer open educational resources (OER) in lieu of purchased materials? If yes, what percentage of courses participate? How many non-duplicative students benefit currently from OER?

[The Open Educational Resources \(OER\) program “Open Texts @ Columbus State,” is a response to the expectation of the State that IHEs engage in fully functional efforts that result in major cost savings to students, without course support materials losing any academic quality or rigor. In FY19, 8 percent of sections were adopted without book requirements. This represents 7,089 non-duplicative students](#)

that benefited from courses that did not require textbooks. The College cannot currently determine how many of these courses were OER, but will make a concerted effort in FY20 to capture whether OER materials were used for courses without traditional texts. Additionally, the College’s distance learning program created 15 faculty-developed low or no cost textbook replacement eBooks for students, and offered over 45 sections of these courses during the last academic year. This provided a cost savings of over \$60,000 to students.

3. Is your institution a member of an organization that works to develop high-quality, low-cost materials including OER? If yes, what organization? Please describe.

Columbus State is a member of the Community College Consortium for Open Educational Resources (CCCOER). The consortium is comprised of community and technical colleges committed to increasing student success through the use of open educational resources. It provides a community where members can learn about open education practices as the field grows and evolves.

4. What other practices does your institution utilize to improve college textbook affordability? Please provide any relevant information in the table below.

Work performed in FY19 has resulted in savings to students of \$1,924,078. The overall savings to students as a result of this work since 2011 is over \$9.6 million, which includes savings on sales taxes that students would have had to pay if they had bought their textbooks elsewhere. As the next step to increase savings on course materials, the Bookstore finalized the Inclusive Access pilot and fully launched its availability to all academic departments for AU19.

Initiative	Explanation of Initiative	Cost Savings to Students
Apple Pilot Program	Using iBooks in place of textbooks	\$47,188
College Credit Plus	15 percent discount and paid shipping on all College Credit Plus (CCP) textbooks. Some CCP textbooks are paid by the College	\$176,376
eBook/Access Codes	Using codes instead of physical textbooks	\$306,341
Eliminated Textbooks	Courses that did not use textbooks	\$797,863
Instant Access (Inclusive Access)	Physical course materials converted into instantly accessible, interactive, and adaptive digital content	\$27,182
Reduced Textbook Adoptions	Negotiated lower costs/adoption of cheaper textbooks	\$385,640
Used Textbook Savings	Purchasing used textbooks in place of new textbooks	\$183,489

8. Textbook Selection Policy

Ohio Revised Code Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials.

1. Has your institution’s board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025?

The adoption of this policy was delayed due to transition in the Senior Vice President of Academic Affairs role. The new SVP began July 1, 2019.

2. Has your institution adopted a faculty textbook auto-adoption policy that assigns the previous semester’s version of a textbook when a faculty member does not actively select a new edition by the federally-required date of class registration?

Currently, there is no auto-adoption policy. The Bookstore does work with the academic departments to ensure adopted materials are received by registration deadlines.

9. Standardize Credits (previously Recommendation 7C)

Recommendation 7C of the Ohio Task Force on Affordability and Efficiency October 2015 Report (Task Force) was for institutions to streamline graduation requirements so that most bachelor’s degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less.

Please provide a spreadsheet listing every degree program at your institution that requires more than 65 credit hours to complete an associate degree and/or 126 credit hours to complete a bachelor’s degree and list the number of credit hours required in a separate column. Please complete the table below.

Columbus State has one associate degree program above 65 credits, Aviation, based on Federal Aviation Administration (FAA) requirements. See Appendix B: Columbus State Community College – AY19 – Time to Degree Standardization.

Percent of Programs that require more than the recommended minimum credit hours to earn a degree	Percent of FTE in programs that require more than the recommended minimum credit hours to earn a degree
0.69 percent	0.04 percent
Average number of credit hours earned by students awarded an associate degree in FY 19	Average number of credit hours earned by students awarded a baccalaureate degree in FY 19
69.5 credits*	Not applicable to Columbus State

*Represents all credits earned at Columbus State by students who received an associate degree. Does not include credits transferred to Columbus State from other institutions.

10. Alternative Delivery Methods (previously Recommendation 7G)

Online and competency-based education are both growing dramatically as delivery platforms for higher education proliferate across the United States. Recommendation 7G of the Task Force was for institutions to consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

Competency-Based Education:

1. Does your institution offer competency-based education? If yes, please provide a list of enrollment, degrees and course offerings.

Columbus State offers three non-credit information technology certificate programs which incorporate Competency Based Education (CBE) courses. The certificate programs include a progression of five to nine courses, depending on the certificate. Each course contains eight weeks of content, and the certificate programs are six to twelve months in duration with some courses running parallel. The current CBE courses are:

- WIIT-7730 Database and SQL Fundamentals
- WIIT-7740 Scripting with Python
- WIIT-7751 Introduction to Statistics
- WIIT-7752 Statistics Fundamentals
- WITT-7780 Linux for Security Practitioners
- WIIT-7790 Networking Fundamentals

2. Has your institution seen a difference in completion rates relative to traditional modes of education?

The College's certificate programs that incorporate CBE are offered in partnership with employers who provide support and tuition reimbursement to their employees. It would therefore be inappropriate to compare completion rates of these non-credit programs to the College's credit-based programs because at this point in time the College does not have non-credit programs of the same duration for comparison. Current CBE course and overall program completion rates are 96 percent and 92 percent, respectively.

3. Have students experienced cost savings? How is the fiscal impact quantified?

The College offers test-out exams for the CBE courses, similar to Prior Learning Assessment (PLA) on the credit side. Students can pay a small fee to take a test-out exam for each CBE course in the certificate program. Students that achieve 80 percent or higher on the test-out exams can forego actually taking those courses, saving students the associated cost of tuition. To-date, 13 students have tested out of CBE courses for an approximate tuition savings of \$7,000.

Online Education:

1. Does your institution offer distance-based or online education? If yes, please provide a list of enrollment, degrees and course offerings.

Columbus State offers traditional, online, and blended courses. During the 2018-19 academic year, the unduplicated headcount of students who participated in an online course during Autumn, Spring, or Summer term was 25,442. The unduplicated count of students participating in a blended course was 10,972. Currently, the College offers 13 degrees and 38 certificate programs online, and 1,100 individual online courses.

ONLINE DEGREES	ONLINE CERTIFICATES
<p>ARTS & SCIENCES</p> <ul style="list-style-type: none"> - Associate of Arts <p>HEALTH INFORMATION MANAGEMENT TECHNOLOGY</p> <ul style="list-style-type: none"> - Health Data Analyst Certificate-Post HIMT Associate Degree - Health Information Management Technology Associate of Applied Science <p>SPORT AND EXERCISE STUDIES</p> <ul style="list-style-type: none"> - Recreation & Leisure Studies Major Associate of Applied Science - Sport Management Major Associate of Applied Science <p>ACCOUNTING</p> <ul style="list-style-type: none"> - Accounting Associate of Applied Science <p>CRIMINAL JUSTICE</p> <ul style="list-style-type: none"> - Criminal Justice Associate of Applied Science - Probation and Supervision Associate of Applied Science <p>DIGITAL DESIGN AND GRAPHICS</p> <ul style="list-style-type: none"> - Digital Design and Graphics Associate of Applied Science <p>DIGITAL PHOTOGRAPHY</p> <ul style="list-style-type: none"> - Digital Photography Associate of Applied Science <p>FINANCE</p> <ul style="list-style-type: none"> - Associate of Applied Science in Finance <p>GEOGRAPHIC INFORMATION SYSTEMS</p> <ul style="list-style-type: none"> - Geographic Information Systems Associate of Applied Science <p>SUPPLY CHAIN MANAGEMENT</p>	<p>ACCOUNTING</p> <ul style="list-style-type: none"> - Accounting Concentration (CPA Exam Preparation) Certificate <p>ARCHITECTURE</p> <ul style="list-style-type: none"> - 3D Visualization Certificate <p>BUSINESS MANAGEMENT</p> <ul style="list-style-type: none"> - Advanced Foundations of Business Certificate - Business Operations Analysis Certificate - Entrepreneurship Certificate - Entrepreneurship - Sport Management Certificate - Foundations of Business Certificate - Foundations of Insurance Certificate - Managing Interpersonal Skills Certificate - Nonprofit Management Certificate - Pre-MBA Certificate - Project Management Certificate <p>BUSINESS OFFICE ADMINISTRATION</p> <ul style="list-style-type: none"> - Bookkeeping Certificate - Office Specialist Certificate <p>COMPUTER SCIENCE</p> <ul style="list-style-type: none"> - Computer Literacy Certificate <p>CRIMINAL JUSTICE</p> <ul style="list-style-type: none"> - Homeland Security Certificate <p>DIGITAL DESIGN & GRAPHICS</p> <ul style="list-style-type: none"> - Adobe Illustrator Certificate - Adobe InDesign Advanced Certificate

<ul style="list-style-type: none"> - Supply Chain Management Associate of Applied Science 	<ul style="list-style-type: none"> - Adobe Photoshop Advanced Certificate - Digital Design Certificate - Digital Painting Certificate <p>DIGITAL PHOTOGRAPHY</p> <ul style="list-style-type: none"> - Advanced Photoshop for Photographers Certificate - Basic Digital Photography Certificate - Basic Photoshop for Photographers Certificate - Business of Photography Certificate - Intermediate Digital Photography Certificate - Intermediate Photoshop for Photographers Certificate <p>ENVIRONMENTAL SCIENCE, SAFETY & HEALTH</p> <ul style="list-style-type: none"> - Sustainable Building Certificate <p>GEOGRAPHIC INFORMATION SYSTEMS</p> <ul style="list-style-type: none"> - Geographic Information Systems Certificate <p>HEALTH INFORMATION MANAGEMENT TECHNOLOGY</p> <ul style="list-style-type: none"> - Health Data Analyst Post-HIMT Associate's Certificate - Health Information Management Technician Certificate - Medical Coding Certificate <p>HOSPITALITY MANAGEMENT</p> <ul style="list-style-type: none"> - Casino Management Certificate <p>MARKETING</p> <ul style="list-style-type: none"> - Customer Service Certificate - Digital Marketing Certificate <p>MULTI-SKILLED HEALTH</p> <ul style="list-style-type: none"> - Health Care Manager Certificate <p>SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> - International Commerce Certificate - Supply Chain Management Certificate
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2. Has your institution seen a difference in completion rates relative to traditional modes of education?

Columbus State's experiential data indicates that there is a difference between completion rates for differing modes of education. Typically, completion rates are similar for students taking traditional or blended courses, while rates are lower for students taking online courses.

3. Have your students experienced cost savings? How is the fiscal impact quantified?

Students do not realize savings through taking online or blended courses from a tuition perspective.

11. Course and Program Evaluation (previously Recommendation 8)

Per O.R.C Section 3345.35, institutions must evaluate courses and programs for enrollment and consideration of continuation every five years. The next applicable date is FY22. Is your institution currently undertaking, or did it undertake within the past year, a review of course and degree enrollment for consideration of possible changes such as continuation or termination? If yes, please explain and list specific courses and degrees. What steps, if any, did your IHE take in FY19 to share courses/programs with partnering institutions? If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

Columbus State continued its annual program review process in FY19 as described in past efficiency reports, with a primary focus on Business, Engineering, and Technology division degrees and certificates.

12. Co-located Campuses (previously Recommendation 9)

Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

This recommendation is not applicable to Columbus State.

Section III: Policy Reforms

13. Financial Advising (previously Recommendation 10A)

Recommendation 10A of the Task Force was for institutions to provide financial literacy as a standard part of students' education. In addition, the Ohio Attorney General's Student Loan Debt Advisory Group report of June 2017 made a similar recommendation as well as other proposals on how to improve processing of student accounts and debts. The report can be found at: www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Schools/Ohio-Attorney-General-s-Student-Loan-Debt-Collecti.aspx

1. Has your institution considered the Ohio Attorney General's Student Loan Debt Advisory Group report recommendation on financial literacy? If so, please describe your institution's implementation.

Columbus State has considered the report recommendation on financial literacy. See #15 – Certification Practices for additional practices. The College satisfies the first two recommendations through its partnerships with local high schools to provide financial aid and Free Application for Federal Student Aid (FAFSA) nights upon request. In satisfaction of the third recommendation, the College's financial aid and account management self-service portal features responsible borrowing information and allows students to reduce or decline their loan offers. Per the fourth recommendation, Columbus State employs and trains peer advocates to assist students with financial literacy and stability concerns. The "GradReady" financial literacy curriculum is available online and accessible to all Columbus State students. The College also offers a variety of in-person workshops that provide useful skills to students for success in college and beyond. Workshops provide information on topics such as FAFSA, financial literacy, and scholarships. Workshop examples include:

- Financial Literacy 101: New Students - Basics of credit, loans, debt, etc.
- Financial Literacy 101: Continuing Students - How to achieve financial success while in college
- Financial Aid 101: Keeping your Financial Aid and Satisfactory Academic Progress (SAP)

2. Does your institution provide a standard course for incoming students that includes financial literacy education?

Columbus State embeds financial literacy education in the COLS-1100 First Year Experience course, which is a requirement of every degree program, and is required within the first 15 credit hours at the College.

3. Does the course explain the institution's debt collection practices, fees, notifications and referral process to the AG?

Debt collection practices, fees, notifications, and the Attorney's General referral process are clearly communicated to students via other mechanisms such as: mailing to students with balances, online student handbooks, and workshops.

4. Does your institution have a process to inform students that they do not have to accept the entire student loan amount for which they are eligible?

Columbus State has a process to inform students that they do not have to accept their entire eligible loan amount. The College's philosophy on loan packaging is to do so according to students' base loan eligibilities, only packaging additional unsubsidized loans at the request of students. Students are notified of their loan offers via an electronic portal, within which is a link to information about responsible borrowing and reducing student loan debt. Students must actively choose to accept, decline, or change the amount of their loans within the portal.

14. Financial Aid

Ohio IHEs should strive to meet guidance issued by the U.S. Department of Education (USDE) on April 15, 2019: (<https://ifap.ed.gov/eannouncements/041519RecWhatPostInstShouldWork2Avoid.html>).

The guidance calls for not describing loans as "awards," including the total cost of attendance in letters, breaking costs down into clear components, avoiding comingling grants, scholarships, loans and work-study together, and always including a net cost calculation in financial aid letters. The State of Ohio also wishes to ensure that financial aid dollars it provides are supplementing financial aid for students, not supplanting dollars that would otherwise be given to a similar or identical student.

1. What strategies does your institutions use to coordinate multiple forms of financial aid (institutional or otherwise) for students that are certain or likely to receive state-sponsored financial aid in the form of OCOG, Choose Ohio First, Ohio National Guard Scholarships, War Orphans Scholarships, etc. or other state aid?

Students receive aid award notifications that provide a comprehensive look at all of their sources of aid. These notices are presented to students via a self-service portal. It is typical for the notifications to include, as dictated by program eligibility, Federal, State, and Institutional scholarships and grants; Federal Work-study; and Federal Loans. For expense-specific awards such as tuition or fee only, note is made of the actual institutional charges that can be covered and the award value is adjusted accordingly. Great care is taken to ensure that students are not receiving aid that would place them in an over-award of funding status for the enrollment period. If and when a reduction to an existing award is required due to receipt of additional funding, the College's policy is to adjust aid in the following order: student loans (subsidized loan converted to unsubsidized loan, or cancelled when appropriate), work-study options, other Federal campus-based aid.

2. Which of the April 15, 2019 recommendations made by the USDE regarding financial aid letters has your institution implemented? If you have chosen not to implement a particular recommendation, please explain why.

The College is currently unable to accommodate the first recommendation of avoiding use of the terms "award" or "letter." The current enterprise resource planning (ERP) system uses these terms and changing the functionality would require extreme and costly customization. The College continues to explore how the current ERP system might be improved or replaced and will keep this

recommendation in consideration. The College does follow the remaining seven recommendations and has done so prior to the guidance was issued in April 2019.

15. Certification Practices

Ohio Revised Code 131.02 requires state IHE's to certify their outstanding debt to the Ohio Attorney General's Office (AGO) for collection either 45 days after the amount is due or within 10 days after the start of the next academic session, whichever is later. However, Ohio's institutions certify their outstanding debt pursuant to varying policies and practices. To ensure that all Ohio students are treated fairly and uniformly, recommendation #7 of the Student Loan Debt Advisory Group report is that state institutions adopt uniform certification practices that emphasize transparency for both debtors and the AGO. The advisory group recommended that the Ohio Bursars Association, in partnership with the Ohio Association of Community Colleges and the Inter-University Council, facilitate this effort.

Specifically, institutions were asked to develop uniform practices for collecting debt with attention to the type, content, and frequency of notices issued to students; and the fees and other collection costs applied to student debts.

1. Has your institution reviewed its certification practices per the 2017 AG Student Loan Debt Advisory Group report? If yes, explain.

Columbus State has implemented several of the recommended changes such as removing late charges, unpaid payment plan set-up charges, and unpaid parking permit charges prior to certification. The College has increased the number of notifications prior to certification from two to four notices. Notices are sent by email and hardcopy for two of the notifications.

Columbus State adopted a continuous quality improvement model for debt collection timelines. Improvements include: implementing a review process after each semester; modifying the content of emails and invoices for improved clarity; implementing customer service guidelines for staff; and provision of reference guides to assist staff with resolving problems.

2. When your institution certifies debt to the Attorney General, are late fees or other penalties that your institution charged to the student included before certification, thereby leading to collection fees applied to prior collection fees?

Columbus State does not charge late fees or penalties with the exception of the Extended Payment Plan late charge. This charge is removed before certifying an account to the Attorney General for collection.

3. Does your institution provide student debtors with opportunities for settlement of debt before certification to the AG? If not, has your institution explored options with the AG to allow settlement?

Columbus State does not settle with students directly or prior to certification with the Attorney General. Once an account is placed with the Attorney General, the College will settle upon recommendation as long as the settlement is generally at least 80 percent.

Section IV: Students Benefit

16. Students Benefit

For fiscal year 2019 only, please explain what, if anything, your institution is doing that is a new benefit for your students. Answers may be financial benefits or intangibles such as efforts to improve career counseling, undergraduate teaching, research, etc. If you have targeted financial aid for tuition, fees, room and board, books, technology or other expenses, please explain the focus of cost reduction.

If you have seen a significant savings from an initiative in the past fiscal year, please describe that here.

Category	Initiative	FY19 (<i>Actual</i>)*
New Benefits for Students in FY19 ONLY	Student Scholarships	\$1,000,000
	Guided Pathways Implementation	\$549,000
	Orientation w/ Focus on Equity	\$493,000
	Accelerated Learning Program (English Co-Req.) and Additional General Education Courses	\$455,000
	Mobile Labs	\$177,000
	Subtotal of New Benefits for Students	\$2,674,000
Cost savings/avoidance to students in FY19 ONLY	College Credit Plus Savings (Based on the Columbus State tuition rate. Savings are understated since covered lab fees are excluded.)	\$8,514,000
	Textbook Savings	\$1,924,000
	Exact Track Savings	\$187,500
	Subtotal of Student Savings	\$10,625,500

* Some of the actuals presented are estimates

17. Additional Practices

Please share any additional best practices your institution is implementing or has implemented.

Document Management: The College increased use of its Document Management System (DMS) for off-site storage this past year. In FY19, the College increased total documents in DMS by 9.93 percent over FY18. This resulted in savings on document storage and improved business processes. The Purchasing Office estimates annual savings of \$7,280 in time spent filing that can now be used more productively.

Employment Services and Resource Planning & Analysis: These two departments at the College developed and implemented a new process required for any change to a position, person, or pay. The new process uses DocuSign and a form entitled *Request for Action on Position*,

Personnel, or Pay (RAPPP) to streamline a once cumbersome and time-consuming process. Through improving the request & approval routing process, the initiator always knows where the request is in the approval process; the time to completion has decreased dramatically; and the efficiency of the work involved has changed from voluminous and transactional to analytic and strategic.

Facilities Management: Several flooring restorations were completed around campus. These projects have improved the appearance of student facing areas and have been completed at huge cost savings. One 1,600 square foot terrazzo floor costs \$7,500 while replacement of it would cost over \$55,000.

Financial Stability: In FY19, the College built on the financial stability framework developed in FY18 that includes four pillars: Access, Wellness, Literacy, and Mobility. This framework embraces financial literacy as well as a broader focus on financial stability and wellness to help remedy some of the nonacademic barriers that many students face. The College achieved the following as part of its financial stability framework in FY19:

Catholic Social Services (CSS): CSS was one of three human services organizations nationally to be selected for a \$1.2 million award to replicate Stay the Course, a case management program proven to improve students' retention rates by 23 percent. Stay the Course helps students address economic, personal, and social barriers to college success through intensive case management and emergency financial assistance. The program was developed by Catholic Charities of Fort Worth and is evaluated by The University of Notre Dame's Wilson Sheehan Lab for Economic Opportunities (LEO). Preliminary results show that participants in Stay the Course are 25.2 percent more likely to persist in college, and female participants in the program are 31.5 percent more likely to earn an Associate Degree. Catholic Social Services and Columbus State will replicate the program and participate in the research study. CSS will add five employees to implement Stay the Course, and three will directly serve students on the College's downtown campus. The grant will also include resources for emergency financial assistance to Columbus State students. With three years of initial funding awarded in FY19, CSS implemented the program in partnership with Columbus State starting in August 2019.

Franklin County Department of Job and Family Services (FCDJFS): While Columbus State has partnered with FCDJFS and had a visitation program in place for a number of years, the partnership was expanded in January 2019. FCDJFS now provides one full-time case manager at the Columbus Campus to assist students with determining eligibility for public and medical assistance programs. Programs such as: Medicaid; Ohio Works First; Prevention, Retention & Contingency (PRC); and the Supplemental Nutrition Assistance Program (SNAP). Additionally, FSDJFS provides one part-time case manager at the Columbus Campus to determine students' eligibility for publicly funded child care benefits. As of April 2019, the case managers had 229 total connections with students. The full-time case manager had 216 connections including: SNAP (Supplemental Nutrition Assistance Program) benefits cases (53), medical-related cases (48), emergency assistance (PRC) applications (3), and additional inquiries about housing options and referrals to other community resources. A majority of the meetings were with students who had never received, or were not currently receiving benefits, so the case manager helped them understand and apply for benefits. The part-time case manager had 13 connections specifically providing assistance with child care benefits.

Food Market: The College worked on opening a new on-campus market over the past year to provide free fresh food to those at Columbus State and in the community experiencing food insecurity. The Mid-Ohio Market at Columbus State opened in the fall of 2019.

Gift Cards: To aid students with food insecurity issues, the College established a process whereby students can use financial aid funds to purchase Subway and Union Café (the College's cafeteria) gift cards to buy food during the first four weeks of the semester, prior to when funding is released to student accounts. In addition, there is a part of the Bookstore outfitted with quick-serve food options. Students can buy fresh, microwavable, and shelf-based foods before financial aid is released to their student accounts. There were 1,702 Subway and 1,248 Union Café \$50 gift cards sold from July 1, 2018 to June 20, 2019.

The Legal Aid Society of Columbus (LASC): An affiliate of Ohio State Legal Services Association (OSLSA), LASC recognized that community college students experience a host of legal issues that may impact their ability to complete their education and be successful in their professional lives. The organization received a grant through the Ohio State Bar Association to partner with Columbus State and work directly with low-income students who are facing legal barriers while trying to further their education. This partnership allows those students to obtain easy access to legal services in the areas of: benefits, consumer, employment, family, housing, re-entry, tax, and wills/advanced directives. As of April 2019, the LASC liaison partnership that began in September 2018, had expanded to 30 student connections in the areas of: family (7), criminal record expungement (5), food stamps/commodities (5), consumer/finance (4), housing (3), employment (2), licensing (2), Medicaid (1), and miscellaneous (1).

Health Careers Opportunity Program (HCOP): In 2018, the College was awarded a five-year grant totaling \$3.2 million from the U.S. Health Resources and Services Administration. HCOP has a goal to place 1,125 economically and educationally disadvantaged students into allied health care education pathways within five years. The program serves students from Columbus City, Southwestern City, and Whitehall City schools, as well as undergraduates and adult/nontraditional students. Students that come from low-income level families are considered economically disadvantaged. Educationally disadvantaged students are either first-generation college students or attend a low graduation rate high school. In FY19, HCOP aided the successful enrollment of all the Pre-Matriculation Program (PMAP) summer enrollees into their respective allied health pathways at Columbus State. PMAP students displayed an overall average of 83 percent growth in their major specific HCOP coursework, namely Medical Laboratory Technology. Students were awarded a \$500 stipend to help offset some of the costs associated with forgoing summer employment opportunities.

Information Technology: The College implemented a new print tracking and reporting system that provides information and analytics to better inform management decisions. Data collection started in May 2019 and the IT department plans to use this data to build a baseline to afford evaluation of print activity in future years to identify actions that can be taken to reduce College-wide printing. The department is also surveying users for feedback on the best ways to refine data collected, and reporting produced, on printing activity. Data that is captured includes usage by username, device, and user group. Also provided are the number of printed jobs, pages, and sheets, as well as if those documents were printed using simplex, duplex, color, or greyscale. The cost associated with each print job is provided through capturing costs for toner, paper, and other relevant inputs. The reporting system also provides environmental impact metrics such as the number of trees consumed, levels of CO2 produced, and the number of equivalent bulb hours. Making this data available in such a clear and visual way lends itself to generating more actionable insights and operational efficiencies. These data points are certain to inform future decisions and incentivize the use of less costly options.

Janitorial Contract: In December 2018, the College transitioned to a new janitorial vendor, ABM. In order to acquire a cost effective custodial vendor, the College used HLH Systems (HLH) to prepare a comprehensive RFP. HLH evaluated every space on campus, made recommendations for

enhancing campus cleaning, set guidelines for contractor supplies, equipment, and the scope of work. The entire process made for a much more efficient process when evaluating and selecting a custodial service vendor. Financial impact will be realized in FY20.

Janitorial Trash Can Liners: During an initial analysis of par levels for custodial consumable products, it was noted that the current can liners being used are much larger than required. Current can liners being used are 24 x 33 inches (12-16 gal), while the trash cans are approximately 7 gallons. The department will correctly size the trash can liners throughout campus in an effort to standardize products held in stock. The potential cost savings of right sizing can liners is \$7,650 annually.

Landscaping: In lieu of disposal, material from tree trimming and storm damage is chipped on site and reused the following year as mulch. Previous years' leaf debris is also composted and reused in garden beds. The Facilities department typically purchases 10-12 truckloads of mulch every year and the reuse of this material provides at least 2 truckloads, resulting in an approximate \$1,000 cost avoidance annually.

P-Cards: The use of P-Cards continues to yield savings; an estimated \$117,335 in time and effort was saved from no longer having to create, print, and mail purchase orders or manual checks.

Parking: Electronic signs that display the number of parking spaces available were placed at both entrances of the Columbus Campus parking garage. This has helped to reduce traffic congestion in the parking garage and the adjoining parking areas, particularly during peak traffic periods. The signage also helps students make more informed decisions about where to park and thus reduces potential stress and frustration related to parking.

The Weiler Family Scholars Program: Columbus State partnered with The Weiler family to support the educational success of 300 financially disadvantaged students from Central Ohio who have the potential, desire, and commitment needed to earn a bachelor's degree. Over a 10-year period, and with the Weiler family's support, Columbus State will prepare students academically, financially, and personally for a successful college transfer pathway. The program will consist of acclimating promising students to the community college culture while preparing them for the challenging transition to a four-year institution. Services will include early and consistent advising, tutoring, mentoring, financial guidance, and building trusting relationships with fellow students, faculty, and staff. A \$5,000 transfer scholarship to attend the four-year institution of their choice will be used to incentivize students to complete the program.

Section V: Future Goals

18. Five-Year Goals

Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals submitted in 2016, please update.

[See the “Five-Year Goals” Table attached as Appendix C.](#)

19. Institutional Goals

1. Please provide your thoughts and suggestions regarding ways that the State of Ohio can further support strength, resiliency and reputational excellence in Ohio’s post-secondary education system.

The priority that the State of Ohio has placed on: workforce, particularly with funding to create short-term certificates; policies that support and enhance affordable 3+1 and 2+2 pathways; and continued support of the College Credit Plus program, is allowing Ohio’s higher education and K-12 systems to more seamlessly align programming and prepare students for the in-demand jobs that employers need in affordable ways. Columbus State asks that this collaboration continue.

Another suggestion is for the State to provide colleges more flexibility in setting tuition rates. This would enable strategic investments into academic programs and supports that are proven to help students complete meaningful credentials, and ensure that colleges can maintain these successful programs over time.

Another area for consideration is with regard to college employees being required to use vacation time to participate as reviewers in the accreditation process. While institutions encourage faculty and staff to participate in the accreditation process as peer reviewers, this has been viewed as a conflict by the Ohio Ethics Commission so our employees must use their personal vacation time for such activities thus participation is not as high as it could be. This, unfortunately, results in fewer representatives from Ohio institutions in a process that is very important and provides immense benefit to individual institutions and to higher education in Ohio overall. The value of participation in this process to the institution far outweighs any personal benefit gained by the individuals.

Lastly, advance communication about community projects being inserted into the State Capital bill would improve the efficiency and understanding of the community projects and Joint Use Agreement processes.

2. What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the IHEs?

New language in HB 166 that allows state community colleges to ask voters to levy a property tax for permanent improvements or a bond issuance for that purpose, like Ohio's other 14 community colleges, is greatly appreciated. Such authority gives the College a potential revenue source to modernize and repair aging educational facilities and technology so that students can be trained in a safe and secure setting. Such upgrades are critical in order for Columbus State to stay affordable and accessible and meet the needs of Ohio's workforce for today and tomorrow.

The College would ask that state policy be reviewed and updated with regard to cloud-based technology systems. This technology is the future of affordable, efficient technology systems that meet students' needs. It appears, however, that capital funds that have historically been available to keep such technical systems updated and modern, cannot be used to for these subscription-based systems. To the extent that state policy is restricted by IRS, GASB, or other regulations, other funding streams in support of such technology systems would significantly advance efficiencies and affordability practices at IHEs.

Appendix A: Columbus State Community College – AY19 – Textbook Cost Study

Columbus State Community College Academic Year 2018-19 Textbook Cost Study				
Average Cost for New Textbooks				
New textbook sales in U.S. dollars/Number of new units sold = Average Cost				
	Textbook Sales	Units Sold	Average Cost	
	\$ 7,663,880	90,704	\$ 84.49	
Average Cost for Used Textbooks				
Used textbook sales in U.S. dollars/Number of used units sold = Average Cost				
	Textbook Sales	Units Sold	Average Cost	
	\$ 550,898	9,162	\$ 60.13	
Average Cost for eBooks				
eBook sales in U.S. dollars/Number of eBook units sold = Average Cost				
	eBook Sales	Units Sold	Average Cost	
	\$ 1,112,062	9,913	\$ 112.18	
Average Savings from eBooks				
eBook savings in U.S. dollars/Number of eBook units sold = Average Savings				
	eBook Savings	Units Sold	Average Savings	
	\$ 306,341	9,913	\$ 30.90	

Appendix B: Columbus State Community College – AY19 – Time to Degree Standardization

Columbus State Community College Academic Year 2018-19 Time to Degree Standardization	
1.	Aviation – 113 credits based on Federal Aviation Administration (FAA) requirements

MASTER RECOMMENDATION 2: FIVE-YEAR GOALS FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION

Category	Number (Recommendation)	Component	Description	FY 2017 (Actual)	FY 2018 (Actual)	FY 2019 (Estimate)	FY 2019 (Actual)	FY 2020 (Estimate)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)	
Efficiency Savings	#1 (Previously 3B)	Collaborative Contracts	Copier/Printer Services - Business cards printed in-house	\$ 8,300	\$ 5,100					\$ 13,400		
	#1 (Previously 3B)	Collaborative Contracts	Copier/Printer Services - Form 1098-T printed in-house	\$ 14,000	\$ 13,400		\$ 13,400			\$ 40,800		
	Previously 4A	Asset Review	Fire Science lease	\$ 60,000						\$ 60,000		
	Previously 4B	Operations Review	Newly negotiated contract for custodial services and supplies	\$ 99,000	\$ 10,060		\$ 85,658			\$ 194,718	The actual amount reflects the continued savings over the FY16 amount spent.	
	Previously 4B	Operations Review	Floor mat rental	\$ 3,500	\$ 2,168					\$ 5,668		
	#3 (Previously 5D)	Health-Care Costs	Spousal surcharge		\$ 125,000		\$ 115,000			\$ 240,000		
	#4	Energy Efficiencies	LED Upgrades	\$ 68,390	\$ 61,083		\$ 60,955			\$ 190,428		
	#17 (Previously 4B)	Additional Practices (Operations Review)	Document Management System		\$ 9,480		\$ 7,280			\$ 16,760	This reflects the value of time saved on filing that can be used more productively.	
	#17 (Previously 4B)	Additional Practices (Operations Review)	Utilizing P-Cards in purchasing processes	35,650	\$ 26,000		\$ 117,335			\$ 178,985	This reflects the value of the time saved on purchasing by using P-cards	
	#17	Additional Practices	Facilities Management - Landscaping				\$ 1,000	\$ 1,000		\$ 2,000		
	#17	Additional Practices	Facilities Management - Trash can liners					\$ 7,650		\$ 7,650		
	#17	Additional Practices	Facilities Management - Trash removal	\$ 7,500	\$ 22,000					\$ 29,500		
	#17	Additional Practices	Human Resources - Mental health first aid		\$ 5,000					\$ 5,000		
	Other			Information Technology - Upgrades for 911			\$ 200,000	\$ 124,000			\$ 124,000	
	Other			Information Technology - SQL migration		\$ 291,000					\$ 291,000	
	Other			Information Technology - Student print management					\$ 129,000		\$ 129,000	
Subtotal Efficiency Savings				\$ 296,340	\$ 570,291	\$ 200,000	\$ 524,628	\$ 137,650	\$ -	\$ 1,528,909		

Category	Recommendation	Component	Description	FY 2017 (Actual)	FY 2018 (Actual)	FY 2019 (Estimate)	FY 2019 (Actual)	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of New Resource Generation \$\$ (attach additional sheets if necessary)
New Resource Generation	#2 (Previously 4C)	Affinity Partnerships	New revenue generated through a partnership with Amazon Career Choice				\$ 70,112			\$ 70,112	
	Previously 4C	Affinity Partnerships	New revenue generated through a partnership with Apple Swift App		\$ 13,173					\$ 13,173	
	#2 (Previously 4C)	Affinity Partnerships	New revenue generated through Nationwide IT Certificates		\$ 175,956	\$ 32,169	\$ 184,551	\$ 481,309	\$ 843,750	\$ 1,685,566	Assumes gross revenue without including associated costs. Increases shown are over prior year.
	#2 (Previously 4C)	Affinity Partnerships	New revenue generated through JP Morgan Chase IT Certificates				\$ 82,000			\$ 82,000	
	Previously 7E	Summer Programs	Assume 1.5% increase a year for non-transient students			\$ 157,405		\$ 148,791	\$ 151,023	\$ 299,814	Assumes increased enrollment and associated tuition and fees (Tuition and fees are flat to FY16).
	Other		Ohio Health Job fair	\$11,000							\$ 11,000
Subtotal New Resource Generation				\$ 11,000	\$ 189,129	\$ 189,574	\$ 336,663	\$ 630,100	\$ 994,773	\$ 2,161,665	
TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY				\$ 307,340	\$ 759,420	\$ 389,574	\$ 861,291	\$ 767,750	\$ 994,773	\$ 3,690,574	

One-Time Resources	Other	Grants	Increase in outside grant awards	\$ 1,435,884	\$ 888,116	\$ 1,000,000	\$ 1,847,523	\$ 1,000,000	\$ 1,000,000	\$ 6,171,523	The College strives to leverage one-time investments to the College to improve academic and support systems to students. *FY18 Resources have been updated to reflect audited totals.
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SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS: Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students.

Columbus State will continue to redeploy savings into proven student success initiatives, systems upgrades, and improvements that yield better services for students and staff; as well as into other work that will support the College's priorities of student success, workforce development, and civic engagement. Columbus State's strategic plan can be found here: <http://www.csc.edu/about/strategic-planning/>. All reallocated savings and increased resources will be aligned to this work.

SIGNIFICANT CHANGE(S) IN 5-YEAR GOALS FROM FY18 SUBMISSION TO FY19 SUBMISSION: Please use the area below to describe, in detail, significant deviation in your institution's 5-year goals from the FY18 submission to the FY19 submission, if applicable.

There are no significant changes from the FY18 submission to the FY19 submission.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Financial Statements as of and for the four months ended October 31, 2019.

BACKGROUND INFORMATION:

Columbus State Community College policy requires that monthly the President provide each Board of Trustees member a copy of the college's financial statements.

RECOMMENDATION:

That the financial statements as of and for the four months ended October 31, 2019, be accepted as presented.

COLUMBUS STATE

COMMUNITY COLLEGE

November 8, 2019

TO: Dr. David T. Harrison, President

FROM: Aletha M. Shipley, Vice President | Chief Financial Officer | Treasurer

SUBJECT: Financial Statements as of October 31, 2019

Attached are the financial statements of the Columbus State Community College District, the Foundation, and the President’s Discretionary Fund for the period ended October 31, 2019.

1. **General Fund** (Exhibit B)

Revenues. Total revenues reported through October are 3.5% (\$1,654, 948) above last year with tuition accounting for \$608,487 of the increase. FY20 tuition is primarily up because of a tuition increase of \$5 per credit hour implemented in Autumn 2019. Summer 2019 enrollment is estimated to be about 3% down from Summer 2018, and Autumn 2019 is estimated to be about 1.4% up from Autumn 2018.

The FY20 budget for state subsidy (State Share of Instruction or SSI) approved by the Board in May was assumed to be flat to FY19 because State biennial budget deliberations were not yet final. The State budget, HB 166, ended up providing community colleges an increase. ODHE’s preliminary FY20 calculation for Columbus State is based on this increase and is why subsidy through October is 3.1% higher than what was received through October of FY19. Final FY20 SSI allocations from the State should be known by December.

Year-end revenue projections reflect the estimate that FY20 enrollment will be 1.5% above FY19. Revenues from fees through October is trending down in areas such as parking and payment deferral set-up, which is reflected in the updated FY20 revenue projection.

Term	Budgeted Credit Hours	Actual Credit Hours*	Budget to Actual Increase/ Decrease	Prior Year FTEs	Current Year FTEs*	% Variance
Summer 2019**	35,743	36,993	3.5%	5,522	5,361	-2.9%
Autumn 2019	216,871	219,127	1.0%	14,407	14,608	1.4%
Spring 2020	204,197					
Summer 2020**	41,959					

* Summer 2019 credit hours and FTE are preliminary Census day numbers provided by the Institutional Effectiveness (IE) Office. Autumn 2019 credit hours and FTE are IE Census day numbers adjusted by the Resource Planning & Analysis Office to account for B-term courses.

** Summer semester 2019 straddles both FY19 and FY20, with 46% of the revenue attributed to FY20. Likewise, Summer semester 2020 straddles both FY20 and FY21, with 54% of the revenue attributed to FY20.

Expenses. For the month of October, expenditures are 4.5% (\$2,178,946) higher than the same period

last year. Much of the increased spending through October 2019 occurred within *Education & General* (\$965,565 or 3.9% above last year) and *Information Technology* (\$502,179 or 8.3% above last year). In *Information Technology* the increase appears to be timing of payments and in *Education & General* the increase is due in part to additional faculty positions.

FY20 Projected Year-End spending before transfers (Column G, Row 24) is estimated to be \$935K more than what was budgeted and approved by the Board in May due mostly to increases related to instructional costs. It should also be noted that projected year-end transfers for capital equipment, scholarships, and other needs are also increased over the budget the Board approved in May. The increase for the other needs transfer is due to the uncertainty of some costs for Mitchell Hall, capital planning and other areas. Such increases will likely be adjusted and be formally approved by the Board in January through the Revised Budget process.

2. **Auxiliary Fund** (Exhibit D)

Bookstore revenues through October are down \$415,031 or 8.5% from last year. This is a result of textbook affordability initiatives which include Instant Access, iBooks, Cengage Unlimited, and Open Educational Resources. These delivery methods for course materials continue to expand which directly impacts traditional textbook sales. Uniform clothing sales for academic programs increased 21.9% as a result of the opening of Mitchell Hall. Additional sales and gross margin increases were also realized in backpacks, school supplies, technology products, and services for students which include Subway and Union Café gift cards. Overall, Bookstore operating expense is down 25.4% as a result of tight control of expenses, vacant positions that have not been replaced and budgeting the remaining debt service on the 2012 bonds from reserves rather than operating funds. Food Service revenues are flat compared to the same time last year and expenditures are down 13.2%.

3. **President's Discretionary Fund** (Exhibit F)

To-date disbursements of \$696 left a balance of \$19,304 for October in this fund.

4. **Foundation** (Exhibits G and H)

Foundation contributions through October are \$1,722,382, compared to \$3,908,906 for the same period last year. Backing out \$3.3M in FY19 pledged for the Weiler Family Scholars program, and \$1M in FY20 recognized this month for the JPMorgan Chase commitment in support of the College's initiatives in workforce development in the Central Ohio region, all other contributions in FY20 are up \$113,476. Net investment activity through October is \$278,686 compared with \$(253,184) last year, an increase of \$531,870. Other Assets are reported at \$377,123, which primarily represents the February 2019 closing on a purchase of real property.

5. **Investments**

The College's portfolio is invested consistent with its investment policy, with 31.94% currently invested in STAR Ohio, and other money markets, with the balance in various federal agencies, municipal bonds, and treasury notes.

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT OCTOBER 31, 2019
With Comparative Figures at October 31, 2018**

EXHIBIT A

<u>Assets</u>	<u>October 31, 2019</u>	<u>October 31, 2018</u>		<u>Liabilities and Fund Balance</u>	<u>October 31, 2019</u>	<u>October 31, 2018</u>	
Current Funds			(1)	Current Funds			(1)
Unrestricted			(2)	Unrestricted			(2)
Educational and general			(3)	Educational and general			(3)
Cash	\$ 5,455,019	\$ 5,452,774	(4)	Accounts payable	\$ 2,821,688	\$ 5,139,191	(4)
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1)	119,121,952	114,780,678	(5) (6) (7)	Deferred income			(5)
Accounts receivable, net of allowance for doubtful accounts	24,594,177	24,208,317	(8) (9)	Student tuition	30,281,592	28,987,687	(6)
Interest receivable	-	-	(10)	Lab fees and credit bank	363,325	452,538	(7)
Prepaid expense	618,439	655,773	(11)	Due to auxiliary funds	-	-	(8)
Due from agency funds	3,798,033	4,600,550	(12) (13)	Due to restricted funds	-	-	(9)
Due from auxiliary funds	353,335	298,217	(14)	Due to plant funds	48,850,535	40,713,655	(10)
Total educational & general	<u>\$ 153,940,954</u>	<u>\$ 149,996,309</u>	(15) (16)	Due to agency funds	-	-	(11)
				Fund balances (Exhibit C):			(12)
Auxiliary enterprise				Allocated	59,484,196	60,771,797	(13)
Cash	\$ 2,401,474	\$ 2,532,836	(17)	Unallocated	12,139,617	13,931,441	(14)
Investments	10,947,592	10,640,426	(18)	Total fund balances	<u>71,623,814</u>	<u>74,703,238</u>	(15)
Accounts receivable	1,307,092	1,724,605	(19)	Total educational & general	<u>\$ 153,940,954</u>	<u>\$ 149,996,309</u>	(16)
Inventories, at cost as defined (note 2)	1,769,542	1,503,691	(20)				
Other Assets	70,178	70,178	(21)	Auxiliary enterprise			
Due from general fund	-	-	(22)	Accounts payable	\$ 38,316	\$ 300,051	(17)
Due from grant funds	-	-	(23)	Due to educational & general fund	353,335	298,217	(18)
Total auxiliary enterprise	<u>16,495,877</u>	<u>16,471,736</u>	(24)	Due to Plant Fund	390,738	1,463,873	(19)
Total unrestricted	<u>\$ 170,436,831</u>	<u>\$ 166,468,045</u>	(25)	Fund balances (Exhibit D):			(20)
				Allocated	377,271	316,268	(21)
Total current funds	<u>\$ 170,436,831</u>	<u>\$ 166,468,045</u>	(31)	Unallocated	15,336,217	14,093,327	(22)
	[A]	[B]		Total fund balances	<u>15,713,488</u>	<u>14,409,595</u>	(23)
				Total auxiliary enterprise	<u>16,495,877</u>	<u>16,471,736</u>	(24)
				Total unrestricted	<u>\$ 170,436,831</u>	<u>\$ 166,468,045</u>	(25)
				Total current funds	<u>\$ 170,436,831</u>	<u>\$ 166,468,045</u>	(31)
					[C]	[D]	

(See accompanying summary of significant accounting policies and notes to financial statements)

(Continued)

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT OCTOBER 31, 2019
With Comparative Figures at October 31, 2018**

**EXHIBIT A
(Continued)**

<u>Assets</u>	<u>October 31, 2019</u>	<u>October 31, 2018</u>		<u>Liabilities and Fund Balance</u>	<u>October 31, 2019</u>	<u>October 31, 2018</u>	
Plant funds			(1)	Plant funds			(1)
Unexpended			(2)	Unexpended			(2)
State appropriations receivable	\$ -	\$ -	(3)	Fund balances			(3)
Capital Improvement Fund	<u>1,525,282</u>	<u>1,489,176</u>	(4)	Restricted	\$ <u>1,525,282</u>	\$ <u>1,489,176</u>	(4)
Total unexpended	<u>1,525,282</u>	<u>1,489,176</u>	(5)	Total unexpended	<u>1,525,282</u>	<u>1,489,176</u>	(5)
Cash from Bond Proceeds	661,716	-	(6)				(6)
Investments	-	13,097,438	(7)				(7)
Deposit with trustees/Escrow	1,182,942	1,950,837	(8)	Investment in plant:			(8)
Due from general fund	48,850,535	40,713,655	(9)	Interest payable	-	-	(9)
Due from Auxiliary	390,738	1,463,873	(10)	Capital lease payable	569,244	569,244	(10)
Land	27,719,338	27,719,338	(11)	Accounts payable	59,443	-	(11)
Improvements other than buildings	14,678,305	13,929,244	(12)	Bonds payable	21,361,216	19,112,951	(12)
Buildings	176,097,293	172,024,042	(13)	Deferred Gift Annuity	-	-	(13)
Movable equipment, furniture and library books	55,169,864	52,549,997	(14)	Due from Grant Funds	232,000	240,000	(14)
Construction-in-progress	30,543,230	5,591,118	(15)	Net investment in plant	206,102,252	190,487,111	(15)
Other Assets	95,665	141,393	(16)				(16)
Less: accumulated depreciation	<u>(127,065,470)</u>	<u>(118,771,629)</u>	(18)				(18)
Total investment in plant	<u>228,324,156</u>	<u>210,409,306</u>	(19)	Total investment in plant	<u>228,324,156</u>	<u>210,409,306</u>	(19)
Total plant funds	<u>\$ 229,849,438</u>	<u>\$ 211,898,482</u>	(20)	Total plant funds	<u>\$ 229,849,438</u>	<u>\$ 211,898,482</u>	(20)
Agency funds			(21)	Agency funds			(21)
Cash	\$ -	\$ -	(22)	Deposits held in custody for others	\$ -	\$ -	(22)
Due from agencies	3,798,033	4,600,550	(23)	Due to educational and general fund	3,798,033	4,600,550	(23)
Due from general fund	-	-	(24)				(24)
Total agency funds	<u>3,798,033</u>	<u>4,600,550</u>	(25)	Total agency funds	<u>\$ 3,798,033</u>	<u>\$ 4,600,550</u>	(25)
	[A]	[B]			[C]	[D]	

(See accompanying summary of significant accounting policies and notes to financial statements)

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON
FOR THE FOUR MONTHS ENDED OCTOBER 31, 2019
With Comparative Figures at October 31, 2018**

EXHIBIT B

	FY 20			FY 19			FY 20 Projected Year End		FY 19 Projected Year End		
	Budget as approved May 2019	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Revised Budget as approved January 2019	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	FY 20 Projected Year End	Projected % of Budget	FY 19 Projected Year End	Projected % of Budget	
Revenues											
Appropriations											
Subsidy	\$ 67,507,998	\$ 23,170,683	34.32%	\$ 67,507,998	\$ 22,476,248	33.29%	\$ 69,725,915	103.29%	\$ 67,507,998	100.00%	(1)
Student Support Services	-	-	-	-	-	-	-	-	66,587	-	(2)
	<u>67,507,998</u>	<u>23,170,683</u>	<u>34.32%</u>	<u>67,507,998</u>	<u>22,476,248</u>	<u>33.29%</u>	<u>69,725,915</u>	<u>103.29%</u>	<u>67,574,585</u>	<u>100.10%</u>	(3)
Student											
Tuition	74,420,551	21,909,082	29.44%	74,089,143	21,300,595	28.75%	76,260,426	102.47%	73,734,942	99.52%	(4)
Fees	4,192,462	2,103,701	50.18%	4,066,328	2,168,370	53.33%	4,075,004	97.20%	4,230,764	104.04%	(5)
Special Courses	2,631,461	784,005	29.79%	1,836,213	598,495	32.59%	2,591,461	98.48%	1,845,951	100.53%	(6)
	<u>81,244,474</u>	<u>24,796,788</u>	<u>30.52%</u>	<u>79,991,684</u>	<u>24,067,460</u>	<u>30.09%</u>	<u>82,926,891</u>	<u>102.07%</u>	<u>79,811,657</u>	<u>99.77%</u>	(7)
Contracted Services											
Net	676,865	109,591	16.19%	792,440	99,731	12.59%	676,865	100.00%	676,864	85.42%	(8)
	<u>676,865</u>	<u>109,591</u>	<u>16.19%</u>	<u>792,440</u>	<u>99,731</u>	<u>12.59%</u>	<u>676,865</u>	<u>100.00%</u>	<u>676,864</u>	<u>85.42%</u>	(9)
Other											
Partnership Revenue	17,800	9,665	54.30%	14,240	250	1.76%	17,800	100.00%	14,240	100.00%	(10)
Miscellaneous	1,247,858	121,743	9.76%	609,637	179,829	29.50%	1,097,858	87.98%	609,637	100.00%	(11)
Mitchell Hall Transfer In	869,394	269,997	-	-	-	-	869,394	100.00%	-	-	(12)
Transfer In for Debt Service	1,286,891	-	-	-	-	-	1,286,891	100.00%	-	-	(13)
	<u>3,421,943</u>	<u>401,404</u>	<u>11.73%</u>	<u>623,877</u>	<u>180,079</u>	<u>28.86%</u>	<u>3,271,943</u>	<u>95.62%</u>	<u>623,877</u>	<u>100.00%</u>	(14)
Total Revenues	<u>152,851,280</u>	<u>48,478,466</u>	<u>31.72%</u>	<u>148,915,999</u>	<u>46,823,518</u>	<u>31.44%</u>	<u>156,601,614</u>	<u>102.45%</u>	<u>148,686,983</u>	<u>99.85%</u>	(15)
Operating Expenditures											
Educational & general (Instructional)	80,784,438	25,839,133	31.99%	77,570,716	24,873,569	32.07%	81,991,959	101.49%	79,023,225	101.87%	(16)
Library	1,973,955	658,454	33.36%	1,918,616	650,315	33.90%	1,956,015	99.09%	1,951,509	101.71%	(17)
General	11,036,535	3,483,028	31.56%	11,359,536	3,409,850	30.02%	11,212,269	101.59%	11,625,764	102.34%	(18)
Information Technology	13,432,262	6,578,533	48.98%	12,963,709	6,076,354	46.87%	13,441,729	100.07%	12,776,619	98.56%	(19)
Student Services	15,576,802	4,967,791	31.89%	15,424,322	4,804,707	31.15%	15,412,747	98.95%	14,707,215	95.35%	(20)
Operation and maintenance of plant	16,218,438	5,308,631	32.73%	16,006,381	5,159,832	32.24%	16,412,936	101.20%	15,850,526	99.03%	(21)
Administration	9,839,188	3,245,791	32.99%	9,416,271	3,255,144	34.57%	9,369,693	95.23%	8,904,066	94.56%	(22)
Transfer for debt service	2,669,662	889,887	33.33%	1,687,598	562,533	33.33%	2,669,662	100.00%	1,437,967	85.21%	(23)
Total Expenditures	<u>151,531,280</u>	<u>50,971,250</u>	<u>33.64%</u>	<u>146,347,149</u>	<u>48,792,304</u>	<u>33.34%</u>	<u>152,467,010</u>	<u>100.62%</u>	<u>146,276,890</u>	<u>99.95%</u>	(24)
Non-operating & Encumbered											
Transfer for Capital Equipment	500,000	See Exhibit C	-	750,000	See Exhibit C	-	700,000	N/A	750,000	N/A	(25)
Transfer for Other Needs	-	-	-	-	-	-	2,014,604	-	-	-	
Transfer for Scholarships	-	-	-	1,000,000	-	-	600,000	N/A	1,000,000	N/A	(26)
Transfer for Technology Initiatives	820,000	-	-	818,850	-	-	820,000	N/A	818,850	N/A	(27)
Total expenditures and transfers	<u>152,851,280</u>	<u>50,971,250</u>	<u>33.35%</u>	<u>148,915,999</u>	<u>48,792,304</u>	<u>32.76%</u>	<u>156,601,614</u>	<u>102.45%</u>	<u>148,845,740</u>	<u>99.95%</u>	(28)
Operational Revenues	-	(2,492,784)	N/A	-	(1,968,786)	N/A	-	N/A	(158,757)	N/A	(29)
Interest Income											
Net Operating Revenues	\$ -	\$ 975,077	-	\$ -	\$ 634,944	-	\$ 975,077	-	\$ 3,558,349	-	(30)
	<u>-</u>	<u>(1,517,707)</u>	<u>-</u>	<u>-</u>	<u>(1,333,842)</u>	<u>-</u>	<u>975,077</u>	<u>-</u>	<u>3,399,592</u>	<u>-</u>	(31)
Reserve expenditures from Exhibit C											
Net Revenues/(Expenditures)	-	1,578,946	-	-	1,736,857	-	-	*	10,049,541	-	(32)
	<u>-</u>	<u>(3,096,652)</u>	<u>-</u>	<u>-</u>	<u>(3,070,699)</u>	<u>-</u>	<u>975,077</u>	<u>-</u>	<u>(6,649,949)</u>	<u>-</u>	(33)
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]	[J]	

*Amount in [G](37) includes projected year-end reserve expenditures from Exhibit C and year-end entries for State capital appropriations, capitalization of assets, depreciation expense and other required year-end audit accruals and adjustments. It is too early to responsibly project many of these items at this time.

**COLUMBUS STATE COMMUNITY COLLEGE
STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT
EDUCATIONAL AND GENERAL FUNDS
FOR THE FOUR MONTHS ENDED OCTOBER 31, 2019**

EXHIBIT C

	Preliminary Balance at June 30, 2019	Net Increase for Current Period	Board Approved Additions	Transfers	Expenditures	Balance at October 31, 2019	
Unrestricted							
Allocated							
Capital Improvements & Land Acquisition	\$ 8,056,422	\$ -	\$ -	\$ -	\$ (56,877)	\$ 7,999,545	(1)
Carpet/Furniture Reupholstering	23,812	-	-	-	-	23,812	(2)
Jefferson Ave/Grove Street Repaving	22,222	-	-	-	-	22,222	(3)
Space Efficiency Upgrades	187,257	-	-	-	-	187,257	(4)
Site Development Delaware Campus	1,172,279	-	-	-	-	1,172,279	(5)
Bookstore/DX Modifications	263,490	-	-	-	-	263,490	(6)
Facilities Infrastructure Improvements	70,741	-	-	-	-	70,741	(7)
Student Support Services	199,785	-	-	-	-	199,785	(8)
School of Hospitality Management	130,724	-	-	-	(55,359)	75,366	(9)
Advancement	724,249	-	-	-	(150,514)	573,736	(10)
COTA	75,000	-	-	-	-	75,000	(11)
EB 302 Renovation	10,057	-	-	-	-	10,057	(12)
Vet Tech Upgrade	23,055	-	-	-	-	23,055	(13)
Fire Science	342,922	-	-	-	-	342,922	(14)
Ongoing Maintenance	16,140	-	-	-	-	16,140	(15)
Mitchell Hall Start-Up Costs	2,595,380	-	-	-	(269,997)	2,325,383	(16)
Capital Equipment	5,878,075	-	500,000	-	(276,997)	6,101,078	(17)
Target 2002	333,088	-	-	-	-	333,088	(18)
Collective Bargaining	33,104	-	-	-	-	33,104	(19)
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987	(20)
Accumulated Lab Fees	1,380,579	-	-	-	(39,677)	1,340,901	(21)
Broadbanding	103,337	-	-	-	-	103,337	(22)
Scholarships	1,174,665	-	-	-	(364,233)	810,433	(23)
Student Success and Innovation	9,153,732	-	-	-	(332,054)	8,821,678	(24)
Strategic Growth Initiatives	689,107	-	-	-	-	689,107	(25)
Technology Initiatives	2,348,508	-	820,000	-	-	3,168,508	(26)
Human Capacity Development/Wellness	311,266	-	-	-	-	311,266	(27)
Campus Safety Initiatives	176,134	-	-	-	-	176,134	(28)
Energy Efficiency/Sustainability Initiatives	1,570,416	-	-	-	-	1,570,416	(29)
Health Care Self-Insurance Escrow	1,241,018	-	-	-	-	1,241,018	(30)
Health Care HSA Incentive	86,636	-	-	-	-	86,636	(31)
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500	(32)
One-Time Compensation	226,657	-	-	-	-	226,657	(33)
Partnerships for Student Success	20,529	-	-	-	-	20,529	(34)
Workforce Development	134,550	-	-	-	(33,238)	101,311	(35)
Tobacco Free Campus Implementation	57,219	-	-	-	-	57,219	(36)
PERFORMS	1,499	-	-	-	-	1,499	(37)
	59,743,142	-	1,320,000	-	(1,578,946)	59,484,196	(38)
Unallocated	14,706,721	(2,826,049)	(1,320,000)	-	1,578,946	12,139,617	(39)
Total General Fund	\$ 74,449,863	\$ (2,826,049)	\$ -	\$ -	\$ -	\$ 71,623,814	(40)
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES
FOR THE FOUR MONTHS ENDED OCTOBER 31, 2019
With Comparative Figures at October 31, 2018**

EXHIBIT D

	FY 20			FY 19			FY 20 Projected Year End		FY 19 Projected Year End		
	Budget as approved May 2019	Actual to Date	% of Budget Expended to Date	Budget as approved January 2019	Actual to Date	% of Budget Expended to Date	FY 20 Projected Year End	Projected % of Budget	FY 19 Projected Year End	Projected % of Budget	
Auxiliary											
Sales/Revenues											
Bookstore	\$ 8,859,976	\$ 4,496,164	50.75%	\$ 10,059,774	\$ 4,911,195	48.82%	\$ 8,859,976	100.00%	\$ 10,688,677	106.25%	(1)
Food Services	220,000	126,727	57.60%	219,930	126,275	57.42%	220,000	100.00%	235,709	107.17%	(2)
Total Revenues	9,079,976	4,622,891	50.91%	10,279,704	5,037,470	49.00%	9,079,976	100.00%	10,924,386	106.27%	(3)
Cost of Goods Sold											
Bookstore	6,964,730	3,547,610	50.94%	7,975,195	3,821,802	47.92%	6,964,730	100.00%	8,149,399	102.18%	(4)
Food Service	1,000	-	0.00%	-	70	0.00%	1,000	100.00%	70	0.00%	(5)
Gross Margin	2,114,246	1,075,281	50.86%	2,304,509	1,215,598	52.75%	2,114,246	100.00%	2,774,917	120.41%	(6)
Operating Expenses											
Bookstore	1,438,768	453,460	31.52%	1,831,878	607,604	33.17%	1,438,768	100.00%	1,713,440	93.53%	(7)
Food Services	93,765	25,224	26.90%	89,124	29,044	32.59%	93,765	100.00%	83,036	93.17%	(8)
Auxiliary Administration	362,392	52,819	14.58%	223,595	69,167	30.93%	362,392	100.00%	181,719	81.27%	(9)
Total Expenses	1,894,925	531,504	28.05%	2,144,597	705,815	32.91%	1,894,925	100.00%	1,978,195	92.24%	(10)
Auxiliary Net Operating Income/(Loss)	219,321	543,777	247.94%	159,912	509,783	318.79%	219,321	100.00%	796,722	498.23%	(11)
Net Income/(Loss)											
Bookstore	456,478	495,093	108.46%	252,701	481,789	190.66%	456,478	100.00%	825,838	326.80%	(12)
Food Services	125,235	101,503	81.05%	130,806	97,161	74.28%	125,235	100.00%	152,603	116.66%	(13)
Auxiliary Administration	(362,392)	(52,819)	14.58%	(223,595)	(69,167)	30.93%	(362,392)	100.00%	(181,719)	81.27%	(14)
Net Auxiliary Income/(Loss)	219,321	543,777	247.94%	159,912	509,783	318.79%	219,321	100.00%	796,722	498.23%	(15)
Reserve Expenditures											
Non-operating Revenues/Expenditures	(50,000)	(12,744)		(100,000)	5,000		(50,000)		(10,709)		(16)
College Credit Plus	-	-		(86,620)	(55,087)		-		(86,620)		(17)
College Strategic Priorities	(36,000)	(19,000)		(136,000)	(12,000)		(36,000)		(111,000)		(18)
Food Services/Renovations	-	-		(900,000)	(757,645)		-		(944,186)		(19)
Transfer for Debt Service	(323,015)	(107,672)		-	-		(323,015)		-		(20)
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]	[J]	

**COLUMBUS STATE COMMUNITY COLLEGE
CASH FLOW FORECAST
AS OF OCTOBER 31, 2019**

EXHIBIT E

	Actual May 2019	Actual June 2019	Actual July 2019	Actual August 2019	Actual September 2019	Actual October 2019	
Beginning Cash	\$ 3,958,431	8,913,324	5,136,968	2,623,887	4,239,451	3,418,797	(1)
Cash Receipts	13,674,033	9,695,977	8,408,940	22,875,856	8,764,358	9,469,444	(2)
Cash Disbursements	(14,651,167)	(16,249,264)	(14,100,514)	(14,055,124)	(13,603,137)	(14,629,156)	(3)
Financial Aid	3,932,027	276,931	(821,507)	10,794,832	3,018,125	372,857	(4)
Outflow for investments	-	-	-	(20,000,000)	-	-	(5)
Inflow from investments	2,000,000	2,500,000	4,000,000	2,000,000	1,000,000	6,000,000	(6)
Ending Cash	<u>\$ 8,913,324</u>	<u>5,136,968</u>	<u>2,623,887</u>	<u>4,239,451</u>	<u>3,418,797</u>	<u>4,631,942</u>	(7)

	Forecasted November 2019	Forecasted December 2019	Forecasted January 2020	Forecasted February 2020	Forecasted March 2020	Forecasted April 2020	
Beginning Cash	\$ 4,631,942	4,042,242	3,564,242	3,589,242	3,924,242	3,189,242	(8)
Cash Receipts	7,900,000	8,820,000	17,075,000	7,535,000	9,050,000	8,300,000	(9)
Cash Disbursements	(13,629,700)	(13,300,000)	(13,800,000)	(13,300,000)	(14,300,000)	(13,300,000)	(10)
Financial Aid	140,000	1,002,000	13,750,000	100,000	(485,000)	-	(11)
Outflow for investments	-	-	(17,000,000)	-	-	-	(12)
Inflow from investments	5,000,000	3,000,000	-	6,000,000	5,000,000	5,000,000	(13)
Ending Cash	<u>\$ 4,042,242</u>	<u>3,564,242</u>	<u>3,589,242</u>	<u>3,924,242</u>	<u>3,189,242</u>	<u>3,189,242</u>	(14)

**COLUMBUS STATE COMMUNITY COLLEGE
PRESIDENT'S DISCRETIONARY FUND
STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
FOR THE FOUR MONTHS ENDED OCTOBER 31, 2019**

EXHIBIT F

Cash at Beginning of Period		\$ <u>18,215</u>	(1)
<u>Receipts:</u>			
Deposit from General Fund	1,785	1,785	(2)
<u>Disbursements:</u>			
Oberer's Flowers	696		(3)
			(4)
		696	(5)
		<u>19,304</u>	(6)
		<u>\$ 19,304</u>	(7)
	[A]	[B]	[C]

NOTE:

The President's Discretionary fund is a separate fund from the operating and capital funds of the college. The source of funds is from other-than-public (governmental) monies or student fees, as specified by the Board of Trustees.

The purpose of the fund is to enhance the mission of the college. Expenditures are to promote or enhance the image of the college, the college educational programs, operations, entertainment, contributions, and other appropriate expenditures not provided for in the college operating budget.

**COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
BALANCE SHEET AT OCTOBER 31, 2019
With Comparative Figures at October 31, 2018**

<u>Assets</u>	<u>October 31, 2019</u>	<u>October 31, 2018</u>	
Cash	\$ 3,913,320	\$ 2,819,815	(1)
Investments at market value (see note)	10,646,933	8,488,271	(2)
Pledges Receivable - Mitchell Hall	2,981,614	3,311,328	(3)
Pledges Receivable - Other	4,514,823	5,740,572	(4)
Accounts Receivable	7,316	26,128	(5)
Other Assets	377,123	-	(6)
Total Assets	<u>\$ 22,441,129</u>	<u>\$ 20,386,114</u>	(7)
<u>Liabilities</u>			
Due to general fund	\$ -	\$ -	(8)
Pledge Payable	-	-	(9)
Trade Payables	500,000	293,632	(10)
Total Liabilities	<u>500,000</u>	<u>293,632</u>	(11)
<u>Fund balance</u>			
Permanently Restricted	4,753,546	4,325,211	(12)
Temporarily Restricted	13,318,596	12,457,833	(13)
Unrestricted			
Allocated	39,872	-	(14)
Unallocated	<u>3,829,115</u>	<u>3,309,438</u>	(15)
Total fund balance	<u>21,941,129</u>	<u>20,092,482</u>	(16)
Total Liabilities and fund balance	<u>\$ 22,441,129</u>	<u>\$ 20,386,114</u>	(17)
	[A]	[B]	

Note: Investments

Investments are valued at market, which is generally determined by use of published market quotations. Realized gains and losses from sale or redemption of investments are based upon the cost of the specific investment sold or redeemed. Purchases and sales of investments are reflected on a trade-date basis. A summary of investments is as follows:

	Cost	Market	Percent of Portfolio
Cash & Equivalents	\$ 484,733	488,873	4.59%
Equities	3,868,271	4,837,428	45.43%
Fixed Income	3,897,776	4,013,019	37.70%
Mutual Funds	<u>1,257,726</u>	<u>1,307,613</u>	<u>12.28%</u>
Total Investments	<u>\$ 9,508,506</u>	<u>\$ 10,646,933</u>	<u>100.00%</u>

EXHIBIT H

**COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
FOR THE FOUR MONTHS ENDED OCTOBER 31, 2019
With Comparative Figures at October 31, 2018**

	October 31, 2019					October 31, 2018	
	Unrestricted		Temporarily Restricted	Permanently Restricted	Total All Funds	Total All Funds	
	Allocated	Unallocated					
Revenue							
Contributions							
Scholarships and Programs	\$ -	\$ 9,024	\$ 276,586	\$ 23,698	\$ 309,308	\$ 3,452,022	(1)
Taste the Future	-	161,649	-	-	161,649	117,332	(2)
Contributions for Columbus State	-	-	1,189,215	-	1,189,215	10,342	(3)
Creative Campus	-	-	-	-	-	-	(4)
Mitchell Hall	-	-	62,210	-	62,210	329,210	(5)
Administration Fee Income	-	-	-	-	-	-	(6)
Rental Income	-	-	-	-	-	-	(7)
Interest Income	-	422	-	-	422	447	(8)
Investment Income							
Realized	-	78,578	166,169	-	244,747	111,871	(9)
Unrealized	-	11,822	22,117	-	33,939	(365,055)	(10)
Investment income-subtotal	-	90,400	188,286	-	278,686	(253,184)	(11)
Total revenues	-	261,495	1,716,297	23,698	2,001,490	3,656,169	(12)
Expenditures							
Scholarships and Programs	-	-	287,326	-	287,326	183,235	(13)
Contributions to Columbus State	-	-	190,215	-	190,215	30,179	(14)
Corporate Gift	-	-	500,000	-	500,000	242,500	(15)
Creative Campus	-	-	49,461	-	49,461	131,153	(16)
Mitchell Hall	-	-	-	-	-	-	(17)
Administrative Fee Expense	-	-	-	-	-	-	(18)
Management and general	15,000	129,432	-	-	144,432	125,620	(19)
Total expenditures	15,000	129,432	1,027,002	-	1,171,434	712,687	(20)
Excess (deficit) of revenues over expenditures	(15,000)	132,063	689,295	23,698	830,056	2,943,482	(21)
Transfers	-	-	-	-	-	-	(22)
Fund balance at beginning of period	54,872	3,697,052	12,629,301	4,729,848	21,111,073	17,099,000	(23)
Fund balance at end of period	\$ 39,872	\$ 3,829,115	\$ 13,318,596	\$ 4,753,546	\$ 21,941,129	\$ 20,042,482	(24)
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE
NOTES TO FINANCIAL STATEMENTS
AS OF OCTOBER 31, 2019**

1) **Investments**

<u>Investment Fund</u>	<u>Cost</u>	<u>Market Value</u>	<u>Yield to Maturity*</u>	<u>Average Maturity (days)</u>
STAR Ohio/Operating	\$ 24,859,099	\$ 24,859,099	2.07%	1
STAR Ohio/Plant	1,525,282	1,525,282	2.07%	1
STAR Ohio/Auxiliary	5,668,130	5,668,130	2.07%	1
STAR Plus	2,598,601	2,598,601	2.04%	1
CSCC Operating Fund	81,645,255	82,116,618	1.95%	898
Auxiliary Services	5,226,769	5,279,462	2.19%	946
Bond Fund	-	-	2.43%	1
Plant Fund	9,496,116	9,547,634	1.86%	792
	<u>\$ 131,019,253</u>	<u>\$ 131,594,825</u>		

* Weighted

<u>Portfolio Composition</u>	<u>Type</u>	<u>% of Total</u>
	STAR Ohio	26.33%
	Agencies	51.87% *
	Municipal Bonds	1.64%
	Corporate Issues	10.33%
	Treasury Notes	4.22%
	Stocks	0.00%
	Cash & Equivalents	<u>5.60%</u>
		100.00%

* This includes discount notes, callable, non-callable, securitized, and step-up agency investments.

2) **Inventories**

Bookstore inventories at year-end are stated at actual cost. A complete physical inventory is taken annually and adjustments, if any, are recorded.

3) **Plant Funds**

Physical plant and equipment are stated at cost at date of acquisition or fair value at date of donation in case of gifts. Depreciation of physical plant and equipment is recorded.

4) **Long-term debt**

Outstanding long-term debt consists of bonds payable in annual installments varying from \$800,000 to \$1,285,000 with interest rates of 1.65% to 5%, the final installment being due in 2038, collateralized by a gross pledge basis, of the general receipts of the college, which include the full of every type and character of receipts, excepting only those specifically excluded which are primarily those that are appropriated from the State of Ohio.

Debt service for this long-term debt is paid from an annual allocation in the College's Operating fund, the Auxiliary Services fund, and from the State's Capital Component Program.

5) **Interfund Accounts**

All interfund borrowings have been made from current funds and amounts are due currently without interest.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Personnel Information Items.

BACKGROUND INFORMATION:

In accordance with a Board of Trustees resolution approved and adopted at their regular meeting held on October 18, 1978, the President has the authority to make staff appointments to positions which have already been approved by the Board and included in the current budget and to accept faculty and staff resignations.

FOR INFORMATION ONLY

COLUMBUS STATE COMMUNITY COLLEGE

BOARD OF TRUSTEES

INFORMATION ONLY

In accordance with a Board Resolution approved and adopted at a regular meeting held on October 18, 1978, which enables the President to make employee appointments to positions which have already been approved by the Board and included in the current budget, the following persons have been **appointed**.

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>	<u>SALARY</u>
Miranda Amrich	Office Associate	Allied Health	09/03/2019	\$31,200
Stefan Armintrout	Coordinator	IT Asset Management	11/04/2019	\$53,196
Monica Badurina	Specialist	Admissions	11/01/2019	\$39,970
Jennifer Belisle	Project Manager	Institutional Effectiveness	11/01/2019	\$68,000
Allante Booker	Program Coordinator	Intercollegiate Athletics	11/18/2019	\$48,375
Lucas Fenik	Senior Designer	Marketing & Communications	10/01/2019	\$67,000
Brandon Groves	Coordinator	Non-Credit Registration	11/01/2019	\$53,196
Gregory Hetterscheidt	Event Coordinator	Conference Center	11/01/2019	\$53,196
Michael Luers	Accountant	Accounting Services	09/03/2019	\$37,856
Kathryn McDonald-Miranda	Analyst	Institutional Effectiveness	09/03/2019	\$64,399
Jenae Parker	Recruiter	Talent Acquisition	10/16/2019	\$48,375
August Polen	Assistant	Bookstore	11/04/2019	\$31,200
Sharon Richter	Supervisor	Library, Reference & Instruction	10/16/2019	\$55,262
James Wickham	Maintenance	Facilities Operations	09/16/2019	\$37,877

COLUMBUS STATE COMMUNITY COLLEGE

BOARD OF TRUSTEES

INFORMATION ONLY

In accordance with a Board Resolution approved and adopted at a regular meeting held on October 18, 1978, which enables the President to make employee appointments to positions which have already been approved by the Board and included in the current budget, the following resignations/voluntary cash separation incentives/reductions in force/terminations/retirements have been accepted.

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>
Thalia Amador	Program Coordinator	Small Business Development	10/25/2019
Joseph Butchko	Coordinator	IT Asset Management	09/06/2019
Nancy Buza	Specialist	Enterprise App Support	12/31/2019
Richard Clark	Program Coordinator	Enrollment Services Operations	12/31/2019
Andrea Denning	Executive Director	Foundation	10/24/2019
Angelo Frole	Dean	Business, Engineering & Technology	12/31/2019
Scott Gano	Assistant Professor	Justice, Safety & Legal Studies	08/25/2019
Amber Herron	Specialist	Counseling & Advising Services	10/18/2019
James Kalna	Assistant Director	Academic Testing	08/31/2019
Michael Luers	Accountant	Accounting Services	10/11/2019
Kyrem Massey	Specialist	Admissions	07/31/2019
Elizabeth McKinney	Assistant	Bookstore	10/18/2019
Sue McLaren	Specialist	Enrollment Services Operations	12/31/2019
Lisa Montgomery	Recruiter	Human Resources	09/30/2019
Deborah Plummer	Recruiter	Human Resources	07/22/2019
Erica Noll	Specialist	Counseling & Advising Services	01/31/2020
Michael Rains	Facilities Worker	Grounds	09/13/2019
S.G. Kiron Rao	Project Manager	Enterprise Project Management	10/11/2019
Emily Scarborough	Specialist	Disability Services	01/10/2020
Kara Seigh Jerome	System Specialist	College Credit Plus Curriculum	09/18/2019
Thomas Richard	Program Coordinator	College Testing Services	09/16/2019
Turski	Specialist	Admissions	09/27/2019

Lisa Upperman	Specialist	Office of the Registrar	11/01/2019
Ojeanique Washington	Specialist	Admissions	08/16/2019
Cecil Williams	Facilities Worker	Building Services	11/30/2019