



COPY TO ALL BOARD MEMBERS
Susan Thomas, Ex Officio Staff Member
Kevin James, Ex Officio Faculty Member
Amber Bauman, Ex Officio Student Member

**BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE**

Thursday, May 16, 2013
12:00 p.m.
Pete Grimes Board Room, Franklin Hall

AGENDA

	<u>Page</u>
(1) Call to Order	
(2) Roll Call	
(3) Certification of Conformity with Section 12.22(F) of the Ohio Revised Code	
(4) Approval of Minutes	
(5) Tenure Appointments and First Promotion in Rank	1
(6) Joint Resolution with CSCC and Miami University for Partnership	2
(7) Financial Statements as of, and for the Ten Months Ended April 30, 2013	4
(8) Tuition Increase.....	18
(9) Operating Budget for Fiscal Year 2014	20
(10) Personnel Information Items (Information Only)	30
(11) Executive Session (<i>if needed</i>)	

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COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date _____

SUBJECT:

Tenure Appointments and First Promotion in Rank

BACKGROUND INFORMATION:

In accordance with Tenure Policy No. 5-02 approved by the Board of Trustees and effective January 24, 2013, all individuals having met the eligibility requirements for tenure and first promotion were reviewed by the Department Chairperson, Department Promotion and Tenure Review Committee, the Division Promotion and Tenure Review Committee, the Division Dean, the College Promotion and Tenure Review Committee, and the President. Five faculty members received recommendations that they be awarded tenure and promotion in rank to Assistant Professor by the Board of Trustees of the Columbus State Community College.

RECOMMENDATION:

That the following five individuals be granted tenure and be promoted in rank to Assistant Professor, effective at the beginning of the 2013-2014 contract year.

Christine Creagh	Human Services
Jonathan Kreger	Social Sciences
Jessica Lickeri	Mathematics
Merideth Sellars	Biological & Physical Sciences
Cheryl Vaughn	Biological & Physical Sciences



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date _____

SUBJECT:

Joint Resolution with CSCC and Miami University for Partnership

BACKGROUND INFORMATION:

The introduction of a new collaborative initiative between Miami University and Columbus State Community College indicates their commitment to a regional strategy for higher education designed to expand access, increase student attainment, and meet the economic advancement goals of Ohio. This Partnership will facilitate improved transitions and a guaranteed path to a Miami University baccalaureate degree for qualified students transferring from Columbus State. The Miami University Board of Trustees adopted the joint Resolution concerning the partnership on April 26, 2013.

RECOMMENDATION:

That the Columbus State Community College Board of Trustees adopt the joint resolution with Miami University, approving the Partnership between the two institutions, guaranteeing admission for Columbus State graduates to Miami University and ensuring access to the bachelor's degree for students in Central Ohio.

**Joint Resolution of the Columbus State Community College
Board of Trustees and the Miami University Board of Trustees
May 2013**

This partnership agreement indicates the commitment of Miami University and Columbus State Community College to a regional strategy for higher education designed to expand access, increase student attainment, and support student attainment of educational goals. Part of this partnership is a process that facilitates transitions from one institution to another and clearly delineates a pathway to a baccalaureate degree for highly qualified students transferring from Columbus State Community College.

Miami University - Columbus State Community College Partnership

Whereas the future growth and prosperity of the State of Ohio depends on increasing educational attainment; and

Whereas the State of Ohio has set a goal of increasing the number of baccalaureate degrees; and

Whereas Miami University has a goal of increasing its transfer student population; and

Whereas Columbus State Community College is an open access institution, providing opportunities for diverse learners and is committed to assisting all students from all backgrounds who seek to pursue postsecondary education; and

Whereas Miami University and Columbus State Community College wish to establish mutually beneficial collaborations that address regional workforce needs in a more strategic and sustainable fashion; and

Whereas the partners recognize the resource constraints faced by the State of Ohio and are committed to thoughtful stewardship of funds, seeking to maximize the use of assets already in place and ensuring that future investments increase access without duplicating resources; and

Whereas the partners are committed to advancing the principles of access, quality, affordability, efficiency, and economic leadership:

Therefore:

Be it resolved that Miami University and Columbus State Community College establish a partnership that will guarantee access to a Miami University baccalaureate degree for highly qualified students transferring from Columbus State.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date _____

SUBJECT:

Financial Statements as of, and for the ten months ended April 30, 2013.

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 ten months ended, April 30, 2013, be accepted as presented.



550 East Spring Street
 P.O. Box 1609
 Columbus, Ohio 43216-1609
 614/287-2400

TO: Board of Trustees
FROM: Dr. David T. Harrison, President
DATE: May 9, 2013
SUBJECT: Financial Statements as of April 30, 2013

Attached are the financial statements of Columbus State Community College District, the Foundation, and the President’s Discretionary Fund for the period ended April 30, 2013.

During this year of transition from a quarter- to a semester-based calendar, actual revenue and expenses for FY13 will be discussed in the context of the Board-authorized budget.

1. General Fund

These financial statements include comparisons of actual-to-date compared to the Revised FY 13 Budget approved by the Board in January.

- **Enrollment**

<u>Term</u>	<u>Budgeted Headcount</u>	<u>Headcount</u>	<u>Budget to Actual Increase/Decrease</u>	<u>Actual FY 12 FTEs</u>	<u>FY 13 FTEs</u>	<u>% Variance</u>
Summer 2012	20,001	18,265	-8.7%	11,699	10,029	-14.3%
Autumn 2012	29,375	25,970	-11.6%	20,257	15,161	-25.2%
Spring 2013*	24,368	25,312	3.9%	18,502	15,284	-17.4%

*FY13 preliminary headcounts and FTEs

- **Revenues** (Exhibit B)

Preliminary Spring FTE enrollment outperformed the budgeted assumption of 5% less than Autumn, ending up approximately 1% higher than Autumn, hence the higher-than-budgeted year-end tuition revenue.

- **Expenditures** (Exhibit B)

Projected Year End estimates at this time indicate the \$3.9 million in reserves allocated from the Delaware Campus and Budget Tuition Stabilization accounts will not be necessary to balance the year-end operating budget, as anticipated. Spending is projected to be approximately \$4.5 million or 3.6% less than the revised operating budget authorized by the Board in January 2013. Unspent funds include payroll (23.6%) due to vacancy savings accrued while positions are being refilled and overbudgeting at mid-year of benefits associated with adjunct positions. Other expenses that came in lower than budgeted included those associated with having lower enrollment (e.g., postage, credit card fees), holiday week cost savings and utility and related expenses associated with having a mild winter.

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

As of April 30, the auxiliary fund's actual revenues are tracking at 82.5% of the revised FY 13 budget, while expenses are tracking at 77%. Compared to the same time period last year, revenue decreased for Bridgeview following the announcement of the impending property sale and the decision to forego league play in that context. Leagues generate the majority of Bridgeview's revenues. The closing of the Child Development Center required unplanned transition expenses that are included in projected year end.

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

The President's Discretionary Fund has a cash balance of \$18,633 at April 30, after disbursements of \$1,367.

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

Foundation contributions through April are \$530,273, compared to \$480,893 through April of last year. Contributions are higher this year due to a \$100,000 pledge received in November. Management and General expenditures are \$87,540 compared to \$115,095 through the same period last year and the College has supported the operations of the Foundation in the amount of \$215,880 compared to \$324,607 at the same time last year. These differences are due mainly to a decrease in salary expense during a year of transition and the timing of expenditures.

5. **Investments**

The College's portfolio is invested consistent with its investment policy, with 36.5% currently invested in STAROhio and other money markets, with the balance in federal agencies.

COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT APRIL 30, 2013
 With Comparative Figures at April 30, 2012

EXHIBIT A

<u>Assets</u>	April 30, 2013	April 30, 2012	<u>Liabilities and Fund Balance</u>	April 30, 2013	April 30, 2012
Current Funds			Current Funds		
Unrestricted			Unrestricted		
Educational and general			Educational and general		
Cash	\$ 5,818,521	\$ 11,119,271	Accounts payable	\$ 10,662,104	\$ 6,950,968
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1))			Deferred income		
Accounts receivable, net of allowance for doubtful accounts	107,564,556	119,524,348	Student tuition	18,796,206	26,963,331
Interest receivable	27,542,783	20,177,565	Lab fees and credit bank	910,612	1,012,821
Prepaid expense	548,517	-	Due to auxiliary funds	-	-
Net investment in Golf Course		272,370	Due to restricted funds	-	-
Due from agency funds		1,319,846	Due to plant funds	13,693,419	12,923,560
Due from auxiliary funds	1,777,549	1,210,523	Due to agency funds	137,677	
Total educational & general	\$ 143,251,926	\$ 153,623,923	Fund balances (Exhibit C):		
Auxiliary enterprise			Allocated	71,256,550	78,897,994
Cash	2,072,279	3,224,157	Unallocated	27,795,359	26,875,249
Investments	7,156,620	6,118,297	Total fund balances	99,051,909	105,773,243
Accounts receivable	930,315	1,221,185	Total educational & general	\$ 143,251,926	\$ 153,623,923
Inventories, at cost as defined (note 2)	4,332,480	2,329,413	Auxiliary enterprise		
Other Assets	476,091	411,951	Accounts payable	\$ 1,188,675	\$ 1,088,495
Due from general fund			Due to educational & general fund	1,777,549	1,210,524
Due from grant funds	516,531	3,222	Due to Plant Fund	1,512,719	
Total auxiliary enterprise	15,484,316	13,308,225	Fund balances (Exhibit D):		
Total unrestricted	\$ 158,736,242	\$ 166,932,148	Allocated	350,000	350,000
Restricted			Unallocated	10,655,373	10,659,206
Cash	-	-	Total fund balances	11,005,373	11,009,206
Due from educational & general fund	-	-	Total auxiliary enterprise	15,484,316	13,308,225
Total restricted			Total unrestricted	\$ 158,736,242	\$ 166,932,148
Total current funds	\$ 158,736,242	\$ 166,932,148	Restricted		
	[A]	[B]	Due to general fund	\$ -	\$ -
			Fund balances		
			Unallocated	-	-
			Total restricted	-	-
			Total current funds	\$ 158,736,242	\$ 166,932,148
				[C]	[D]

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

(Continued)

COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT APRIL 30, 2013
With Comparative Figures at April 30, 2012

EXHIBIT A
(Continued)

<u>Assets</u>	<u>April 30, 2013</u>	<u>April 30, 2012</u>	<u>Liabilities and Fund Balance</u>	<u>April 30, 2013</u>	<u>April 30, 2012</u>
<u>Plant funds</u>			<u>Plant funds</u>		
Unexpended			Unexpended		(1)
State appropriations receivable	-	-	Fund balances	3,121,329	3,564,945
Capital Improvement Fund	3,121,329	3,564,945	Restricted	3,121,329	3,564,945
Total unexpended	<u>3,121,329</u>	<u>3,564,945</u>	Total unexpended		
Cash from Bond Proceeds	-	9,691	Investment in plant:		(2)
Deposit with trustees/Escrow	7,859,657	-	Interest payable	-	-
Due from general fund	13,693,419	12,923,560	Capital lease payable	-	-
Land	29,618,235	29,618,235	Accounts payable	88,667	45,252
Improvements other than buildings	12,117,274	12,117,274	Bonds payable	19,670,000	13,055,000
Buildings	153,504,658	141,507,797	Deferred Gift Annuity	-	-
Movable equipment, furniture and library books	38,346,292	43,033,805	Net investment in plant	165,903,921	162,269,424
Construction-in-progress	4,204,385	4,121,414			
Other Assets	1,277,274	257,513	Total investment in plant	185,662,588	175,369,676
Less: accumulated depreciation	(74,958,606)	(68,219,613)	Total plant funds	<u>188,783,917</u>	<u>178,934,621</u>
Total investment in plant	<u>185,662,588</u>	<u>175,369,676</u>			
Total plant funds	<u>\$ 188,783,917</u>	<u>\$ 178,934,621</u>	<u>Agency funds</u>		
<u>Agency funds</u>			Deposits held in custody for others	\$ 323,133	-
Cash	-	-	Due to educational and general fund	-	1,319,846
Due from agencies	185,456	296,912	Total agency funds	<u>323,133</u>	<u>1,319,846</u>
Due from general fund	137,677	1,022,934		[C]	[D]
Total agency funds	<u>323,133</u>	<u>1,319,846</u>			
	[A]	[B]			

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

COLUMBUS STATE COMMUNITY COLLEGE
 OPERATIONAL BUDGET COMPARISON
 FOR THE TEN MONTHS ENDED APRIL 30, 2013
 With Comparative Figures at April 30, 2012

EXHIBIT B

	FY 13			FY 13 Projected Year End		
	Revised Budget as approved January 2013	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Projected FY 13 Year End Budget	Projected % of Budget	
Revenues						
<u>Appropriations</u>						
Subsidy	\$ 60,304,059	\$ 50,264,152	83.35%	\$ 60,304,059	100.00%	(1)
Access Challenge	-	-	-	-	-	(2)
Student Support Services	-	-	-	-	-	(3)
Jobs Challenge	-	-	-	-	-	(4)
	<u>60,304,059</u>	<u>50,264,152</u>	<u>83.35%</u>	<u>60,304,059</u>	<u>100.00%</u>	(5)
<u>Student</u>						
Tuition	73,156,221	67,414,447	92.15%	74,317,031	101.59%	(6)
Fees	4,973,724	3,849,854	77.40%	4,014,118	80.71%	(7)
Special courses	1,399,467	1,011,236	72.26%	1,139,006	81.39%	(8)
	<u>79,529,412</u>	<u>72,275,536</u>	<u>90.88%</u>	<u>79,470,155</u>	<u>99.93%</u>	(9)
<u>Contracted Services</u>						
Net	600,000	275,579	45.93%	325,000	54.17%	(10)
	<u>600,000</u>	<u>275,579</u>	<u>45.93%</u>	<u>325,000</u>	<u>54.17%</u>	(11)
<u>Other</u>						
Partnership Revenue	430,000	244,358	56.83%	250,000	58.14%	(12)
Miscellaneous	250,000	117,728	47.09%	144,532	57.81%	(13)
	<u>680,000</u>	<u>362,086</u>	<u>53.25%</u>	<u>394,532</u>	<u>58.02%</u>	(14)
Total revenues	<u>141,113,471</u>	<u>123,177,354</u>	<u>87.29%</u>	<u>140,493,746</u>	<u>99.56%</u>	(15)
<u>Operating Expenditures</u>						
Educational & general (Instructional)	78,085,837	64,500,792	82.60%	78,013,257	99.91%	(16)
Library	2,164,804	1,563,568	72.23%	2,164,804	100.00%	(17)
General	12,012,036	7,812,533	65.04%	10,724,523	89.28%	(18)
Information Technology	12,491,343	10,248,142	82.04%	12,051,158	96.48%	(19)
Student Services	13,874,365	11,251,843	81.10%	13,196,416	95.11%	(20)
Operation and maintenance of plant	14,577,304	10,442,381	71.63%	13,011,349	89.26%	(21)
Administration	9,847,089	7,775,721	78.96%	8,895,369	90.34%	(22)
Transfer for debt service	1,460,906	1,217,422	83.33%	1,460,906	100.00%	(23)
Total expenditures	<u>144,513,684</u>	<u>114,812,401</u>	<u>79.45%</u>	<u>139,517,782</u>	<u>96.54%</u>	(24)
<u>Non-operating & Encumbered</u>						
Transfer for equipment and replacement	500,000	See Exhibit C		500,000	100.00%	(25)
Transfer for Semester Conversion	-	-	-	-	-	(26)
Transfer for scholarships	-	-	-	-	-	(27)
Transfer for One-Time Compensation	-	-	-	-	-	(28)
Total expenditures and transfers	<u>145,013,684</u>	<u>114,812,401</u>	<u>79.17%</u>	<u>140,017,782</u>	<u>96.55%</u>	(29)
Operational revenues	<u>(3,900,213)</u>	<u>8,364,952</u>	<u>N/A</u>	<u>475,964</u>	<u>N/A</u>	(30)
<u>Reserve Funding</u>						
Transfer-in Delaware Campus	823,668	-	0.00%	-	0.00%	(31)
Reserve Funding for 5% Enrollment Decrease	3,076,545	-	-	-	0.00%	(32)
Reserve Operation revenues	<u>3,900,213</u>	<u>-</u>	<u>0.00%</u>	<u>-</u>	<u>-</u>	(33)
<u>Interest Income</u>						
Net Operating revenues	\$ -	\$ 368,151	-	\$ 375,000	-	(34)
	<u>-</u>	<u>8,733,104</u>	<u>-</u>	<u>850,964</u>	<u>-</u>	(35)
<u>Non-capital reserve expenditures*</u>						
Net Revenues/(Expenditures)	-	6,978,894		16,850,213		
		<u>\$ 1,754,210</u>		<u>(15,999,249)</u>		
	[A]	[B]	[C]	[D]	[E]	

* Projected year-end represents projected cash reserve spending adjusted for spending that will be capitalized assets versus expensed, and depreciation.

COLUMBUS STATE COMMUNITY COLLEGE
 STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT
 EDUCATIONAL AND GENERAL FUNDS
 FOR THE TEN MONTHS ENDED APRIL 30, 2013

EXHIBIT C

	Balance at June 30, 2012	Net Increase for Current Period	Board Approved Additions	Transfers	Expenditures	Balance at April 30, 2013
Unrestricted Allocated						
Capital Improvements & Land Acquisition	\$ 7,321,991	\$ -	-	-	(9,100)	7,312,891 (1)
Carpet/Furniture Reupholstering	180,719	-	-	-	(10,203)	170,516 (2)
Space Efficiency Upgrades	1,723,769	-	-	-	(560,684)	1,163,085 (3)
Project Planning	18,349	-	-	-	(12,233)	6,117 (4)
Union Hall Renovation	11,323,938	-	-	-	117,513	11,441,451 (5)
Site Development Delaware Campus	1,176,282	-	-	-	(4,003)	1,172,279 (6)
Bookstore/DX Modifications	266,064	-	-	-	(2,574)	263,490 (7)
Facilities Infrastructure Improvements	81,808	-	-	-	-	81,808 (8)
145-149 Cleveland Avenue Purchase	12,617	-	-	(12,617)	-	- (9)
Handicapped Access	-	-	-	12,617	(5,530)	7,087 (10)
Capital Equipment	4,971,885	-	500,000	-	(668,138)	4,803,747 (11)
Target 2002	333,088	-	-	-	-	333,088 (12)
Collective Bargaining	33,104	-	-	-	-	33,104 (13)
Budget/Tuition Stabilization	22,756,987	-	-	(2,000,000)	-	20,756,987 (14)
Accumulated Lab Fees	1,746,562	-	-	456,648	(804,357)	1,398,852 (15)
Broadbanding	221,079	-	-	-	-	221,079 (16)
Think Again Scholarship	3,322,462	-	-	-	(714,714)	2,607,748 (17)
Teaching and Learning Initiatives	6,485,218	-	-	-	(330,390)	6,154,828 (18)
Strategic Growth Initiatives	2,150,000	-	-	-	(915,732)	1,234,268 (19)
Technology Initiatives	1,966,744	-	-	-	(632,871)	1,333,873 (20)
Human Capacity Development/Wellness	311,266	-	-	-	-	311,266 (21)
Campus Safety Initiatives	1,391,921	-	-	-	-	1,391,921 (22)
Energy Efficiency/Sustainability Initiatives	2,885,934	-	-	-	(472,585)	2,413,349 (23)
Delaware Campus Operations	1,098,432	-	-	-	-	1,098,432 (24)
Health Care Self-Insurance Escrow	1,023,018	-	-	-	-	1,023,018 (25)
Health Care HSA Incentive	368,196	-	-	-	(235,436)	132,760 (26)
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500 (27)
Voluntary Separation Incentive Plan	512,458	-	-	2,000,000	(1,236,582)	1,275,876 (28)
One-Time Compensation	2,452,361	-	-	-	(2,373,696)	78,665 (29)
Partnerships for Student Success	478,547	-	-	-	(108,171)	370,376 (30)
PERFORMS	7,211	-	275,000	-	(270,122)	12,089 (31)
Unallocated	76,774,510	-	775,000	456,648	(9,249,608)	68,756,550 (32)
Total General Fund	22,226,696	50,703	(775,000)	(456,648)	9,249,608	30,295,359 (33)
	\$ 99,001,206	\$ 50,703	\$ -	\$ -	\$ -	\$ 99,051,909 (34)
	[A]	[B]	[C]	[D]	[E]	[F]

COLUMBUS STATE COMMUNITY COLLEGE
 BOND FUNDED PROJECTS
 FOR THE TEN MONTHS ENDED APRIL 30, 2013

	Bond Proceed Allocation	Proceeds Budget	Prior Budget Reallocations	Budget Reallocation 2011-2013	Proceeds Expended to Date	Bond Proceeds Encumbered	Available to Spend	
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(1)-(27)
Refunding 1993 Bonds	3,445,000	3,445,000	709,635	3,408	3,445,000	-	-	(1)
Bookstore	7,000,000	7,000,000	-	-	7,709,870	-	-	(2)
Facilities	3,400,000	-	-	-	-	-	-	(3)
Aquinas Hall*	-	1,631,673	(88,521)	588	1,538,816	-	-	(4)
366/370 N. Grant*	-	1,760,304	(51,066)	-	1,709,238	-	-	(5)
Unallocated	-	8,022	(8,022)	-	-	-	-	(6)
Child Development Center	3,000,000	3,000,000	(891,666)	(108,124)	1,999,698	-	-	(7)
Columbus Campus Facility Projects	-	-	-	-	-	-	-	(8)
356 N. Grant	-	-	158,931	(8,953)	155,445	-	-	(9)
Madison Hall	-	-	62,913	6,076	68,989	-	-	(10)
Rhodes Hall	-	-	27,979	-	27,979	-	-	(11)
Franklin Hall Suite Efficiencies	-	-	80,950	2,800	83,750	-	-	(12)
Planning	-	-	100,000	409	100,409	-	-	(13)
TRIO	-	-	67,500	432	67,932	-	-	(14)
Student Life/Judicial	-	-	48,000	(3,284)	44,716	-	-	(15)
K-12 Move	-	-	20,000	(20,000)	-	-	-	(16)
Cisco Lab	-	-	65,000	(16,289)	48,711	-	-	(17)
339 Cleveland Avenue	-	-	32,985	-	32,985	-	-	(18)
Automotive Flooring	-	-	137,832	-	137,832	-	-	(19)
Bolton Field Upgrades	-	-	75,000	(11,156)	63,844	-	-	(20)
CWD Space Adjustments	-	-	16,000	(16,000)	-	-	-	(21)
Office Space Efficiencies	-	-	-	21,077	21,077	-	-	(22)
Rhodes Hall Space Efficiencies	-	-	98,000	(145)	97,855	-	-	(23)
Bridgeview Signage	-	-	-	5,870	5,870	-	-	(24)
Close Bond Proceeds Account	-	-	-	1,776	1,776	-	-	(25)
Issuance Costs	315,000	315,000	(55,830)	27,797	286,967	-	-	(26)
Interest Income	-	-	(297,395)	(190,177)	-	-	-	(27)
Total	17,160,000	17,160,000	308,225	-	17,648,759	-	-	
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	

* These two projects were funded from both the General Fund and the Bond Proceeds.

** As approved by the Board of Trustees on January 26, 2006, available balances in projects funded by the 2003 bond proceeds were reallocated to the Bookstore/Retail Complex.

***As approved by the Board of Trustees on September 28, 2006, certain Columbus Campus Facility Projects may be funded by unspent balances from 2003 bond proceeds.

COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES
FOR THE TEN MONTHS ENDED APRIL 30, 2013
 With Comparative Figures at April 30, 2012

EXHIBIT D

Auxiliary	FY 13		Projected FY 13 Year End Budget	Projected % of Budget	
	Revised Budget as approved January 2013	% of Budget Expended to Date			
Sales/Revenues					
Bookstore	\$ 14,076,046	\$ 11,660,794	\$ 15,784,477	82.84%	(1)
Child Development Center	566,975	593,302	595,000	104.64%	(2)
Food Services	590,452	470,811	590,452	79.74%	(3)
Bridgeview	496,160	257,064	302,283	51.81%	(4)
Total Revenues	15,729,633	12,981,971	17,272,212	82.53%	(5)
Cost of Goods Sold					
Bookstore	10,923,012	9,567,195	12,631,443	87.59%	(7)
Bridgeview	31,258	55,779	63,739	178.45%	(8)
Food Service	161,267	123,732	161,267	76.72%	(9)
Gross Margin	4,614,096	3,235,265	4,415,763	70.12%	(10)
Operating Expenses					
Bookstore	1,993,244	1,537,365	1,993,244	77.13%	(11)
Child Development Center	795,761	702,261	895,761	88.25%	(13)
Food Services	262,317	150,748	262,317	57.47%	(14)
Bridgeview	545,912	374,636	447,300	68.63%	(15)
Auxiliary Administration	506,209	403,440	506,209	79.70%	(16)
Total Expenses	4,103,443	3,168,450	4,104,831	77.21%	(17)
Auxiliary Net Operating Income/(Loss)	510,653	66,815	310,932		(18)
Net Income/(Loss)					
Bookstore	1,159,790	556,234	1,159,790	47.96%	(19)
CDC	(228,786)	(108,959)	(300,761)	47.62%	(20)
Food Services	166,868	196,331	166,868	117.66%	(21)
Bridgeview	(81,010)	(173,351)	(208,756)	-213.99%	(22)
Auxiliary Administration	(506,209)	(403,440)	(506,209)	79.70%	(23)
Net Auxiliary Income/(Loss)	510,653	66,815	310,932	13.08%	(24)
Auxiliary Fund Balance at June 30, 2012		10,988,604			(25)
Non-operating Expenditures		(50,046)			(26)
Auxiliary Fund Balance at April 30, 2013	\$ 11,005,373	\$ 11,005,373			(27)

[H]

[G]

[C]

[B]

[A]

COLUMBUS STATE COMMUNITY COLLEGE
 CASH FLOW FORECAST
 AS OF APRIL 30, 2013

EXHIBIT E

	Actual November 2012	Actual December 2012	Actual January 2013	Actual February 2013	Actual March 2013	Actual April 2013	
Beginning Cash	\$ 6,383,177	5,060,275	5,926,324	10,413,221	9,143,351	4,034,970	(1)
Cash Receipts	5,585,831	12,828,473	15,370,945	5,815,244	6,495,525	7,498,448	(2)
Cash Disbursements	(13,136,805)	(10,477,652)	(12,053,580)	(11,578,256)	(11,611,135)	(10,703,970)	(3)
Financial Aid	(771,928)	(484,772)	16,169,532	(506,858)	7,229	958	(4)
Outflow for investments	(15,000,000)	(8,000,000)	(15,000,000)	-	-	-	(5)
Inflow from investments	22,000,000	7,000,000	-	5,000,000	-	5,000,000	(6)
Ending Cash	\$ 5,060,275	5,926,324	10,413,221	9,143,351	4,034,970	5,830,406	(7)

	Forecasted May 2013	Forecasted June 2013	Forecasted July 2013	Forecasted August 2013	Forecasted September 2013	Forecasted October 2013	
Beginning Cash	\$ 5,830,406	5,586,941	5,626,914	5,646,887	5,816,860	5,636,833	(8)
Cash Receipts	14,519,973	6,519,973	6,519,973	17,619,973	6,519,973	6,500,000	(9)
Cash Disbursements	(13,563,438)	(13,500,000)	(14,000,000)	(15,000,000)	(13,500,000)	(13,801,950)	(10)
Financial Aid	7,300,000	(480,000)	(1,500,000)	13,550,000	300,000	(7,975,000)	(11)
Outflow for investments	(8,500,000)	-	-	(16,000,000)	-	-	(12)
Inflow from investments	-	7,500,000	9,000,000	-	6,500,000	15,000,000	(13)
Ending Cash	\$ 5,586,941	5,626,914	5,646,887	5,816,860	5,636,833	5,359,883	(14)

COLUMBUS STATE COMMUNITY COLLEGE
 PRESIDENT'S DISCRETIONARY FUND
 STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
 FOR THE TEN MONTHS ENDED APRIL 30, 2013

EXHIBIT F

Cash at Beginning of Period		\$ 12,296	(1)
		<u> </u>	(2)
<u>Receipts:</u>			(3)
Deposit	-	7,704	(4)
			(5)
			(6)
			(7)
<u>Disbursements:</u>			(8)
Oberer's Flowers	1,367		
		<u>1,367</u>	(9)
		<u>\$ 18,633</u>	(10)
	[A]	[B]	<u> </u> (11)

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 APRIL 30, 2013
With Comparative Figures at April 30, 2012

<u>Assets</u>	<u>April 30,</u> <u>2013</u>	<u>April 30,</u> <u>2012</u>	
Cash	\$ 199,219	\$ 383,053	(1)
Investments at market value (see note)	6,406,593	5,750,795	(2)
Pledges Receivable	150,850	59,596	(3)
Student Emergency Loans restricted - Net	<u>-</u>	<u>-</u>	(4)
Total Assets	<u>\$ 6,756,662</u>	<u>\$ 6,193,444</u>	(5) (6)
 <u>Liabilities</u>			
Due to general fund	\$ -	\$ 241,471	(7)
Pledge Payable	-	-	(8)
Trade Payables	-	-	(9)
Total Liabilities	<u>-</u>	<u>241,471</u>	(10)
 <u>Fund balance</u>			
Permanently Restricted	3,669,661	3,639,990	(11)
Temporarily Restricted	1,718,974	1,623,440	(12)
Unrestricted	<u>1,368,027</u>	<u>688,542</u>	(13) (14)
Total fund balance	<u>6,756,662</u>	<u>5,951,972</u>	(15) (16)
Total Liabilities and fund balance	<u>\$ 6,756,662</u>	<u>\$ 6,193,443</u>	(17) (18)
	[A]	[B]	(19)

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:

	<u>Cost</u>	<u>Market</u>	<u>Percent of</u> <u>Portfolio</u>
Cash	\$ 119,392	119,416	1.86%
Equities	2,922,460	3,749,282	58.52%
Fixed Income	496,208	574,063	8.96%
Mutual Funds	<u>1,816,564</u>	<u>1,963,832</u>	<u>30.65%</u>
Total Investments	<u>\$ 5,354,624</u>	<u>\$ 6,406,593</u>	<u>100.00%</u>

EXHIBIT H

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
 FOR THE TEN MONTHS ENDED APRIL 30, 2013
 With Comparative Figures at April 30, 2012

	April 30, 2013			April 30, 2012 Total All Funds	
	Unrestricted	Temporarily Restricted	Permanently Restricted		
Revenue					
Contributions	\$ 152,215	\$ 260,323	\$ 23,141	\$ 435,679	(1)
Contributions for Columbus State	-	94,594	-	94,594	(2)
Administration Fee Income	44,767	-	-	44,767	(3)
Interest Income	111	-	-	111	(4)
Investment Income					
Realized	210,482	59,570	-	270,052	(5)
Unrealized	386,675	109,369	-	496,044	(6)
Investment income-subtotal	597,157	168,939	-	766,096	(7)
Total revenues	794,250	523,856	23,141	1,341,247	(8)
Expenditures					(9)
Scholarships	-	200,127	-	200,127	(10)
Contributions to Columbus State	-	86,177	-	86,177	(11)
Administrative Fee Expense	-	44,767	-	44,767	(12)
Management and general	87,540	-	-	87,540	(13)
Total expenditures	87,540	331,071	-	418,611	(14)
Excess (deficit) of revenues over expenditures	706,710	192,785	23,141	922,636	(15)
Transfers	2,000	(2,000)	-	-	(16)
Fund balance at beginning of period	659,317	1,528,189	3,646,520	5,834,026	(17)
Fund balance at end of period	\$ 1,368,027 [A]	\$ 1,718,974 [B]	\$ 3,669,661 [C]	\$ 6,756,662 [D]	(18)
				\$ 5,951,973 [F]	(19)

COLUMBUS STATE COMMUNITY COLLEGE
NOTES TO FINANCIAL STATEMENTS
AS OF APRIL 30, 2013

1) Investments

Investment Fund	Cost	Market Value	Yield to Maturity*	Average Maturity (days)
STAR Ohio/Operating	\$ 25,661,942	\$ 25,661,942	0.05%	1
STAR Ohio/Plant	3,121,329	3,121,329	0.05%	1
STAR Ohio/Auxiliary	1,285,269	1,285,269	0.05%	1
CSCC Operating Fund 1	27,059,061	27,056,354	0.13%	100.8
CSCC Operating Fund 2	49,798,751	49,981,158	0.66%	679
Auxiliary Services	5,837,944	5,871,352	0.81%	793
Plant Fund	4,840,808	4,865,102	0.75%	771
	<u>\$ 117,605,104</u>	<u>\$ 117,842,506</u>		

* Weighted

Portfolio Composition	Type	% of Total
	STAR Ohio	25.52%
	Agencies	63.53%
	Cash & Equivalents	10.96%
		<u>100.00%</u>

2) Inventories

Bookstore inventories at year-end are stated at actual cost. At or near year-end a complete physical inventory is taken 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 \$920,000 with interest at rates varying from 1.65% to 4.25%, the final installment being due in 2023, 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:

Tuition Increase

BACKGROUND INFORMATION:

The College has continued to align its core assets to meeting its student success and workforce development goals. In addition to closing its golf course/driving range and the child development center, slowing the growth of its payroll through a Voluntary Separation Incentive Program, and making other reallocation decisions, the college is aligning staff and other core assets, including space, to its strategic goals, and to the pace and student service needs of a semester-based environment. To continue offering quality academic and student support services, it is necessary to have sufficient financial resources.

Recognizing that the State's biennial budget legislation is in the midst of deliberations by the Ohio Senate, and then will go before a conference committee where differences between the House- and Senate-passed versions will be resolved, the College has, for budget planning purposes, assumed the tuition cap in HB59 as passed by the Ohio House of Representatives. HB59 is expected to be enacted by July 1, 2013. The College will adjust its tuition rates in accordance with the HB59 as enacted.

If enacted by July 1, 2013, as currently proposed, HB 59, the State's FY14-15 budget, will include a tuition cap of \$100 for a student carrying a full-time schedule for two semesters (30 credit hours) in FY14, and another \$100 in FY15. For Columbus State students, this equates to \$3.35 per credit hour in FY14, or 2.6%. The increase is projected to generate \$1.7 million per fiscal year.

Commensurate adjustments will be effective for non-Ohio/U.S. residents and international students as follows:

Ohio Resident Fee: \$132.60 per credit hour. This fee includes a \$119.10 instructional fee and a \$13.50 general fee.

Non-Ohio, U.S. Resident Fee: \$293.69 per credit hour. This fee includes a \$269.69 instructional fee and a \$24.00 general fee.

International Student Fee: \$352.43 per credit hour. This fee includes a \$320.93 instructional fee and a \$31.50 general fee.

Columbus State's increased in-state tuition rate will remain the sixth lowest among Ohio's 23 community colleges at their current rates, and third lowest if all other colleges increase their tuition by the \$100 cap.

RECOMMENDATION:

That the Board of Trustees approve, effective Autumn Semester 2013, a tuition rate increase of \$3.35, or 2.6%, per semester credit hour for in-state residents, with a commensurate 2.6% per credit hour for non-resident and international students as reflected in the fee structure above, and authorizes the President to adjust the rates as necessary to comply with HB59 as enacted.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE _____

SUBJECT:

Operating Budget for Fiscal Year 2014

BACKGROUND:

During Fiscal Year 2013 (“FY13”), Columbus State Community College experienced its first academic year in a semester-based calendar, while continuing to actively position itself to make progress toward its student success, workforce development and civic engagement goals. Core decisions are guided by these strategic priorities.

With the transition to semesters and an improving economy came a sizeable drop in enrollment. Having grown 31% in the three-year period that followed the worst recession since the Great Depression, enrollment growth began to slow in FY12, and dropped approximately 25% in FY13. Students who could do so accelerated their work to graduate under the quarter-based academic calendar, yielding the two largest graduating classes up to that point in the College’s history. Returning students took fewer classes in semesters than in quarters, and students who came to retool their skills in the wake of the economic crises met their academic objectives and returned to the workforce as jobs became available.

During these economically challenging years leading up to the switch to semesters, which occurred in Autumn 2012, the College charged students the same tuition rate for 6-1/2 years, saving students and their families over \$22 million. This fiscal year the College delayed increasing tuition until the end of the academic year rather than at the start, saving students and families an additional \$3.0 million. Also during this period, to encourage those over age 25 who had been away from college for at least a year to return, the college established an \$11 million *Think Again* scholarship program that helped more than 4,000 adult learners earn degrees and retrain for new jobs.

In Autumn 2011, the College served 30,921 students, the largest headcount enrollment in the College’s history. The College had planned a 5% enrollment decline for FY13 because it is common based on others’ experience to lose enrollment in the first year of a new academic calendar. As the academic year approached, it became clear enrollment would be substantially lower and efforts began promptly to reduce the operating budget to align with anticipated revenues. The College served 25,650 students in Autumn 2012, just under 5,300 or 17% fewer headcount students and 25% fewer full-time equivalent students than the prior Autumn. Enrollment in Spring Semester 2013 was comparable to Autumn 2012.

While the FY13 budget needed to be rebalanced to rely on reserve funds held in the Budget Tuition Stabilization Funds, projected year-end estimates indicate it will be unnecessary to use the monies to meet budgeted expenses, giving the College latitude to use those monies in FY14.

Columbus State Community College Policy 9-01 requires that the Board of Trustees approves the District's operating budget prior to the beginning of each fiscal year. FY14 begins on July 1, 2013.

The proposed FY14 operating budgets are attached as Exhibit A, General Fund, and Exhibit B, Auxiliary Fund. Exhibit A-1 illustrates the proposed budget for all College expenses except the Delaware Campus. Exhibit A-2 illustrates the budget for the Delaware Campus, its fourth operational year.

The brief narrative that follows describes revenue and expense assumptions.

Budget Planning Context

Enrollment: The College served 5,300 or 17% fewer students in FY13 than it had in Autumn 2011, when its enrollment peaked at 30,921 students. Summer 2013 enrollment is trending higher than budgeted, however it is unclear at this time what this portends for Autumn 2013. For budget planning purposes, enrollment for FY14 is assumed at levels comparable to the current year.

HB59, the State's FY14-15 Budget: The State of Ohio's FY14-15 biennial budget, HB 59, is being deliberated by the Ohio Senate, having passed the Ohio House of Representatives in April, and is expected to be enacted by July 1, 2013. While the legislation continues to be deliberated, the College is using the House-passed version of the legislation for budget planning purposes. Adjustments will be made as necessary to align with the legislation once it is enacted.

Reallocations. In an ongoing effort to keep tuition affordable, the College continues to aggressively reallocate and align its financial and other resources with its priorities, selling or closing units that are not mission-critical and implementing a variety of expense efficiencies. Such financial decisions enabled the College to manage the FY13 budget without relying on reserves, despite a large decrease in revenue.

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.

The reserves also hold a Budget/Tuition Stabilization account that makes available monies to stabilize the budget to keep tuition affordable, and in times when variables

beyond the College's control are unclear. The proposed FY14 budget is balanced on funds from the Budget/Tuition Stabilization reserve account that were budgeted but unnecessary in FY13. Once enrollment, state subsidy, and the impact of Year 3 of the Voluntary Separation Incentive Program are more clearly defined, the College can determine the degree to which it must rely on reserves to manage through FY14.

Planning Context Summary: In short, the proposed FY14 budget is built on the following assumptions and objectives:

- Enrollment in FY14 will mirror the enrollment from the current year.
- Reallocations within existing resources and a modest tuition increase allow for restoration of expense reductions that were made to balance the FY13 budget, but are essential to the College's ability to maintain its academic and student support programs at levels necessary to meet its strategic goals.
- While the State continues to deliberate the FY14-15 budget, the FY14 budget is balanced on Budget Tuition Stabilization reserves that were budgeted but unnecessary in FY13 due to prudent financial management.
- Tuition revenue continues to be the primary source of income going forward; and
- Reallocation to align with strategic goals will continue to be essential to the institution's ongoing vitality.

Key Budget Assumptions: General Fund

The proposed FY14 District budget is summarized in Exhibit A. Exhibit A-1 illustrates revenues and expenses for all College programs except the Delaware Campus. Exhibit A-2 illustrates the Delaware Campus budget.

Calendar-Based Changes: Revenue and expenditure assumptions are outlined below. A two-year adjustment period was necessary as the College transitioned from a quarter- to a semester-based calendar, creating anomalies that were exclusive to FY12 and FY13. Exhibit A illustrates the FY14 adjustments that are necessary to establish the first budget in which the financial and academic calendars in a semester environment align.

Revenues

FY14 estimated revenues total \$141.5 million, a .7% increase from projected FY13 year-end revenues. Specific FY14 revenue assumptions include the following:

Enrollment. For purposes of planning tuition revenues for the FY14 operating budget, enrollment is assumed to mirror current year enrollment.

Tuition. HB59 as introduced by the Governor and as passed by the Ohio House of Representatives provides a tuition cap for FY14 of \$100 annually for a full-time in-state student (30 semester credit hours). For Columbus State students, this translates to \$3.35 or 2.6% increase per semester credit hour, for a total semester credit hour (SCH) rate of

\$132.60. For budget planning purposes, the College is assuming the tuition cap in HB59 as passed by the Ohio House of Representatives. The College will adjust its tuition rates in accordance with the budget legislation as enacted.

Columbus State's increased in-state tuition rate will remain the sixth lowest among Ohio's 23 community colleges at their current rates, and third lowest if all other colleges increase their tuition by the \$100 cap.

State Share of Instruction (SSI). Projected allocations by institution are being finalized by the Ohio Board of Regents. For budget planning purposes, the College has assumed the stop-loss provision of 3% or \$1.8 million less than current year allocations. The House of Representatives has included in its version of the HB59 a "bridge" funding measure for FY14 that would help close the gap between FY13 funding and formula-based allocations for FY14, bringing institutions as close to their FY13 allocation as the bridge funding will afford.

In the formula that currently governs SSI distribution, only 10% is distributed by success points in FY13. Success points are awarded for completion of developmental courses, reaching credit hour benchmarks (15 and 30), degrees earned, and transfers. In FY14, the first year of the biennium, funding will be distributed 25% to success points, 25% based on course completion and 50% based on enrollment. In the second year of the biennium, FY15, a new funding formula will be used to distribute SSI. Community colleges are working on a recommended SSI formula distribution that will focus 100% on course completion and success metrics. The recommendation is due to the Chancellor by late this calendar year.

Expenditures

The College's FY14 operational expenditures total \$140.6 million (line (w), Exhibit A), or 1.8% over projected year-end FY13 spending.

The total FY14 operating budget, which includes Operational Expenses and Transfers (line (ab), Exhibit A), is \$144.0 million, a 2.8% increase over projected prior year spending.

Reallocations: To continue serving a growing population of students while keeping tuition affordable, the College has reduced expenses and engaged aggressively in freeing up monies within existing revenues that can be reallocated to advance strategic priorities and to restore unsustainable budget reductions made in FY13 that were necessary to balance the operating budget.

The College has reduced its full-time payroll by 55 positions through the Voluntary Separation Incentive Program, reallocation and restructuring decisions, and through attrition, lowered its full-time payroll by \$3.35 million.

Bad debt expense has grown rapidly in the recent years, and with the implementation of best practices related to financial aid disbursement in Autumn 2013, including insuring

students are actively engaging in their classes, the trend will steadily be reversed allowing the college to redirect nearly \$1.0 million in FY14 to mission-critical work.

Additionally, the College's service demands in a semester-based calendar are different than they were in a quarter-based calendar. Changes in service hours during the holidays and other non-peak times provided opportunities to lower expenses by \$825,000 while aligning resources to meet student needs.

These and other reallocations allow the College in FY14 to restore expense reductions that were necessary in FY13 to balance the operating budget. While the reductions helped the College make it through a challenging budget year, many were not sustainable. Restored expenses include:

- maintaining annual contracted faculty;
- funding capital equipment at a level necessary to maintain and upgrade the College's technology infrastructure;
- restoring professional development for faculty, staff and administrators to maintain quality teaching and learning, student support services, and administrative best practices; and
- providing a compensation pool for equity adjustments, promotions, performance bonuses formerly funded from reserves, and other adjustments.

Key Budget Assumptions: Auxiliary Fund

The proposed FY14 budget for the Auxiliary Fund is summarized in Exhibit B.

In FY13, the College made two decisions consistent with the objective of aligning core assets to the strategic goals of advancing student success and helping to meet the region's workforce needs. Those decisions include selling the property on which Bridgeview Golf Course and Driving Range have operated, and closing the Child Development Center. Both enterprises will cease operating by no later than June 30, 2013.

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 in partnership with faculty to serve students' needs through various initiatives, including comparative shopping software and in-store rental programs.

Food Services

The food service program continues to be financially self-sustaining though sales were impacted by lower enrollment. The enrollment and class schedules at the Delaware Campus are closely monitored to ensure service availability aligns with needs, and options for greater variety are being actively explored for the Columbus campus.

Strategic Goals

Funds formerly used to subsidize the child development center and the golf course/driving range are budgeted for initiatives that will advance the College's strategic priorities.

Allocation and Release of Strategic Reserves

Budget/Tuition Stabilization: \$2.5 million of unspent reserves on which the FY13 operating budget was balanced but not needed may be necessary to offset the second year of the transition to semesters and the impact the transition had on enrollment and college operations.

Student Success and Innovation: The \$5.5 million unallocated balance in the Teaching and Learning strategic reserve account will be re-designated for the purpose of advancing the College's goals through strategic investments in projects requiring start-up funds with the potential to have large-scale impact. Qualifying projects shall be pre-approved and shall include specific project plans with defined scope, time, deliverables, and evaluation criteria. Pilot projects seeded with non-recurring funds will be evaluated based on their contribution to ongoing college operations.

Project plans may originate from academic and student affairs work teams, strategic planning groups, the *Achieving the Dream* implementation plan, and other sources. Initial projects may include, but will not be limited to, those that target the first year student experience and student advising; developmental education initiatives; learning communities; career planning, internships, and job placement; and honors, service learning, STEM, and other curricular innovations. Projects may also address college-wide initiatives that advance student success goals such as online and blended learning; strategic enrollment planning; facilities and technology planning; workforce collaboratives; and partnership development.

RECOMMENDATION:

That the Board of Trustees authorizes:

- **FY14 Operating Budgets for:**
 - Columbus State Community College District (Exhibit A)
 - Auxiliary Enterprises (Exhibit B).

- **Strategic Reserves:**
 - Repurpose \$2.5 million of *Budget Tuition Stabilization* account from balancing the FY2013 to balancing the FY 2014 budget.
 - Rename the *Teaching and Learning* account to the *Student Success and Innovation* account, and allocate \$5.5 million to be used as defined in this board action.

Columbus State Community College
District Operational Budget Comparison
Proposed FY14 Budget Compared to Projected Year-End FY13; Actuals for FY11 and FY12

	(1) FY11 Actual	(2) FY12 Actual	(3) Projected Year-End FY13	(4) FY14 Proposed	(5) Difference PYE13/FY14	(6) Percent Change	
Revenues							
(a)	State Share of Instruction (SSI)	\$54,375,267	\$58,179,006	\$60,304,059	\$58,494,937	(\$1,809,122)	-3.0%
(b)	Student Support Services	0	36,578	0	0	0	
(c)	SSI - Stimulus	9,277,688	0	0	0	0	
(d)		63,652,955	58,215,584	60,304,059	58,494,937	(1,809,122)	-3.0%
Student							
(e)	Tuition	84,625,053	86,765,663	70,305,999	76,267,304	5,961,305	8.5%
(f)	Tuition - Calendar Realignment	0	2,824,628	4,011,032	0	(4,011,032)	-100.0%
(g)	Fees	4,929,390	5,162,992	4,014,118	5,076,982	1,062,864	26.5%
(h)	Special Courses	1,378,851	1,365,494	1,139,006	724,152	(414,854)	-36.4%
(i)		90,933,294	96,118,777	79,470,155	82,068,437	2,598,282	3.3%
Other							
(j)	Partnership Revenue	0	430,000	250,000	250,000	0	0.0%
(k)	Contract Services	644,563	600,000	325,000	325,000	0	0.0%
(l)	Miscellaneous	75,000	471,184	144,532	353,000	208,468	144.2%
(m)		719,563	1,501,184	719,532	928,001	208,469	29.0%
(n)	Total Revenues	155,305,812	155,835,545	140,493,746	141,491,375	997,629	0.7%
Expenditures							
(o)	Educational & General						
	Instructional	82,627,969	85,390,839	75,785,276	76,982,593	1,197,317	1.6%
(p)	Instructional - Calendar Realignment	0	981,750	2,227,981	0	(2,227,981)	-100.0%
(q)	Library	2,082,580	2,202,714	2,164,804	1,676,801	(488,003)	-22.5%
(r)	General	11,386,343	11,605,834	10,724,523	10,702,744	(21,779)	-0.2%
(s)	Information Technology	11,983,933	12,413,591	12,051,158	13,141,946	1,090,788	9.1%
(t)	Student Affairs	11,319,934	13,026,993	13,196,416	14,546,406	1,349,990	10.2%
(u)	Operation & Maintenance of Plant	13,215,486	14,056,351	13,011,349	13,915,739	904,390	7.0%
(v)	Administration	7,808,544	9,846,099	8,895,369	9,626,408	731,039	8.2%
(w)	Operational Expenditures	140,424,789	149,524,171	138,056,876	140,592,637	2,535,761	1.8%
(x)	Transfer for Equip. & Replacement	4,158,000	3,000,000	500,000	2,000,000	1,500,000	300.0%
(y)	Transfer for Debt Service	1,548,819	1,463,756	1,460,906	1,388,906	(72,000)	-4.9%
(z)	Transfer for Semester Conversion	4,000,000	0	0	0	0	
(aa)	Transfer One-Time Compensation	0	2,600,000	0	0	0	
(ab)	Total Expenditures & Transfers	150,131,608	156,587,927	140,017,782	143,981,543	3,963,761	2.8%
(ac)	Net Operational Revenues	5,174,204	(752,382)	475,964	(2,490,167)	(2,966,131)	-623.2%
(ad)	Reserve Funding						
(ae)	Transfer-In Delaware Campus	2,297,868	2,058,380	0	0	0	
(af)	Budget Tuition Stabilization	0	0	0	2,500,000	2,500,000	
(ag)	Net Revenues	\$7,472,072	\$1,305,998	\$475,964	\$9,833	(\$466,131)	-97.9%

Notes

- (1,2,3) FY11, FY12 and projected year end FY13 are from internal financial statements (unaudited)
- (a) *Subsidy* assumes a 3% stop loss.
- (e) *Tuition revenue* assumes enrollment flat to FY13, and assumes approval of a 2.6% tuition increase effective AU13.
- (f,p) Eliminates revenues and expenses that were necessary in FY13 to accommodate calendar-realignment for semesters.
- (g) *Fee revenue* includes application, records & ID fee, lab, parking and other fees.
- (o) *Education and General Instruction* includes the Divisions of Arts & Sciences, Center for Workforce Development, Distance Learning, Career & Technical programs, Dual Enrollment, Assessment, Curriculum Management, Academic Affairs VP Offices and Regional Learning Centers.
- (r) *General* includes Facilities Management, Human Resources, Campus Services, Marketing & Communication, Institutional Effectiveness, Grants Office, Diversity & Inclusion and the Foundation Office.
- (t) *Student Affairs* includes Disability Services, Admissions, Student Assistance, Student Conduct, Career Services, Testing Center, Telephone Information, Registration, Financial Aid, Counseling, Advising, Athletics, Student Engagement, Veterans Office, TRIO/Special Projects and Dean/VP Offices.
- (v) *Administration* includes Sr. VP BAS, President's Office, Delaware Campus Admin, Business Services, Chief of Staff and an allocation for bad debt.
- (w) Expenses include a compensation pool for equity adjustments, promotions, performance bonuses formerly funded from reserves, and other adjustments.

**Columbus State Community College
Columbus Campus Operational Budget Comparison
Proposed FY14 Budget Compared to Projected Year-End FY13; Actuals FY11 and FY12**

	(1) FY11 Actual	(2) FY12 Actual	(3) RFY13 (Projected YE)	(4) FY14 Proposed	(5) Difference RYE13/FY14	(6) Percent Change
Revenues						
Appropriations						
(a) Subsidy	\$54,375,267	\$57,664,522	\$58,984,703	\$56,782,467	(\$2,202,236)	-3.7%
(b) Student Support Services	0	36,578	0	0	0	
(c) SSI - Stimulus	9,277,688	0	0	0	0	
(d)	63,652,955	57,701,100	58,984,703	56,782,467	(2,202,236)	-3.7%
Student						
(e) Tuition	83,145,271	84,312,386	67,745,672	73,467,509	5,721,837	8.4%
(f) Tuition - Calendar Realignment	0	2,824,628	4,011,032	0	(4,011,032)	-100.0%
(g) Fees	4,908,537	5,134,675	3,979,740	5,033,083	1,053,343	26.5%
(h) Special Courses	1,378,851	1,365,494	1,139,006	724,152	(414,854)	-36.4%
(i)	89,432,659	93,637,183	76,875,450	79,224,743	2,349,293	3.1%
Other						
(j) Partnership Revenue	0	101,709	5,642	0	(5,642)	-100.0%
(k) Contract Services	644,563	600,000	325,000	325,000	0	0.0%
(l) Miscellaneous	75,000	471,184	144,532	353,000	208,468	144.2%
(m)	719,563	1,172,893	475,174	678,001	202,827	42.7%
(n) Total Revenues	153,805,177	152,511,176	136,335,327	136,685,211	349,884	0.3%
Expenditures						
Educational & General						
(o) Instructional	81,015,758	83,142,029	73,693,573	75,481,367	1,787,794	2.4%
(p) Instructional - Calendar Realignment	0	981,750	2,227,981	0	(2,227,981)	-100.0%
(q) Library	1,912,827	2,062,607	2,041,661	1,563,327	(478,334)	-23.4%
(r) General	11,303,025	11,461,005	10,604,492	10,542,635	(61,857)	-0.6%
(s) Information Technology	11,479,175	11,897,135	11,485,811	12,557,453	1,071,642	9.3%
(t) Student Affairs	11,016,183	12,736,280	12,830,376	14,200,537	1,370,161	10.7%
(u) Operation & Maintenance of Plant	12,410,250	13,108,241	12,115,996	12,848,496	732,500	6.0%
(v) Administration	7,489,068	9,485,378	8,526,364	9,255,371	729,007	8.6%
(w) Operational Expenditures	136,626,286	144,874,425	133,526,254	136,449,185	2,922,931	2.2%
(x) Transfer for Equip. & Replacement	4,158,000	2,961,754	428,978	2,000,000	1,571,022	366.2%
(y) Transfer for Debt Service	1,548,819	1,463,756	1,460,906	1,388,906	(72,000)	-4.9%
(z) Transfer for Semester Conversion	4,000,000	0	0	0	0	
(aa) Transfer One-Time Compensation	0	2,600,000	0	0	0	
(ab) Total Expenditures & Transfers	146,333,105	151,899,935	135,416,138	139,838,091	4,421,953	3.3%
(ac) Net Operational Revenues	\$7,472,072	\$611,241	\$919,189	(\$3,152,880)	(\$4,072,069)	-443.0%

Notes

- (1,2,3) FY11, FY12 and projected year end FY13 are from internal financial statements (unaudited)
- (a) *Subsidy* assumes a 3% stop loss.
- (e) *Tuition revenue* includes flat enrollment to FY13, and assumes approval of a 2.6% tuition increase AU13.
- (f,p) Eliminates revenues and expenses that were necessary in FY13 to accommodate calendar-realignment for semesters.
- (g) *Fee revenue* includes application, records & ID fee, lab, parking and other fees.
- (o) *Education and General Instruction* includes the Divisions of Arts & Sciences, CEWD, Distance Learning, Career & Technical Programs, Dual Enrollment, Assessment, Curriculum Management, Academic Affairs VP Offices and Regional Learning Centers.
- (r) *General* includes Facilities Management, Human Resources, Campus Services, Marketing & Communication, Institutional Effectiveness, Grants Office, Diversity & Inclusion and the Foundation Office.
- (t) *Student Affairs* includes Disability Services, Admissions, Student Assistance, Student Conduct, Career Services, Testing Center, Telephone Information, Registration, Financial Aid, Counseling, Advising, Athletics, Student Engagement, Veterans Office, TRIO/Special Projects and Dean/VP Offices.
- (v) *Administration* includes Sr. VP BAS, President's Office, Delaware Campus Admin, Business Services, Chief of Staff and an allocation for bad debt.
- (w) Expenses include a compensation pool for equity adjustments, promotions, performance bonuses formerly funded from reserves, and other adjustments.

Columbus State Community College
Delaware Campus Operational Budget Comparison
Proposed FY14 Budget Compared to Projected Year End FY13; Actuals FY11 and FY12

	(1) FY11 Actual	(2) FY12 Actual	(3) Projected Year-End FY13	(4) FY14 Proposed	(5) Difference PYE13 vs. FY14	(6) Percent Change
Revenues						
<i>Appropriations</i>						
(a) Subsidy	\$0	\$514,484	\$1,319,356	\$1,712,470	\$393,114	29.8%
	0	514,484	1,319,356	1,712,470	393,114	29.8%
<i>Student</i>						
(b) Tuition	1,479,782	2,453,277	2,560,327	2,799,795	239,468	9.4%
(c) Fees	20,853	28,317	34,378	43,899	9,521	27.7%
(d) Special courses	0		0	0	0	
	1,500,635	2,481,594	2,594,705	2,843,694	248,989	9.6%
<i>Other</i>						
(e) Partnership Revenue	0	328,291	244,358	250,000	5,642	2.3%
	0	328,291	244,358	250,000	5,642	2.3%
(f) Total Revenues	1,500,635	3,324,369	4,158,419	4,806,164	647,745	15.6%
Expenditures						
<i>Educational & General</i>						
(g) (Instructional)	1,612,211	2,248,810	2,091,703	1,501,226	(590,477)	-28.2%
(h) Library	169,753	140,107	123,143	113,475	(9,668)	-7.9%
(i) General	83,318	144,829	120,031	160,109	40,078	33.4%
(j) Information Technology	504,758	516,456	565,347	584,492	19,145	3.4%
(k) Student Affairs	303,751	290,713	366,040	345,869	(20,171)	-5.5%
(l) Operation & Maintenance of Plant	805,236	948,110	895,353	1,067,243	171,890	19.2%
(m) Administration	319,476	360,721	369,005	371,037	2,032	0.6%
(n) Delaware Contingency	0	-	0	0	0	
(o) Operational Expenses	3,798,503	4,649,746	4,530,622	4,143,451	(387,171)	-8.5%
(p) Transfer for equip. & replacement	0	38,246	71,022	0	(71,022)	-100.0%
(q) Transfer for debt service	0	0	0	0	0	0.0%
(r) Transfer for capital improvements	0	0	0	0	0	0.0%
(s) Total Expenditures & Transfers	3,798,503	4,687,992	4,601,644	4,143,451	(458,193)	-10.0%
(t) Net Operational Revenue	(\$2,297,868)	(\$1,363,623)	(\$443,225)	\$662,713	\$1,105,938	-249.5%

Notes

- (1,2,3) FY11, FY12 and projected year end FY13 are from internal financial statements (unaudited)
- (a) *Subsidy* assumes a 3% stop loss.
- (b) *Tuition revenue* includes enrollment flat to FY13, and assumes approval of a 2.6% tuition increase effective AU13.
- (c) *Fee revenue* includes lab fees.
- (g) *Education and General Instruction* includes the Divisions of Arts & Sciences and Career & Technical Programs.
- (i) General includes Campus Services and Marketing & Communication.
- (k) *Student Affairs* includes Enrollment Services.
- (m) *Administration* includes Delaware Campus Admin and Business Services; Delaware Campus budget does not include college administrative overhead above the costs of these specific services.

**Columbus State Community College
Auxiliary Services Budget Comparison
Proposed FY14 Budget Compared to Projected Year-End FY13; Actuals FY11 and FY12**

	(1) FY11 Actual	(2) FY12 Actual	(3) Projected Year-End FY13	(4) FY14 Proposed	(5) Difference PYE13/FY14	(6) Percent Change
Revenues						
(a) Bookstore	\$3,270,608	\$3,349,018	\$3,153,034	\$3,319,222	\$166,188	5.3%
(b) Child Development Center	807,138	711,476	595,000	0	(595,000)	-100.0%
(c) Food Services	331,606	340,229	429,185	405,000	(24,185)	-5.6%
(d) Bridgeview	374,688	442,376	238,544	0	(238,544)	-100.0%
(e) Total Revenues	4,784,040	4,843,099	4,415,763	3,724,222	(691,541)	-15.7%
Expenditures						
(f) Bookstore	1,916,458	1,924,458	1,993,244	1,984,972	(8,272)	-0.4%
(g) Child Development Center	1,118,031	1,055,419	895,761	0	(895,761)	-100.0%
(h) Food Services	84,006	114,333	262,317	250,063	(12,254)	-4.7%
(i) Bridgeview	457,799	500,542	447,300	0	(447,300)	-100.0%
(j) Total Expenses	3,576,294	3,594,752	3,598,622	2,235,035	(1,363,587)	-37.9%
Net Income						
(k) Bookstore	1,354,150	1,424,560	1,159,790	1,334,250	174,460	15.0%
(l) Child Development Center	(310,893)	(343,943)	(300,761)	0	300,761	-100.0%
(m) Food Services	247,600	225,896	166,868	154,937	(11,931)	-7.1%
(n) Bridgeview	(83,111)	(58,166)	(208,756)	0	208,756	-100.0%
(o) Total Net Income/(Loss)	1,207,746	1,248,347	817,141	1,489,187	672,046	82.2%
Enterprise Administration						
(p) Administrative Office	503,622	494,657	506,209	570,592	64,383	12.7%
(q) Marketing	0	0	0	37,200	37,200	
(r) Strategic Goals	0	0	0	400,000	400,000	
(s) Total Enterprise Administration	503,622	494,657	506,209	1,007,792	501,583	99.1%
(t) Total Auxiliary Net Income	\$704,124	\$753,690	\$310,932	\$481,395	\$170,463	54.8%

Notes

- (1,2,3) FY11, FY12 and projected year end FY13 are from internal financial statements (unaudited)
- (a,c) Bookstore sales are budgeted at \$14,780,690 and Food Service revenue is budgeted at \$545,000.
- (j) Expenses include a compensation pool for equity adjustments, promotions, performance bonuses formerly funded from the fund balance, and other adjustments.
- (p) Administrative Office includes expenses related to administrative expenses common to both enterprises.



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>
Jeffrey Akers (Repl. Y. Watson – Position Reclassified from Program Coordinator)	Coordinator (Westerville)	Regional Learning Centers	04/16/13	\$53,196
Jarod Anderson (Repl. A. Laux)	Program Coordinator	Development Office	04/15/13	\$44,034
Sarah Anderson (Repl. J. Murtha)	Dispatcher	Public Safety	04/15/13	\$31,658
William Damron (Repl. T. Welsch)	Police Officer	Public Safety	03/15/13	\$34,696
Mary Ellen Gauthier (Repl. M. Logan – Position Reclassified from Coordinator)	Specialist	Business and Campus Services	04/16/13	\$33,129
Kimberly Hachet (Repl. B. Simpson)	Supervisor I	Telephone Information Center	04/16/13	\$55,262
Christopher Miller (Repl. M. Leach)	Assistant	I.T. Support Services	03/18/13	\$24,044
Toni Rygg (Repl. K. Hachet)	Representative	Telephone Information Center	04/16/13	\$33,129
Stephen Sharron (Repl. M. Robinson)	Building Services I	Physical Plant	04/01/13	\$24,044
Barbara Simpson (Repl. N. Reese)	Director I	Telephone Information Center	04/16/13	\$71,953

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/terminations/retirements have been accepted.

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>
April Alexander (Termination)	Program Coordinator	Human Resources	04/08/13
Vincent Borghese (Retirement)	Teaching Assistant	Construction Sciences & Engineering Technology	04/30/13
Debra Fout (Resignation)	Counselor	Counseling Services	03/22/13
Tanisha Jackson (Termination)	Associate Teacher	Child Development Center	04/01/13
Michael Little (Resignation)	Supervisor I	Help Desk	04/12/13
Margaret Mayo (Retirement)	Associate Professor	Allied Health Profession	05/11/13
Blake Regan (Resignation)	Instructor	Mathematics	12/15/12
Giselle White (Termination)	Developer	Institutional Advancement	03/22/13
Ryan Ziegler (Resignation)	Librarian	Library	03/22/13