



COLUMBUS STATE COMMUNITY COLLEGE
Board of Trustees Committee of the Whole
Pete Grimes Board Room
May 16, 2013

MINUTES

- | | | |
|-----------------|--|--|
| <p>Present:</p> | <p>Richard D. Rosen, Chair
 Michael E. Flowers, Vice-Chair
 A. Lynne Bowman, Board
 Valoria C. Hoover, Board
 Anne Lopez-Walton, Board
 Dianne A. Radigan, Board
 Poe A. Timmons, Board
 Dr. David T. Harrison, President
 Kimberly Hall, Chief of Staff</p> | <p>Dr. Jack Cooley, Senior Vice President
 Terri Gehr, Senior Vice President and
 Chief Financial Officer
 Deborah Heater, Vice President
 Will Kopp, Vice President
 Dr. Janet Rogers, Vice President
 Carol Thomas, Interim Vice President
 Jackie DeGenova, In-House Counsel
 Kevin James, Ex Officio, Faculty
 Susan Thomas, Ex Officio, Staff</p> |
| <p>Absent:</p> | <p>Jami S. Dewolf, Board, Dr. Richard H. Owens, Board and Noelle Bauman,
 Ex Officio, Student</p> | |

CALL TO ORDER:

The regularly scheduled meeting of the Board of Trustees, Committee of the Whole, was held on Thursday, May 16, 2013, in the Pete Grimes Board Room of Franklin Hall at Columbus State Community College. The meeting was called to order by Chair Richard D. Rosen at 12:15 p.m.

ROLL CALL:

- | | |
|-----------------|--|
| <p>Present:</p> | <p>Richard D. Rosen, Chair
 Michael E. Flowers, Vice Chair
 A. Lynne Bowman
 Valoria C. Hoover
 Anne Lopez-Walton
 Dianne A. Radigan
 Poe A. Timmons</p> |
| <p>Absent:</p> | <p>Jami S. Dewolf
 Dr. Richard H. Owens</p> |

CERTIFICATION OF COMPLIANCE:

President Harrison advised that the record should show that notice of this meeting has been given in accordance with the provision of Section 121.22(F) of the Ohio Revised Code.

APPROVAL OF MINUTES:

Member Hoover moved, Member Flowers seconded, that the minutes of the regular meeting of the Board of Trustees, Committee of the Whole held on Thursday, March 21, 2013, be approved as presented.

A vote was taken which resulted in:

AYES: Members Rosen, Flowers, Bowman, Hoover, Lopez-Walton,
 Radigan, Timmons

NAYS: None

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

Dr. Jack Cooley presented the slate of candidates below for tenure and first promotion in rank for the Board's consideration:

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

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

(2) **Joint Resolution with CSCC and Miami University for Partnership**

Dr. David Harrison and Dr. Jack Cooley presented a Resolution for a new collaborative initiative between Miami University and Columbus State which 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 in April 26, 2013.

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

(3) Financial Statements as of, and for the Ten Months Ended April 30, 2013

Ms. Terri Gehr provided an overview of the Financial Statements and highlighted that, due to conscientious budgeting College-wide, it was not necessary to utilize the 3.9 million dollars of reserve funding that the Board allocated to balance the budget. See the attached Financial Statements for details.

The College is requesting that the Financial Statements for the ten months ended April 30, 2013 be accepted as presented.

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

(4) Tuition Increase

Ms. Terri Gehr explained that 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.

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.

The Trustees agreed to refer this item to the Board for approval, with the following statement included in the final Recommendation:

“The Board of Trustees approves a tuition rate increase equal to the increase allowed by HB59 as enacted, and authorizes the President to implement an increase not to exceed 2.6% (\$100 per year for a full-time student) effective Autumn Semester 2013. Should HB59 provide for an increase in excess of \$100 per year for a full-time student, the President shall seek a waiver for the additional increase for the period of Autumn Semester 2013 through Summer Semester 2014, and seek the Board’s approval regarding the implementation of said increase.”

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

(5) Operating Budget for Fiscal Year 2014

Ms. Gehr gave a presentation highlighting the proposed FY14 budget as it relates to the College’s District and Auxiliary Enterprises. See attached Exhibits:

- Exhibit A, Operational budget
- Exhibit A-1, Proposed budget for all College expenses (except Delaware campus)
- Exhibit A-2, Delaware campus budget
- Exhibit B, Auxiliary Services

She reported that FY13 net income may increase before the fiscal year ends because Summer Semester’s enrollment is exceeding budget, and the portion of the revenue and expense attributable to FY13 may yield additional net income yet this fiscal year. Ms. Gehr reported that should this occur, the intent is to allocate the net income to capital equipment to meet needs that were deferred given the budget challenges associated with this year’s enrollment decline.

The request to the Board of Trustees was to authorize the following:

- FY14 Operating Budgets for, Exhibits A and B
- Strategic Reserves
 - Repurpose \$2.5 million of Budget Tuition Stabilization account from balancing the FY13 to balancing the FY14 budget.
 - Rename the Teaching and Learning strategic reserve account to Student Success and Innovation. Use the \$5.5 million unallocated balance 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.

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

(6) 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.

There being no further items to come before the Committee, the meeting was adjourned at 1:20 p.m.



David T. Harrison, Ph.D.
Secretary, Board of Trustees

**Financial Statements as of, and for the
Ten Months Ended April 30, 2013**



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>	<u>April 30,</u> 2013	<u>April 30,</u> 2012	<u>Liabilities and Fund Balance</u>	<u>April 30,</u> 2013	<u>April 30,</u> 2012
<u>Current Funds</u>			<u>Current Funds</u>		
<u>Unrestricted</u>			<u>Unrestricted</u>		
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)	107,564,556	119,524,348	Deferred income	18,796,206	26,963,331
Accounts receivable, net of allowance for doubtful accounts	27,542,783	20,177,565	Student tuition	910,612	1,012,821
Interest receivable	-	-	Due to auxiliary funds	-	-
Prepaid expense	548,517	272,370	Due to restricted funds	-	-
Net Investment in Golf Course	-	-	Due to plant funds	13,693,419	12,923,560
Due from agency funds	1,777,549	1,319,846	Due to agency funds	137,677	-
Due from auxiliary funds	-	1,210,523	Fund balances (Exhibit C):		
Total educational & general	\$ 143,251,926	\$ 153,623,923	Allocated	71,256,550	78,897,994
			Unallocated	27,795,359	26,875,249
			Total fund balances	99,051,909	105,773,243
			Total educational & general	\$ 143,251,926	\$ 153,623,923
<u>Auxiliary enterprise</u>			<u>Auxiliary enterprise</u>		
Cash	2,072,279	3,224,157	Accounts payable	\$ 1,188,675	\$ 1,088,495
Investments	7,156,620	6,118,297	Due to educational & general fund	1,777,549	1,210,524
Accounts receivable	930,315	1,221,185	Due to Plant Fund	1,512,719	-
Inventories, at cost as defined (note 2)	4,332,480	2,329,413	Fund balances (Exhibit D):		
Other Assets	476,091	411,951	Allocated	350,000	350,000
Due from general fund	-	-	Unallocated	10,655,373	10,659,206
Due from grant funds	516,531	3,222	Total fund balances	11,005,373	11,009,206
Total auxiliary enterprise	15,484,316	13,308,225	Total auxiliary enterprise	15,484,316	13,308,225
Total unrestricted	\$ 158,736,242	\$ 166,932,148	Total unrestricted	\$ 158,736,242	\$ 166,932,148
<u>Restricted</u>			<u>Restricted</u>		
Cash	-	-	Due to general fund	-	-
Due from educational & general fund	-	-	Fund balances		
Total restricted	-	-	Unallocated	-	-
Total current funds	\$ 158,736,242	\$ 166,932,148	Total restricted	-	-
	[A]	[B]	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>	April 30, 2013	April 30, 2012	<u>Liabilities and Fund Balance</u>	April 30, 2013	April 30, 2012
Plant funds			Plant funds		
Unexpended			Unexpended		
State appropriations receivable	-	-	Fund balances	\$ 3,121,329	\$ 3,564,945
Capital improvement Fund	3,121,329	3,564,945	Restricted		(3)
Total unexpended	<u>3,121,329</u>	<u>3,564,945</u>	Total unexpended	<u>\$ 3,121,329</u>	<u>3,564,945</u>
Cash from Bond Proceeds		9,691			(5)
Deposit with trustees/escrow	7,859,657	-	Investment in plant:		(6)
Due from general fund	13,693,419	12,923,560	Interest payable	-	(7)
Land	29,618,235	29,618,235	Capital lease payable	-	(8)
Improvements other than buildings	12,117,274	12,117,274	Accounts payable	88,667	(9)
Buildings	153,504,658	141,507,797	Bonds payable	19,670,000	(10)
Movable equipment, furniture and library books			Deferred Gift Annuity	-	(11)
Construction-in-progress	38,346,292	43,033,805	Net investment in plant	165,903,921	162,269,424
Other Assets	4,204,385	4,121,414			(14)
Less: accumulated depreciation	1,277,274	257,513	Total investment in plant	<u>185,662,588</u>	<u>175,369,676</u>
Total investment in plant	<u>(74,958,606)</u>	<u>(68,219,613)</u>	Total plant funds	<u>\$ 188,783,917</u>	<u>\$ 178,934,621</u>
Total plant funds	<u>\$ 185,662,588</u>	<u>\$ 175,369,676</u>			(16)
	<u>\$ 188,783,917</u>	<u>\$ 178,934,621</u>			(17)
	<u>\$ 188,783,917</u>	<u>\$ 178,934,621</u>			(18)
	<u>\$ 188,783,917</u>	<u>\$ 178,934,621</u>			(19)
Agency funds			Agency funds		
Cash	-	-	Deposits held in custody for others	\$ 323,133	\$ -
Due from agencies	185,456	296,912	Due to educational and general fund	-	1,319,846
Due from general fund	137,677	1,022,934			(21)
Total agency funds	<u>323,133</u>	<u>1,319,846</u>	Total agency funds	<u>\$ 323,133</u>	<u>\$ 1,319,846</u>
	<u>\$ 323,133</u>	<u>\$ 1,319,846</u>		<u>[C]</u>	<u>[D]</u>
	<u>\$ 323,133</u>	<u>\$ 1,319,846</u>		<u>[C]</u>	<u>[D]</u>

(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						
Appropriations						
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>	<u>(5)</u>
Student						
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>	<u>(9)</u>
Contracted Services						
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>	<u>(11)</u>
Other						
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>	<u>(14)</u>
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>	<u>(15)</u>
Operating Expenditures						
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>	<u>(24)</u>
Non-operating & Encumbered						
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>	<u>(29)</u>
Operational revenues	<u>(3,900,213)</u>	<u>8,364,952</u>	N/A	<u>475,964</u>	N/A	<u>(30)</u>
Reserve Funding						
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>	<u>(33)</u>
Interest Income						
Net Operating revenues	<u>-</u>	<u>368,151</u>	<u>-</u>	<u>375,000</u>	<u>-</u>	<u>(34)</u>
	<u>\$ -</u>	<u>\$ 8,733,104</u>	<u>-</u>	<u>\$ 850,964</u>	<u>-</u>	<u>(35)</u>
Non-capital reserve expenditures*						
Net Revenues/(Expenditures)	<u>-</u>	<u>6,978,894</u>		<u>16,850,213</u>		
	<u>[A]</u>	<u>[B]</u>	<u>[C]</u>	<u>[D]</u>	<u>[E]</u>	
		<u>\$ 1,754,210</u>		<u>(15,999,249)</u>		

* 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]

EXHIBIT C-1

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) through (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	-	-	96,000	21,077	21,077	-	-	(22)
Rhodes Hall Space Efficiencies	-	-	-	(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	-	-	(287,395)	(190,177)	-	-	-	(27)
Total	\$ 17,160,000	\$ 17,160,000	\$ 308,225	\$ (190,177)	\$ 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.

EXHIBIT D
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

	FY 13			Projected FY 13 Year End Budget	Projected % of Budget
	Revised Budget as approved January 2013	Actual to Date J	% of Budget Expended to Date		
Auxiliary					
Sales/Revenues					
Bookstore	\$ 14,076,046	\$ 11,660,794	82.84%	\$ 15,784,477	112.14%
Child Development Center	566,975	593,302	104.64%	595,000	104.94%
Food Services	590,452	470,811	79.74%	590,452	100.00%
Bridgeview	496,160	257,064	51.81%	302,283	60.92%
Total Revenues	15,729,633	12,981,971	82.53%	17,272,212	109.81%
Cost of Goods Sold					
Bookstore	10,923,012	9,567,195	87.59%	12,631,443	115.64%
Bridgeview	31,258	55,779	178.45%	63,739	203.91%
Food Service	161,267	123,732	76.72%	161,267	100.00%
Gross Margin	4,614,096	3,235,265	70.12%	4,415,763	95.70%
Operating Expenses					
Bookstore	1,993,244	1,537,365	77.13%	1,993,244	100.00%
Child Development Center	795,761	702,261	88.25%	895,761	112.57%
Food Services	262,317	150,748	57.47%	262,317	100.00%
Bridgeview	545,912	374,636	68.63%	447,300	81.94%
Auxiliary Administration	506,209	403,440	79.70%	506,209	100.00%
Total Expenses	4,103,443	3,168,450	77.21%	4,104,831	100.03%
Auxiliary Net Operating Income/(Loss)	510,653	66,815		310,932	-
Net Income/(Loss)					
Bookstore	1,159,790	556,234	47.96%	1,159,790	100.00%
CDC	(228,786)	(108,959)	47.62%	(300,761)	131.46%
Food Services	166,868	196,331	117.66%	166,868	100.00%
Bridgeview	(81,010)	(173,351)	-213.99%	(208,756)	257.69%
Auxiliary Administration	(506,209)	(403,440)	79.70%	(506,209)	100.00%
Net Auxiliary Income/(Loss)	510,653	66,815	13.08%	310,932	-
Auxiliary Fund Balance at June 30, 2012		10,988,604			
Non-operating Expenditures		(50,046)			
Transfers					
Auxiliary Fund Balance at April 30, 2013	\$	11,005,373			

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**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]	(11)
		<u> </u>	
		[C]	

NOTE:

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

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

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

<u>Assets</u>	<u>April 30, 2013</u>	<u>April 30, 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	<u>-</u>	<u>-</u>	(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 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>

Exhibits for Operating Budget

Fiscal Year 2014

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

	(1)	(2)	(3)	(4)	(5)	(6)	
	FY11	FY12	Projected	FY14	Difference	Percent	
	Actual	Actual	Year-End FY13	Proposed	PYE13/FY14	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%
Reserve Funding							
(ad)							
(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						
(o) Educational & General						
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	<u>4,784,040</u>	<u>4,843,099</u>	<u>4,415,763</u>	<u>3,724,222</u>	<u>(691,541)</u>	<u>-15.7%</u>
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	<u>3,576,294</u>	<u>3,594,752</u>	<u>3,598,622</u>	<u>2,235,035</u>	<u>(1,363,587)</u>	<u>-37.9%</u>
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)	<u>1,207,746</u>	<u>1,248,347</u>	<u>817,141</u>	<u>1,489,187</u>	<u>672,046</u>	<u>82.2%</u>
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	<u>503,622</u>	<u>494,657</u>	<u>506,209</u>	<u>1,007,792</u>	<u>501,583</u>	<u>99.1%</u>
(t) Total Auxiliary Net Income	<u>\$704,124</u>	<u>\$753,690</u>	<u>\$310,932</u>	<u>\$481,395</u>	<u>\$170,463</u>	<u>54.8%</u>

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.