



COLUMBUS STATE COMMUNITY COLLEGE
Board of Trustees Committee of the Whole
Pete Grimes Board Room
May 17, 2012

MINUTES

- Present:
- | | |
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| Poe A. Timmons, Chair | Will Kopp, Vice President |
| Richard D. Rosen, Vice-Chair | Dr. Janet Rogers, Vice President |
| Anne Lopez-Walton, Board | Carol Thomas, Interim Vice President, Campus Works |
| Dr. Richard H. Owens, Board | Jackie DeGenova, In-House Counsel |
| Dianne A. Radigan, Board | Darrel Minor, Ex Officio, Faculty |
| Dr. David T. Harrison, President | Susan Thomas, Ex Officio, Staff |
| Dr. Deborah Coleman, Vice President | |
| Dr. Jack Cooley, Senior Vice President | |
| Terri Gehr, Senior Vice President and Chief Financial Officer | |
- Absent:
- Lynne Bowman, Board
 - Jami Dewolf, Board
 - Michael Flowers, Board
 - Valoria Hoover, Board
 - Jillian Woltz, Ex Officio, Student

Ms. Poe Timmons, Board Chair, called the meeting to order at 12:10 p.m. The Chair then turned the meeting over to Dr. Harrison to begin discussions on the first item on the agenda.

(1) **Revised Fiscal Year 2012 Operating Budget and Operating Budget for Fiscal Year 2013**

Dr. Harrison highlighted a few details of the Operating Budget and then turned this item over to Ms. Terri Gehr. Ms. Gehr explained that this is a strategic budget and the planning variables were: switch to semesters, enrollment growth which has slowed, increasing reliance on tuition as primary revenue source, reallocation, reorganization, restructuring and strategic use of reserves. The Budget Planning Context, along with Exhibits A1-4, B, C and the Summary of the Recommendations to the Board are attached.

The Committee of the Whole agreed to refer this item to the Board of Trustees for approval.

(2) **Mutual Aid Agreement between Columbus State and The Ohio State University**

Ms. Terri Gehr explained that the Board of Trustees, by statute, has the authority to engage in a mutual aid agreement with other public higher education institutions. This agreement is with The Ohio State University to allow us to call on each other in critical incidences. We are not expanding our jurisdictions; this is an agreement to support each other when necessary.

The Committee of the Whole agreed to refer this item to the Board of Trustees for approval.

(3) **Tenure Appointments and First Promotion in Rank**

Dr. Jack Cooley explained that this is symbolic of the integrity of our faculty. The following faculty members have met the eligibility requirements stated in Tenure Policy No. 5-02. Twelve faculty members received recommendations that they be awarded tenure and promotion in rank to Assistant Professor and one faculty member received recommendations that he be awarded tenure and promotion in rank to Associate Professor. Recommendation to the Board is to grant tenure and promotion in rank effective at the beginning of the 2012-13 contract year for the following faculty:

Shannon Bookout	Business Programs (Accounting)
Amy DiBlasi	Business Programs (Business Office Applications)
William Highley	Automotive and Applied Technology (HVAC Technology)
Don Laubenthal	Hospitality, Massage Therapy and Sports & Exercise Studies (Sports & Exercise Studies)
Roger McGlaughlin	Health, Dental and Veterinary Technology (Dental Laboratory Technology)
Jeremy Porter	Integrated Media Technology (CIT)
Rodger Stinson	Health, Dental and Veterinary Technology (Nuclear Medicine)
Jorge Vallejos	Integrated Media Technology (CIT)
Don Bruce	English
Stephen Logan	English
Mark Polifroni	Psychology
Stephen Timmons	Humanities

Charles Wilson, Associate Professor, Automotive and Applied Technology (Auto)

The Committee of the Whole agreed to refer this item to the Board of Trustees for approval.

(4) **Financial Statements as of and for the Ten Months Ended, April 30, 2012**

Ms. Gehr reported on the College's financial statements as of and for the ten months ended, April 30, 2012. Ms. Gehr stated that the financial statements are adjusted to reflect year end including calendar adjustments (see Exhibits A1-4 and B).

The Committee of the Whole agreed to refer this item to the Board of Trustees for approval.

(5) **Personnel Information Items**

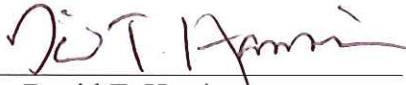
The Personnel Information Items are presented to the Board for informational purposes only.

The Committee of the Whole agreed to refer this item to the Board of Trustees for approval.

(6) **Executive Session**

The Committee adjourned to Executive Session at 12:55 p.m. to consider Dr. Harrison's performance and compensation evaluation. The regular meeting of the Committee reconvened at 1:58 p.m.

There being no further items to come before the Committee, the meeting was adjourned at 2:00 p.m.



Dr. David T. Harrison
Secretary, Board of Trustees

Budget Planning Context

Enrollment Trends

Columbus State Community College's enrollment has grown from 23,056 students in Autumn 2007 to 30,921 students in Autumn 2011, an increase of 7,865 or 34.1%.

State Share of Instruction (SSI) projections for FY13 were updated in April by the Ohio Board of Regents using updated FY12 FTEs provided by each public institution of higher education. Columbus State's FY12 FTEs are estimated to increase by 2.4% over FY11, while the University System of Ohio as a whole declined by 1.5%, and community colleges by 3.8% (see Table 1 below). Community colleges are reporting an average FTE decline of 4.5% for Spring 2012 compared to Spring 2011. FY13 SSI allocations will be finalized by December 2012.

Table 1: Full-Time Equivalent Students, FY11 Actual Compared to Projected FY12

	<u>Actual</u>	<u>Projected</u>	
	<u>FY11</u>	<u>FY12</u>	<u>Variance</u>
Columbus State	22,027	22,561	2.4%
Community Colleges	145,473	139,897	-3.8%
Universities: Main Campuses	228,194	228,644	0.2%
Universities: Regional Campuses	42,986	41,845	-2.7%
Totals	416,653	410,386	-1.5%

Source: Ohio Board of Regents

Switching to Semesters

Columbus State and 16 other institutions of higher education in Ohio are switching academic calendars this year from a quarter-based calendar to a semester-based calendar.

Two factors related to switching academic calendars impact the budget:

Alignment of Academic and Fiscal Calendars. During FY12 and FY13, the academic calendar and the fiscal calendar will align in a two-stage process as the start of Summer terms in 2012 and 2013 moves from the last week of June in a quarter-based academic calendar to a June 18th start in Summer Quarter 2012, and a May 20th start in Summer Semester 2013. As more instructional days move into the last quarter of the fiscal year, revenues and expenses are commensurately adjusted.

These calendar alignments result in one-time net gains in FY12 and FY13. The net gain in FY12 will provide resources for a one-time compensation for full-time and part-time non-bargaining unit employees, with adjustments to bargaining unit contracts as provided for in those contracts. In FY13, the net gain provides a net income on which the proposed FY13 budget is balanced. In FY 2014, the financial and academic calendars will be fully aligned into the new pattern of a semester-based calendar.

Enrollment. Because other institutions that have switched academic calendars tended more often than not to lose enrollment in the first year of the new calendar model, the FY13 budget assumes an enrollment decline of 5%. Budget Tuition Stabilization Fund will be used to mitigate the revenue impact as necessary.

Increasing Reliance on Tuition

Because Columbus State's enrollment grew dramatically in recent years while state support decreased – 9% between FY11 and FY12 – the state support per full-time equivalent (FTE) has declined substantially. As a percent of total operating income, state support has declined from 45.2% of the College's operating budget income in FY06 to 38.2% in the proposed FY13 budget. State subsidy per FTE in FY06 was \$3,415, and is projected to be \$2,676 in FY12, a 21.6% reduction.

As state support has declined, the College has become increasingly reliant on tuition as a primary revenue source. In an ongoing effort to keep tuition affordable, the College continues to aggressively reallocate and align its financial and other resources with its priorities, and implement a variety of expense efficiencies.

Strategic Use of Reserves

The College's unprecedented growth and, in better economic times, its healthy investment earnings, created a pool of reserves that have been and are being used for strategic purposes, including student scholarships, academic partnership initiatives, the launch of a second campus, energy efficiencies, employee retirement and separation incentives as means of slowing the growth of payroll, one-time compensation when pay raises in the base are not affordable, and campus safety initiatives, among others.

Exhibit C outlines the use of reserves proposed for FY13, including advancing the college's academic and student success initiatives, and stabilizing the budget as necessary as enrollment, subsidy or other variables change.

In summary, the FY13 budget is built on the following assumptions:

- As enrollment growth slows across community colleges, and as the College prepares to switch academic calendars from quarters to semesters, an enrollment decline of 5% is built into the FY13 operating budget. While expenses will be managed prudently, the Budget Tuition Stabilization Fund will be used as necessary to offset the impact of an enrollment decline on tuition revenue.
- Tuition revenue will be the primary source of income going forward; and
- Reallocation, reorganization, and restructuring to align with strategic goals are essential to the institution's continued vitality.

Key Budget Assumptions: General Fund

The proposed FY13 District budget is summarized in Exhibit A.

Calendar-Based Changes: Revenue and expenditure assumptions are outlined below. A switch to a semester-based academic calendar includes tuition revenue and expenses specifically projected for the calendar adjustment that will occur both at the end of the current fiscal year, FY12, and in FY13. This two-year adjustment period yields anomalies that will be exclusive to these two years making comparables challenging for this period.

Reallocation: To continue serving a growing population of students while keeping tuition affordable, the College has engaged aggressively in freeing up monies within existing revenues that can be reallocated with program priorities. In the proposed FY13 budget, payroll savings yielded by the first year of the Voluntary Separation Incentive Program authorized by the Board of Trustees allowed for various reallocations within existing revenues. Tight budgeting, better alignment of variable expenses to variable revenues, and tighter position control measures are additional means of ensuring solid stewardship of the College's operating revenues.

Revenues

FY13 estimated revenues total \$158.1 million, a 1.4% increase from projected FY12 year-end revenues. Of the total revenue, \$4.7 million or 3.0% in tuition revenue is attributable to an adjustment necessary to accommodate the switch from a quarter- to a semester-based academic calendar. Specific FY13 revenue assumptions include the following:

Enrollment

In the current academic year, Columbus State's enrollment continued to grow though at a slower pace than the growth the college experienced in recent years. For purposes of planning tuition revenues for the FY13 operating budget, enrollment is projected to decline by 5% over current year enrollment, in anticipation of a trend commonly experienced by institutions that have previously switched academic calendars.

Tuition

Beginning Autumn Semester 2012, Columbus State students will pay a higher rate of tuition for the first time in over six years when a waiver expires on a tuition increase that was authorized by the Board of Trustees in November 2009 and repeatedly waived since that time. The 3.5% increase will become effective Autumn semester 2012. Additionally, students per credit hour rate will be adjusted to equal a rate commensurate to a semester calendar.

The impact of both of these changes is outlined in Table 2 below.

Table 2: Tuition Adjustments Per Waiver Expiration and Conversion to Per Semester Credit Hour Rate

	Cost per		
	Quarter	Semester	Full-Time Student ²
<u>Tuition paid by students since Summer Quarter 2006 through Summer Quarter 2012¹</u>	\$79.00	\$118.50	\$3,555
<u>Tuition effective Autumn Semester 2012</u>	\$81.75	\$122.62	\$3,679
\$ Increase per credit hour	\$2.75	\$4.12	\$124
% increase per credit hour	3.5%	3.5%	3.5%

¹ The Board of Trustees increased tuition to \$81.75/quarter credit hour in September 2009 to become effective Winter Quarter 2010. The additional \$2.75/credit hour has been waived since it was increased and will continue to be waived through Summer Quarter 2012.

² 45 quarter credit hours; 30 semester credit hours

The majority of Ohio's community colleges have increased or plan to increase tuition for FY13 by at least \$150 annually, with at least 11 of the 23 community colleges planning on increasing tuition to the maximum cap of \$200 for a full-time student.

State Share of Instruction

The most recent FY13 State Share of Instruction (SSI) projection for Columbus State is \$60.4 million, a 3.8% increase over the College's FY12 allocation. Because subsidy is paid in arrears, the increase reflects enrollment growth and the increased proportion of the SSI being allocated based on student success (see "Success Points" below). Table 3 below illuminates the components of the SSI and a comparison of projected FY13 over actual FY12.

Table 3. Comparison of Subsidy Components, Actual FY12 to Projected FY13

Formula Component	Actual FY12	% of Total	Projected FY13	% of Total	% Change Actual FY12 to Projected FY13
Enrollment	\$46,418,796	79.8%	\$47,268,442	78.3%	1.8%
Access/Tuition Subsidy	8,078,507	13.9%	8,078,507	13.4%	0.0%
Success Points	3,925,483	6.7%	5,288,769	8.8%	34.7%
Stop Loss (4% in FY13)	(243,779)	-0.4%	(267,198)	-0.4%	9.6%
Total	\$58,179,007		\$60,368,520		3.8%

Success Points

Performance-based measures factored into the formula distribution for the second consecutive year, focusing on student success in the following areas: completion of developmental education courses, completion of prescribed numbers of credit hours, degrees earned, and transfers. In FY12, 6.5% of the total SSI was allocated for Success

Points across Ohio's institutions of higher education, and in FY13, the Success Points allocation within the SSI is projected to be 8.7%.

Expenditures

The College's FY13 operational expenditures total \$155.4 million (line (w), Exhibit A), or 3.8% over projected year-end FY12 spending. Of the operational expenditures, \$2.9 million, or 1.9% is attributable to the increase in expenses necessary to accommodate the shift from a quarter- to a semester-based academic calendar.

The total FY13 operating budget, which includes Operational Expenses and Transfers (line (ab), Exhibit A), is \$159.9 million, a 2.0% increase over projected prior year spending.

Compensation. Given that we are in the second year of a state budget that included a 9% reduction in state appropriation, funds are not available to provide a salary increase. The additional revenue realized in FY12 due to the academic calendar adjustment provides the opportunity to provide full-time employees with a one-time payment of \$2,000 and part-time employees with a \$1,000 payment, provided employees have met performance expectations. These payments have the benefit of providing a disproportional benefit to the college's lower paid employees. For example, for employees making \$50,000 annually, this is equivalent to a 4% raise in this fiscal year. The agreements with CSEA and the Teamsters call for a \$1,000 one-time payment for full-time employees in FY13. Given the effort put forth by all employees, the recommendation is for a \$2,000 one-time payment for full-time employees.

Reallocation Initiatives. Initiatives planned for FY13 include upgrading classroom technology to enhance consistent delivery of instruction while also improving scheduling of classroom resources, reviewing positions as they become vacant due to the Voluntary Separation Incentive Program to consider how they can best be used to advance the college's priorities, and improving business practices that will enhance student success while minimizing the college's bad debt expense. Bad debt expense has grown rapidly in the recent years, and steps are being taken to reverse this trend.

Key Budget Assumptions: Auxiliary Fund

The proposed FY13 budget for the Auxiliary Fund is summarized in Exhibit B. In planning the Auxiliary Fund budget, the objective is to operate with a positive net income in the aggregate. See Exhibit B for a summary of the enterprises budgeted in the Auxiliary Fund.

Bookstore

As the textbook industry evolves and as options for students become increasingly available for affordable textbooks and other materials, the college's bookstore is adapting accordingly to serve students' needs, including a new in-store rental program, expansion of the buy-back and used textbook programs, and implementation of comparative shopping software.

Bridgeview Golf Course

Bridgeview Golf Course continues to operate as a 9-hole course and driving range. While marketing efforts and unseasonably mild weather have attracted more golfers to Bridgeview, the enterprise continues to operate at a financial loss. For FY13 the loss is projected at just under \$95,000.

Child Development Center

A child care center's expenses are disproportionately tilted to personnel costs because of required teacher/child ratios. To maintain a subsidy at or below \$200,000, significant personnel-related cost reductions must be made, limiting to 80 the number of children served.

Food Services

The food service program continues to be financially self-sustaining. The growing enrollment at the Delaware Campus has merited expanded services there, and options for greater variety on the Columbus are being actively explored.

Columbus State Community College
District Operational Budget Comparison
Proposed FY13 Budget Compared to Projected RFY12 Year End & FY11 Year-End

	(1) FY11 Actual ⁽¹⁾	(2) RFY12 (Projected YE)	(3) FY13 Proposed	(4) Difference RFY12 vs. FY13	(5) Percent Change
Revenues					
Appropriations					
(a)	\$ 54,375,267	\$ 58,179,006	\$ 60,368,520	\$ 2,189,514	3.8%
(b)	9,277,688	-	-	-	
	63,652,955	58,179,006	60,368,520	2,189,514	3.8%
Student					
(c)	84,625,053	86,765,663	89,729,170	2,963,507	3.4%
(d)			(4,359,730)	(4,359,730)	
(e)		3,145,907	4,718,861	1,572,954	50.0%
(f)	4,929,390	4,862,948	4,973,724	110,776	2.3%
(g)	1,378,851	1,399,467	1,399,467	0	0.0%
	90,933,294	96,173,985	96,461,492	287,507	0.3%
Contracted Services					
(h)	644,563	600,000	600,000	-	0.0%
	644,563	600,000	600,000	-	0.0%
Other					
(i)	-	430,000	430,000	0	0.0%
(j)	75,000	486,327	250,000	(236,327)	-48.6%
	75,000	916,327	680,000	(236,327)	-25.8%
(k)	155,305,812	155,869,318	158,110,012	2,240,694	1.4%
Expenditures					
(l)	Educational & General				
(m)	82,627,969	86,238,397	88,886,856	2,648,459	3.1%
(n)	2,082,580	2,202,714	2,170,555	(32,159)	-1.5%
(o)	11,386,343	11,687,950	12,391,871	703,921	6.0%
(p)	11,983,933	12,531,367	13,360,772	829,405	6.6%
(q)	11,319,934	12,905,679	14,469,534	1,563,855	12.1%
(r)	13,215,486	14,186,786	14,616,032	429,246	3.0%
(s)	7,808,544	9,846,099	10,790,761	944,662	9.6%
(t)		100,000	-	(100,000)	-100.0%
(u)			(1,283,185)	(1,283,185)	
(w)	140,424,789	149,698,992	155,403,196	5,704,204	3.8%
(x)	4,158,000	3,000,000	3,000,000	-	0.0%
(y)	1,548,819	1,463,756	1,460,806	(2,850)	-0.2%
(z)	4,000,000		-	-	
(aa)		2,600,000		(2,600,000)	-100.0%
(ab)	150,131,608	156,762,748	159,864,102	3,101,354	2.0%
(ac)	\$ 5,174,204	\$ (893,430)	\$ (1,754,090)	\$ (860,660)	96.3%
Reserve Funding					
(ad)	2,297,868	1,684,200	823,668	(860,532)	-51.1%
(ae)			3,076,545	3,076,545	
(af)	\$ 7,472,072	\$ 790,770	\$ 2,146,123	\$ 1,355,353	171.4%

Notes

- (1) FY11 numbers from Internal financial statements (unaudited) and Colleague.
- (2) FY13 Subsidy projection provided by Ohio Board of Regents.
- (3) Tuition revenue assumes tuition at \$122.62 per semester credit hour and enrollment flat to FY12.
- (4) 5% enrollment decline associated with switching to semesters to be funded from Budget/Tuition Stabilization Account
- (5) During FY12 and FY13, the academic calendar and the fiscal year will align in a two stage process as the start of Summer terms in 2012 and 2013 moves from the last week of June in a quarter-based academic calendar into an early May start in a semester-based academic calendar.
- (6) Fee revenue includes matriculation, lab, parking, and other fees.
- (7) *Education and General Instruction* includes the Divisions of Arts & Sciences, CEWD, Instructional Services, and Career & Technical Programs, and includes additional adjunct expenses in FY12 and FY13 necessary to meet additional instructional expenses for Summer term as described in Note (5) above.
- (8) *General* includes Planning & Construction, Human Resources, Print Shop, Office Services, Institutional Adv., KRP, Diversity & Inclusion, & Development Office.
- (9) *Student Affairs* includes Disability Services, Admissions, Student Assistance, Student Conduct, Career Services, Testing, Telephone Information, Registration, Financial Aid, Counseling, Advising, Athletics, Student Activities, Veterans Office, Student Life, and Dean/VP Offices. Increases in *Student Affairs* budget category include: restoring full funding for positions approved in FY12, increase in part-time hourly wages and benefits, and various realignments of positions and offices between the Academic Affairs Division and the Student Affairs Divisions.
- (10) *Administration* includes Sr VP BAS, President's Office, Delaware Campus Administration & Business Services and an allocation for bad debt. Lower than budgeted payroll and benefit expenditures in FY12 compared to FY13 budget allowed additional funding for projected bad debt expense, and a shift to *Administration* from *General* of the college's Payroll Office, contribute to the percent change between fiscal years.

Columbus State Community College
Columbus Campus Operational Budget Comparison
Proposed FY13 Budget Compared to Projected RFY12 Year End & FY11 Year-End

	(1) FY11 Actual	(2) RFY12 (Projected YE)	(3) FY13 Proposed	(4) Difference RFY12 vs. FY13	(5) Percent Inc./Dec.
Revenues					
Appropriations					
(a) Subsidy (2)	\$ 54,375,267	\$ 57,664,522	\$ 59,049,164	\$ 1,384,642	2.4%
(b) Subsidy (Federal Stimulus)	9,277,688	-	-	-	0.0%
(c) Access Challenge	-	-	-	-	0.0%
(d) Jobs Challenge	-	-	-	-	0.0%
	<u>63,652,955</u>	<u>57,664,522</u>	<u>59,049,164</u>	1,384,642	2.4%
Student					
(e) Tuition (3)	83,145,272	84,308,904	87,186,425	2,877,521	3.4%
(f) Decrease Tuition- 5%enroll decrease			(4,359,730)		
(g) Add'l Tuition-calendar alignment		3,145,907	4,718,861		
(h) Fees (5)	4,908,537	4,835,222	4,933,825	98,603	2.0%
(i) Special courses	1,378,851	1,399,467	1,399,467	-	0.0%
	<u>89,432,659</u>	<u>93,689,500</u>	<u>93,878,848</u>	189,348	0.2%
Contracted Services					
(j) Net	644,563	600,000	600,000	-	0.0%
	<u>644,563</u>	<u>600,000</u>	<u>600,000</u>	-	0.0%
Other					
(k) Miscellaneous	75,000	486,327	250,000	(236,327)	-48.6%
	<u>75,000</u>	<u>486,327</u>	<u>250,000</u>	<u>(236,327)</u>	<u>-48.6%</u>
(l) Total Revenues	<u>153,805,177</u>	<u>152,440,349</u>	<u>153,778,012</u>	1,337,663	0.9%
Expenditures					
(m) Educational & General (Instructional) (6)	81,015,758	84,107,096	86,940,151	2,833,055	3.4%
(n) Library	1,912,827	1,971,379	1,984,364	12,985	0.7%
(o) General (7)	11,303,025	11,561,511	12,225,742	664,231	5.7%
(p) Information Technology	11,479,175	12,020,979	12,657,437	636,458	5.3%
(q) Student Affairs (8)	11,016,183	12,636,091	14,123,717	1,487,626	11.8%
(r) Operation & Maintenance of Plant	12,410,250	13,288,764	13,448,026	159,262	1.2%
(s) Administration (9)	7,489,067	9,218,051	10,151,278	933,227	10.1%
(t) Decrease Adjunct exp- 5% enroll dec.			(1,283,185)		
(u) Operational Expenses	<u>136,626,286</u>	<u>144,803,871</u>	<u>150,247,528</u>	5,443,657	3.8%
(v) Transfer for equip. & replacement	4,158,000	2,781,952	3,000,000	218,048	7.8%
(w) Transfer for debt service	1,548,819	1,463,756	1,460,906	(2,850)	-0.2%
(x) Transfer Semester Conversion	4,000,000	-	-	-	0.0%
(y) Transfer One-Time Compensation		2,600,000			
(z) Total expenditures & transfers	<u>146,333,105</u>	<u>151,649,579</u>	<u>154,708,434</u>	3,058,855	2.0%
(aa) Net Operational Revenues	<u>\$ 7,472,072</u>	<u>\$ 790,770</u>	<u>\$ (930,422)</u>	\$ (1,721,192)	-217.7%

Notes

- (1) FY11 numbers from internal financial statements (unaudited) and Colleague.
- (2) FY13 Subsidy projection provided by Ohio Board of Regents.
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- (5) Fee revenue includes matriculation, lab, parking, and other fees.
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- (7) *General* includes Planning & Construction, Human Resources, Print Shop, Office Services, Institutional Adv., KRP, Diversity & Inclusion, & Development Office.
- (8) *Student Affairs* includes Disability Services, Admissions, Student Assistance, Student Conduct, Career Services, Testing, Telephone Information, Registration, Financial Aid, Counseling, Advising, Athletics, Student Activities, Veterans Office, Student Life, and Dean/VP Offices. Increases in *Student Affairs* budget category include: restoring full funding for positions approved in FY12, increase in part-time hourly wages and benefits, and various realignments of positions and offices between the Academic Affairs Division and the Student Affairs Divisions.
- (9) *Administration* includes Sr VP BAS, President's Office, Delaware Campus Administration & Business Services and an allocation for bad debt. Lower than budgeted payroll and benefit expenditures in FY12 compared to FY13 budget allowed additional funding for projected bad debt expense, and a shift to *Administration* from *General* of the college's Payroll Office, contribute to the percent change between fiscal years.

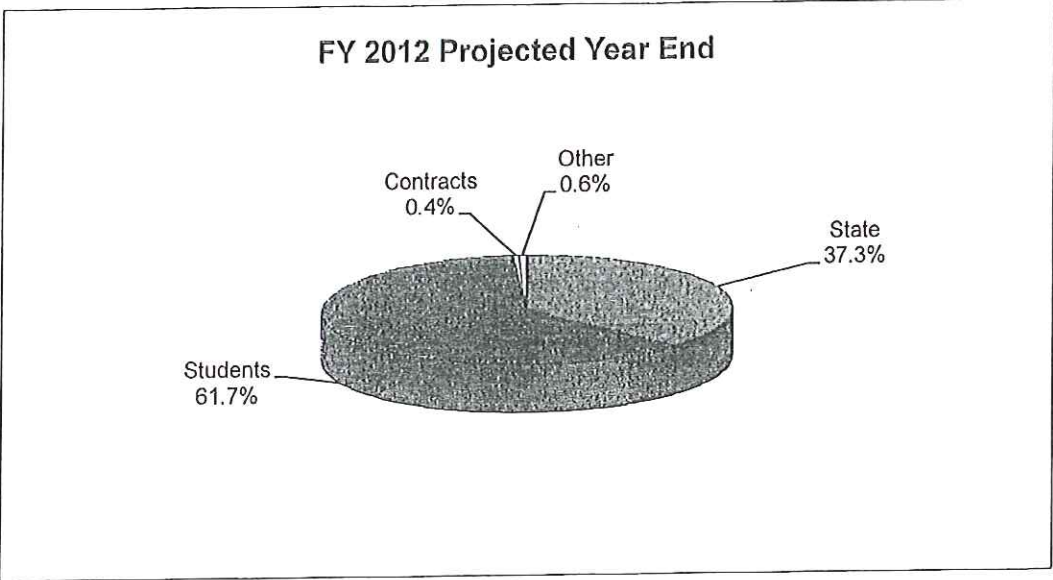
Columbus State Community College
Delaware Campus Operational Budget Comparison
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	(1) FY11 Actual	(2) RFY12 (Projected YE)	(3) FY13 Proposed	(4) Difference RFY12 vs. FY13	(5) Percent Inc./(Dec.)
Revenues					
Appropriations					
(a)	\$ -	\$ 514,484	\$ 1,319,356	\$ 804,872	100.0%
	-	514,484	1,319,356	804,872	100.0%
Student					
(b)	1,479,782	2,456,759	2,542,745	85,986	3.5%
(c)	20,853	27,726	39,899	12,173	43.9%
(d)	-	-	-	-	0.0%
	1,500,635	2,484,485	2,582,644	98,159	4.0%
Other					
(e)	-	430,000	430,000	-	0.0%
	-	430,000	430,000	-	0.0%
(f)	1,500,635	3,428,969	4,332,000	903,031	26.3%
Expenditures					
(g)	1,612,211	2,131,301	1,946,705	(184,596)	-8.7%
(h)	169,753	231,335	186,191	(45,144)	-19.5%
(i)	83,318	126,439	166,129	39,690	31.4%
(j)	504,758	510,388	703,336	192,948	37.8%
(k)	303,751	269,588	345,818	76,230	28.3%
(l)	805,236	898,022	1,168,006	269,984	30.1%
(m)	319,477	628,048	639,483	11,435	1.8%
(n)	0	100,000	-	(100,000)	-100.0%
(o)	3,798,503	4,895,121	5,155,668	260,547	5.3%
(p)	-	218,048	-	(218,048)	-100.0%
(q)	-	-	-	-	0.0%
(r)	-	-	-	-	0.0%
(s)	3,798,503	5,113,169	5,155,668	42,499	0.8%
(t)	\$ (2,297,868)	\$ (1,684,200)	\$ (823,668)	860,532	-51.1%

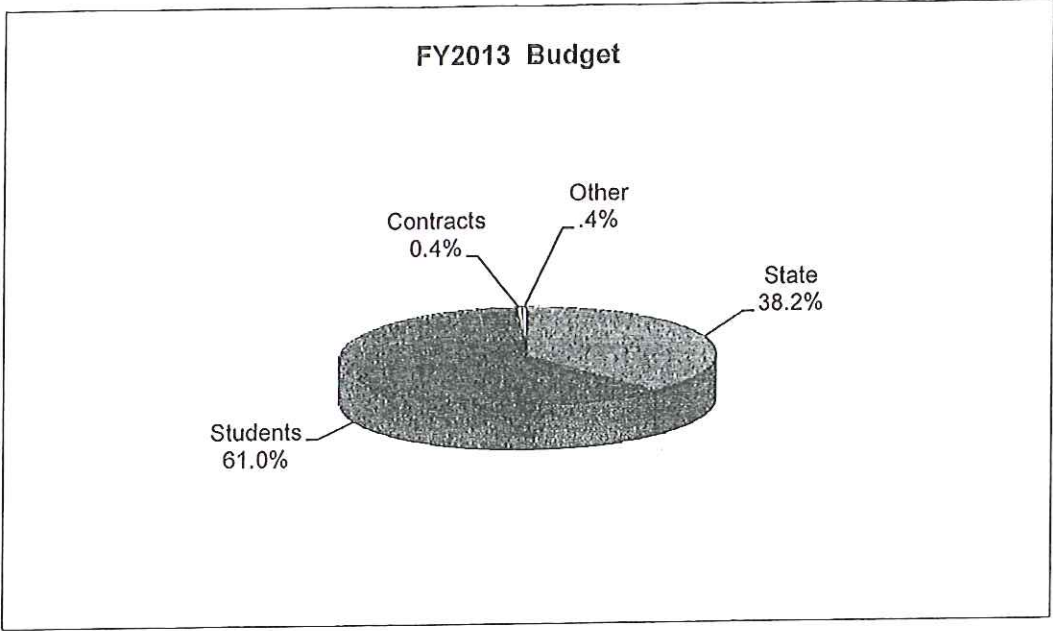
Notes

- (1) FY11 numbers from internal financial statements (unaudited) and Colleague.
- (2) FY13 Subsidy projection provided by Ohio Board of Regents.
- (3) Tuition revenue assumes tuition at \$122.62 per semester credit hour and enrollment flat to FY12.
- (4) Fee revenue includes lab fees.
- (5) *Education and General Instruction* includes the Divisions of Arts & Sciences, and Career & Technical Programs.
- (6) *General* includes Office Services and Institutional Adv.,
- (7) *Student Affairs* includes Enrollment Services.
- (8) *Administration* includes Delaware Campus Administration & Business Services.

**COLUMBUS STATE COMMUNITY COLLEGE DISTRICT
FY 13 PROPOSED OPERATING BUDGET REVENUES
May, 2012**

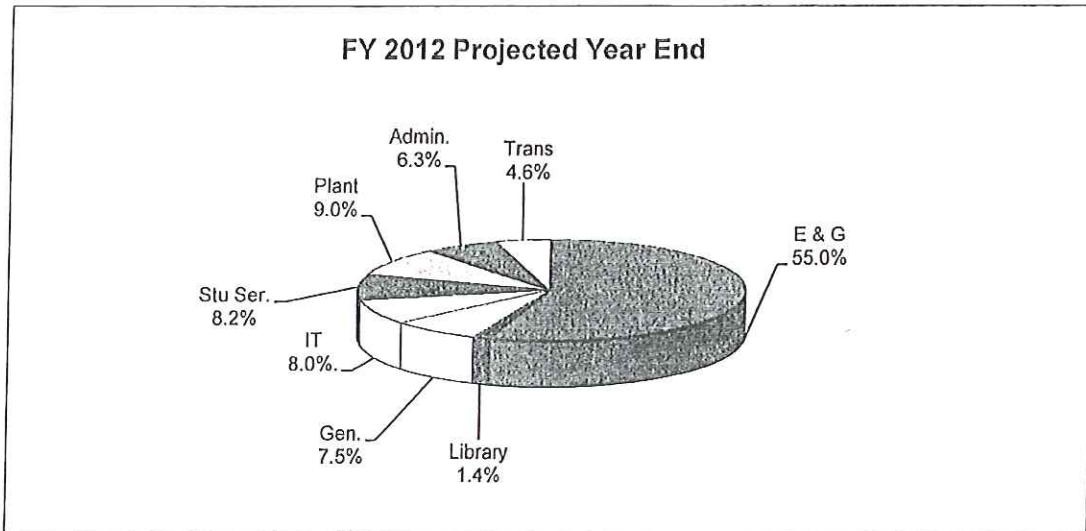


\$155,869,318

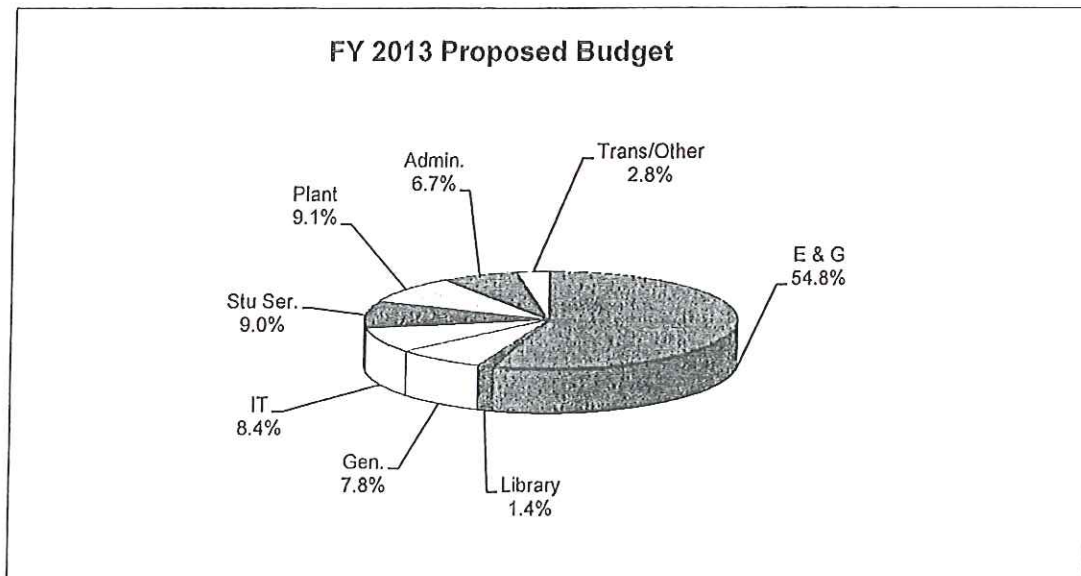


\$158,110,012

**COLUMBUS STATE COMMUNITY COLLEGE DISTRICT
FY 13 PROPOSED OPERATING BUDGET EXPENDITURES
May, 2012**



\$156,762,748



\$159,864,102

Columbus State Community College
Auxiliary Services Budget Comparison
Proposed FY13 Budget Compared to Revised FY12 Budget & FY11 Year-End

	FY11	FY12	FY13	Difference	Percent
<u>Revenues</u>	Actual ⁴	Revised Budget	Proposed	RFY12 vs FY13	Inc/(Dec)
Bookstore	\$ 3,270,608	\$ 3,150,010 ¹	\$ 3,104,479	\$ (45,531)	-1.4%
Child Development Center	807,138	733,342	599,320	(134,022)	-18.3%
Food Services	331,606	358,000	343,000	(15,000)	-4.2%
Bridgeview	374,688	415,717 ¹	430,500	14,783	3.6%
Total	4,784,040	4,657,069	4,477,299	(179,770)	-3.9%
<u>Expenses</u>					
Bookstore	1,916,458	2,320,830	2,232,772	(88,058)	-3.8%
Child Development Center	1,118,031	1,102,430	795,761	(306,669)	-27.8%
Food Services	84,006	93,076	196,871	103,796	111.5%
Bridgeview	457,799	509,128	494,833	(14,296)	-2.8%
Total	3,576,294	4,025,464	3,720,237	(305,227)	-7.6%
<u>Net Income/(Loss)</u>					
Bookstore	1,354,150	829,180	871,707	42,526	5.1%
Child Development Center	(310,893)	(369,088)	(196,441)	172,647	-46.8%
Food Services	247,600	264,924	146,129	(118,796)	-44.8%
Bridgeview	(83,111)	(93,411)	(64,333)	29,079	-31.1%
Total	1,207,746	631,605	757,062	125,457	19.9%
<u>Miscellaneous</u>					
Administrative Office	503,622	631,605 ²	596,709	(34,896)	-5.5%
Marketing	-	-	67,200	67,200	
	503,622	631,605	663,909	32,304	5.1%
Total Auxiliary Net Income	\$ 704,124	\$ 0	\$ 93,153	\$ 93,153	
One-time Compensation	-	- ³	118,000	118,000	

¹ Bookstore sales are budgeted at \$13,552,318 and Bridgeview sales are budgeted at \$459,300.

² Administrative Office contains expenses related to overseeing all Auxiliary as well as \$75k for Strategic Goals.

³ One-time compensation is funded from the unallocated funds in the Auxiliary fund.

⁴ Actual for FY2011 reflects unaudited numbers.

Allocation and Release of Strategic Reserves

Strategic Purpose	Strategic Purpose	Amount
College readiness and student success and attainment	The Academic Affairs and Student Affairs Divisions will implement initiatives that advance college readiness and student success and attainment, including but not limited to service learning, honors, textbook affordability, first year experience, orientation, student support and dual enrollment. Funds remaining from the Switch to Semesters Conversion project will be reallocated for these purposes.	Up to \$500,000
	As instructors become increasingly dependent on technology for classroom instruction, a consistent array of technology needs to be available across the college's classrooms. Funds available through lab fee accounts will be used to upgrade instructional technology in the college's classrooms. The upgrade of classroom technology will have the additional benefit of strengthening the scheduling of classroom resources.	Up to \$900,000
Campus Safety	Continue strengthening the campus safety program by releasing the balance of previously allocated funds to implement additional safety/security systems.	\$1.15 million
Budget/Tuition Stabilization	To continue serving a growing population of students while keeping tuition affordable, the College continues to aggressively engage in freeing up monies within existing revenues that can be reallocated with program priorities.	
	<i>Voluntary Separation Incentive Plan.</i> Transfer funds from the Budget Tuition Stabilization Account to the Voluntary Separation Incentive Plan Account for Year 2 (FY13) as authorized by the Board of Trustees in March 2012. Additional release may be necessary when the list of participants is finalized.	\$2.0 million
	<i>Budget Stabilization.</i> Funds that may be necessary to offset an enrollment decline projected at 5%.	\$3.1 million
	<i>Health Savings Account Option.</i> Release previously-approved allocation for health savings account option to continue incenting employees to participate in Health Savings Account Plans through which employees shoulder a high deductible plan thereby sharing risk and practicing consumerism and wellness.	\$400,000
Performance Management	To encourage employees to perform at levels that exceed expectations these funds provide for a salary bonus or one-time compensation pursuant to College Procedure 3-03(E), Salary Administration. Funds shall be moved from unallocated reserves to the PERFORMs account.	\$275,000

RECOMMENDATION:

That the Board of Trustees approves:

- Proposed revisions to the FY12 budget to reflect adjustments necessary to accommodate revenues and expenses projected for the adjustment to the academic calendar switching from quarters to semesters effective Summer Quarter 2012, which begins earlier than prior Summer quarters, resulting in a greater share of the quarter occurring in FY12.
- A one-time compensation for the college's non-union staff and administrators who were on the college's payroll as of January 1, 2012, and met performance expectations for the period July 1, 2011 through June 30, 2012. Full-time employees who meet these criteria will receive a one-time compensation of \$2,000, and part-time employees who meet these criteria will receive \$1,000. Compensation adjustments for employees in bargaining units are governed by contract and will be adjusted pursuant to the terms of the contract.
- Funding for the one-time compensation for employees will be as follows: \$2.6 million allocated in the proposed revised FY12 general fund operating budget, made available due to the academic calendar alignment with the fiscal year, in General Fund operating monies as proposed in the FY12 operating budget, and \$118,000 in unallocated funds in the Auxiliary Fund.
- The FY13 Operating Budget for the Columbus State Community College District (Exhibit A) and Auxiliary Enterprises (Exhibit B).
- Establishment of eight (8) new full-time tenure-track faculty positions for academic year 2013-14 to be funded through reallocation of resources devoted in 2012-13 to annual contract faculty.
- The release and reallocation of strategic initiatives as listed on Exhibit C, and the authorization of the President and Treasurer to reallocate as necessary between Board accounts to provide for these allocations and consolidate previously released allocations for efficient administration.