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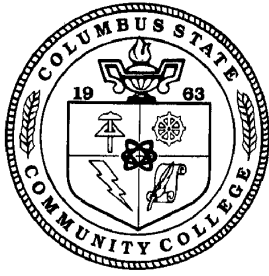
**BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE**

Friday, November 9, 2018
7:30 a.m.
Pete Grimes Board Room, Franklin Hall

AGENDA

- (1) Call to Order
- (2) Roll Call
- (3) Certification of Conformity with Section §121.22(F) of the Ohio Revised Code
- (4) Opening Remarks from President Harrison
- (5) Approval of Minutes
- (6) Adopt FY18 Efficiency Review and Report1
- (7) Adopt Shared Governance Model Revisions35
- (8) Construction Contract Approvals: Utility Tunnel Repair and Union Hall East Entrance.....40
- (9) Financial Statements as of and for the three months ended September 30, 2018.....42
- (10) Personnel Information Items (Information Only)55
- (11) Discussion of Current Issues
- (12) Executive Session (*if needed*)

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



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Adopt FY18 Efficiency Review and Report.

BACKGROUND INFORMATION:

In February 2015, the Governor issued an Executive Order creating the Ohio Task Force on Affordability and Efficiency in Higher Education to make recommendations to Ohio's colleges and universities to be more efficient both in expense management and revenue generation while offering an education of equal or higher quality and decreasing costs to students and their families. As required under Section 3333.95 of the Ohio Revised Code, the attached annual efficiency review is based on the report and recommendations of the Task Force. This report was submitted to the Ohio Department of Higher Education (ODHE) on September 28, 2018, as required, pending Board approval as allowed.

Columbus State's report has been developed by members of an internal Efficiency Advisory Work Group guided by templates provided by ODHE. The report is organized according to the three broad sections: Efficiency Practices, Academic Practices, and Policy Reforms. It also includes two charts that were part of ODHE's template: "Students Must Benefit," which represents the Task Force's overall goal of their report, and "Five-Year Goals," which represents estimated future savings and new resources.

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

RECOMMENDATION:

That the Board adopt the College's FY18 Efficiency Review and Report as submitted to the Ohio Department of Higher Education, effective September 28, 2018.

COLUMBUS STATE

COMMUNITY COLLEGE

September 28, 2018

Dear Chancellor Carey,

Attached is Columbus State Community College's FY18 efficiency report as required under Section 3333.95 of the Ohio Revised Code. The attached responses are pending approval from the Columbus State Board of Trustees, which is expected in November.

Columbus State is committed to providing not only access to but completion of an affordable, high-quality education for an increasingly diverse student body. To that end, the College is targeting its resources into integrated supports and innovative instructional practices that meet the needs and lifestyles of our student population. With 75% of our students attending part-time and juggling jobs and family, many lose momentum in reaching their goal of obtaining a career-ready credential or transferring to a four-year institution.

Over the past year, the College has shifted to the next phase of its student success work by scaling proven success initiatives that focus on equity and that target those issues that cause students to lose momentum and discontinue their educational pursuit. This is being accomplished through the continued implementation of comprehensive completion pathways, removing non-academic academic barriers to student success, and developing new employer partnerships that provide students the opportunity to gain employment experience while still in school.

Comprehensive completion pathways: Columbus State was one of 30 colleges nationally to participate in the Guided Pathways initiative that was led by the American Association of Community Colleges. Implementation began in FY18 and will include a variety of best practices that integrate career, academic and financial planning from the point of connection through program completion and the successful transition to a four-year institution or workforce. Such supports will provide the guardrails necessary to keep students on the path to completion of their goals.

Removing barriers: Affordability is a major barrier to our students completing a useful credential, which has been and continues to be accomplished through developing academic pathways to four-year institutions, reducing textbook costs, and reducing the number of credits to obtain a career-ready credential or degree. The College is deepening this work as demonstrated by a financial stability framework that has been developed and is helping to guide the development of new non-academic student supports. The four pillars of the framework include:

- Access: Promote FAFSA completion, navigating scholarships and tuition assistance, leveraging Ohio Benefits Bank, SNAP, and other public supports to sustain students outside of the classroom.

DAVID T. HARRISON Ph.D. PRESIDENT

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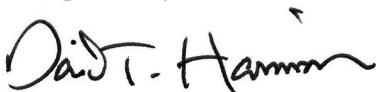
- Wellness: Implement and sustain strategies to assist students with housing and food insecurity, transportation, and child/familial care using a ‘partnership first’ approach with community agencies and resources.
- Literacy: Educate students about baseline financial literacy, paying for college, household budgeting, saving, and others.
- Mobility: Ensure intentionality in career exploration and advising so graduates have a solid foundation with which to achieve economic mobility.

Workforce innovation: Students must be prepared for the jobs that our employers are demanding. Columbus State is partnering with regional employers to ensure that our students are prepared with the talents and skills needed to meet these demands. For example, the College has partnered with Honda of America to develop a pipeline of electro-mechanical engineering graduates to address an urgent need. This co-op program enables students to start while still in high school, work at Honda as students, and transition to full-time employees upon completion of their associate degree. Columbus State is now working with Nationwide to replicate this work study program in information technology with an emphasis on software development.

Efforts like those outlined above will not only allow Ohio to achieve the goal of having 65% of adult Ohioans receiving a postsecondary degree or certificate by 2025, but will also help close the economic equity gap that is particularly prominent in urban centers. This gap is especially stark in Central Ohio which has one of the strongest economies in the Midwest. The 65% goal and true economic prosperity cannot be achieved by leaving our most nonaffluent population behind.

Thank you for your continued support in advancing policies that allow our students to obtain a high-quality, affordable education. Please let me know if you need any additional details on the information included in our review.

Respectfully,



David T. Harrison
President

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

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Master Recommendation 1 | Students Must Benefit: Savings and/or new dollars generated from these recommendations must be employed to reduce the cost of college for students. Any other uses must have tangible benefits for the quality of students' education.

See the "Students Must Benefit" Table under Section IV.

Master Recommendation 2 | Five-year goals: Each institution must set a goal for efficiency savings and new resources to be generated, along with a framework for investing those dollars in student affordability while maintaining or improving academic quality.

See the "Five-Year Goals" Table under Section V.

Section I: Efficiency Practices

Procurement

Recommendation 3A | Campus contracts: Each college/university must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

There is no change from the prior year's report on this recommendation. The College's current ERP does not have the capability to track utilization rates of College contracts but we continue to explore how the ERP system might be improved or replaced. As purchasing currently occurs in a decentralized environment, Purchasing staff will continue to communicate the need for utilizing College contracts and to identify contracts that meet the needs of departments.

Recommendation 3B | Collaborative contracts: Ohio's colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific Supplies and Equipment
- Office Supplies and Equipment

Columbus State continues to make extensive use of group purchasing contracts including Inter-University Council Purchasing Group (IUC-PG), Education and Institutional Cooperative (E&I), State of Ohio, US Communities and others, which resulted in an overall savings through cost avoidance of \$138,864 in FY18. A review of the purchasing policy and procedure is in the process of being updated and is expected to be approved and implemented in FY19.

Contract Type	Did the college/university participate in joint contracts in FY18? [yes, no, worked toward]	Monetary Impact/Other Results
Copier/printer services	No	<p>The College reviewed the IUC-PG agreement in FY18 and conducted a formal bid, which resulted in better pricing and other benefits than the IUC-PG agreement. However, due to a change in the scope of work after bids were received, no award was made and the existing contract was extended to 6/30/19. The copier contract will be competitively bid in early calendar year 2019.</p> <p>The College did realize savings in FY18 related to its copier/printer contract. Printing in-house rather than outsourcing resulted in savings of about \$5,100 by printing business cards in-house and about \$13,400 by printing 1098T forms in-house.</p>
Computer hardware	Yes	The College began using consortium agreements for the purchase of computer hardware in July of 2016 and \$113,232 in costs were avoided in FY18 when compared to market pricing.
Travel services	No	No update since the last report.
Outbound shipping	No	No update since the last report.
Scientific supplies & equipment	Yes	The College continues to use the IUC-PG agreement for scientific supplies and avoided costs of \$6,219 in FY18 by using consortium agreements.
Office supplies & equipment	Yes	The College also continues to use the IUC-PG agreement for office supplies and equipment, which avoided costs of \$19,413 in FY18.

Assets and Operations

Recommendation 4 | Assets and Operations

4A Asset review: Each college/university must conduct an assessment of its noncore assets to determine their market value if sold, leased or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other colleges and universities to reap larger benefits of scale.

Progress was made on implementing this recommendation in FY18. A building conditions assessment was completed in FY18 and was used to inform capital planning, including the capital funding awarded to the College by the State. Extensive planning and assessment continued in FY18 through collaboration with the College’s neighborhood partners, known as “Creative Campus,” which was described thoroughly in last year’s report. This work began in 2015 and over the past year focused on the following:

- Collaboration with the City of Columbus in FY18 resulted in the City committing \$7.3 million in their budget to make improvements to Cleveland Avenue that runs by the future location of the new Culinary Arts and Hospitality Management building, partially funded with State Capital resources. This investment by the City will include making streetscape improvements such as burying telephone lines and adding on-street parking and closing off Mount Vernon Ave. that runs through the downtown campus, which will create more green space.
- This past year the College began working with a development advisor to use the data gathered through physical assessments (such as land use, utilization and ownership), market research, and parking analyses to inform recommendations on an implementation strategy for future development of the neighborhood that align with the principles of the College's Master Plan completed in 2013.
- Deeper exploration ensued this past year regarding a possible partnership with the YMCA to share a building that would leverage each other's assets for the advancement of both organizations' missions.

As mentioned in previous reports, Columbus State conducts business planning on a regular basis to determine whether the College's assets should be sold, leased, or re-purposed to ensure that locations and facilities are meeting the academic and workforce needs of the Central Ohio Region. To improve upon its business planning, the College is currently piloting a new process that better integrates into the College's overall budget and planning process. In FY18 specifically, business planning focused mostly on the operations of the new Culinary Arts and Hospitality Management Building, Mitchell Hall, scheduled for a soft opening in the fall of 2019.

4B Operations review: Each college/university must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity. These opportunities must then be evaluated to determine whether collaboration across colleges/universities would increase efficiencies, improve service or otherwise add value.

Progress was made on implementing this recommendation in FY18 by better utilizing existing systems capabilities and improving upon processes. Opportunities to increase efficiencies through collaboration with outside entities is occurring mostly through the College's Creative Campus and business planning efforts as outlined under Recommendation 4A.

The College increased its use of its Document Management System (DMS) for off-site storage this past year. In FY18 the College increased its total documents in DMS by 32% and total pages by 18%. This resulted in savings with document storage and improved business processes. For example, increased use of DMS is saving the Accounts Payable Office \$2,200 per year in storage costs with FireProof and this office is on track to have no paper invoices stored at FireProof in less than two years. This office also estimates annual savings of \$7,280 in time spent filing that can now be used more productively. Use of DMS by the Financial Aid Office improved its operations by reducing a 2-3 week process time down to a 2-3 day process time. The Human Resources Office also increased its use of DMS by scanning the files of all currently active personnel into OnBase - which has reduced paper costs, increased access to this information, and mitigated the risk of having only the original paper documents on file.

The use of P-Cards continues to yield savings totaling an estimated \$86,000 in time and effort due to no longer having to create and mail as many purchase orders.

The College’s most systematic streamlining of its operations is occurring through the implementation of a comprehensive completion model for students. An example in FY18 includes the reorganization of the College’s Enrollment Services and Marketing area – which is described in Recommendation 5C. This reorganization has taken an area in which separate offices had discrete, individual student-facing functions, processing operations, and systems operations, and centralized them in order to reduce or eliminate processing backlog periods and speed student service operations. One key goal with this reorganization is to “ensure that students only have to tell their story once.”

Below are responses to each of the non-academic operations that the Task Force specifically identified be evaluated for possible outsourcing or operated through a regional cooperative:

Dining	<p>As noted previously, the College is building a new retail space that will include a restaurant and bakery, which will offer new dining options for students, staff and the community while training students in the Culinary Arts and Hospitality Management program. The plan includes strategic cooperation with corporate and government institutions to invest in the facility and surrounding infrastructure as well to offer training and other in-kind support.</p> <p>The ongoing partnership between Columbus State and our food vendor, AVI, has resulted in several under-utilized spaces being converted to areas that are now better utilized by students. The focus in FY18 was upgrading the cafeteria in Union Hall to a more modernized space that gives students a place to collaborate and study between classes. The new cafeteria, named “Union Café” opened Autumn 2018 term and include a new coffee kiosk that serves Starbucks products.</p>
Student Health Services	No update since the last report.
IT Help Desk	<p>In January 2017 the digital platform for IT Support Services was upgraded. The new platform allows self-service capabilities for students and employees to report problems 24 hours a day, seven days a week. In addition to the efficiencies outlined in the last report, the following additional efficiencies have been realized:</p> <ul style="list-style-type: none"> • College equipment and software can now be requested and tracked online through the service portal eliminating a paper process. Status updates are also sent automatically to requesters via e-mail notices and all requests are associated with work-orders shared by multiple IT support teams. • Support requests submitted via e-mail or the portal automatically create work-orders assigned to the support teams, reducing the response time.
Janitorial	The College has continued taking a proactive approach to deducting off-line space from the janitorial contract in FY18. Cleaning space that has come offline is captured and the janitorial contractors are required to provide a billing adjustment for the square footage.

	<p>A Facilities Support Lead position was created via reclassification of a previous vacancy in FY18 to provide quality control of our janitorial services. This position is responsible for inspecting campus buildings every two weeks. The results of these inspections are communicated with the contractor and the violations are corrected in a timely manner. By applying internal tracking and trend analysis, Facilities Management has not only increased accountability of our contractors but has been able to efficiently ensure that the College's contract scope is being fulfilled.</p> <p>Columbus State was granted a bid waiver in FY18 for janitorial services from Department of Administrative Services (DAS) for its downtown location. Facilities Management will be partnering with two Community Rehabilitation Program providers of our regional learning centers and at the Delaware Campus. Work is currently being done to finalize a new scope and a competitive bid timeline will take place later this year. Facilities Management has a goal of recognizing a 10% savings with the new agreement.</p> <p>The Facilities Management Department performs routine audits of the floor mats we rent for use on campus. Seasonal scaling of these mats provide savings especially during the months when the need for mats is significantly less. During a recent audit in May 2018, 22 mats were pulled providing total savings of \$2,168.</p>
<p>Landscaping</p>	<p>The Facilities Management Department has begun efficiency measures in relation to campus snow removal including:</p> <ol style="list-style-type: none"> 1. Purchasing bulk rock salt on State Term pricing through a DAS contract; 2. Selecting multiple product types to use with differing weather and surface types; 3. Purchasing in volume quantities in the off-season to take advantage of early delivery pricing; 4. Tracking each snow event to capture weather conditions, snow depth, staff levels, type of product, and quantity used. <p>The goal is to analyze the data and establish benchmarks to create efficiency opportunities.</p> <p>Other landscaping efficiencies from FY18 include:</p> <ul style="list-style-type: none"> • Tropical plants that are used in outdoor summer displays are transplanted into indoor pots during the winter months. The plants are then transplanted back into outdoor summer displays resulting in a cost avoidance of \$1,000 in replacement plant material. • Leaf composting occurs in the fall of each year. Leaf debris is composted over the winter and this 600 cubic yards of compost is reused in the spring of the next year providing an annual cost avoidance of \$18,000 on the purchase of compost to fertilize College beds. In addition, an annual cost avoidance of \$9,000 is gained by not having to dispose of this material off campus.

Facilities Management	<p>The Facilities Management Department assessed its Computerized Maintenance Management System (CMMS) and a new system, Archibus, was selected and is in the process of being implemented. The new system will allow all employees and students to submit requests to Facilities Management via their College credentials. Using detailed data collected from the recent Building Condition Assessment, Archibus will better track our building equipment. Efficiencies gained by the implementation of this system are:</p> <ol style="list-style-type: none"> 1. Reduced manpower to answer phones and provide a simple timely way for our customers to submit requests. 2. Better tracking of the preventive maintenance of our building systems equipment will show an increased cost savings on unexpected emergency repairs.
Real Estate Management	<p>A separate Facilities Planning Office was established this past year to focus on real estate management of the College. This office is the lead on Master Plan implementation, efficient utilization of campus space (as outlined under Recommendation 5F), and Creative Campus work (as outlined under Recommendation 4A).</p>
Parking	<p>The restriping of some of our parking lots was completed in the summer of 2018. Approximately 75 new spaces were gained with four paving projects, adding to the total number of spaces available on campus. This resulted in a net savings of about \$675,000 through cost avoidance since the estimated value of creating new surface lot spaces is about \$9,000 per space.</p>

4C Affinity partnerships and sponsorships: Colleges and universities must, on determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships that can support students, faculty and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying “win-win” opportunities with private entities that are interested in connecting with students, faculty, staff, alumni or other members of their communities.

Columbus State strives to identify win-win opportunities with strategic partners through its business planning and collaborative planning and assessment efforts. The following table outlines new partnerships initiated in FY18:

Partnerships/Sponsorships	Description	Revenue Generated/ Other Results
Nationwide Mutual Insurance Co.	New IT noncredit certificates were developed in partnership with Nationwide in FY18 to transition their IT workforce to jobs that will be needed in the future.	This partnership generated \$175,956 in revenue in FY18.
Wonder School	A partnership between the Columbus Museum of Art, Columbus Childhood League and Columbus State that will open a lab school for preschool	The lab will open for students this AU18 and will have eight children. There is already a waiting list for the 2019-20 academic year. The program

	age children. The school will enroll children aged 3 to 5 years old and allows the College's ECDE Practicum 2 students to participate.	will alter the curricular stance for all Columbus State ECDE students focusing even more on a workplace learning environment.
CDA Partnership	A partnership with the City of Columbus to provide entry-level credentials for the early childhood education field that are required by law.	This program launched in AU17 and 120 students have completed the CDA certification, which is critical for preschool programs in meeting the State's <i>Step Up to Quality</i> standards.
AWS Educate with Amazon	Columbus State is one of only two community colleges in the U.S. partnering with Amazon Web Services and their AWS Educate platform to bring Cloud computing principles into our curriculum in a fundamental way.	FY18 became a planning year for the College to understand the impacts and build a comprehensive plan to leverage this opportunity.
AWS Data Centers with Amazon	A partnership was established to build a Data Center Certificate to provide the necessary skills needed to work in a local data center.	FY18 became a planning year, for this work as well, for the College to understand the impacts and build a comprehensive plan to leverage this opportunity.

Below is a table representing results from ongoing partnerships in FY18:

Partnerships/Sponsorships	Description	Revenue Generated/ Other Results
The Preferred Pathway Program	A partnership between Columbus State and nine four-year institutions that guarantees students admission to the partner university as well as provides other supports and provides students significant savings in obtaining a bachelor's degree.	Admissions representatives and academic advisors from both local and statewide public and private colleges visit Columbus State every semester to recruit our students for transfer. Columbus State's Transfer Center supported 1,889 student visits/contacts in FY18, a 68.5% increase. Also see response to Recommendation 7F.
ExactTrack	An academic partnership that provides students the opportunity to complete an A.A.S. in Business Management from Columbus State and a B.S.	Two cohorts totaling 23 students have graduated from Columbus State with 17 continuing on to Franklin University. Estimated savings

	in Business Administration / Entrepreneurship from Franklin in 3.5 years	for students on this 3+1 pathway was \$371,212 in FY18.
RLC at Reynoldsburg Public Schools	Columbus State’s regional learning center in Reynoldsburg is located on the Reynoldsburg high school campus at Livingston	CCP academic pathways for Foundations of Business Certificate and Advanced Foundations of Business Certificate were introduced. These certificates increased participation in the program from 5 students to 12 students and we anticipate increased participation as incoming students realize opportunities to participate. Also, CCP academic pathway to complete Childhood Development Associate Certificate was introduced. Senior students start on pathways in SP19, with full completion by high school graduation. See additional information this partnership under “Additional Practices.”
Ohio University/Dublin	Columbus State’s regional learning center in Dublin is located on OU’s regional campus.	Hosted two joint three-day health careers summer camps for 90 incoming juniors and seniors from 33 high schools throughout seven counties. The PATHS2 Academy is a zero-cost camp that obtains sponsorship from local restaurants and grocery stores to provide lunch, snacks, and water to the target population, under-served and under-represented populations in health care. Faculty from Columbus State and Ohio University partner to provide hands-on demonstrations through the Dublin Integrated Education Center.

		See additional information this partnership under “Additional Practices.”
Central Ohio Compact	A regional strategy that includes public and private higher education institutions, K-12, workforce and economic development professionals, government officials, and social service programs with a goal to bring about increases in college success in Central Ohio. This work is supported by a 5-year, \$2.5 million grant from JP Morgan Chase as part of its New Skills at Work initiative. This work also enabled the College to leverage additional grants such as the credit counts and the CCRE grants outlined below as well as grant from the Joyce Foundation and multiple NSF grants.	Deeper employer engagement was the focus in FY18 with the Workforce Advisory Council being established. The Workforce Advisory Council meets quarterly and membership includes human resource representatives from a wide spectrum of industry sectors across the region with the goal of helping prepare the region’s employers to meet the challenges of an ever-changing economy by increasing educational opportunities for current and future emerging, incumbent, and traditional workforces.
Investing in Innovation (i3) / College and Career Readiness Expansion (CCRE)	An \$11.5 million 5-year grant through USDOE to support economic development in Central Ohio by increasing the number of students who graduate from high school and are prepared for enrollment and success in postsecondary education. The grant targets seven school districts that have the highest percentage of low income students.	FY18 represented the second year of the grant where baseline data was established. However, surveys indicate high school staff perceived a significantly stronger post-secondary relationship with Columbus State and a significantly higher proportion of staff shared a common vision of the work than compared in the first year.
Credits Count	A 5-year \$5 million grant from the American Electric Power Foundation, the Credits Count program enables Columbus high school students to earn college credits and get a jump start on a degree in a STEM (science, technology, engineering and math) field.	At West High School, which became an AEP school in the 2014-15 school year, the percentage of students graduating after four or five years with 3 or more college credits increased from 4.3% in the 2015-16 school year to 7.6% in the 2016-17 school year. The 7.6% was a tenth of a percent higher than the overall average at Columbus City Schools.

Honda Modern Manufacturing Work Study	This work-study program allows students to work at Honda three days each week while completing their degrees at Columbus State. Students can earn their degrees while applying their newly mastered technical skills.	For FY18 the partnership grew the number of additional employers involved by 136% and the number of high schools represented with students by 45%.
CCP	The State's dual enrollment program	The College Credit Plus program served students from 141 unique high schools in 73 school districts spanning 16 counties. The College served an additional 1,200 students, a 35% increase.
Marysville Early College High School	The Columbus State Marysville Regional Learning Center (ME) is located in the Marysville Early College High School and focuses on certificate courses in advanced manufacturing.	This partnership resulted in the 2017-18 seniors graduating with an average of 23 college credits and five seniors earning their associate degree and their high school degree at the same time.
Amazon Career Choice Program	The Career Choice Program allows employees at the Amazon distribution center in Etna, Ohio the opportunity to earn certificates or associate of applied science degrees within the Pharmacy Tech program.	The first 10 Amazon employees completed the 8-week program this spring. Amazon pre-pays for 95% of students' tuition and fees.
Apple Swift Application	Columbus State is among the six community colleges nationally chosen by Apple Inc. to launch their Swift application development curriculum to teach students elements of app design and gain critical skills in software development and information technology	\$13,173 was generated in revenue for FY18

**Columbus State has numerous partnerships; this is a sample.*

Administrative Practices

Recommendation 5 | Administrative cost reforms

5A Cost diagnostic: Each college/university must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies.

The College previously implemented this recommendation, which resulted in a financial dashboard used during academic program reviews.

5B Productivity measure: While the measure should be consistent, each college/university should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high volume environments vs. high-touch ones. What steps has the institution taken to improve productivity in FY18? Please discuss any updates to the utilization of process/continuous improvement methodologies such as Lean Six Sigma.

Productivity was improved on many fronts in FY18 as outlined throughout the report. As noted in the previous report, the College has focused training efforts on Compression Planning rather than Lean Six Sigma specifically. The Grants Office has assumed the role of training in this area, as it lends itself to the complex decision-making processes that this office utilizes. Training during FY18 occurred in August 2017 for 20 individuals. Compression Planning was used to conduct a Job Skills Analysis for Industrial Engineering Operations Technicians. The process allowed the analysis to be completed in less time, leveraging grant dollars, which ultimately led to improved curriculum and greater job readiness. This was replicated for Cybersecurity, Mobile App Development, Data Analytics, Alternative Energy Automotive, and Arboriculture. These principles inform ongoing work with key industry partners in developing on-site training for specific jobs. It also provides a feedback loop to the academic program in an effort to streamline the process of preparing students for specific jobs. An example of this work is the incumbent training modules CSCC deployed at Nationwide Financial in FY18, from August through October. Compression Planning was also used to inform the Diversity and Cultural Inclusion Council's recommendations to the executive level, as well as an Active and Collaborative Learning grant.

5C Organizational structure: Each college/university should, as part or because of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The college/university reviews also should consider shared business services — among units or between college/university, when appropriate — for fiscal services, human resources and information technology.

The College continues to review its organizational chart incrementally. The following organizational changes were made in FY18:

- College Credit Plus: A new College Credit Plus Services Office was established to provide improved and more consistent communications to students and districts and to better support high school students taking Columbus State's courses to ensure that they are on a pathway to a degree or certificate. More specifically the College utilized the new career services fee added in Spring 2018 to add new coordinators to focus on school district communications and new transition advisors to support high school students who have completed their general education courses and are ready to move into a more defined pathway. College Credit Plus positions were also embedded within Admissions, the Office of the Registrar, the Testing Office, and the Cashiers & Student Accounting Office to ensure that College Credit Plus students have the necessary supports.
- Enrollment Services: The work in this area has been completely restructured to best support students as they transition into the College and remove duplication of efforts. For example, the departments of the Registrar and Financial Aid now have more of a policy focus to ensure compliance with state and federal regulations, sound College policies, and efficient processes and communications with other departments of the College. The Integrated Systems and Data

Analysis Department's focus is on the enterprise system upgrades necessary to best support a student's experience as they do business with the College. These changes then allow the remainder of the Enrollment Services area (Student Central, the Telephone Information Center and Admissions) to completely focus on meeting with students and answering their questions. Again, the goal with these changes is to "ensure that students only have to tell their story once."

5D Health-care costs: A statewide working group should identify opportunities to collaborate on health-care costs. What initiatives or plan changes did the college/university implement in FY18 to manage or reduce healthcare costs? Has the college/university achieved any expected cost savings through healthcare efficiencies in FY18? Please explain how cost savings were estimated.

CancerBridge was an added resource for full-time employees and their families in FY18. This program provides resources that can answer questions regarding treatment, side effects, things to consider, as well as the ability to assist in finding a physician that specializes in the specific cancer diagnosis. While the program is too new to show results linked to cost savings in health premiums, it is believed that it will reduce costs in the future. The data show that nine employees have participated in the online webinars offered and one employee has sought service to date. We continue to monitor claims to evaluate efficiencies. We also meet annually with United Health Care (UHC) to analyze our clinical data to make efficient and effective changes to the design and to roll out new products based on the data. In addition to the analysis, we continue to review the cost savings through group purchasing.

Clinical and claim reviews indicated this past year that emergency room (ER) and pharmacy had opportunities for cost containment with minor plan changes to the ER and pharmacy benefit. These changes resulted in a cost reduction of approximately \$110,000. The ER savings were based on an actuarial estimate based on deterrence of inappropriate ER visits and the pharmacy savings were based on deeper contracted discounts through the additional pharmacies in the network. The College also changed stop loss vendors for an additional cost savings of approximately \$94,000 with no impact to the employees. This savings directly saved the College on its stop loss premium that is paid each month.

The College also performed an audit to identify over age dependent children, as well as Medicare eligible participants on the high-deductible health plan, to transfer them off the plan as required.

Finally, the College finalized another year for the spousal surcharge which resulted in a hard savings of \$125,000 in FY18. This amount includes only the surcharge. There is also savings by eliminating some spouses from the plan.

5E Data centers: The college/university must develop a plan to move their primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

Columbus State has not implemented this recommendation based on a thorough analysis that was explained in the last report. It was found that quality systems security and redundancy could be addressed internally at a lower cost by consolidating and moving existing data centers on the Columbus Campus to the College's Delaware Campus. The College also systematically evaluates cloud-based services for any enterprise system as these technologies provide a viable alternative for services that need to reside outside of the data centers.

5F Space utilization: Each college/university must study the utilization of its campus and employ a system that encourages optimization of physical spaces.

A formal space utilization study has not yet been conducted due to first prioritizing completion of a buildings conditions assessment and an ADA assessment. A new Facility Planning Office was set up in FY18 to manage the overall College Master Plan and oversee management of space so that space utilization could be optimized. This new office will oversee the formal space utilization study and is the lead on two new cross-College teams – a facilities planning team and a capital planning team. The facilities planning team conducts a monthly space management meeting with key stakeholders from across the College to review all new space requests and determine the most efficient solution for each request. This team works closely with a capital planning team to advise them on space needs and potential overlaps that will inform future capital requests. An example of improving space utilization in FY18 was the addition of mobile technology to many classrooms so that space and technology could be utilized by multiple departments. Better leveraging these limited resources avoided costs to renovate space and reduced the need for new space.

Energy

Energy Efficiencies seek to refine sustainable methods utilized by college/university to procure and use energy (resulting in more efficient use of energy), including, but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

FY18 Projects/Initiatives	Efficiencies Gained, including Monetary Impact
LED Upgrades	Facilities Management continues to invest in energy efficient initiatives with LED upgrades. We have upgraded 90% of our exterior lighting producing energy savings and increased safety. In FY18 savings of over \$167 per day (or \$61,083 annually) are being realized by reducing the wattage used from 195,348 to 40,391 watts. Combining the energy savings in FY17 with the FY18 upgrades brings the average daily savings to over \$354 per day (or over \$129,000 annually).
Energy efficiency upgrades/replacements	Facilities Management has invested in energy efficient upgrades/replacements to generators, boilers, chillers, cooling towers, windows, pumps, vehicles, and space utilization. By choosing certified commercial space heating and cooling equipment, and taking steps to optimize its performance, we are enhancing the comfort of our space while saving energy and reducing greenhouse gas emissions.
Building Metering	Facilities Management is currently working with the City of Columbus Division of Power on individual building metering or smart grid solutions that will isolate building energy consumption measurements. Currently the Columbus Campus is metered with three primary meters. By installing over 20 new individual building metering devices, Facilities Management will track energy usage and seasonal trends. These upgrades will assist us in recognizing additional saving opportunities.
Replacement/Retrofit Elevators	Facilities Management has invested in eight new replacement/retrofit elevators replacing older motors and equipment, with newer systems that reduce energy use in two ways. <ol style="list-style-type: none"> 1. They use less electricity during operation 2. They generate less heat, which reduces HVAC demands for the hoist way and machine room

	With proper valve adjustments on four of the new elevators, programmed sequential standby modes, destination dispatch, real-time wait duration controls, and cab improvements, we can save up to 50% on energy usage, based on industry standards.
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Regional Compacts

New HB 49 Requirement: Ohio Revised Code Section 3345.59 requires regional compacts of Ohio’s public colleges and universities, with an executed agreement in place by June 30, 2018 for colleges and universities to collaborate more fully on shared operations and programs. Per O.R.C. section 3345.59(e) colleges and universities shall report within their annual efficiency report the efficiencies gained as a result of the compact. ODHE recognizes the regional compacts were due to be in place by June 30, 2018; therefore, please discuss your projected efficiencies gained as a result of each of the categories within the compact.

The work to establish the Central Ohio Region Higher Education Compact (CORHEC) did not include projecting efficiencies. We instead identified existing collaborations and summarized them to serve as a baseline on which to build. It was determined that our compact would meet annually after the Central Ohio Compact meeting each fall for the identification of additional opportunities for collaboration aligned to the goals outlined in section 3345.59. Determination will be made at this meeting on the focus and meeting calendar for the rest of the year. Following are areas of collaborations that currently exist between Columbus State and other members of the CORHEC.

Category	Description	Monetary Impact
Reducing duplication of academic programming	CSCC has reviewed data on enrollment and completion history in its programs including both degree and certificate completions (because the two are intertwined), as well as transfer. It also reviewed high level employment data on graduates for certain programs as well as Columbus labor market data. Programs targeted for action include those in areas currently being evaluated as part of its academic review process, and as part of enrollment planning for the forthcoming academic year.	Not estimated
Implementing strategies to address workforce education needs of the region	The Central Ohio Compact is a collaborative regional effort led by Columbus State that includes over 60 industry, education and state partners (including all CORHEC members) and serves as a catalyst for education attainment improvement. The collective goal is aligned with the State goal to have 65% of Ohio’s working adults in attainment of a degree, certificate or other	Not estimated

	postsecondary workforce credential by 2025.	
Sharing resources to align educational pathways and to increase access within the region	All CORHEC members are participating in the OER Innovation Grant through ODHE.	Not estimated
Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region	The Higher Education Council of Columbus (HECC) includes Columbus State, Central Ohio Technical College, Ohio State, Columbus College of Art and Design, Capital University, Franklin University, Ohio Dominican University and Otterbein College. This collaboration enables full-time undergraduate students to attend any HECC home institution (where the student is registered full-time) to register at another HECC member host institution for certain credit courses not available at the student’s home institution.	Not estimated
Enhancing career counseling and experiential learning opportunities for students	All CORHEC institutions utilize the National Association of Colleges and Employers (NACE) in some capacity.	Not estimated
Expanding alternative education delivery models such as competency-based and project-based learning	All CORHEC institutions are working with Western Governor’s University whose curriculum model is competency-based.	Not estimated
Implementing strategies to increase collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts in your region	OSU and Columbus State are working collaboratively with the Success Network and the ESC of Central Ohio to provide opportunities for more high school teachers to be credentialed to teach college course work. The goal is to launch the first cohorts in this program in the summer of 2019.	Not estimated
Enhancing the sharing of resources between institutions to improve and expand the capacity and capability for research and development	OSU and CSCC are working together to design a research project focusing on students who initially enter Columbus State with an intent to transfer to OSU, but who do not transfer. The project will analyze barriers to transferring to OSU among Columbus State students with strong academic performance and will serve as a foundation for collaborative practice to improve the transfer pipeline between Columbus State and OSU.	Not estimated
Identifying and implementing the best use of university regional campuses	This area is not applicable to Columbus State.	N/A

Section II: Academic Practices

Recommendation 6 | Textbook Affordability

6A Negotiate cost: Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

This recommendation was implemented through the buyers who serve as professional negotiators with faculty (as outlined in the last two reports).

6B Standardize materials: Colleges and universities must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students.

Progress was made on implementing this recommendation in FY18. Columbus State is a leader in distance learning and academic departments continue to develop and enhance digital offerings and materials, which will result in more common use materials. The majority of academic courses at Columbus State utilize common materials for both low and large enrollment courses.

The CSCC Library partners with the statewide library consortium (OhioLink) to purchase digital offerings as packages in an ongoing effort to demonstrate the responsible nature of providing library materials at the lowest possible cost. An example of a single digital offering is Safari Books.

The following statistics represent other e-books and eJournals.

e-Books/Journals	Title Usage (July 2017 to June 2018)
Ebsco	972 (eBooks)
Gale	1,635
EBC	9,826
ACLS	2,372
Wiley	3,546
Salem Press Online	142
Oxford	2,122
Cambridge	58

e-Journal	Full Text Requests (July 2017 to June 2018)
Electronic Journal Center (EJC-OhioLine)	15,610
EBSCO	223,872
Sage	8,502
Wiley	1,845
AMC Journal Report	149
ACS	991
Cambridge	46
Oxford	1,077

6C Develop digital capabilities: Colleges and universities must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials.

Progress has been made on implementing this recommendation. During FY18 Columbus State participated in the Innovation Grant awarded by ODHE for Open Educational Resources (OERs). FY18 was also used as a planning year to more aggressively implement OERs by initiating an internally funded program to encourage faculty to explore and adopt OERs as textbook replacement. Faculty are varied in their awareness and understanding of the OER environment. Therefore, as a first step, we will create an OER awareness campaign using the Library as the central point of information. In addition, the Library, in collaboration with Deans and Chairs, will finalize a proposal process so that interested faculty can submit their ideas and request funding for their efforts to replace publisher materials with low-cost and/or no-cost OER and Library resources. The awareness campaign and proposal process will emphasize textbook affordability, and any funding awarded will come with a contingency that textbook costs to students are reduced as an outcome of the faculty’s efforts. Data regarding production and cost efficiencies will be calculated to be reported in next year’s State Efficiency Report.

New HB 49 Requirement | Reducing Textbook Costs for Students

Ohio Revised Code Section 3333.951(C) requires Ohio’s public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those related to 6A, 6B, and 6C above, that ensure students have access to affordable textbooks.

It is a priority at Columbus State to reduce the costs of educational materials; a Textbook Affordability Advisory Committee was established in 2011 to oversee this work, as outlined in the last report. In FY18, this group focused on numerous initiatives which included sourcing more used books, additional Ebook offerings, increased library reserve, price negotiations, an Apple pilot program which eliminated books for nine courses, increased use of OER, and faculty-developed content to eliminate books. This work in FY18 has resulted in savings to students of \$2,363,132. The overall savings to students as a result of this work since 2011 is over \$7.7 million which includes savings on sales taxes that students would have had to pay if they bought their textbooks elsewhere.

As the next step to increase savings on course materials, the Bookstore along with several departments has launched an Inclusive Access (IA) pilot for summer semester 2018. Inclusive Access converts physical course materials into instantly accessible, totally interactive and adaptive digital content, while drastically reducing the cost to students. The pilot will provide an opportunity to measure student success and potential savings for the future.

Initiative	Explanation of Initiative	Cost Savings to Students
Ebook/Access Codes	Used instead of physical textbooks	\$277,601
Reduced Textbook Adoptions	Negotiating lower costs/ adopting a cheaper textbook	\$ 349,288
Apple Pilot Program	Using ebooks instead of textbooks	\$ 117,725
Eliminated Textbooks	Courses that did not use textbooks	\$1,114,647
College Credit Plus	15% discount on all College Credit Plus Textbooks and paid shipping	\$258,157

	costs, and some textbooks paid by CSCC	
Used Book Savings	Purchasing used textbooks instead of new	\$245,714

New HB 49 Requirement | Textbook Cost Study

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor by a date prescribed by the Chancellor. Please share the results of your study below.

Category	Amount
Average cost for textbooks that are new	\$88.84
Average cost for textbooks that are used	\$60.27
Average cost for rental textbooks	n/a
Average cost for eBook	\$117.95 – savings of \$26.64, 18.4%, vs textbook equivalent with access code.

The textbook study conducted by OACC CFOs is attached.

New HB 49 Requirement | Textbook Selection Policy

Ohio Revised Code Section 3345.025 requires the board of trustees of each state institution of higher education to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. Has your college’s/university’s board of trustees adopted a textbook selection policy? Choose an Item: (Yes, No, In-Process)

The review of the College’s textbook selection policy is in-process.

Recommendation 7 |Time to Degree

7A Education campaign: Develop an education campaign on course loads needed to graduate.

Columbus State continued to make progress on implementing this recommendation in FY18 through the implementation of comprehensive completion pathways (formally known as Guided Pathways). As part of this effort, starting in the Autumn 2018 semester, every student will choose one of eight Career and Academic Pathways. They will also develop an academic, career and financial plan aligned to their goals filled with clear, comprehensive information on how to succeed, complete, and transition. Selecting a pathway, setting goals, and developing an academic, career, and financial plan assists students in understanding time to completion and the expense associated with taking additional credits.

In Summer 2017, the College piloted College Success Express, a quick, no-cost way for students to prepare to start Autumn 2017 classes (<https://www.csc.edu/admissions/events/express.shtml>). Students received test preparation and placement testing for ALEKS PPL (math) and Accuplacer (reading/writing). Students also received 1 credit hour of college credit for COLS 1101 (college success skills) and their new student orientation and college registration session. College Success Express was a two-week commitment from students that

gave them the opportunity to improve their placement test scores and receive college credit for a required college success skills course, both as efforts to accelerate their time to completion.

7B Graduation incentive: Establish financial and graduation incentives to encourage full-time students to take at least 15 credits per semester.

Columbus State continued to make progress on implementing this recommendation in FY18. This past year Columbus State began its next phase of student success work by establishing momentum goals to focus on where students lose momentum in reaching their goals of obtaining a career-ready credential or transferring to a four-year institution. Part of this work was establishing a new approach to scholarships which includes a new completion scholarship for students who have obtained 30 credits towards a degree.

Columbus State also developed, piloted, and brought to scale an Accelerated Learning Program (ALP) English co-requisite model that shows promise in producing more, and higher quality graduates that are prepared to fulfill the needs and expectations of employers. The primary benefit to students is the accelerated completion of college-level English. The ability to complete this requirement early (often in the first semester of attendance) rapidly opens the door to coursework within the major for which English is a pre-requisite. Completion of gateway courses early, and without the sequential developmental sequencing of courses promotes persistence and provides students with a shorter, more cost-efficient pathway to graduation.

7C Standardize credits for degree: Streamline graduation requirements so that most associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements. Please identify the share of programs at your institution that require more than 65 credit hours to earn an associate degree. Please explain the major reasons specific academic program may require 65 credit hours to earn the respective degree.

The only associate degree program above 65 credits is Aviation due to FAA requirements. All other degree programs are 65 credits or less unless a student plans to transfer to a college or university which requires more.

7D Data-driven advising: Enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

The College continues to make progress on this recommendation. Over the past year, the College reviewed the results of a gap analysis of our enterprise systems (Enterprise Architecture Plan) and conducted an in-depth review of another enterprise system to explore how it compares to our current systems. High emphasis of this analysis was on how another system might better support our advisors and other support staff in serving our students.

Better systems will allow the College to continue moving to a more proactive advising approach so that all students will have a customized success plan with access to the interventions they need to be successful. Over the past year a planning and development committee was formed to look at an integrated advising model for implementation as part of comprehensive completion pathways. The coming year will be used to put this new advising model in place. Following are examples of how students are increasingly benefiting from personalized and systems supports provided by the College:

- **Tutoring:** Columbus State provides tutoring through NetTutor, in-person professional tutoring, and through Supplemental Instruction, which is tutoring provided by a student who has already passed the class. The number of students taking advantage of these free tutoring options continues to grow. In AU17, 3,426 students received tutoring for 239 courses. Students who attend tutoring also continue to show a higher completion rate than non-tutored students. The College's implementation of Supplemental Instruction also continues to grow. In Autumn 2016, 69 credit and 27 noncredit students attended Supplemental Instruction. In Autumn 2017, 99 credit and 26 noncredit students attended. The success rates of students who attended Supplemental Instruction were 83% for credit students, and 84.6% for noncredit students.
- **Early Alert:** The number of students supported through this automated student support system (explained in our last report), grew in FY18. In Autumn 2017 25,558 students (unduplicated) were impacted by Early Alert in 3,166 sections. This was an increase over Autumn 2016 usage when 24,403 students were impacted in 2,906 sections. Longitudinal data (2012 to present) indicate the success rates of students impacted by Early Alert continue to trend up while the withdrawal rates continue to trend downward.

7E Summer programs: Evaluate utilization rates for summer session and consider opportunities to increase productive activity.

The College continues to make progress on this recommendation, which includes:

- **Emphasizing Summer term for College Credit Plus students:** Summer enrollment for CCP increased from 507 to 661 unduplicated students from Summer Semester 2017 to Summer Semester 2018.
- **Participating in the second round of the EASE (Encouraging Additional Summer Enrollment) grant through MDRC in Summer Semester 2018:** Preliminary data from Summer Semester 2017 indicate a statistically significant increase in registration rates for those students targeted with both enhanced messaging and financial incentives. Additional first-year and preliminary second-year data will be assessed when made available by MDRC in 2019.

The following are also ways the College is better utilizing summer terms:

- Increasing the number of popular general education courses with delayed starts to appeal to a wider student audience.
- Enhanced intake processes to support the transient student enrollment.
- Intentional scheduling of new student orientation, boot camps, and summer bridge programs in support of institutional success and completion agenda. Over 70 discrete events or programs were delivered on campus during Summer Semester 2018.

7F Pathway agreements: Develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities. Please provide the details of the work completed related to this area in FY18 only. Please discuss efficiencies gained by implementing this recommendation. Please discuss how students have benefited, in terms of both cost and quality of their education.

Columbus State has 432 pathways to a bachelor's degree (five more than FY17): 4 1+3 agreements, 381 2+2 agreements, 43 3+1 agreements (33 that are 2+2 or 3+1 and 10 exclusively 3+1) and 4 2+3 agreements. A new Pathway Inventory is now available to students on Columbus State's website: <http://www.csc.edu/academics/transfer/search-transfer-agreements.shtml>.

Columbus State continues to partner with nine 4-year institutions through its Preferred Pathway Program. (<http://www.csc.edu/academics/transfer/preferred-pathway.shtml>). These partners afford benefits to Columbus State students beyond the transfer of credit (i.e., orientation, scholarships, assigned advisor at 4-year transfer institution, etc.). A new program in 2018 will provide dual admission to Columbus State and Otterbein University in select majors, and will support students with joint advising, summer experiences, and guaranteed transfer scholarship awarding. Further enhancing the transferability of Columbus State degrees, the College has created 30 distinct majors within the Arts and Sciences that fulfill the requirements of an Associate of Arts or Associate of Science degree. Additionally, the College has partnered in the development of Statewide Guaranteed Transfer Pathways in several academic areas that will take effect in the upcoming academic year.

7G Competency-based education: Consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject. Please provide the details of work completed related to this area in FY18 only. Please discuss efficiencies gained by implementing this recommendation. Please discuss how students have benefited, in terms of both cost and the quality of their education.

Columbus State has partnered with Sinclair College on a 2-year ODHE Innovation grant focused on competency-based education (CBE). For Columbus State, year one of the grant was focused on building awareness and understanding of CBE, including the impact on student support, financial aid, enrollment management, curriculum development, and faculty instruction. Sinclair College has a well-developed set of CBE offerings, and has hosted four professional development events on the Columbus State Campus focused on planning for CBE and resulting impacts. The events, held between January and March, were typically five hours in duration, and averaged 20 attendees from a variety of departments across campus.

Through the summer and fall of 2018, the College will be focused on converting four IT courses to CBE format. The four courses will be piloted in the spring of 2019 as non-credit offerings, and will be transitioned to credit-bearing courses upon completion of appropriate curricular approvals.

Recommendation 8 | Course and Program Evaluation

8 Duplicative Programs: Colleges and universities should review and address low-enrolled courses and programs and consolidate program duplicated at other colleges and universities in your geographic area. This recommendation is not applicable this year. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22. What steps, if any, did your college/university take in FY18 to share courses/programs with partnering colleges/universities? If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

As mentioned in the last report, the College uses the program review process to determine the viability of programs. Program reviews are driven by student and employer demand. If either begins to waver, the College closely examines the cause and makes determinations as to whether a program should be updated or continued. The program review process is conducted on a rolling schedule, assuring every program at the College is assessed at a minimum every third year. In 2017-18 the following programs conducted a program review: Aviation Maintenance, Digital Design and Graphics, Digital Photography, Interactive Media, Interactive Media Video Game Art and Animation, Respiratory Care, Interpreter Education, Social and Human Services, and Veterinary Technology.

In the fall of 2017, Columbus State completed and submitted initial conclusions to ODHE through its Board of Trustees approved Duplicate Program Report. Institutions from the Central Ohio Region Higher Education Compact also reviewed duplicative programming this past year, as outlined in its report submitted in June 2018 to the State.

Recommendation 9 | Co-located Campuses: Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges/universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

Recommendation not applicable to Columbus State.

Section III: Policy Reforms

Recommendation 10 | Policy Reforms

10A Financial advising: Ohio's colleges and universities should make financial literacy a standard part of students' education.

The College has made significant progress on implementing this recommendation in FY18. Obtaining a college degree is vital to economic stability in today's world and far too many students are finding educational success unattainable due to rising college costs and rising unmet needs. Columbus State students, like many other students across the nation, are facing financial barriers that are no longer overcome by traditional financial aid methods. Day-to-day struggles such as housing, transportation, food, and childcare are impeding the progress of even our most academically promising students.

Recognizing these challenges, over the past year the College's Student Financial Wellness Committee (SFWC) focused not only on financial literacy but more broadly on financial stability and wellness. This team, supported by a grant from the Ohio Department of Commerce, deliberately and thoughtfully initiated focus groups and carried out workshops and online educational modules. This team attended conferences and sparked discussions around food insecurity, transportation issues, and childcare.

The College developed a financial stability framework in FY18 that includes the following pillars:

- **Access:** Promote FAFSA completion, navigating scholarships and tuition assistance, leveraging Ohio Benefits Bank, SNAP, and other public supports to sustain students outside of the classroom.
- **Wellness:** Implement and sustain strategies to assist students with housing and food insecurity, transportation, and child/familial care using a 'partnership first' approach with community agencies and resources.
- **Literacy:** Educate students about baseline financial literacy, paying for college, household budgeting, saving, and others.
- **Mobility:** Ensure intentionality in career exploration and advising so graduates have a solid foundation with which to achieve economic mobility.

Columbus State dedicated a significant amount of time at the Spring 2018 in-service to introduce this financial stability framework and present on financial stability and food insecurity. Two well attended and highly engaging spotlight sessions were offered: “Financial Stability and Student Success” and “Food Insecurity: Creating Sustainable Solutions for our Students.”

10B Obstacles: The Ohio Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule or statute that inhibit the efficiencies envisioned in these recommendations.

Columbus State’s policy priorities include:

- Reducing student debt by incentivizing students to pursue 2+2 pathways;
- Promoting deeper alignment between community colleges and employers;
- Ensuring that community college facilities and technology can keep pace with industry and maintain the ability to respond to the needs of the emerging workforce; and
- Closing the equity gap by eliminating barriers to economically disadvantaged students and adults from taking advantage of opportunities for economic prosperity.

Construction Reform: Please discuss efficiencies gained in FY18 from the 2012 Construction Reform legislation.

In FY18, the College continued to work under a “construction manager at risk model” for constructing its new Culinary Arts and Hospitality Management building, Mitchell Hall, which is scheduled for a soft opening in the fall of 2019. Construction of the building began this past spring and by having the construction manager as part of the team from the beginning allowed for cost savings strategies suggested by the contractor to be incorporated early in the design process, thus reducing cost overruns. This directly benefitted students by providing more programmable space within the building design and budget. The College is also utilizing General Contracting and Design-Build delivery methods on several projects, which will speed up delivery of the projects and result in more efficient construction, and in turn, overall cost savings.

Additional Practices: Are there additional efficiency practices your college/university implemented in FY18 to ensure students have access to an affordable and quality education? Please identify.

HR related efficiencies:

- An additional HR module was brought on-line this past year for employee learning, training and professional development. This module allows the College to centralize training records for employees in one place, and also allows the training to be connected to the myPLAN for the Performance review process. Having all employees using a digital system rather than paper-based results in much greater efficiency and effectiveness. It also allows for better risk mitigation as the assignment of mandatory training can be systemic and/or customized to the user and the completion of training can be monitored and reported out.
- Another cost savings strategy employed this past year for training costs was around the Mental Health First Aid Curriculum. In the past, the College hired certified facilitators to offer College employees training about the signs and symptoms of mental illness and what to do if a co-worker expresses troubling behaviors, depression, etc. This past year, the Human Resources Department partnered with the College’s student-facing Counseling Services Office and the Grants Office and wrote (and received) a \$4,000 grant to ADAMH of Franklin County so that College employees within HR and Counseling Services could be certified as trained facilitators. The College can now offer this

training to our College community three times a year rather than only once and savings were realized totaling \$5,000 since we no longer must pay for outside facilitators.

Efficiencies at the Delaware Campus and Regional Learning Centers:

- The Delaware Campus and Regional Learning Centers utilize 1, 3, and 5 year location specific forecasts as the driver for growth. These plans are developed in concert with regional demographics and labor market information, as well as population trends and county growth predictions. To ensure the strategies are in-line with College priorities, these plans are updated every six months and are reviewed with the President and senior administration.
- The College's Dublin Regional Learning Center completed its third fiscal year being co-located within the Integrated Education Center on Ohio University's Dublin Campus. The two institutions continue to refine their strong partnership both academically and operationally. For example, regular operations meetings focus on mutual cost containment and operational efficiencies with third party vendors. Deans and senior administrators from both institutions continue to meet regularly to identify academic pathways that offer seamless transitions for students to Ohio University in both the in-person and e-learning academic formats. These partners also continue to collaborate on a health career summer camp focused on underrepresented and first generation college students. This year the 3-day camp will host 120 students from 33 high schools throughout seven Ohio counties.
- The strategy for growth at the Reynoldsburg Regional Learning Center is focused on increased communication and marketing efforts in conjunction with the Reynoldsburg School District. A realignment of academic pathways in the high schools has allowed for increased access to academic certificate programs such as Foundations of Business, Childhood Development Associate, State Tested Nursing Assistant, Pharmacy Technician, and Occupational Safety and Health Administration (OSHA). These programs are open to high school students through College Credit Plus and the general community. By working with the district we have increased section utilization.

Facilities Management - additional practices:

- Lock/Access - Facilities Management has invested in five programmable key control lock boxes across campus. There are currently three operational lock boxes and two additional boxes in the process of being installed. These key lock boxes control over 220 sets of keys for the College. They eliminate time-consuming key transactions, send out dedicated alerts on misplaced/lost keys, and eliminate unauthorized access. Key control and management to help improve operational security by providing comprehensive safeguarding and management of access and fleet keys. All access activity is automatically tracked and the reporting capability can also act as a time sheet, verifying hours that an individual was on the job or using a vehicle. Features such as reports, automatic email notifications, key reservations, and contractor control, improves workflow efficiencies and time.
- ADA Assessment – Recommendations from a recent campus-wide ADA assessment is being addressed as part of ongoing maintenance projects. Utilizing in-house labor as resources permit results in cost avoidance. As of April 2018, 147 Site and Building ADA items are in progress, and seven items are complete with a total estimated cost avoidance of \$185,230.

- Paint Palette - Facilities Management initiated a collaboration with the Facilities Planning Office in creating a standard paint palette for the College. While still in process, this standardization will begin to realize time savings in planning finishes for projects and cost savings by reducing paint waste and storage needs.
- Bookstore Renovation: Facilities Management used in-house labor to provide a new student study area, a fitting room, and a new convenience center area. The use of internal labor provided a cost avoidance of \$202,047.
- Tool Inventory - Facilities Management is in the process of creating a tool inventory. This process is approximately 80% complete and consists of recording all tools/equipment with values over \$100. Along with cataloging this serialized inventory, a percentage of life is being assigned to each piece of equipment. This allows for efficient budget forecasting by knowing when tools and equipment will need replaced.
- Solid Waste/Recycling-
 - Currently our solid waste stream is being reduced by recycling the following items; paper, cardboard, scrap metal, and batteries. Revenue is being generated back to the College through the sale of cardboard, white paper, batteries and scrap metal. In FY18 nearly \$6,000 has been generated totaling 52 tons of material diverted from landfills.
 - Facilities Management is responsible for all trash removal on main campus as well as all satellite campuses. Solid waste savings of \$22,000 have been realized by monitoring the capacity of our current dumpsters and emptying them as needed rather than on a schedule.
- Streamlining Practices –
 - Facilities Management created a new office supply inventory system and a dedicated storage area for these supplies, which has provided efficiency in having necessary supplies available and accessible while also allowing a cost avoidance by significantly reducing the ordering of unnecessary supplies.
 - A detailed project checklist was created to help projects run more efficiently and provide project managers a protocol to follow and highlight critical processes.
 - A new event set-up protocol was recently put in place to provide more efficient internal tracking of upcoming events. This tracking tool gives the Facilities Management team a snapshot of upcoming set-up needs allowing more efficient manpower utilization.

Information Technology - additional practices:

- Information Technology is now tracking through its inventory management system 23,000 college hardware assets through their life cycle - from acquisition to disposal. The system is wireless allowing inventory updates to be done in the field to ensure the College has accurate data on technology assets, where they are used, assigned custody, equipment age and distribution.

Other – addition practices:

- Prior Learning Assessments: Columbus State values the role of PLA within its larger application and advising processes. Over the past three years the college-wide PLA committee has worked to identify, leverage and apply new processes that streamline the identification and conversion of industry credentialing and workplace learning to award credit where appropriate. The committee began its work with our articulated credit procedures with our career centers. The credit process is now streamlined and completed prior to August 1st of each academic year. This work has

dramatically increased the number of applications, conversion of applicants in addition to increasing the number of credit hours earned by career center graduates completing credentialing programs while in high school. This work leverages our College Credit Plus processes and aligns career center students with our CCP processes and partners.

Our work has now moved toward identification of industry credentials that are offered through K-12, private vendors and Columbus State (e.g., STNA, CDA and IT Certifications). This inventory will afford the College the ability to identify, upon application, an applicant's complete educational history and apply and award PLA in a more consistent, meaningful and targeted fashion encouraging student success and completion supporting the College's overall completion plan. In addition, academic departments are beginning to front load industry credentialing into their degree programs to create a more seamless and logical learning cycle that embeds stackable certificates along the students' educational journey towards a degree while giving them identified marketplace skills. This work has been completed in Early Childhood Education, Nursing and Sport & Exercise Studies and is being positioned within the Computer Science program through its program review process. Although the work has been complex, the College has made great strides in identifying prior student learning and ensuring that students are given appropriate earned credit for prior learning completed upon application to the College or through a student's tenure with the College.

Section IV: Master Recommendation #1-Students Must Benefit

For chart #1, please provide the cost savings/avoidance in FY18 ONLY for the three specified categories. For chart #2, of the FY18 cost savings/avoidance to your respective college/university, please provide how much of that cost avoidance/savings was redeployed or invested into initiatives that benefit students and/or promote operational excellence.

NOTES: Please do NOT include cumulative savings as this is for FY18 only. Cumulative savings may be discussed in your above response to each recommendation. Feel free to add additional lines as necessary.

The following “cost savings/avoidance” totals represent some of the budgetary savings realized through highlights discussed throughout the report and a focused effort to better align budgets to actuals:

Chart #1:

Category	Recommendation	FY18 (Actual)
Cost savings/avoidance to the college/university in FY18 ONLY	Payroll Attrition Factor	\$755,787
	Improved processes for distribution of federal student aid.	700,000
	PT Payroll	543,220
	Utilities and other Facilities/Campus Upkeep	676,328
	Various Contingencies	500,624
	Leases and other rentals	132,644
	IT Maintenance Agreements and Computer Repair	129,819
	Self-Insurance	100,000
	Subtotal of Institutional Efficiency Savings	\$3,538,422
New resource generation for the college/university in FY18 ONLY	\$7 per Credit Hour Career Services Fee (starting SP18 term)	\$1,627,319
	Subtotal of New Resource Generation	\$1,627,319
Cost savings/avoidance to students in FY18 ONLY	Textbook savings	\$2,363,132
	ExactTrack	371,212
	Savings as a result of fewer credits needed for a degree	631,451
	CCP savings	\$6,684,782
	Subtotal of Student Savings	\$10,050,577

The following chart represents estimated investments from the budgetary savings and new resource generation outlined in Chart #1.

Chart #2:

Category	Amount Invested in FY18	Explanation
Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs – such as technology)		A moratorium was placed on lab fee increases in FY18.
Student financial aid	\$786,821	This is the amount invested in scholarships from the College in FY18
Student success services, particularly with regard to completion and time to degree	827,319	Funds were invested in scaling orientation, hiring new CCP coordinators and transition advisors. Funds were set aside for one-time investments needed for implementing comprehensive completion pathways
Investments in tools related to affordability and efficiency	400,000	New revenue was set aside for a new ERP that will provide the technological supports needed by students – including a student planner
Improvements to high-demand/high-value student programs	1,957,969	New funds were invested in - Courses that students need to graduate on time as well as - Workforce initiatives
	1,041,555	State of the art equipment to enhance the learning environment, i.e. Civil engineering students will benefit from brand new high-tech surveying tools.
<i>Total</i>	\$5,013,664	

Section V: Master Recommendation #2 – Five-year Goals

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

See attached [MasterRecommendation2](#).

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

Category	Recommendation	Component	Description	FY 2017 (Actual)	FY 2018 (Estimate)	FY 2018 (Actual)	FY 2019 (Estimate)	FY 2020 (Estimate)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
<i>Efficiency Savings</i>	3B	Collaborative Contracts	Copier/Printer Equipment/Software	\$ 8,300		\$ 5,100				\$ 13,400	
			1098 T's in-house	\$ 14,000		\$ 13,400				\$ 27,400	
	4A	Asset Review	Fire Science lease	\$ 60,000						\$ 60,000	
	4B	Operations review	A newly negotiated contract for janitorial supplies	\$ 99,000	\$ 50,000	\$ 10,060				\$ 109,060	The actual amount reflects the continued savings over the FY16 amount spent.
			Floor mat rental	\$ 3,500		2,168				\$ 5,668	
			Document Management System			9,480				\$ 9,480	
		Purchasing processes	Moving to P-Cards	35,650	60,000	26,000				\$ 61,650	This reflects the value of the time saved on purchasing using P-cards
	5D	Health Care Stop Loss				94,000				\$ 94,000	
		Spousal surcharge				125,000				\$ 125,000	
	Energy		LED Upgrades	\$ 68,390		61,083				\$ 129,473	This represents total demand savings.
	Additional Practices	HR	Mental Health First Aid			5,000				\$ 5,000	
		Facilities Mgt	Trash removal	7,500		22,000				\$ 29,500	
	Other	IT	Upgrades for 911				200,000			\$ 200,000	
		IT	SQL migration		291,000	291,000				\$ 291,000	
		Student printing	Improve student print management						375,000	\$ 375,000	
Subtotal Efficiency Savings				\$ 296,340	\$ 401,000	\$ 664,291	\$ 200,000	\$ -	\$ 375,000	\$ 1,535,631	

Category	Recommendation	Component	Description	FY 2017 (Actual)	FY 2018	FY 2018 (Actual)	FY 2019	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of New Resource Generation \$\$ (attach additional sheets if necessary)
New Resource Generation	4C	IT Certificates	New revenue generated through partnership with Nationwide	\$ -		\$ 175,956	\$ 32,169	\$ 557,500	\$ 843,750	\$ 1,609,375	Represents gross revenue without including associated costs. Increases shown are over prior year.
		Apple Swift App	New revenue generated through a partnership with Apple			\$ 13,173				\$ 13,173	
	7E	Summer Programs	Assume 1.5% increase a year for non-transient students	\$ -	\$ 155,079	\$ -	\$ 157,405	\$ 159,766	\$ 162,163	\$ 479,334	Assumes increased enrollment and associated tuition and fees. (Tuition and fees are flat to FY16)
	Other	Retention rates	Increase retention rates from AU to AU and from AU to SP by 1 percentage point per year	\$ -	\$ 123,207	\$ 194,431	\$ 160,026	\$ 160,026	\$ 160,026	\$ 674,508	Autumn to Spring enrollment did increase by 1%, Autumn to Autumn is assumed to follow the same trend. This will be confirmed after census day measures are final.
	Other	Strategic Initiatives	Increase the percent of students earning 15 college credits within their first year of college enrollment from 30.7% to 40%				\$ 149,254	\$ 149,254	\$ 149,254	\$ 447,761	Assume initiative takes five years, with the first impact occurring in FY19.
		Ohio Health	Job fair		\$11,000						\$ 11,000
Subtotal New Resource Generation				\$ 11,000	\$ 278,286	\$ 383,560	\$ 349,600	\$ 877,292	\$ 1,165,939	\$ 2,776,390	
TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY				\$ 307,340	\$ 679,286	\$ 1,047,851	\$ 549,600	\$ 877,292	\$ 1,540,939	\$ 4,312,021	

One-Time Resources	Other	Grants	Increase in outside grant awards	\$ 1,435,884	1,000,000	865,005	1,000,000	1,000,000	1,000,000	\$ 5,300,889	The College strives to leverage one-time investments to the College to improve academic and support systems to students.
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SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS: Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students.

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

SIGNIFICANT CHANGE(S) IN 5-YEAR GOALS FROM FY17 SUBMISSION TO FY18 SUBMISSION: Please use the area below to describe, in detail, significant deviation in your institution's 5-year goals from the FY17 submission to the FY18 submission, if applicable.

There are no significant changes to our goals from the FY17 to the FY18 submission. For the "Other" items under New Resource Generation, Columbus State has undertaken significant curricular and student support redesign efforts aimed at increasing student persistence and completion. Following best practices established by the American Association of Community Colleges (AACC), the college has committed to establishing a guided pathways model of student success beginning in the fall semester of 2018. It is anticipated that these institutional redesign efforts will yield higher rates of student attainment and credential completion in years to come.

OACC Fiscal Officers Working Group Recommendation
Benchmarking Textbook Costs
FY18
Columbus State Community College

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution.

Purpose:

Benchmarking textbook costs will provide institutions with information regarding the real costs impacting students, as well as documenting progress in our efforts to reduce costs over time. This effort also supports the Textbook Affordability initiatives to be reported annually as determined by Ohio’s Affordability and Efficiency plan. The annual reporting requirement for FY18 requires our Colleges to report the following:

Template with % of Sales Added		
Category	Amount	% of Sales
Average cost for textbooks that are new	\$88.84	80.1%
Average cost for textbooks that are used	\$60.27	11.1%
Average cost for rental textbooks - new	n/a	n/a
Average cost for rental textbooks - used	n/a	n/a
Average cost for eBook	\$117.95 – savings of \$26.64, 18.4%, vs textbook equivalent with access code	8.8%

Methodology:

Using FY18 as our baseline year, each Community College will determine annual sales in the categories of new textbooks, used textbooks, rental textbooks, and eBooks, as well as the associated units sold/rented to calculate the average unit cost/price. While not required within the template for the annual Efficiency Report, the percentage of sales by category (based on volume) will be provided to support comparisons and progress in future years. Also added to the template is the row to breakout rental textbooks between new and used, if applicable at your College.

Other thoughts and considerations for next year and beyond:

Many books are eligible for buyback programs in which a portion of the cost would be returned to the student, thereby reducing the cost of the textbook.

Some textbooks are used for multiple courses/terms but the full price of the book sold is included in the average amounts above versus being prorated over 2 or more courses/terms.

Average costs above are based only on those textbooks that were sold at a price to the purchaser. The number of courses that have no text required is increasing each year. For FY18, there were 54 courses that had no textbooks required. The average price for the textbook for these 54 courses was \$104.35, resulting in over \$1.1 million in savings in FY18.

At this point we are not being asked about eBook rentals, so they are not incorporated into this analysis.

Some courses may have different textbooks for different sections of the course; no adjustment has been made for this situation since averages are based on cost and the actual quantity of each textbook sold in FY18. Further analysis can be done next year at a course level.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE:_____

SUBJECT:

Adopt Shared Governance Model Revisions.

BACKGROUND INFORMATION:

Columbus State Community College's Shared Governance system is a mechanism for developing, evaluating and recommending changes in College-wide policies or procedures. The College's two governance Councils generally focus upon matters related to curriculum and assessment, long-range plans, student support, use of physical resources, budgeting priorities, technology plans and professional training and development.

The Shared Governance process utilizes the collective intelligence of the College community in planning and decision-making and fosters confidence that extends to all other areas of responsibility within the institution (*e.g.*, departments, programs and units). The Board of Trustees has final approval authority for policies, and the President approves procedures.

In March 2002, the Board of Trustees adopted a Shared Governance Model that established the original framework for the College's shared governance process. Since that time, the College's governance stakeholders have collaborated to continually improve the process. In November 2013, the Board of Trustees adopted significant revisions to the Shared Governance Model and established a five-year review period. During the past year, the College has successfully operated under a pilot structure that has further refined the original shared governance model. The attached Shared Governance Model summary codifies the proposed revised framework.

RECOMMENDATION:

That the Board of Trustees revise the Shared Governance Model adopted November 21, 2013, and conduct a review of the Model in 2023, effective November 15, 2018.

Shared Governance Model

PROPOSED REVISIONS

Introduction

Columbus State Community College's Shared Governance system is a mechanism for developing, evaluating and recommending changes in College-wide policies or procedures. The College's two governance Councils generally focus upon matters related to curriculum and assessment, long-range plans, student support, use of physical resources, budgeting priorities, technology plans and professional training and development.

The Shared Governance process utilizes the collective intelligence of the College community in planning and decision-making and fosters confidence that extends to all other areas of responsibility within the institution (*e.g.*, departments, programs and units). The Board of Trustees has final approval authority for policies, and the President approves procedures.

Governance

The College's governance structure is comprised of the Policy Council, ~~and the Academic Council AND THE OFFICE OF SHARED GOVERNANCE. Both Councils~~ THE COUNCILS are bodies with whom the Board of Trustees and the President share their governance authority in the development of policies and procedures that are codified within the College's official Policy and Procedures Manual. ~~The President's Office of Shared Governance administers the governance process and maintains all records of policy and procedure enactments. THE OFFICE OF SHARED GOVERNANCE FACILITATES POLICIES AND PROCEDURES THROUGH THE APPROVAL PROCESS.~~ The Board of Trustees ~~will~~ MAY ELECT to review the approved Shared Governance Model every five (5) years.

~~Annually, the Office of Shared Governance will extend to all employees the opportunity to submit issue recommendations to the Shared Governance Councils. The Councils and their respective Committees will evaluate the issues that are submitted and determine an agenda for the following year. The annual agenda is published to the campus. As additional issues arise throughout the year, the Shared Governance Office will facilitate consideration by the appropriate Shared Governance Council.~~

Policy Council

The Policy Council ~~addresses recommendations on~~ PROVIDES RECOMMENDATIONS FOR THE ADOPTION OF primarily non-academic policies and procedures that have general application to College operations. The Policy Council is comprised of ~~four (4) standing committees that address the following areas: (1) fiscal resources and facilities; (2) student support; (3) human resource support; and (4) technology~~ UP TO 25 ELECTED MEMBERS AND FIVE (5) APPOINTED MEMBERS, ONE (1) FROM EACH OF THE LABOR UNIONS ACTIVELY REPRESENTING EMPLOYEE GROUPS, IN-HOUSE COUNSEL AND THE STAFF ADVISORY COUNCIL. ~~There are a total of 60 Policy Council members (25 staff; 25 faculty and adjunct faculty; and 10 administrators).~~ NON-APPOINTED Policy Council members are elected by peers. A CONCERTED EFFORT IS MADE TO ESTABLISH REPRESENTATION EQUALLY BETWEEN COLLEGE DIVISIONS.

Shared Governance Model

~~Policy Council Committees make policy and procedure recommendations for adoption by the full Policy Council. The Office of Shared Governance facilitates review and comment by the labor unions actively representing employee groups, the Academic Council and the Staff Advisory Council.~~

~~At the close of the comment period, the Policy Council determines whether to approve the recommendation. Upon approval, legal counsel, senior leadership and the President review the proposed recommendation for possible further action.~~

~~Policy Council members are elected by their respective constituents in the spring JANUARY of each year for the next academic year, and they serve three-year, staggered TWO-YEAR terms. TERMS BEGIN ON THE FIRST DAY IN MARCH. The Policy Council and all Committees have ALSO HAS ONE non-voting, ex-officio member representatives (typically a division Vice-President or designee). Elected members cannot may serve more than UP TO two consecutive terms. The Policy Council may have adjunct faculty and part-time staff members. Adjunct faculty and part-time staff who have completed five years of service with the College may serve as elected members of the Council. ADJUNCT FACULTY AND PART-TIME STAFF MEMBERS WITH AT LEAST THREE YEARS OF COMPLETED SERVICE MAY ALSO SERVE AS ELECTED MEMBERS OF THE COUNCIL.~~

Academic Council

~~The Academic Council addresses PROVIDES recommendations on policies and procedures that primarily pertain to curriculum, assessment, and other academic matters. The Academic Council is comprised of twenty-EIGHT (2028) faculty members who serve as the co-chairs of ten (10) FOURTEEN (14) standing academic subcommittees. The standing committees address the following areas: (1) academic pathways; (2) academic rules and policies; (3) assessment; (4) curriculum; (5) faculty entry, training and professional development DELAWARE CAMPUS; (6) honors DIGITAL LEARNING; (7) instructional success DIVERSITY AND INCLUSION; (8) service learning DUAL ENROLLMENT; (9) student support; and FACULTY ENTRY, TRAINING AND PROFESSIONAL DEVELOPMENT (10) the tenure and promotion process HONORS; (11) INSTRUCTIONAL SUCCESS; (12) THE PROMOTION AND TENURE PROCESS; (13) SERVICE LEARNING; AND (14) STUDENT SUPPORT. There are a total of twelve (12) faculty members who serve on each of these ten FOURTEEN (14) standing committees.~~

~~The Academic Council subcommittees deliberate upon issues submitted by faculty or others and submit recommendations for approval by the committee of co-chairs. During this stage of consideration, the faculty union has an opportunity to review and comment upon the proposed recommendation. Upon approval by the committee of co-chairs, the Academic Council submits its recommendation for consideration to the Senior Vice President of Academic Affairs. Once the Senior Vice President of Academic Affairs approves the recommendation for further review, the Office of Shared Governance facilitates the administrative process of review and comment by the Policy Council. At the close of the comment period, legal counsel, senior leadership and the President review the proposed recommendation for possible further action.~~

Shared Governance Model

At present, the selection process for Academic Council members is under review by the Faculty Governance Committee, the faculty union and the College's senior leadership team. The Faculty Governance Committee intends to submit recommendations that address the election/selection process for members and co-chairs; terms of office; and coordination of the Council's administrative functions.

OFFICE OF SHARED GOVERNANCE

THE OFFICE OF SHARED GOVERNANCE FACILITATES THE GOVERNANCE PROCESS AND MAINTAINS ALL RECORDS OF POLICY AND PROCEDURE ENACTMENTS. THE OFFICE OF SHARED GOVERNANCE IS COMPRISED OF AT LEAST ONE STAFF MEMBER AND ONE EXECUTIVE LEADER. POLICIES AND PROCEDURES SUBMITTED TO THE OFFICE OF SHARED GOVERNANCE MUST BE APPROVED BY THE EXECUTIVE SPONSOR AND DRAFTED IN ACCORDANCE WITH ESTABLISHED OFFICE STANDARDS.

PROCESS OVERVIEW

NEW AND UPDATED POLICIES AND PROCEDURES THAT HAVE BEEN REVIEWED AND APPROVED BY THE EXECUTIVE SPONSOR MAY BE SUBMITTED TO THE OFFICE OF SHARED GOVERNANCE AT ANY TIME THROUGHOUT THE YEAR. ONCE SUBMITTED, THE OFFICE OF SHARED GOVERNANCE FACILITATES NOTICE AND COMMENT PERIODS, AS WELL AS OPEN FORUMS, IF APPLICABLE. FEEDBACK RECEIVED FROM NOTICE AND COMMENT PERIODS ARE SENT TO THE ORIGINATOR(S) OF THE NEW AND UPDATED POLICIES AND PROCEDURES FOR REVIEW. THE BOARD OF TRUSTEES APPROVES FINALIZED POLICIES, AND THE PRESIDENT APPROVES FINALIZED PROCEDURES.

AN OVERVIEW OF THE SHARED GOVERNANCE PROCESS IS AVAILABLE ON PAGE FOUR.

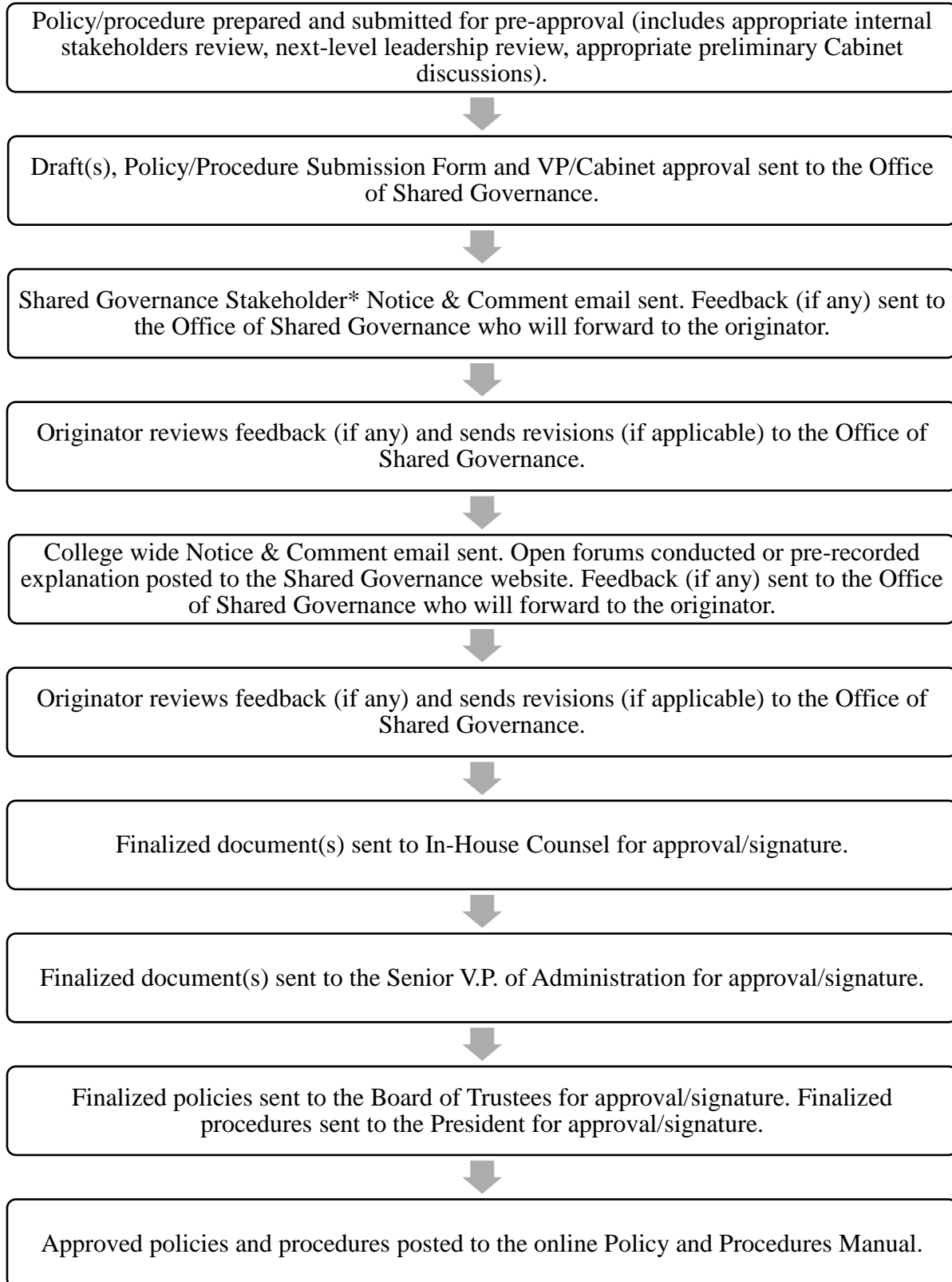
Index of Appendices

- ~~Appendix A—Shared Governance Organization Summary~~
- ~~Appendix B—Shared Governance Process Summary~~

NOTE: ~~Appendices A and B are intended to reflect the College's general shared governance structure. The nature of certain policy and procedure matters may require a reasonable departure from the processes reflected in the Appendices.~~

Board of Trustees Adopted New Shared Governance Model, Effective November 21, 2013

Shared Governance Model



*Shared Governance Stakeholders include Academic Council Co-Chairs and Faculty Fellow; representatives from CSEA, SAC, Teamsters and FOP; In-House Council, Cabinet, External Cabinet and Policy Council members.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Construction Contract Approvals: Utility Tunnel Repair & Union Hall East Entrance.

BACKGROUND INFORMATION:

State law requires the Board of Trustees to authorize the award of construction contracts for any project that exceeds \$200,000.

I. Utility Tunnel Repair

The Utility Tunnel Repair Project provides design and construction of partial tunnel replacement and repairs for the tunnels located beneath Aquinas, Rhodes, Eibling, Madison, and Franklin Halls. The project scope includes structural repairs, installation of waterproofing systems and surface-mounted lighting, concrete repair, and piping support replacement. Tunnel repairs for the Aquinas-Franklin Hall Tunnel may also include replacing the tunnel roof slab. Construction alternates may include vacating the Aquinas-Franklin utility tunnel and removing overhead canopies.

The total project budget is \$1,500,000, funded from the State capital allocation. The initial design and pre-construction services contract is \$85,580.00. The final construction costs will be identified during the design-build process, and an approval of the GMP Amendment for those costs will be submitted in Spring 2019. Using the statutorily-required bidding process for construction contracts, the lowest responsive and responsible Design-Build bidder is George J. Igel & Co., Inc. Construction is scheduled to commence in early February 2019 and complete in June 2019.

II. Union Hall East Entrance

In August 2018, the College's Facilities Planning, Design and Construction team completed the first phase of the renovation to the cafeteria in Union Hall, now known as the Union Café. The Union Hall East Entrance Upgrades Project is the next phase of the Union Café renovation, and it addresses building code and ADA accessibility issues related to restrooms and establishes additional seating space. A new Men's and Women's restroom and an all-gender restroom will be constructed in the lobby between Delaware and Union Hall adjacent to the new Union Café and existing Delaware classrooms. This will create accessible restroom options for both Union Café and Delaware Hall.

The previously approved design and pre-construction services contract for Elford, Inc. is \$124,726.00. This GMP Amendment to Elford's contract for this phase of construction is estimated at \$260,000.00. Construction is scheduled to commence in December and complete in January 2019.

RECOMMENDATION:

That the Board of Trustees authorizes the College to enter into the following contract with the lowest responsive and responsible bidder, and the awarded best value firm, respectively:

<u>Project</u>	<u>Company</u>	<u>Amount</u>
Utility Tunnel Repair	George J. Igel & Co., Inc.	\$85,580.00
Union Hall East Entrance	Elford, Inc.	\$260,000.00



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Financial Statements as of and for the three months ended September 30, 2018.

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 three months ended September 30, 2018, be accepted as presented.

COLUMBUS STATE

COMMUNITY COLLEGE

October 31, 2018

TO: Dr. David T. Harrison, President

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

SUBJECT: Financial Statements as of September 30, 2018

Attached are the financial statements of the Columbus State Community College District, the Foundation, and the President's Discretionary Fund for the period ended September 30, 2018.

1. General Fund (Exhibit B)

Revenues. Total revenues reported through September are 1.7% (\$546,947) above last year with tuition accounting for most of the increase. FY19 tuition is up mostly due to an increase in the tuition rate as a result of the Career Services Fee implemented in Spring 2018 and a tuition increase of \$10 per credit implemented in Autumn 2018.

The budget for state subsidy (State Share of Instruction or SSI) is based on the ODHE's preliminary FY19 calculation for Columbus State, which is 0.5% lower than what was recorded at this time last year, also based on ODHE's preliminary calculations at that time for FY18. After final calculations are completed later in the calendar year, the monthly SSI distribution will more accurately reflect the year-over-year change in SSI funding, which is expected to be a slight increase.

Enrollment for Autumn 2018 was budgeted almost flat to Autumn 2017 but is estimated to be almost 1.0% down. The Year-End revenue projections were adjusted to reflect this enrollment decrease for Autumn term, which was somewhat offset with Summer 2018 enrollment being about 1.0% higher than Summer 2017. No changes have been assumed in the Year-End projection for Spring and Summer 2019 terms.

Term	Budgeted Credit Hours	Actual Credit Hours*	Budget to		Prior Year FTEs	Current Year FTEs*	% Variance
			Increase/ Decrease	Actual			
Summer 2018**	37,980	38,338	0.9%		5,504	5,556	0.9%
Autumn 2018	217,066	215,112	-0.9%		14,485	14,341	-1.0%
Spring 2019	207,506						
Summer 2019**	44,585						

* Summer 2018 credit hours and FTE are the preliminary Census day numbers provided by the Institutional Effectiveness (IE) Office. Autumn 2018 credit hours and FTE are IE Census day numbers adjusted by the Resource Planning & Analysis Office to account for B-term courses.

** Summer semester 2018 straddles both FY18 and FY19, with 46% of the revenue attributed to FY19. Likewise, Summer semester 2019 straddles both FY19 and FY20, with 54% of the revenue attributed to FY19.

Expenses. Through the end of September, expenditures are approximately 3.8% higher than the same period last year. Much of the increase occurred within *Education & General*, \$735,400 or 4.3% above September 2017, and *Administration*, \$170,400 or 7.3%, above last year. The increase in *Education & General* is attributed to higher enrollment for Summer as well as compensation rate adjustments while the increase in *Administration* appears to be mostly the timing of payments.

FY19 Projected Year-End spending (Column G, Row 22) is estimated to be \$321K less than what was budgeted by the Board in May. This is primarily savings realized from vacant positions. While \$1 million was assumed to be saved from attrition, the current rate of filling positions would yield additional savings.

The transfer for debt service (column B, line 21) is higher than last year (column E, line 21) due to new debt service requirements for the 2018A Series Bonds that closed on June 28, 2018 and the 2018B Series Bonds that closed on August 2, 2018. The Bond Resolution for these issues was approved by the Board of Trustees in March 2018 as part of the financing for Mitchell Hall.

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

Bookstore revenues through September are down \$704,548, or 13.1% from last year. Textbook affordability initiatives continue to drive down textbook prices and reduce sales volume. Some of the contributing factors that account for lower sales is 192 courses which did not require course materials, new digital eBook options, Cengage Unlimited, which is brand new product that provides a subscription service at a low cost, and College Credit Plus school districts that are able to reuse a portion of textbooks purchased last year. Bookstore operating expenses are 1.4% lower, mainly due to timing and tight control of expenditures while overall Auxiliary expense is down 10.1% from last year. Food Service revenues are down \$74,739 due to the timing of the annual Pepsi funding of \$75K that was received in July last year but not until October this year, so it is not yet reflected on the financial statements. Auxiliary Administration expenses are lower than last year due to payroll reclassifications from Auxiliary Administration to the General Fund and other budgeted reductions.

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

To-date disbursements of \$255 left a balance of \$19,745 for September in this fund.

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

Foundation contributions through September are \$3,838,638, compared to \$212,641 for the same period last year, primarily the result of a \$3.3M pledge from the Weiler family for student support services in addition to signed pledges related to Hospitality Management and Culinary Arts. Contributions to Scholarships and Programs have increased in comparison to last year as the Foundation has additional scholarships to offer this year. Net investment activity through September is \$177,071 compared with \$290,462 last year, a decrease of \$113,391. Management and General expenses are nearly flat to last year.

5. **Investments**

The College's portfolio is invested consistent with its investment policy, with 43.04% currently invested in STAR Ohio, and other money markets, with the balance in various federal agencies, municipal bonds, and treasury notes.

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT SEPTEMBER 30, 2018
With Comparative Figures at September 30, 2017**

EXHIBIT A

<u>Assets</u>	<u>September 30, 2018</u>	<u>September 30, 2017</u>		<u>Liabilities and Fund Balance</u>	<u>September 30, 2018</u>	<u>September 30, 2017</u>	
Current Funds			(1)	Current Funds			(1)
Unrestricted			(2)	Unrestricted			(2)
Educational and general			(3)	Educational and general			(3)
Cash	\$ 4,392,192	\$ 7,164,087	(4)	Accounts payable	\$ 5,500,501	\$ 9,095,266	(4)
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1)	118,587,716	119,792,454	(5)	Deferred income			(5)
Accounts receivable, net of allowance for doubtful accounts	3,681,127	12,085,626	(6)	Student tuition	25,095,705	23,143,147	(6)
Interest receivable	-	-	(7)	Lab fees and credit bank	452,538	413,235	(7)
Prepaid expense	699,601	718,011	(8)	Due to auxiliary funds	-	-	(8)
			(9)	Due to restricted funds	-	-	(9)
Due from agency funds	16,248,344	4,604,050	(10)	Due to plant funds	40,199,349	35,361,760	(10)
Due from auxiliary funds	476,244	1,333,976	(11)	Due to agency funds	-	-	(11)
			(12)	Fund balances (Exhibit C):			(12)
Total educational & general	<u>\$ 144,085,224</u>	<u>\$ 145,698,204</u>	(13)	Allocated	61,218,918	61,850,356	(13)
			(14)	Unallocated	11,618,213	15,834,440	(14)
			(15)	Total fund balances	<u>72,837,131</u>	<u>77,684,796</u>	(15)
			(16)	Total educational & general	<u>\$ 144,085,224</u>	<u>\$ 145,698,204</u>	(16)
Auxiliary enterprise				Auxiliary enterprise			
Cash	\$ 2,845,197	\$ 3,008,072	(17)	Accounts payable	\$ 77,202	\$ 28,531	(17)
Investments	10,624,328	8,466,306	(18)	Due to educational & general fund	476,244	1,333,976	(18)
Accounts receivable	1,420,691	3,974,453	(19)	Due to Plant Fund	1,463,873	1,460,534	(19)
Inventories, at cost as defined (note 2)	1,674,480	1,743,720	(20)	Fund balances (Exhibit D):			(20)
Other Assets	70,178	59,274	(21)	Allocated	497,125	156,000	(21)
Due from general fund	-	-	(22)	Unallocated	14,120,428	14,272,782	(22)
Due from grant funds	-	-	(23)	Total fund balances	<u>14,617,554</u>	<u>14,428,782</u>	(23)
Total auxiliary enterprise	<u>16,634,873</u>	<u>17,251,824</u>	(24)	Total auxiliary enterprise	<u>16,634,873</u>	<u>17,251,824</u>	(24)
Total unrestricted	<u>\$ 160,720,097</u>	<u>\$ 162,950,028</u>	(25)	Total unrestricted	<u>\$ 160,720,097</u>	<u>\$ 162,950,028</u>	(25)
Total current funds	<u>\$ 160,720,097</u>	<u>\$ 162,950,028</u>	(31)	Total current funds	<u>\$ 160,720,097</u>	<u>\$ 162,950,028</u>	(31)
	[A]	[B]			[C]	[D]	

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

(Continued)

**COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT SEPTEMBER 30, 2018
With Comparative Figures at September 30, 2017**

**EXHIBIT A
(Continued)**

<u>Assets</u>	<u>September 30, 2018</u>	<u>September 30, 2017</u>		<u>Liabilities and Fund Balance</u>	<u>September 30, 2018</u>	<u>September 30, 2017</u>	
Plant funds			(1)	Plant funds			(1)
Unexpended			(2)	Unexpended			(2)
State appropriations receivable	\$ -	\$ -	(3)	Fund balances			(3)
Capital Improvement Fund	<u>1,486,328</u>	<u>1,379,696</u>	(4)	Restricted	\$ <u>1,486,328</u>	\$ <u>1,379,696</u>	(4)
Total unexpended	<u>1,486,328</u>	<u>1,379,696</u>	(5)	Total unexpended	<u>1,486,328</u>	<u>1,379,696</u>	(5)
			(6)				(6)
Cash from Bond Proceeds	-	-	(7)				(7)
Investments	13,075,943	-	(8)				(8)
Deposit with trustees/Escrow	1,870,837	-	(9)	Investment in plant:			(9)
Due from general fund	40,199,349	35,361,760	(10)	Interest payable	-	-	(10)
Due from Auxiliary	1,463,873	1,460,535	(11)	Capital lease payable	748,224	-	(11)
Land	27,719,338	27,719,338	(12)	Accounts payable	-	-	(12)
Improvements other than buildings	13,929,244	16,203,065	(13)	Bonds payable	19,112,951	5,320,000	(13)
Buildings	172,024,042	169,493,823	(14)	Deferred Gift Annuity	-	-	(14)
Movable equipment, furniture and library books	52,414,096	49,623,682	(15)	Due from Grant Funds	240,000	240,000	(15)
Construction-in-progress	5,591,118	1,573,590	(16)	Net investment in plant	189,556,427	184,757,852	(16)
Other Assets	141,391	171,264	(17)				(17)
Less: accumulated depreciation	<u>(118,771,629)</u>	<u>(111,289,205)</u>	(18)	Total investment in plant	<u>209,657,602</u>	<u>190,317,852</u>	(18)
Total investment in plant	<u>209,657,602</u>	<u>190,317,852</u>	(19)				(19)
Total plant funds	<u>\$ 211,143,930</u>	<u>\$ 191,697,548</u>	(20)	Total plant funds	<u>\$ 211,143,930</u>	<u>\$ 191,697,548</u>	(20)
			(21)				(21)
Agency funds			(22)	Agency funds			(22)
Cash	\$ -	\$ -	(23)	Deposits held in custody for others	\$ -	\$ -	(23)
Due from agencies	16,248,344	4,604,050	(24)	Due to educational and general fund	16,248,344	4,604,050	(24)
Due from general fund	-	-	(25)				(25)
Total agency funds	<u>16,248,344</u>	<u>4,604,050</u>	(26)	Total agency funds	<u>\$ 16,248,344</u>	<u>\$ 4,604,050</u>	(26)
	[A]	[B]			[C]	[D]	

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

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2018
With Comparative Figures at September 30, 2017**

EXHIBIT B

	FY 19			FY 18			FY 19 Projected Year End		FY 18 Projected Year End		
	Budget as approved May 2018	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Revised Budget as approved January 2018	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	FY 19 Projected Year End	Projected % of Budget	FY 18 Projected Year End	Projected % of Budget	
Revenues											
Appropriations											
Subsidy	\$ 67,477,372	\$ 16,857,186	24.98%	\$ 67,363,495	\$ 16,935,000	25.14%	\$ 67,477,372	100.00%	\$ 67,363,495	100.00%	(1)
Student Support Services	-	-	-	-	-	-	-	-	69,889	-	(2)
	<u>67,477,372</u>	<u>16,857,186</u>	<u>24.98%</u>	<u>67,363,495</u>	<u>16,935,000</u>	<u>25.14%</u>	<u>67,477,372</u>	<u>100.00%</u>	<u>67,433,384</u>	<u>100.10%</u>	(3)
Student											
Tuition	75,108,919	13,060,893	17.39%	70,084,052	12,459,834	17.78%	75,008,919	99.87%	69,874,209	99.70%	(4)
Fees	4,047,018	1,734,690	42.86%	4,218,452	1,740,918	41.27%	4,047,018	100.00%	4,148,418	98.34%	(5)
Special Courses	1,713,610	335,260	19.56%	1,560,144	323,139	20.71%	1,713,610	100.00%	1,643,543	105.35%	(6)
	<u>80,869,547</u>	<u>15,130,843</u>	<u>18.71%</u>	<u>75,862,648</u>	<u>14,523,891</u>	<u>19.14%</u>	<u>80,769,547</u>	<u>99.88%</u>	<u>75,666,170</u>	<u>99.74%</u>	(7)
Contracted Services											
Net	771,338	41,943	5.44%	707,323	57,141	8.08%	771,338	100.00%	763,664	107.97%	(8)
	<u>771,338</u>	<u>41,943</u>	<u>5.44%</u>	<u>707,323</u>	<u>57,141</u>	<u>8.08%</u>	<u>771,338</u>	<u>100.00%</u>	<u>763,664</u>	<u>107.97%</u>	(9)
Other											
Partnership Revenue	11,447	-	0.00%	10,790	10,790	100.00%	11,447	100.00%	15,884	147.21%	(10)
Miscellaneous	543,466	138,139	25.42%	562,134	94,341	16.78%	543,466	100.00%	560,608	99.73%	(11)
	<u>554,913</u>	<u>138,139</u>	<u>24.89%</u>	<u>572,924</u>	<u>105,131</u>	<u>18.35%</u>	<u>554,913</u>	<u>100.00%</u>	<u>576,492</u>	<u>100.62%</u>	(12)
Total Revenues	<u>149,673,170</u>	<u>32,168,110</u>	<u>21.49%</u>	<u>144,506,390</u>	<u>31,621,163</u>	<u>21.88%</u>	<u>149,573,170</u>	<u>99.93%</u>	<u>144,439,710</u>	<u>99.95%</u>	(13)
Operating Expenditures											
Educational & general (Instructional)	77,887,406	18,047,742	23.17%	75,422,506	17,312,309	22.95%	78,295,943	100.52%	75,588,790	100.22%	(14)
Library	1,920,122	520,070	27.09%	1,928,848	524,544	27.19%	1,944,373	101.26%	1,953,331	101.27%	(15)
General	11,688,784	2,564,022	21.94%	11,289,503	2,503,048	22.17%	11,479,324	98.21%	10,862,265	96.22%	(16)
Information Technology	13,058,762	4,836,660	37.04%	12,974,560	4,899,972	37.77%	13,154,131	100.73%	12,563,313	96.83%	(17)
Student Services	15,569,702	3,556,618	22.84%	14,675,851	3,474,558	23.68%	15,172,375	97.45%	13,859,597	94.44%	(18)
Operation and maintenance of plant	16,087,344	3,802,620	23.64%	15,617,597	3,716,361	23.80%	15,844,151	98.49%	15,568,667	99.69%	(19)
Administration	8,954,602	2,502,201	27.94%	8,741,277	2,331,800	26.68%	8,955,336	100.01%	8,684,053	99.35%	(20)
Transfer for debt service	1,687,598	421,900	25.00%	636,994	177,200	27.82%	1,687,598	100.00%	636,994	100.00%	(21)
Total Expenditures	<u>146,854,320</u>	<u>36,251,832</u>	<u>24.69%</u>	<u>141,287,136</u>	<u>34,939,792</u>	<u>24.73%</u>	<u>146,533,232</u>	<u>99.78%</u>	<u>139,717,010</u>	<u>98.89%</u>	(22)
Non-operating & Encumbered											
Transfer for Capital Equipment	1,000,000	See Exhibit C	-	550,000	See Exhibit C	-	1,000,000	N/A	550,000	N/A	(23)
Transfer for One-Time Compensation	-	-	-	-	-	-	-	N/A	-	N/A	(24)
Transfer for Other Needs	-	-	-	-	-	-	-	N/A	800,000	N/A	(25)
Transfer for Scholarships	1,000,000	-	-	-	-	-	1,000,000	N/A	-	N/A	(26)
Transfer for Budget/Tuition Stabilization	-	-	-	726,816	-	-	-	N/A	726,816	N/A	(27)
Transfer for Campus Safety	-	-	-	-	-	-	-	N/A	-	N/A	(28)
Transfer for Student Success and Innovation	-	-	-	361,834	-	-	-	N/A	361,834	N/A	(29)
Transfer for Technology Initiatives	818,850	-	-	400,000	-	-	818,850	N/A	400,000	N/A	(30)
Transfer for Workforce Development	-	-	-	400,000	-	-	-	N/A	400,000	N/A	(31)
Transfer for Advancement	-	-	-	780,604	-	-	-	N/A	780,604	N/A	(32)
Total expenditures and transfers	<u>149,673,170</u>	<u>36,251,832</u>	<u>24.22%</u>	<u>144,506,390</u>	<u>34,939,792</u>	<u>24.18%</u>	<u>149,352,082</u>	<u>99.79%</u>	<u>143,736,264</u>	<u>99.47%</u>	(33)
Operational Revenues	-	(4,083,722)	N/A	-	(3,318,629)	N/A	221,088	N/A	703,446	N/A	(34)
Interest Income											
Net Operating Revenues	\$ -	\$ 436,653	-	\$ -	\$ 382,230	-	\$ 436,653	-	\$ 761,947	-	(35)
	<u>-</u>	<u>(3,647,069)</u>	<u>-</u>	<u>-</u>	<u>(2,936,399)</u>	<u>-</u>	<u>657,741</u>	<u>-</u>	<u>1,465,393</u>	<u>-</u>	(36)
Reserve expenditures from Exhibit C											
Net Revenues/(Expenditures)	-	1,289,736	-	-	3,061,945	-	10,165,007 *	-	11,051,667	-	(37)
	<u>-</u>	<u>(4,936,806)</u>	<u>-</u>	<u>-</u>	<u>(5,998,344)</u>	<u>-</u>	<u>(9,507,266)</u>	<u>-</u>	<u>(9,586,274)</u>	<u>-</u>	(38)

*Reserve expenditures from Exhibit C also include estimated year-end audit adjustments such as State capital appropriations, capitalization of assets, depreciation expense and other required adjustments.

**COLUMBUS STATE COMMUNITY COLLEGE
STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT
EDUCATIONAL AND GENERAL FUNDS
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2018**

EXHIBIT C

	Preliminary Balance at June 30, 2018	Net Increase for Current Period	Board Approved Additions	Transfers	Expenditures	Balance at September 30, 2018	
Unrestricted							
Allocated							
Capital Improvements & Land Acquisition	\$ 8,267,905	\$ -	\$ -	\$ -	\$ (52,828)	\$ 8,215,078	(1)
Carpet/Furniture Reupholstering	23,812	-	-	-	-	23,812	(2)
Jefferson Ave/Grove Street Repaving	22,222	-	-	-	-	22,222	(3)
Space Efficiency Upgrades	187,257	-	-	-	-	187,257	(4)
Site Development Delaware Campus	1,172,279	-	-	-	-	1,172,279	(5)
Bookstore/DX Modifications	263,490	-	-	-	-	263,490	(6)
Facilities Infrastructure Improvements	70,741	-	-	-	-	70,741	(7)
Student Support Services	133,198	-	-	-	-	133,198	(8)
Creative Campus	100,000	-	-	-	-	100,000	(9)
School of Hospitality Management	274,082	-	-	-	(23,320)	250,762	(10)
Advancement	586,797	-	-	-	(102,212)	484,586	(11)
COTA	75,000	-	-	-	-	75,000	(12)
EB 302 Renovation	10,057	-	-	-	-	10,057	(13)
Vet Tech Upgrade	23,055	-	-	-	-	23,055	(14)
Fire Science	1,421,120	-	-	-	(8,970)	1,412,150	(15)
Ongoing Maintenance	251,466	-	-	-	(96,715)	154,751	(16)
Mitchell Hall Start-Up Costs	800,000	-	-	-	-	800,000	(17)
Capital Equipment	5,878,910	-	1,000,000	-	(15,750)	6,863,160	(18)
Target 2002	333,088	-	-	-	-	333,088	(19)
Collective Bargaining	33,104	-	-	-	-	33,104	(20)
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987	(21)
Accumulated Lab Fees	1,528,878	-	-	-	(155,986)	1,372,892	(22)
Broadbanding	103,337	-	-	-	-	103,337	(23)
Scholarships	757,912	-	1,000,000	-	(240,110)	1,517,802	(24)
Student Success and Innovation	10,030,785	-	-	-	(474,982)	9,555,803	(25)
Strategic Growth Initiatives	629,107	-	-	-	-	629,107	(26)
Technology Initiatives	1,529,658	-	818,850	-	-	2,348,508	(27)
Human Capacity Development/Wellness	311,266	-	-	-	-	311,266	(28)
Campus Safety Initiatives	282,888	-	-	-	(36,555)	246,333	(29)
Energy Efficiency/Sustainability Initiatives	1,568,631	-	-	-	1,785	1,570,416	(30)
Health Care Self-Insurance Escrow	1,241,018	-	-	-	-	1,241,018	(31)
Health Care HSA Incentive	86,636	-	-	-	-	86,636	(32)
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500	(33)
One-Time Compensation	226,657	-	-	-	-	226,657	(34)
Partnerships for Student Success	20,529	-	-	-	-	20,529	(35)
Workforce Development	476,714	-	-	-	(84,094)	392,620	(36)
Tobacco Free Campus Implementation	57,219	-	-	-	-	57,219	(37)
PERFORMS	1,499	-	-	-	-	1,499	(38)
	59,689,805	-	2,818,850	-	(1,289,736)	61,218,918	(39)
Unallocated	17,543,532	(4,396,206)	(2,818,850)	-	1,289,736	11,618,213	(40)
Total General Fund	\$ 77,233,337	\$ (4,396,206)	\$ -	\$ -	\$ -	\$ 72,837,131	(41)
	[A]	[B]	[C]	[D]	[E]	[F]	

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2018
With Comparative Figures at September 30, 2017**

EXHIBIT D

	FY 19			FY 18			FY 19 Projected Year End		FY 18 Projected Year End		
	Budget as approved May 2018	Actual to Date	% of Budget Expended to Date	Revised Budget as approved January 2018	Actual to Date	% of Budget Expended to Date	FY 19 Projected Year End	Projected % of Budget	FY 18 Projected Year End	Projected % of Budget	
Auxiliary											
Sales/Revenues											
Bookstore	\$ 11,112,050	\$ 4,646,131	41.81%	\$ 11,466,556	\$ 5,350,679	46.66%	\$ 10,110,233	90.98%	\$ 12,169,664	106.13%	(1)
Food Services	214,000	34,622	16.18%	220,000	109,361	49.71%	214,000	100.00%	256,327	116.51%	(2)
Total Revenues	11,326,050	4,680,753	41.33%	11,686,556	5,460,040	46.72%	10,324,233	91.15%	12,425,991	106.33%	(3)
Cost of Goods Sold											(4)
Bookstore	9,172,109	3,614,206	39.40%	9,378,351	4,322,292	46.09%	8,046,753	87.73%	9,417,320	100.42%	(5)
Food Service	-	70	0.00%	-	-	0.00%	70	0.00%	89	0.00%	(6)
Gross Margin	2,153,941	1,066,478	49.51%	2,308,205	1,137,747	49.29%	2,277,410	105.73%	3,008,582	130.34%	(7)
Operating Expenses											(8)
Bookstore	1,800,450	455,435	25.30%	1,869,777	461,907	24.70%	1,792,903	99.58%	1,761,923	94.23%	(9)
Food Services	86,263	22,269	25.82%	86,681	20,911	24.12%	86,263	100.00%	86,368	99.64%	(10)
Auxiliary Administration	252,013	51,889	20.59%	310,214	106,333	34.28%	252,013	100.00%	279,202	90.00%	(11)
Total Expenses	2,138,726	529,593	24.76%	2,266,672	589,151	25.99%	2,131,179	99.65%	2,127,493	93.86%	(12)
Auxiliary Net Operating Income/(Loss)	15,215	536,885	3528.65%	41,533	548,596	1320.87%	146,231	961.10%	881,089	2121.42%	(13)
Net Income/(Loss)											(14)
Bookstore	139,491	576,490	413.28%	218,428	566,479	259.34%	270,577	193.97%	990,421	453.43%	(15)
Food Services	127,737	12,284	9.62%	133,319	88,450	66.34%	127,667	99.95%	169,870	127.42%	(16)
Auxiliary Administration	(252,013)	(51,889)	20.59%	(310,214)	(106,333)	34.28%	(252,013)	100.00%	(279,202)	90.00%	(17)
Net Auxiliary Income/(Loss)	15,215	536,885	3528.65%	41,533	548,596	1320.87%	146,231	961.10%	881,089	2121.42%	(18)
Non-operating Revenues/Expenditures											(19)
College Credit Plus	(100,000)	-		(200,000)	(14,591)		(100,000)		197,039		(20)
College Strategic Priorities	(86,620)	(54,555)		(256,903)	-		(86,620)		(180,676)		(21)
Food Services/Renovations	(136,000)	(9,000)		(136,000)	-		(136,000)		(75,000)		(22)
Transfers	(813,380)	(575,320)		(1,648,622)	-		(813,380)		(1,100,000)		(23)
Audit Entries											(24)
	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]	[J]	(25)

**COLUMBUS STATE COMMUNITY COLLEGE
CASH FLOW FORECAST
AS OF SEPTEMBER 30, 2018**

EXHIBIT E

	Actual April 2018	Actual May 2018	Actual June 2018	Actual July 2018	Actual August 2018	Actual September 2018	
Beginning Cash	\$ 4,755,712	4,453,900	4,501,615	2,046,382	4,108,705	19,094,118	(1)
Cash Receipts	8,719,116	14,922,707	8,351,150	10,338,685	21,890,773	8,202,461	(2)
Cash Disbursements	(13,222,926)	(14,680,440)	(16,431,872)	(13,174,760)	(15,089,208)	(13,570,632)	(3)
Financial Aid	(2,298,002)	3,805,448	625,489	(2,101,602)	8,183,848	2,357,397	(4)
Outflow for investments	-	(4,000,000)	-	-	-	(16,000,000)	(5)
Inflow from investments	6,500,000	-	5,000,000	7,000,000	-	4,000,000	(6)
Ending Cash	<u>\$ 4,453,900</u>	<u>4,501,615</u>	<u>2,046,382</u>	<u>4,108,705</u>	<u>19,094,118</u>	<u>4,083,344</u>	(7)

	Forecasted October 2018	Forecasted November 2018	Forecasted December 2018	Forecasted January 2019	Forecasted February 2019	Forecasted March 2019	
Beginning Cash	\$ 4,083,344	3,488,344	3,489,347	3,431,347	3,576,347	3,281,347	(8)
Cash Receipts	8,145,000	7,270,000	8,720,000	16,675,000	7,385,000	8,800,000	(9)
Cash Disbursements	(13,780,000)	(14,078,997)	(13,280,000)	(13,780,000)	(13,280,000)	(14,280,000)	(10)
Financial Aid	2,540,000	(190,000)	1,002,000	13,750,000	100,000	(785,000)	(11)
Outflow for investments	(1,500,000)	-	-	(16,500,000)	-	-	(12)
Inflow from investments	4,000,000	7,000,000	3,500,000	-	5,500,000	6,500,000	(13)
Ending Cash	<u>\$ 3,488,344</u>	<u>3,489,347</u>	<u>3,431,347</u>	<u>3,576,347</u>	<u>3,281,347</u>	<u>3,516,347</u>	(14)

**COLUMBUS STATE COMMUNITY COLLEGE
PRESIDENT'S DISCRETIONARY FUND
STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2018**

EXHIBIT F

Cash at Beginning of Period		\$ 16,920	(1)
		<u> </u>	(2)
<u>Receipts:</u>			(3)
Deposit from General Fund	3,080	3,080	(4)
			(5)
			(6)
<u>Disbursements:</u>			(7)
Oberer's Flowers	195		(8)
Condolence Contribution	60		(9)
			(10)
		<u>255</u>	(11)
		\$ <u>19,745</u>	(12)
	[A]	[B]	(13)
		<u>[C]</u>	

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 SEPTEMBER 30, 2018
With Comparative Figures at September 30, 2017**

<u>Assets</u>	<u>September 30, 2018</u>	<u>September 30, 2017</u>	
Cash	\$ 2,859,494	\$ 1,726,207	(1)
Investments at market value (see note)	8,918,630	8,329,261	(2)
Pledges Receivable - Hospitality & Culinary Building	3,321,328	200,000	(3)
Pledges Receivable - Other	5,740,572	3,301,932	(4)
Accounts Receivable	26,125	24,572	(5)
Total Assets	<u>\$ 20,866,149</u>	<u>\$ 13,581,972</u>	(6)
<u>Liabilities</u>			
Due to general fund	\$ 3,388	\$ 2,808	(7)
Pledge Payable	-	-	(8)
Trade Payables	335,486	692,093	(9)
Total Liabilities	<u>338,874</u>	<u>694,901</u>	(10)
<u>Fund balance</u>			
Permanently Restricted	4,324,356	4,142,700	(11)
Temporarily Restricted	12,736,960	5,568,850	(12)
Unrestricted	3,465,959	3,175,521	(13)
Total fund balance	<u>20,527,275</u>	<u>12,887,071</u>	(14)
Total Liabilities and fund balance	<u>\$ 20,866,149</u> [A]	<u>\$ 13,581,972</u> [B]	(15)

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	\$ 100,623	100,623	1.13%
Equities	3,819,707	4,672,687	52.39%
Fixed Income	3,176,107	3,062,079	34.33%
Mutual Funds	<u>1,119,353</u>	<u>1,083,241</u>	<u>12.15%</u>
Total Investments	<u>\$ 8,215,790</u>	<u>\$ 8,918,630</u>	<u>100.00%</u>

EXHIBIT H

**COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2018
With Comparative Figures at September 30, 2017**

	September 30, 2018				September 30, 2017		
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total All Funds	Total All Funds		
Revenue							
Contributions							
Scholarships and Programs	\$ 41,128	\$ 3,348,949	\$ 4,479	\$ 3,394,556	\$ 89,740		(1)
Taste the Future	104,832	-	-	104,832	87,047		(2)
Contributions for Columbus State	-	10,342	-	10,342	469		(3)
Creative Campus	-	-	-	-	35,000		(4)
Hospitality & Culinary Arts	-	328,908	-	328,908	385		(5)
Administration Fee Income	-	-	-	-	-		(6)
Interest Income	278	44	-	322	204		(7)
Investment Income							(8)
Realized	42,631	75,706	-	118,337	66,135		(9)
Unrealized	20,741	37,993	-	58,734	224,327		(10)
Investment income-subtotal	<u>63,372</u>	<u>113,699</u>	<u>-</u>	<u>177,071</u>	<u>290,462</u>		(11)
Total revenues	<u>209,610</u>	<u>3,801,942</u>	<u>4,479</u>	<u>4,016,031</u>	<u>503,307</u>		(12)
Expenditures							
Scholarships and Programs	-	178,130	-	178,130	113,089		(13)
Contributions to Columbus State	-	30,179	-	30,179	655		(14)
Corporate Gift	-	242,500	-	242,500	500,000		(15)
Creative Campus	-	31,153	-	31,153	38,565		(16)
Hospitality & Culinary Arts	-	-	-	-	-		(17)
Administrative Fee Expense	-	-	-	-	-		(18)
Management and general	105,794	-	-	105,794	108,899		(19)
Total expenditures	<u>105,794</u>	<u>481,962</u>	<u>-</u>	<u>587,756</u>	<u>761,208</u>		(20)
Excess (deficit) of revenues over expenditures	103,816	3,319,980	4,479	3,428,275	(257,901)		(21)
Transfers	-	-	-	-	-		(22)
Fund balance at beginning of period	<u>3,362,143</u>	<u>9,416,980</u>	<u>4,319,877</u>	<u>17,099,000</u>	<u>13,144,972</u>		(23)
							(24)
Fund balance at end of period	<u>\$ 3,465,959</u>	<u>\$ 12,736,960</u>	<u>\$ 4,324,356</u>	<u>\$ 20,527,275</u>	<u>\$ 12,887,071</u>		(25)
	[A]	[B]	[C]	[D]	[F]		

**COLUMBUS STATE COMMUNITY COLLEGE
NOTES TO FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2018**

1) **Investments**

<u>Investment Fund</u>	<u>Cost</u>	<u>Market Value</u>	<u>Yield to Maturity*</u>	<u>Average Maturity (days)</u>
STAR Ohio/Operating	\$ 35,728,602	\$ 35,728,602	2.15%	1
STAR Ohio/Plant	1,486,328	1,486,328	2.15%	1
STAR Ohio/Auxiliary	5,523,371	5,523,371	2.15%	1
STAR Plus	2,532,746	2,532,746	2.13%	1
CSCC Operating Fund	71,982,281	71,105,554	1.85%	575
Auxiliary Services	5,084,681	5,091,851	2.24%	287
Bond Fund	13,002,805	13,075,943	2.52%	161
Plant Fund	9,318,169	9,322,994	1.68%	490
	<u>\$ 144,658,981</u>	<u>\$ 143,867,387</u>		

* Weighted

<u>Portfolio Composition</u>	<u>Type</u>	<u>% of Total</u>
	STAR Ohio	31.47%
	Agencies	51.26% *
	Municipal Bonds	2.16%
	Corporate Issues	0.67%
	Treasury Notes	2.87%
	Stocks	0.00%
	Cash & Equivalents	<u>11.58%</u>
		100.00%

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

2) **Inventories**

Bookstore inventories at year-end are stated at actual cost. 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 \$1,285,000 with interest rates of 1.65% to 5%, the final installment being due in 2038, collateralized by a gross pledge basis, of the general receipts of the college, which include the full of every type and character of receipts, excepting only those specifically excluded which are primarily those that are appropriated from the State of Ohio.

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

5) **Interfund Accounts**

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



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Personnel Information Items.

BACKGROUND INFORMATION:

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

FOR INFORMATION ONLY

COLUMBUS STATE COMMUNITY COLLEGE

BOARD OF TRUSTEES

INFORMATION ONLY

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

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>	<u>SALARY</u>
Ryan Allen	Program Coordinator	Information Technology	09/04/18	\$48,375
Gary Bullock II	Integrated Processing Specialist	Enrollment Services Operations	10/16/18	\$33,134
Edwardo Carino	Technician	IT Frontliners	10/15/18	\$40,061
Marya DeBlasi	Integrated Processing Specialist	Enrollment Services Operations	11/01/18	\$34,486
Allison Hendricks	Coordinator	Sports, Exercise Studies & Hospitality Programs	10/01/18	\$53,196
Brysan Lipscomb	Integrated Processing Specialist	Enrollment Services Operations	11/01/18	\$35,859
Tim Malloy	System Administrator IV	Information Technician	07/16/18	\$85,941
Carol-Lynn Manche	Manager	Academic Testing	09/17/18	\$63,197
Kyrem Massey	Specialist	Admissions	10/16/18	\$34,008
Leslie Melton	Director	Career Services	09/17/18	\$88,000
George Simon	Specialist	Telephone Information Center	09/04/18	\$33,134
Zea' Annah Slack	Office Associate	Admissions	10/16/18	\$28,662
Gregory Stepp	Facilities Support Worker II	Building Services	09/19/18	\$32,240
Ardell Trotter	Specialist	Admissions	10/16/18	\$39,000
Michael Tucker	Specialist	Human Resources	09/04/18	\$33,134
Katelyn Zag	Instructor	Nursing	08/16/18	\$44,777

COLUMBUS STATE COMMUNITY COLLEGE

BOARD OF TRUSTEES

INFORMATION ONLY

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

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>
Stacia Edwards	Dean	Delaware Campus	09/30/18
James Engler	Advisor	Delaware Campus Student Services	10/18/18
Joanna McRae	Office Associate	Facilities Management	09/14/18
Lorena Popelka	Librarian	Reference & Instruction	11/02/18
Victoria Rehr	Specialist	Counseling Services	10/16/18
Luke Robson	Supervisor	Retail – Bookstore	10/12/18
Rebecca Weaver	Office Associate	Business Programs	09/30/18
Jane Winters	Professor	Nursing	12/20/18