



**President's Office**

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**AGENDA**  
**BOARD OF TRUSTEES MEETING**  
Thursday, November 21, 2013  
Howard P. Grimes Board Room, Franklin Hall  
6:00 p.m.

I.	Call to Order	
II.	Roll Call	
III.	Certification of Conformity with Section 121.22 (F) of the Ohio Revised Code	
IV.	Approval of Minutes	
V.	Rescind Shared Governance Model, effective March 28, 2002 and Adopt New Shared Governance Model, effective November 21, 2013 .....	1
VI.	Revise Resource Planning Principles .....	25
VII.	Revise Investment Policy 9-10 .....	28
VIII.	Tuition Increase .....	37
IX.	Union Hall Renovation – Budget Adjustment and Phase II Construction Contract Awards.....	39
X.	Financial Statements as of, and for the Four Months ended October 31, 2013 .....	41
XI.	Personnel Information Items (Information Only).....	55
XII.	President's Report	

XIII. Old Business

XIV. New Business

XV. Public Participation

XVI. Executive Session *(if needed)*

XVII. Adjournment



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date: \_\_\_\_\_

### **SUBJECT:**

Rescind Shared Governance Model, effective March 28, 2002  
Adopt new Shared Governance Model, effective November 21, 2013

### **BACKGROUND INFORMATION:**

Columbus State Community College's shared governance system is a mechanism for developing, evaluating and recommending changes in College-wide policies, procedures, or guidelines. The shared governance process utilizes the collective intelligence of the College community in planning and decision-making, and it fosters a shared confidence that is extended to all other areas of responsibility within the institution. The final approval authority for policies is vested with the Board of Trustees, 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. During the past year, the College has successfully operated under a pilot structure that further refines the breadth and efficiency of the original shared governance model.

The attached Shared Governance Model Summary and the accompanying Appendices codify the proposed revised framework. The President recommends that the Board of Trustees formally adopt the new model, effective November 21, 2013, and conduct a review of the Model every five (5) years thereafter.

### **RECOMMENDATION:**

That the Board of Trustees rescind the current Shared Governance Model adopted March 28, 2002, adopt a new Shared Governance Model, effective November 21, 2013, and conduct a review of the Model every five-years thereafter.



RESCIND

# Shared Governance

President's Office  
clc

*Approved by the Board of Trustees  
March 28, 2002*

## Shared Governance Is...

- √ A vehicle for campuswide participation in decision-making.
- √ An opportunity to introduce, analyze, and discuss college goals, policies, and procedures.
- √ A formal, deliberate process.
- √ A forum for active involvement by college employees and students that will be recognized and supported by the college administration.
- √ A process based on open communication and consensus building.
- √ A process involving people with responsibility and accountability to the campus as a whole.
- √ A structure for collaborative decision-making.

## Shared Governance Is Not...

- ⊗ A replacement for administrative functions.
- ⊗ A process to supersede the authority of the President or the Board of Trustees.
- ⊗ A platform to promote the interest of individual constituencies.
- ⊗ An arena to address all of the concerns of the campus community.
- ⊗ A personality-driven process.
- ⊗ A forum for personal issues or complaints.
- ⊗ A perfect process.

## Our Definition of Shared Governance

Shared Governance at Columbus State Community College is a dynamic and cooperative interaction among the administration, faculty, staff, and students that facilitates the decision-making process and is adaptable and responsive to the internal and external forces that affect our institution.

## Principles of Shared Governance

Shared Governance is best demonstrated when the college, as a whole, is committed to a common vision of the college mission. Because participants in the shared governance process will be empowered with the responsibility to make decisions that affect the college as a whole, they will operate in a consensus-building fashion where open communication and accountability are paramount.

Shared Governance utilizes the collective intelligence of the college community in planning and decision-making and involves joint effort in the development of college policy. This process fosters a shared confidence that is extended to all other areas of responsibility within the institution, e.g., departments, programs, and units.

The following elements foster dynamic and cooperative interactions:

**Candor:** The free, unimpeded flow of information throughout the college community to promote the creative connections and solutions.

**Efficiency and Effectiveness:** Priorities and decisions are examined and validated with an open system providing timelines and feedback.

**Fairness:** Individuals and groups in the college community are treated in an equitable, just, respectful, and caring manner.

**Inclusion and Consensus:** Members of the college community provide input so that all have a stake in the decisions and outcomes.

**Values:** Decisions are consistent with the mission, vision, and values of the college community.

## A Glossary of Governance

Governance is the decision-making mechanism for developing, recommending, evaluating, and implementing any policies, procedures, guidelines, or practices at Columbus State Community College.

By law, the Columbus State Board of Trustees has the responsibility to establish and periodically evaluate all policies regarding the governance and operations of the college, including instruction, organization, physical resources, finances, faculty, staff, administrative personnel, students, and external relations. Responsibility for the administration of these policies is delegated to the President and the President's administrative staff.

While the policies of the college require Board of Trustees' approval, the authority for developing procedures to implement these policies is delegated to the President and the President's staff, subject to Board review.

Guidelines for the college's operations may be developed by various administrative units as needed after appropriate consultation with affected offices, and guidelines may then be enforced within the discretionary limits defined by the guidelines. All administrative officers have the authority to develop practices that allow for effective and efficient operations within their units after appropriate consultation with their constituents as long as the practices do not violate official college policies, procedures, or guidelines.

While the President has the authority to develop procedures, guidelines, and practices for the sound operations of the college, in a shared governance system, the President is also expected to solicit and receive advice on the development of such procedures, guidelines, and practices from the President's senior staff, the faculty, operational staff, other administrators, students, and the college's legal council as needed.

Under North Central Accreditation Association guidelines, the faculty is expected to have a significant voice in the development, evaluation, and recommendation of both policies and procedures (especially in all matters related to curriculum and academic program development); and in the development, evaluation, recommendation, and implementation of guidelines.

When deciding the appropriate course of action to follow, policies supersede procedures, procedures supersede guidelines, and guidelines supersede practices.

## **Rules of the Road in Shared Governance**

"No institution can be good which does not tend to improve the individual." - Margaret Fuller, American social reformer (1810-1850).

### **1. Principles of Interdependence:**

Faculty and staff add value to the unit (the department or office).

Units add value to the college.

The college adds value to society.

Society adds resources and support to the college.

The college adds value to the personal and professional growth of employees and students.

### **2. Principles of Operation:**

A governance model should not be personality specific but should be capable of functioning well regardless of who the people are in any given unit and at any given time.

Responsibilities for decision-making need to be defined, assigned, and accepted.

Checks and balances need to be built in, used, and respected.

Accountability standards and procedures need to be clear at key points or stages of discussion.

Procedures for initiating change must be clearly defined both to encourage creativity and to preserve institutional values. (The governance system must protect the organization both against stonewalling and against fads and over-eagerness to change.)

Justice and fairness must be respected values.

The culture and history of the organization must be respected, and any changes made or models adopted must be tailored to the institution's agreed-upon principles and values.

### **3. Rules for Achieving These Goals:**

Information necessary for making recommendations and decisions should be made available to all who request it, and information will not be withheld from decision-making individuals or committees.



### **Rules of the Road (cont.)**

All recommendations from committees should be accompanied by an explanation regarding the procedures and rationale that led to the recommendations.

No committee should make recommendations without consultation with its constituents and without notifying its constituents of its recommendation.

All recommendations from Councils or Committees must be approved or disapproved in a timely manner (within 30 days) unless such recommendations are sent back for further information and study or unless circumstances outside the administration's control require an extension. In the latter case, an explanation of those circumstances must be made.

When disapproving formal recommendations from committees, individuals, or councils, the administration should, where possible, suggest alternative recommendations or further courses of action.

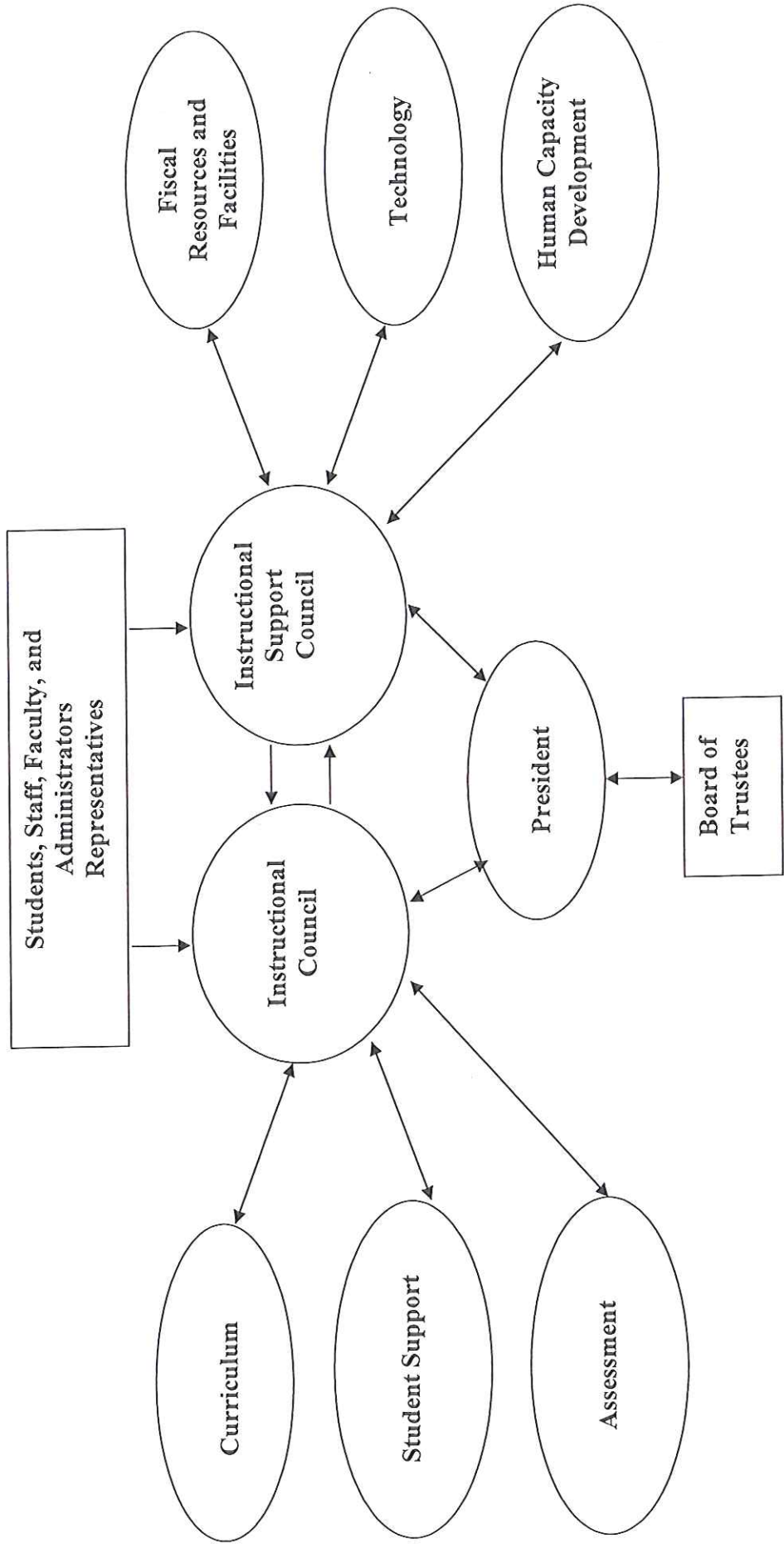
No person should fear retaliation for expressing his/her views and opinions about the topic under review.

Elected or appointed representatives to committees or councils have an obligation to participate in 75 percent of the meetings (unless excused). If their schedules do not permit such attendance, they have an obligation to resign so a replacement can be named. If the representative does not willingly resign, procedures for replacing the representative should be articulated and enforced.

Employee and leadership training, review of the organization's directions and goals, and reinforcement of the organization's principles and values of shared governance should be ongoing.

Because shared governance requires a commitment of time, effort, and sometimes resources from individuals and departments, The college shall provide an adequate level of support to carry out their shared governance responsibilities.

# Governance Model



## Governance Model Overview

The Governance Model is comprised of two major groups, the Instructional Council and the Instructional Support Council, which are organized functionally. Members are selected by their respective constituents in the spring of each year for the next academic year. In the first year, all Council members are new. To provide continuity, in the first election, one third are elected for two-year terms, one-third for three-year terms, and one-third for four-year terms. In all subsequent elections, members are elected for three-year terms, so that only one third of each Council changes each year after the second year. Elected Representatives cannot serve more than two consecutive terms. (Students will likely have different, shorter terms than faculty, staff, and administrators, and the selection process will be different.)

Committee members will be proportionately distributed so that each Committee will have one third of its membership rotating terms every year. Members of each Council select their respective chair and vice-chair from the voting membership of each Council (see Council Tables on page 10 & 12). Chairs and vice-chairs serve one-year terms; the vice-chairs serve as chair their second year. Members of Committees select their respective chair and vice chair from the voting membership of each Committee.

In order to avoid conflict of interest, officers of the representative or constituency groups can be elected and serve as voting members of the governance Councils and Committees, but they may not serve as chairs or vice-chairs. Both Councils will have adjunct faculty and part-time staff members. Adjunct faculty who have earned the five-year service award may serve as elected members of the Councils and Committees. They will be paid for their time to attend meetings. However, election to a Council does not imply a continuing contract for adjunct faculty. Part-time staff that have earned the five-year service award may serve as elected members of the Councils and Committees. To help balance regular work responsibilities with shared governance meetings and functions, they will coordinate their schedules with their supervisors.

Councils and Committees select issues to study within defined areas of responsibility and construct agendas after receiving charges from the President and constituent groups and requests from Councils and other ad hoc committees. Councils will meet at least monthly, and Committees will meet as needed. Ex-officio members will serve on Councils and Committees. The college will provide secretaries for Councils and Committees.

Committees address selected issues and make recommendations to the full Councils. Each of the two Councils makes recommendations to the President independently. Recommendations are sent to the President 30 days (or at some other mutually agreed upon time) after informing the other Council of its forthcoming recommendations and the reasons for each. Throughout the process, the Committees will maintain communication with constituents, seek input, and indicate what recommendations are being studied and what recommendations will be made.

## **Instructional Council**

The Instructional Council is responsible for all academic matters. Three committees are proposed to address issues in this area. The Instructional Council table (see page 10) includes the membership of the Council and its Committees. The voting membership consists of forty-seven elected representatives from Faculty, Staff, and Administration and six students who will be selected by student groups.

The **Instructional Council** will consist of three standing committees listed below:

### **Curriculum Committee**

Reviews all curriculum, program, and academic issues before implementation.

### **Student Support Committee**

Reviews all student-related policies, procedures, and student support issues.

### **Assessment Committee**

Reviews and coordinates all curricular assessment activities.

Instructional Council	Curriculum	Student Support	Assessment
Total elected representatives: 53	19	15	17
30 Faculty - 25 FT & 5 Adj.	12 faculty – FT or Adjunct	4 faculty – FT or Adjunct	12 faculty – FT or Adjunct
12 Career & Technical Programs			
12 Arts & Sciences			
1 Community Edu. & Workforce Dev.			
5 Members-at-large			
<i>Note: 28 faculty serve on a Committee, 2 serve as chair &amp; vice-chair of Council</i>			
8 Staff – 6 FT & 2 PT	3 staff – FT or PT	4 staff – FT or PT	1 staff – FT or PT
2 Student Services			
9 Administrators	3 administrators	3 administrators	3 administrators
6 Academic			
1 Enrollment Services			
1 Student Life			
1 At Large			
6 Students	1 student	4 students	1 student
<b>Ex officio</b>			
Provost			
Associate Provost			
Dean – Arts & Sciences			
Dean – Career & Technical Programs			
Dean – Community Edu & Workforce Dev.			
Librarian - ERC			

*Term Limits: Elected Representatives cannot serve more than two consecutive terms. Chairs and vice-chairs serve one-year terms; the vice-chairs serve as chair their second year.*

## **Instructional Support Council**

The Instructional Support Council is responsible for issues that relate to the resources to support instruction. The Instructional Support Council table (see page 12) includes the membership of the Council and its Committees. The voting membership consists of forty-five representatives elected from Faculty, Staff, and Administration and two Students who will be selected by student groups.

The **Instructional Support Council** will consist of three standing committees listed below:

### **Fiscal Resource and Facilities Committee**

Reviews issues and priorities related to the selection and use of physical resources and all fiscal resources not affiliated with personnel and compensation.

### **Technology Committee**

Reviews issues and priorities related to technology hardware, applications, and development.

### **Human Capacity Development Committee**

Reviews issues and priorities related to professional training and development programs.

Instructional Support Council	Fiscal Resources and Facilities	Technology	Human Capacity
<b>Total elected members:</b> 47	15	17	13
<b>19 Faculty - 16 FT &amp; 3 Adjunct</b> <i>Note: 19 faculty representing all divisions. 1 serves as chair or vice-chair of Council, 18 faculty serve on a Committee.</i>	6 faculty - FT or Adjunct	7 faculty – FT or Adjunct	5 faculty – FT or Adjunct
<b>19 Staff – 17 FT &amp; 2 PT</b> <i>Note: 18 staff serve on a Committee, 1 serves as chair or vice-chair of Council</i>	5 staff – FT or PT	7 staff – FT or PT	6 staff – FT or PT
<b>7 Administrators</b> 3 academic	3 administrators	2 administrators	2 administrators
<b>2 Students</b>	1 student	1 student	
<b>Ex officio</b> V. P. - Business & Adm. Services V. P. - Information Technology Exec. Director - Human Resources			

*Term Limits: Elected Representatives cannot serve more than two consecutive terms. Chairs and vice-chairs serve one-year terms; the vice-chairs serve as chair their second year.*

## **How Model Operates**

### **Member Selection Process**

All voting members for the two Councils are selected directly by their respective constituents. All voting members of the six standing Committees are members of the Councils and are selected by the respective Council membership. Both Councils and all Committees have non-voting ex-officio members.

### **Election Machinery**

Elections are held each spring for terms to begin in the autumn of each academic year. One-third of the membership on Councils and Committees changes each year after the second year. Council and Committee memberships select their respective chairs and vice-chairs annually. The college will provide secretaries for the two Councils and six standing Committees.

### **How Decisions Are Made**

Each Council and all Committees select issues and construct agendas after receiving input from the President, their constituents, the other Council, and other Committees. Committees study issues and make recommendations to their respective full Councils. Each Council makes its recommendations to the President after informing the other Council.

### **How Decisions Are Reviewed**

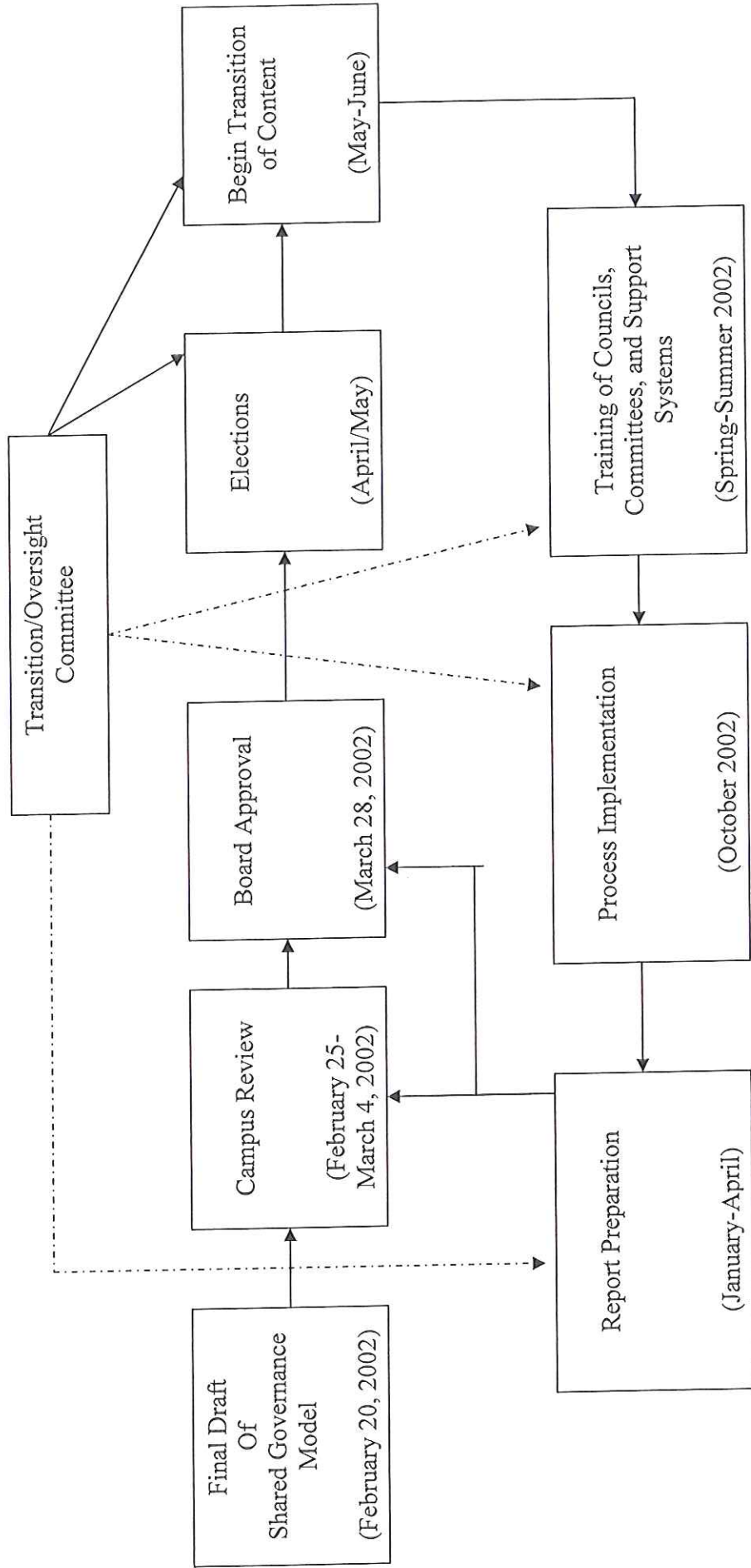
All recommendations from Committees or Councils must be accompanied by rationale. All recommendations must be responded to within 30 days or as otherwise agreed upon date. All Committees and both Councils must maintain communication with constituents and one another. Agendas and Minutes of all meetings will be published.



## Timeline

- Open campus forums were held January 17 and 23, 2002.
- Final draft of model and details will be presented to the campus in February 2002. Final forums will be held on the following dates:
  - February 28, 2002
  - March 4, 2002
- Final model will be presented to the Board of Trustees on March 21, 2002, at the Committee of the Whole meeting.
- Elections will take place in Spring 2002.
- Committees will be formed in Summer 2002.
- Training will be conducted from Spring 2002 through Summer 2002.
- New Shared Governance structure will begin Autumn 2002.

## Governance Timeline



## **Implementing the Transition**

Principles established in *Rules of the Road* will be followed. The Transition Oversight Committee will monitor the elections, committee structures, and decision processes. Training for all constituent groups will begin in Spring 2002 and continue until Shared Governance becomes part of the college's culture.

## Answers to Questions About Governance

### What kind of issues fall under shared governance?

*The shared governance system is the decision-making mechanism for developing, evaluating, and recommending changes in collegewide policies, procedures, or guidelines. Institutional concerns regarding curriculum and assessment, long-range plans, student support, use of physical resources, budgeting priorities, technology plans, professional training and development, are the general focus areas for the governance committees. The daily activities of carrying out the college's policies and procedures do not fall under governance. For example, the college-wide grading system is a governance issue, but a student request for a grade change is not a governance issue. Here are additional examples:*

<b>Governance</b>	<b>Not Governance</b>
Grading system	Individual grade change
Academic programs	Quarterly schedule of classes
Criteria to purchase equipment	Equipment purchases
General Education curriculum requirements	Classroom assignments
Computer use policies	Computer lab schedules
Campus safety plan	Disposing of hazardous waste
Tuition refund policy	Issuing tuition refunds
Planning for new buildings	Repainting of office walls

### How can issues be brought to Governance?

*Each year employees will be given the opportunity to submit issues to the shared governance Councils. The Councils and Committees will review all issues that are submitted and create the agenda for the following year under the direction of the President and the Board of Trustees. The annual agenda will be published for the campus to view.*

### Who participates in shared governance?

*Everyone who is part of the campus community has the opportunity to participate in shared governance. Those who serve as elected representatives on the Councils will be the most visible participants, but there are many other important opportunities for participation. The standing Committees will need participants for their subcommittees and some people may be asked to serve in an advisory or consulting role as needed for specific projects. Additionally, everyone has the opportunity and responsibility to ask questions, to bring up issues, and to provide input and feedback throughout the governance process.*

### How can officers of representative groups (i.e., Staff Advisory Council, faculty or staff unions) participate in shared governance?

*Officers of the representative or constituency groups can be elected and serve as voting members of the governance Councils and Committees; however in order to avoid a conflict of interest they cannot serve as Council or Committee chairs or vice-chairs.*

### **How will adjunct faculty and part-time staff participate in shared governance?**

*Adjunct faculty who have earned the five-year service award may serve as elected members of the Councils and Committees. They will be paid for their time attending meetings. Election to a Council does not imply a continuing contract for adjunct faculty.*

*Part-time staff that have earned the five-year service award may serve as elected members of the Councils and Committees. To help balance regular work responsibilities with shared governance meetings and functions, they will coordinate their schedules with their supervisors.*

### **What is the relationship between the two Councils?**

*Throughout the process, the Councils will request information or collaboration on matters of mutual concern. The Councils make independent recommendations to the President only after informing the other Council of their forthcoming recommendations and the reasons for each.*

### **Will minority recommendations be heard?**

*Whenever there is a minority recommendation, it will be sent forward with the majority recommendation to the President. All recommendations will be submitted in writing with rationale for each.*

### **How are representatives chosen to serve on the standing Committees?**

*Under the direction of the Council's Chair and Vice-Chair, each Council representative will be appointed to serve on a standing Committee. The Council's Chair and Vice-Chair will not serve on a standing Committee.*

### **How will vacancies be filled in the event that someone has to leave the Council?**

*In the event that someone has to leave the Council, the vacant position will be offered to the staff, faculty, or administrator who received the next highest number of votes from his or her constituents.*

### **What is the Administrators' role in shared governance?**

*Administrators are invited to run for the voting positions provided in the model, and several will participate in ex officio roles. Others may be asked to serve as consultants on various projects. Ultimately, administrators will support the governance process by implementing the policies, procedures, and practices established by the governance process.*

## **How will the current committees transition into the Shared Governance Model?**

*The existence and status of current committees will be reviewed to determine where their work would fit into the committee structure that is part of the new model. Those people who have worked long and hard on such current committees as curriculum and assessment and other similar campuswide committees will be encouraged to run for positions in the new Instructional or Instructional Support Councils. The members of the new Councils will be appointed to the respective committees dependent upon their expertise and interest. The work of current committees will be gradually assigned to the new committees dependent upon existing deadlines and committee plans and as the training necessary to sustain the new model is completed.*

# Columbus State Community College Shared Governance Model Summary

## Introduction

Columbus State Community College's shared governance system is a mechanism for developing, evaluating and recommending changes in College-wide policies, procedures, or guidelines. Institutional concerns regarding curriculum and assessment, long-range plans, student support, use of physical resources, budgeting priorities, technology plans, professional training and development are the general focus areas for the College's governance Councils.

The shared governance process utilizes the collective intelligence of the College community in planning and decision-making, and it fosters a shared confidence that is extended to all other areas of responsibility within the institution (e.g., departments, programs, and units). The final approval authority for policies is vested with the Board of Trustees, and the President approves procedures.

## Governance Structure and Process

The College's governance structure is comprised of the Policy Council and the Academic Council. Both 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 Board of Trustees will review the approved Shared Governance Model every five (5) years, effective November 2013.

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 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. There are a total of 60 Policy Council members (25 staff; 25 faculty and adjunct faculty; and 10 administrators). Policy Council members are elected by peers from within their respective constituent groups.

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.

## Columbus State Community College Shared Governance Structure & Process

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Policy Council members are elected by their respective constituents in the spring of each year for the next academic year, and they serve three-year, staggered terms. The Policy Council and all Committees have non-voting, ex-officio member representatives (typically a division Vice-President or designee). Elected members cannot serve more than 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.

### *Academic Council*

The Academic Council addresses recommendations on policies and procedures that primarily pertain to curriculum, assessment, and other academic matters. The Academic Council is comprised of twenty (20) faculty members who serve as the co-chairs of ten (10) 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; (6) honors; (7) instructional success; (8) service learning; (9) student support; and (10) the tenure and promotion process. There are a total of twelve (12) faculty members who serve on each of these ten 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.

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.

### Index of Appendices

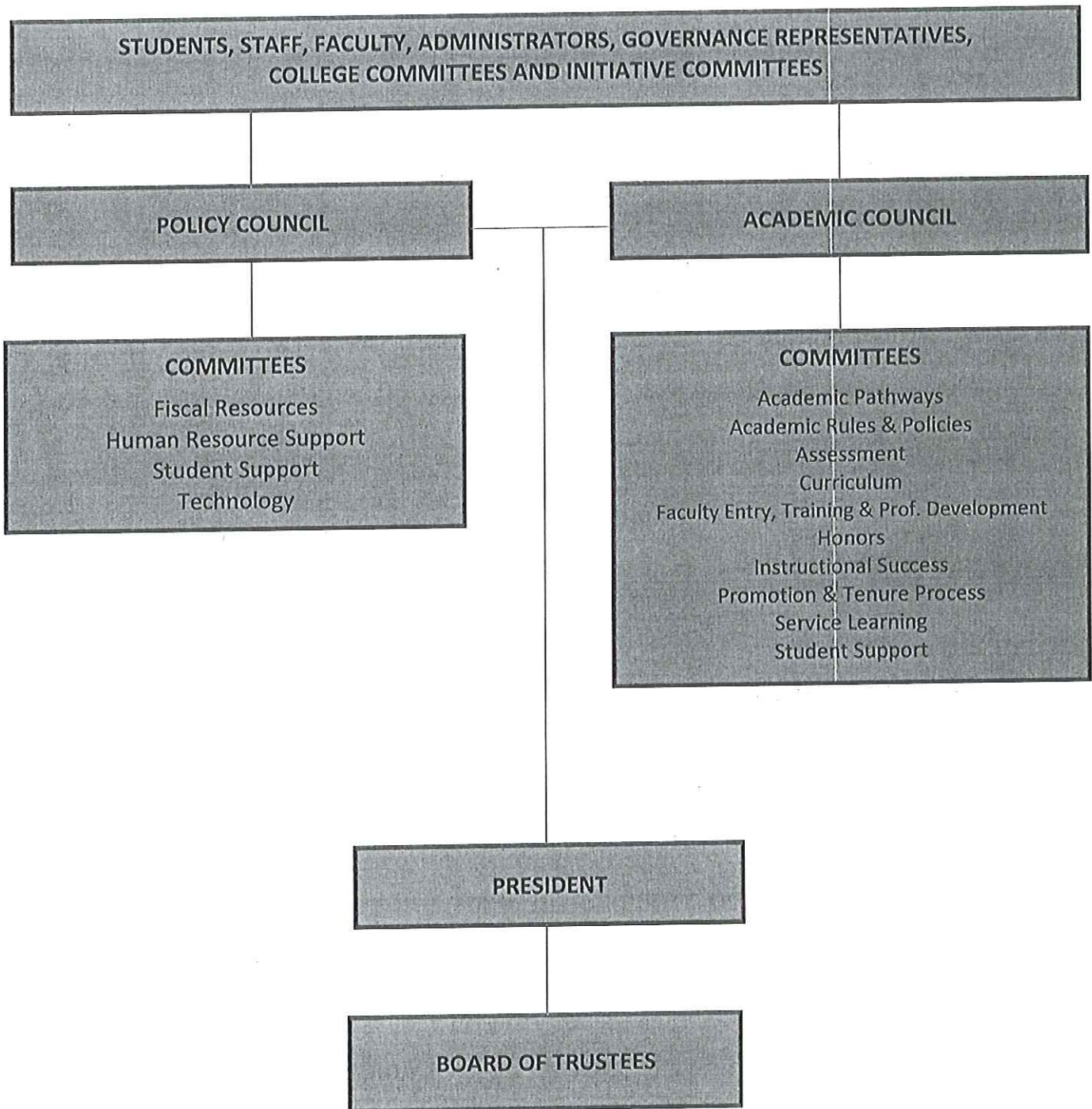
- Appendix A – Shared Governance Organization Summary
- Appendix B – Shared Governance Process Summary

**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.

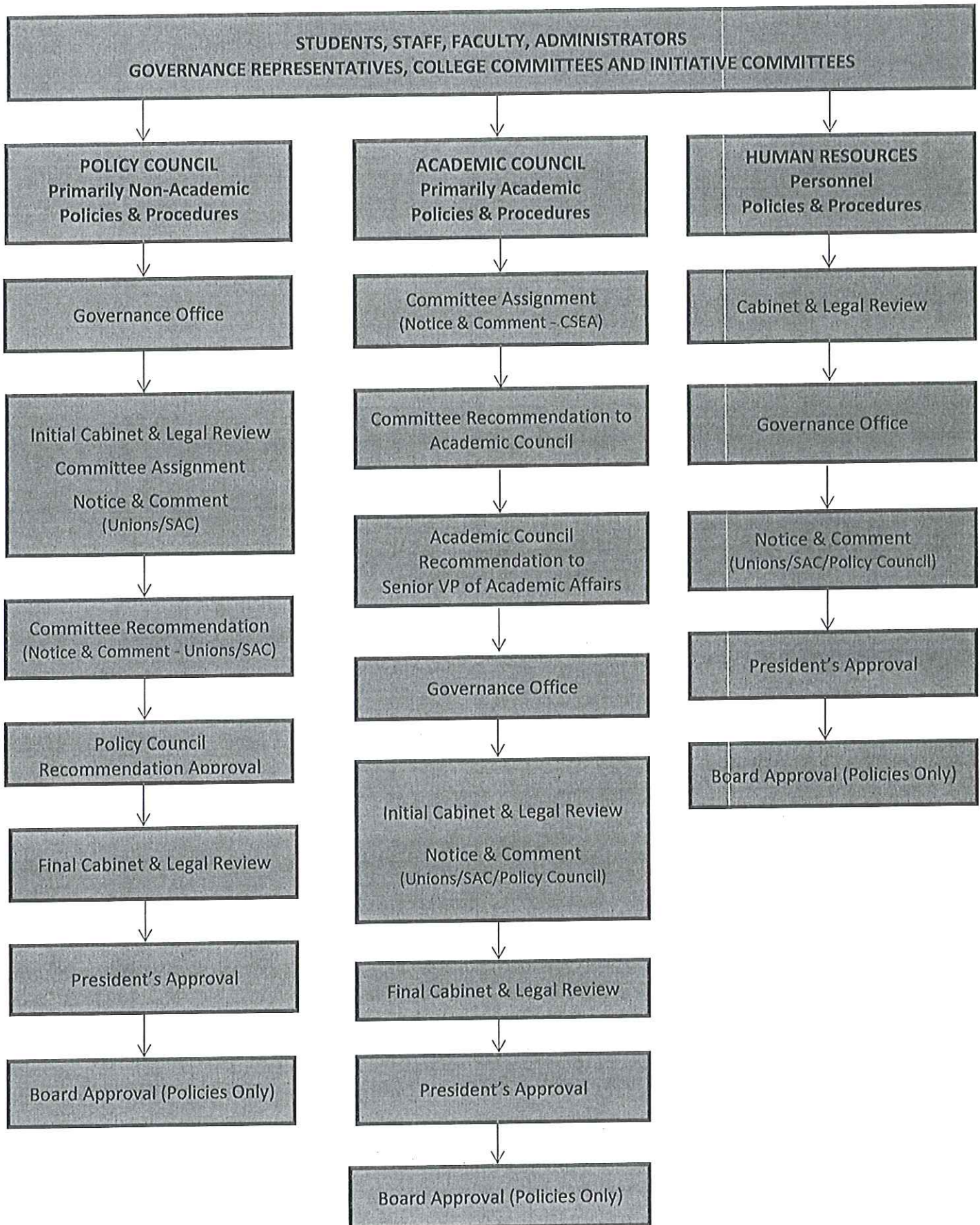


# APPENDIX A

## SHARED GOVERNANCE ORGANIZATION SUMMARY



## APPENDIX B SHARED GOVERNANCE PROCESS SUMMARY





## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: \_\_\_\_\_

### SUBJECT:

Revised Resource Planning Principles

### BACKGROUND INFORMATION:

In November 2007, the Board of Trustees adopted Resource Planning Principles (“the Principles”) that have guided the College’s resource allocation decisions and have served to align the College’s unrestricted resources with its strategic and programmatic priorities.

The Principles have been reviewed and updated to reflect the notable changes in the variables that impact the College’s financial resources, including the economy in the wake of the recession, notable changes in enrollment patterns, and changes in the state allocation processes for both operating and capital that increasingly focus on affordability, college completion and workforce development rather than just on enrollment.

The revised Principles outlined in the attached document:

- Establish a principle related to tuition.
- Expand the “Plan for Margin” from 1-2% to 1-5% in recognition of the need to provide funding to meet capital and other strategic needs.
- Establish 3.0 as the desired 2-year rolling average for the College’s Senate Bill 6 Financial Accountability Composite Score, which takes into account the College’s Net Income Score (weighted 20%), Viability Ratio (ability to pay its debt, weighted 30%), and Primary Reserve Ratio (Operating Expenses as percent of expendable net assets, weighted 50%).
- Establish a principle that allows for the reallocation between primary fund pools – short and long-term – for investment purposes.
- Align language from the previously-adopted Principles as follows:
  - Eliminates redundant references to the Budget Tuition Stabilization Fund.
  - Inserts language related to the use of Interest Income into the principle related to *Net Operating Income*.

### RECOMMENDATION:

That the Board of Trustees approves the Resource Planning Principles as presented in the attached document.

## COLUMBUS STATE COMMUNITY COLLEGE Resource Planning Principles

Columbus State Community College is committed to offering quality, affordable education with sound financial stewardship. The College administers its resources in a manner that helps insure its long-term stability as an important institution in the Central Ohio region, its financial viability, and its ability to navigate through unexpected emergencies and contingencies.

Variables that impact the College's finances include enrollment, availability of State funding for operating and capital, legislative mandates, and the economy. With the understanding that tension will exist between the *Resource Planning Principles* ("the Principles") outlined below as these and other variables impact the College's finances at any given time, resource allocation decisions will be made that best advance the College's mission while maintaining sound financial stewardship.

- *Tuition.* The College supports tuition and fee structures that advance the student success agenda which may include differential tuition, variable rate fees or other mission specific adjustments. Adjustments to tuition and fees shall be considered in the context of the State of Ohio's biennial budget legislation, guidance provided by the Ohio Board of Regents and influenced by the Principles included here.
- *Plan for Margin.* Budget for a 3-5% positive margin on the annual general fund operating budget (revenue to exceed expenses) to mitigate impacts of enrollment and/or state subsidy falling short of projections on which the budget is balanced, to supplement state funding for capital improvement and deferred maintenance, and for other strategic needs. To ensure best use of existing resources, reallocations, efficiency initiatives, and ongoing review of expenses shall be pursued continuously. In extenuating circumstances when the College's operating budget must be balanced on Budget/Tuition Stabilization Fund monies, the budget will be balanced at a zero margin.
- *Net Operating Income.*
  - Interest income will be considered part of the College's net operating results, not as a revenue source on which the operating budget is balanced.
  - If the College ends a fiscal year with a positive general fund net income, the net income shall be allocated as follows:
    - An amount necessary to maintain or replenish a Budget/Tuition Stabilization Account at 10% of the prior year's general fund operating revenues.
    - Deferred Maintenance and Capital Improvements.
    - The remainder shall be allocated as recommended by the President and approved by the Board of Trustees.

**Columbus State Community College**  
**Resource Planning Principles**  
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- *Use of Reserves.* The College may use reserves to stabilize the operating budget, provide funding for non-recurring expenses, build and maintain the College's capital assets, fund initiatives that reduce ongoing operating expenses, and fund other uses recommended by the President and approved by the Board of Trustees.
- *Expendable Net Assets.* Expendable net assets may be reallocated to maintain two primary fund pools:
  - Long-Term - average weighted investment maturity of approximately 3 years, amount not to exceed a maximum of 40% of the college's reserves.
  - Short-Term - available to support current operating needs.
- *Financial Accountability Measures.* The College is committed to sound financial stewardship and monitors itself annually using measures of sound financial management that are used by the State of Ohio and nationally-recognized rating agencies. These measures including the ability to operate with a positive margin, carry a manageable amount of debt, and maintain sufficient funds in its reserves.

Using the year-end audited financial statements submitted to the Ohio Board of Regents annually, the College's composite score shall not drop below a rolling 2-year average of 3.0.



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date \_\_\_\_\_

### **SUBJECT:**

Revise Investment Policy 9-10

### **BACKGROUND INFORMATION:**

In 2004, the Board of Trustees authorized the College's first investment policy, which was subsequently reviewed and updated in April 2008 in the wake of statutory changes that were made to align sections of the Ohio Revised Code that govern investments by Ohio's public institutions of higher education.

If authorized by the Board of Trustees, the changes proposed in the attached Investment Policy will:

- Expand the list of authorized investments to take on manageable risk to generate higher returns and to diversify the portfolio. Currently the College invests only in *STAROhio*, US Treasuries and Government Agencies.
- Establish *Diversification* as a discrete objective.
- Align the "authorized investments" section of the policy to mirror the language in the Ohio Revised Code, making clear the list of authorized investments in which 25% of the portfolio must be invested, and separately lists the additional authorized investments being recommended for the balance of the portfolio.
- Refine provisions related to the collateralization of the College's deposits.
- Expand the continuing education requirement to include the Controller/Deputy Treasurer in addition to the Treasurer, and establishes that both engage in such education annually.

### **RECOMMENDATION:**

That the Board of Trustees authorizes Investment Policy 9-10 as proposed in the attached.

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- (A) **Purpose.** To provide a framework for the prudent management of all public funds and to invest public funds in a manner that will provide the highest investment return with the maximum security, safety and preservation of principal while meeting the daily cash flow demands of the college, in accordance with all applicable statutes governing the investment of public funds.
- (B) **Authority.** The authority to conduct the purchase and sale of investments is limited to the COLLEGE'S president, treasurer, and deputy treasurers. ~~The treasurers~~ THESE INDIVIDUALS will adhere to this stated policy, Sections 3358.06 and 3345.05 of the Ohio Revised Code, and all other applicable provisions of the Ohio Revised Code.
- (C) **Scope.** The scope of this investment policy applies to all financial assets of the college, including state and federal funds held by it, TO THE EXTENT ALLOWABLE BY STATE OR FEDERAL GUIDELINES. The treasurer and/or staff shall routinely monitor the contents of the college's investment portfolio, the available markets and relative value of competing investments and will adjust the portfolio accordingly.
- (D) **Standard of Prudence.** The standard of prudence to be applied by the treasurer shall be the industry-standard "Prudent Person Rule," which states: "Investments shall be made with judgment and care, under circumstances then prevailing which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

Acting in accordance with this investment policy or any other written procedures pertaining to the administration and management of the college's investment portfolio and exercising due diligence shall relieve the treasurer of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported to the board of trustees in a timely fashion and appropriate action is taken to control adverse development.

- (E) **Objectives.** The primary objectives, in priority order, of the college's investment activities shall be:
1. **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the college shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. ~~To attain this objective, diversification of assets and maturities is required in order to avoid potential~~

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~~losses on individual securities that may exceed the income generated from the remainder of the portfolio.~~

2. **DIVERSIFICATION.** DIVERSIFICATION OF ASSETS AND MATURITIES IS REQUIRED IN ORDER TO AVOID POTENTIAL LOSSES ON INDIVIDUAL SECURITIES THAT MAY EXCEED THE INCOME GENERATED FROM THE REMAINDER OF THE PORTFOLIO.
  3. **Liquidity:** The college's investment portfolio will remain sufficiently liquid to enable it to meet all operating requirements, which might be reasonably anticipated.
  4. **Return on Investment:** The college's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account this investment policy and the cash flow characteristics of the portfolio. PERFORMANCE BENCHMARKS MAY BE ASSIGNED TO THE COLLEGE'S PORTFOLIO, BASED UPON ASSET CHARACTERISTICS AND MATURITY PARAMETERS.
  5. **INVESTMENT TRANSACTIONS:** Investment advisors shall execute transactions on a best price and execution basis within the context of changing market conditions.
- (F) **Ethics and Conflict of Interest.** Designated college employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the college investment program, or which could impair the ability to make impartial investment decisions. Members of the investment committee and investment advisors shall disclose to the college any material financial interest in financial institutions and any large personal financial or investment positions that could be related to, or affected by, the performance of the college's portfolio. All employees, officers and investment consultants to the college shall subordinate their personal investment transactions to those of the college, particularly with regard to the timing of purchases and sales.
- (G) **Authorized Financial Dealers and Institutions.** All financial institutions, brokers/dealers, investment advisors, and consultants, that desire to conduct investment business with the college, must sign the investment policy ~~certification form~~ certifying they have read it, understand it, and agree to abide by its contents.
- (H) **Authorized Investments.** AT LEAST 25% OF THE AVERAGE AMOUNT OF THE INVESTMENT PORTFOLIO OVER THE COURSE OF THE PREVIOUS



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FISCAL YEAR SHALL BE INVESTED ONLY IN: ~~Investments may be made only in:~~

1. SECURITIES OF THE UNITED STATES GOVERNMENT, INCLUDING U.S. Treasury Bills, Notes, and Bonds; various federal agency securities including issues of Federal National Mortgage Association (FNMA), Federal Home Loan Mortgage Corporation (FHLMC), Federal Home Loan bank (FHLB), Federal Farm Credit Bank (FFCB), Student Loan Marketing Association (SLMA), Government National Mortgage Association (GNMA), and other agencies or instrumentalities of the United States. Eligible investments include securities that may be "called" prior to the final maturity date. Any eligible investment may be purchased at a premium or a discount. ~~All federal agency securities shall be direct issuances of Federal Government Agencies or instrumentalities.~~
2. Bankers' acceptances, maturing in 270 days or less, WHICH ARE ELIGIBLE FOR PURCHASE BY THE FEDERAL RESERVE SYSTEM, AS A RESERVE, PROVIDED THAT SUCH ISSUERS HAVE A MINIMUM LONG TERM DEBT RATING OF "A," OR THE EQUIVALENT ~~rated in the highest category~~ by AT LEAST ~~one of~~ two nationally recognized rating agencies.
3. Certificates of Deposit of any national bank located in this state.
4. No-Load Money ~~m~~Market Mutual Funds, rated in the highest category by at least ~~one~~ one nationally recognized rating agency, investing exclusively in the same types of eligible securities as defined under Chapters 3358.06 and 3345.05 of the Ohio Revised Code (ORC). Eligible Money Market Funds shall comply with 135.01 ORC, regarding limitations and restrictions.
5. WRITTEN ~~R~~epurchase agreements with ANY eligible OHIO FINANCIAL INSTITUTION THAT IS A MEMBER OF THE FEDERAL RESERVE SYSTEM OR FEDERAL HOME LOAN BANK. Eligible repurchase collateral is restricted to securities listed in Division (B)(1) or (B)(2) as defined under 135.14 of the Ohio Revised Code. The market value OF securities subject to a repurchase agreement must exceed the principal value of the repurchase amount by at least 2% prior to the execution of any repurchase transaction;
6. The state treasurer's POOLED investment ~~p~~ool (STAR Ohio), pursuant to OHIO REVISED CODE 135.45 OR ANY OTHER INVESTMENT PROGRAM OFFERED OR ENDORSED BY THE TREASURER OF THE STATE OF OHIO.

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7. Bonds and other obligations of the State of Ohio or its political subdivisions.
- (I) AUTHORIZED INVESTMENTS FOR THE BALANCE OF THE INVESTMENT PORTFOLIO NOT DEFINED IN SECTION (H) ABOVE MAY INCLUDE ANY OR ALL OF THE INVESTMENT INSTRUMENTS LISTED IN SECTION (H), AND MAY ALSO INCLUDE
1. **FEDERAL AGENCY MORTGAGE-BACKED SECURITIES** OF ANY U.S. FEDERAL GOVERNMENT AGENCY, INSTRUMENTALITY OR GOVERNMENT SPONSORED ENTERPRISE.
  2. **COMMERCIAL PAPER** NOTES ISSUED BY AN ENTITY THAT HAS ASSETS EXCEEDING \$500 MILLION, ARE RATED AT THE TIME OF PURCHASE IN THE HIGHEST CLASSIFICATION ESTABLISHED BY AT LEAST TWO NATIONALLY RECOGNIZED STANDARD RATING SERVICES, THE AGGREGATE VALUE OF WHICH DOES NOT EXCEED 10% OF THE AGGREGATE COMMERCIAL PAPER OF THE ISSUING CORPORATION, AND THAT MATURE NOT LATER THAN 270 DAYS AFTER THE DATE OF THEIR PURCHASE.
  3. **CORPORATE OBLIGATIONS** ISSUED BY CORPORATIONS THAT ARE INCORPORATED UNDER THE LAWS OF THE UNITED STATES AND THAT ARE OPERATING WITHIN THE UNITED STATES, OR BY DEPOSITORY INSTITUTIONS THAT ARE DOING BUSINESS UNDER AUTHORITY GRANTED BY THE UNITED STATES OR ANY STATE AND THAT ARE OPERATING WITHIN THE UNITED STATES, PROVIDED THAT THE NOTES ARE RATED A OR THE EQUIVALENT, AT THE TIME OF PURCHASE, BY A NATIONALLY RECOGNIZED STANDARD RATING SERVICE.
  4. **REPURCHASE AGREEMENTS** NOT EXCEEDING 30 DAYS AS TO WHICH (I) A MASTER REPURCHASE AGREEMENT IS EXECUTED WITH AN ELIGIBLE COUNTERPARTY, (II) THE COUNTERPARTY IS A PRIMARY GOVERNMENT SECURITIES DEALER, (III) EACH TRANSACTION IS SETTLED ON A "DELIVERY VS. PAYMENT" BASIS, WITH THE SECURITIES THAT ARE THE SUBJECT OF THE REPURCHASE AGREEMENT DELIVERED TO AND HELD BY A THIRD PARTY CUSTODIAN ACCEPTABLE TO THE TREASURER, (IV) THE COUNTERPARTY IS OBLIGATED TO MAINTAIN THE VALUE OF THE SECURITIES THAT ARE SUBJECT TO THE REPURCHASE AGREEMENT

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IN AN AMOUNT NOT LESS THAN 102% OF THE PRINCIPAL VALUE OF THE REPURCHASE OBLIGATION OR SUCH GREATER AMOUNT AS MAY BE REQUIRED TO BE MAINTAINED FROM TIME TO TIME, AND (V) THE SECURITIES THAT ARE THE SUBJECT OF THE REPURCHASE AGREEMENT ARE MARKED-TO-MARKET DAILY FOR THE PURPOSE OF DETERMINING SATISFACTION OF THE REQUIREMENT OF CLAUSE (IV) OF THIS PARAGRAPH. A PERCENTAGE HIGHER THAN 102% WILL BE REQUIRED BASED UPON THE QUALITY AND FINAL MATURITY OF COLLATERAL.

5. **SECURITIES LENDING AGREEMENTS** WITH ANY NATIONAL BANK, ANY BANK DOING BUSINESS UNDER AUTHORITY GRANTED BY THE SUPERINTENDENT OF FINANCIAL INSTITUTIONS, OR ANY BANK DOING BUSINESS UNDER AUTHORITY GRANTED BY THE REGULATORY AUTHORITY OF ANOTHER STATE OF THE UNITED STATES, LOCATED IN THIS STATE, THAT IS A MEMBER OF THE FEDERAL RESERVE SYSTEM OR FEDERAL HOME LOAN BANK OR WITH ANY RECOGNIZED UNITED STATES GOVERNMENT SECURITIES UNDER THE TERMS OF WHICH AGREEMENTS THE INVESTING AUTHORITY LENDS SECURITIES AND THE ELIGIBLE INSTITUTION OR DEALER AGREES TO SIMULTANEOUSLY EXCHANGE SIMILAR SECURITIES OR CASH, EQUAL VALUE FOR EQUAL VALUE.
  6. **BONDS AND OTHER OBLIGATIONS OF ANY STATE OF THE UNITED STATES, AND OBLIGATIONS OR DEBT ISSUANCES OF ANY POLITICAL SUBDIVISION OF ANY STATE OF THE UNITED STATES.** ALL SUCH DEBT ISSUANCES WILL HAVE A MINIMUM LONG-TERM CREDIT RATING IN ONE OF THE THREE HIGHEST CATEGORIES BY A NATIONALLY RECOGNIZED RATING AGENCY, AT THE TIME OF PURCHASE. THE RATINGS CATEGORIES MAY INCLUDE NUMERIC OR MATHEMATICAL SYMBOLS.
- (J) **BOND/NOTE PROCEEDS.** PROCEEDS FROM THE ISSUANCE OF DEBT CONSTITUTE THE BOND FUNDS PORTION OF THE COLLEGE'S PORTFOLIO. BALANCES IN THE BOND FUNDS WILL BE ALIGNED WITH THE COLLEGE'S CAPITAL EXPENDITURE PATTERNS FOR SUCH PROCEEDS. MONIES HELD IN THE BOND FUNDS SHALL BE INVESTED IN AUTHORIZED INVESTMENTS OUTLINED IN SECTION (H).
- (K) **Prohibited Investments and Investment Practices.** In addition to any other prohibitions in the OHIO Revised Code, the college shall not:

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(will be re-numbered)

1. Contract to sell securities that have not yet been acquired on the speculation that prices will decline;
2. ~~Make any investment in "derivatives" as defined in O.R.C. 135.14(C);~~
3. Invest in a fund established by another public body for the purpose of investing public money of other subdivisions unless the fund is either (1) STAR Ohio OR ANY OTHER INVESTMENT PROGRAM OFFERED OR ENDORSED BY THE STATE TREASURER OF OHIO, ~~or (2) a fund created solely for the purpose of acquiring, constructing, owning, leasing or operating municipal utilities as authorized under Section 4 of Article XVIII of the Ohio Constitution;~~
4. 3. Enter into reverse repurchase agreements;
5. 4. Leverage current investments as collateral to purchase other assets.
6. ~~Invest in stripped principal or interest obligation of otherwise eligible obligations.~~

- (L) **Investment Committee/Investment Advisor(S).** An investment committee shall be established and shall consist of AT LEAST the COLLEGE'S treasurer and the ITS deputy treasurers. The treasurer shall report to the board on the college's investments.

The college shall retain the services of investment advisor(s), experienced in the management and investment of public funds, to manage the college's portfolio(s) and to advise the investment committee. SUCH investment advisor(s) shall be authorized by the treasurer-PRESIDENT to manage the investment funds, which includes the selection of eligible investment assets as defined under Chapters 3358.06 and 3345.05 of the Ohio Revised code, the execution of investment transactions, and the selection of brokers/dealers that meet standards pursuant to Ohio Revised Code 135.14 (M)(1). ~~The college may at any time add to or delete from the list of an investment advisor's eligible brokers/dealers.~~

- (M) Maximum maturities are specified under each eligible investment category. ~~No security shall be purchased that will mature more than five (5) years from the date of settlement.~~
- (N) **Safekeeping and Custody.** All investment transactions, including collateral to secure repurchase agreements, shall be conducted on a delivery-versus-payment basis. Investment assets including collateral to secure repurchase agreements will be held by a third-party custodian designated by the treasurer PRESIDENT. Collateral to secure repurchase agreements and certificates of deposit will only be released by the college after verification that the principal and interest have been credited to the college's account.

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~~The treasurer may require any depository holding a significant portion of the portfolio to identify specific collateral and to deliver that collateral to the Federal Reserve Bank as security for that deposit.~~ ALL DEPOSITS OF THE COLLEGE, IN EXCESS OF THE AMOUNT INSURED BY THE FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC), SHALL BE SECURED BY PLEDGED COLLATERAL. THE AMOUNT OF EXCESS MARKET VALUE SHALL BE DETERMINED BY THE COLLEGE OR SHALL BE AT LEAST 105% OF TOTAL PUBLIC DEPOSITS HELD FOR THOSE DESIGNATED PUBLIC DEPOSITORY PLEDGING POOLED COLLATERAL IN ACCORDANCE WITH ORC 135.181. NEGOTIABLE CERTIFICATES OF DEPOSIT ARE ELIGIBLE INVESTMENTS PROVIDED THAT SUCH CERTIFICATES OF DEPOSIT ARE PURCHASED IN DENOMINATIONS THAT WOULD PERMIT FULL COVERAGE [BY THE FDIC] OF BOTH PRINCIPAL AND INTEREST.

ANY FINANCIAL INSTITUTION HOLDING DEPOSITS OF THE COLLEGE MAY BE REQUIRED TO PLEDGE SPECIFIC COLLATERAL AND TO DELIVER SUCH COLLATERAL TO A THIRD-PARTY TRUSTEE EVIDENCED BY A DOCUMENT FROM SUCH TRUSTEE THAT COLLATERAL HAS BEEN SPECIFICALLY PLEDGED TO THE COLLEGE. THE PROCEDURE FOR SUBSTITUTING COLLATERAL SHALL BE DETERMINED BY THE PRESIDENT.

Under no circumstance will investment assets be held in safekeeping by broker/dealer firms.

- (O) **Internal Controls.** The college shall maintain an inventory of all portfolio assets. A description of each security will include security type, issue/issuer, cost (original purchase cost or current book value), par value (maturity value), maturity date, settlement date (delivery versus payment date of purchased or sold securities), and any coupon (interest) rate. The investment report will also include a record of all security purchases and sales. An investment report shall be issued each month, detailing the inventory of all securities, all investment transactions, any income received (maturities, interest payments, and sales), and any expenses paid. The report will also include the purchase yield of each security, the average-weighted yield, average-weighted maturity of the portfolio and the marketvalue of each asset.
- (P) **SALE OF SECURITIES PRIOR TO MATURITY.** Portfolio securities may be sold prior to maturity under the following conditions:
  - 1. To meet additional liquidity needs.

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2. To purchase another security or securities in order to increase yield or current income.
3. To purchase another security or securities in order to lengthen or shorten the average duration of the portfolio, for purposes of enhancing overall performance of the portfolio during periods of increasing or declining interest rates.
4. To realize any capital gains and/or income.
5. To change the asset allocation.

(Q) **CONTINUING Education.** The COLLEGE'S treasurer AND CONTROLLER/DEPUTY TREASURER shall participate ANNUALLY in beginning and/or continuing education training programs, ~~sponsored by the State Treasurer or the State Auditor, as required pursuant to. Through participation in educational programs, the treasurer will~~ TO develop, MAINTAIN and enhance background and working knowledge in investment, cash management, and ethics.

Last Effective Date: August 1, 2004



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date \_\_\_\_\_

### **SUBJECT:**

Tuition Increase

### **BACKGROUND INFORMATION:**

Columbus State Community College is actively working to expand access to high-quality online learning as well as traditional classroom learning, deepen partnerships with school districts, colleges and universities, and employers to keep college affordable, help more students complete post-secondary credentials, and meet our region's workforce needs. The College continues to align and allocate its core assets to achieve these objectives.

The College also continues to implement efficiency initiatives and make reallocation decisions that support student success at Columbus State. Tutoring, early interventions, accelerated progress through remedial coursework, and a focus on a student's first year experience are among the initiatives the College has focused on enhancing for both its traditional students and adult learners. These initiatives enable more students to achieve their goals, but they require new investments.

Students at Columbus State paid the same rate of tuition from Summer 2006 through Summer 2012. In fact, when adjusted for inflation, tuition at state universities in Ohio *increased* an average of 25% over the past decade. Over the same 10-year period, using the same constant-dollar figures, the cost of tuition at Columbus State has actually *decreased* by 3.1%. And over the period FY08-12, when adjusted for inflation, Columbus State students paid 7.8% *less* in tuition. Additionally, Columbus State has to date avoided passing on to students in the form of additional fees the rising technology and infrastructure maintenance costs.

While Columbus State students are paying approximately \$10 more per semester credit hour (8.1%) than they paid two years ago, at \$132.60 per semester credit hour, the College's tuition rate is the third lowest in-state rate among Ohio's 23 community colleges, and 8.5% lower than the average of \$144.87 per semester credit hour for all of Ohio's community colleges.

The proposed tuition rate is \$135.93 per semester credit hour and will become effective beginning Autumn Semester 2014. The \$3.33 or 2.5% increase will generate approximately \$1.7 million per fiscal year. The additional revenue will be used to continue the College's student success and completion initiatives.

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

**Ohio Resident Fee:** \$135.93 per credit hour. This fee includes a \$122.43 instructional fee and a \$13.50 general fee.

**Non-Ohio, U.S. Resident Fee:** \$301.03 per credit hour. This fee includes a \$277.03 instructional fee and a \$24.00 general fee.

**International Student Fee:** \$361.24 per credit hour. This fee includes a \$329.74 instructional fee and a \$31.50 general fee.

The proposed increase is consistent with the tuition cap allowed by HB 59, the State of Ohio's FY14-15 biennial budget legislation.

**RECOMMENDATION:**

That the Board of Trustees approve, effective Autumn Semester 2014, a tuition rate increase of \$3.33 or 2.5% per semester credit hour for Ohio residents, with commensurate increases per credit hour for non-resident and international students as reflected in the fee structure above.





## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date: \_\_\_\_\_

### **SUBJECT:**

Union Hall Renovation – Budget Adjustment and Phase II Construction Contract Awards

### **BACKGROUND INFORMATION:**

#### *Budget Adjustment*

At its September 2010 meeting, the Board of Trustees authorized a total budget of \$15.2 million for the renovation of Union Hall, with an understanding that monies received for the project in the FY13-14 State capital budget would supplant local funds in an amount equal to the State's allocation. The State's allocation provided \$5.0 million for this project.

The budget initially authorized by the Board was based on a feasibility study conducted by Schooley Caldwell and Associates to determine the optimal means of renovating a key academic center with minimal disruption to students and faculty. Detailed architectural programming with user groups yielded a project that exceeded the initial budget. When Phase I contracts were authorized by the Board in November 2011, the Board was advised that the budget would be higher but no request for additional funds was made at the time.

With Phase I near completion, and Phase II bids in hand, the request for additional funds totals \$1.45 million, for a revised project budget of \$16.65 million (Phase I, \$12.15 million; Phase II \$4.5 million). The detailed architectural programming that expanded project scope beyond what the feasibility study anticipated yielded the following:

- An additional anatomy lab and attendant prep space;
- An additional patient care lab that increased capacity from 20 to 32 care/teaching stations, allowing lab sections to be significantly larger for these classes.
- An HVAC system beyond the quality initially anticipated to yield top-quality ventilation in a building that houses anatomy and other laboratories; and
- Modest increase in the square footage of the new Tower.

The Energy Efficiency Plan mandated by HB 251 and approved by the Board of Trustees in November 2008 called for several energy measures for Union Hall, lighting retrofits, building system automation, demand control ventilation, updated exhaust fans, and variable frequency drives. Funds set aside by the Board in November 2008 to implement the Plan are available for these components of the Union Hall renovation.

*Contract Awards*

State law requires the Board of Trustees to authorize the aware of construction contracts that exceed \$50,000.

In November 2011, the Board authorized contracts for Phase I of the two-phase renovation of Union Hall for work that is in its final stages of completion. Phase I included the construction of the tower addition, as well as renovation of the 4<sup>th</sup> (nursing) and 5<sup>th</sup> (anatomy labs) floors. Phase II includes renovation of the Ground through 3<sup>rd</sup> floors.

Contracts for Phase II were bid using the bidding process required by State law.

**RECOMMENDATION:**

That the Board of Trustees authorizes an additional \$1.45 million for the Union Hall renovation, for a total project budget of \$16.65 million, to be funded using \$700,000 from the Energy Efficiency Fund previously allocated by the Board of Trustees for energy efficiency measures, and \$750,000 from the Capital Improvement and Land Acquisition Fund.

That the Board authorizes the College to enter into the following contracts with the lowest responsive and responsible bidder:

<u>Contract</u>	<u>Company</u>	<u>Amount</u>
General Trades	Summit Construction	\$1,582,500
HVAC	Vaughn Industries	\$ 570,600
Plumbing	Aggressive Mechanical	\$ 270,000
Fire Protection	Central Fire Protection	\$ 168,700
Electric	Ohio Electric	\$ 497,603
Information Technology	The Superior Group	\$ 84,200



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date \_\_\_\_\_

**SUBJECT:**

Financial Statements as of, and for the four months ended October 31, 2013.

**BACKGROUND INFORMATION:**

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

**RECOMMENDATION:**

That the financial statements as of, and for the four months ended October 31, 2013, be accepted as presented.

**TO:** Dr. David T. Harrison, President  
**FROM:** Theresa J. Gehr, Senior Vice President, Chief Financial Officer and Treasurer  
**DATE:** November 7, 2013  
**SUBJECT:** Financial Statements as of October 31, 2013

Attached are the financial statements of the Columbus State Community College District, the Foundation, and the President's Discretionary Fund for the period ended October 31, 2013.

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

These financial statements include comparisons of actual-to-date compared to the FY14 Budget approved by the Board in May and FY14 actual-to-date compared to FY13 actuals as of the same date. Additionally, beginning with the September 30, 2013 statements, FY14 Projected Year End compared to FY13 Preliminary Year End will be included.

*Revenues*

The FY14 budget was built on assumptions that enrollment would be comparable to FY13, subsidy would be lower than FY13 given the enrollment decline in FY13 (subsidy is calculated in arrears), and tuition revenues would increase to reflect the tuition increase that became effective in Autumn 2013.

Tuition revenues to date are higher than budgeted due to a larger-than budgeted Summer enrollment. The chart below outlines enrollment by term.

Term	Budgeted Credit Hours	FY 14 Credit Hours	Actual Increase/ Decrease	Actual FY 13 FTEs	FY 14 FTEs	% Variance
Summer 2013*	44,528	57,324	28.7%	N/A **	8,492	N/A
Autumn 2013*	229,332	224,843	-2.0%	15,161	14,990	-1.1%
Spring 2014	229,254					
Summer 2014***	54,423					

\* FY14 preliminary student credit hours and FTEs.

\*\* Summer 2013 FTEs are not applicable (N/A) due to differences in a Quarter Term (FY13) vs. Semester Term (FY14) rendering a comparison that is not meaningful.

\*\*\* Summer 2014 is added to show that summer terms straddle two fiscal years under semesters.

Revenue comparisons to last year are impacted in two ways. First, a two-year adjustment period was necessary to align the academic calendar with the fiscal year, creating anomalies that were unique to FY12 and FY13. This anomaly in FY13 resulted in a one-time net gain of approximately \$4 million because a higher percentage of Summer quarter 2012 revenue was recognized (78%) as compared to the portion of Summer semester 2013 revenue recognized to date in FY14 (46%). Summer semester 2013 started four weeks earlier than did Summer quarter 2012. Secondly, a tuition increase took effect in Summer semester 2013, which began late last fiscal year.

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Higher-than-budgeted tuition revenue through Autumn coupled with updated projections for the College's State subsidy allocation yield year-end revenue projections that are \$2.9 million higher than budget. State subsidy allocations are finalized by December upon approval by the State's Controlling Board.

#### *Expenses*

Priorities for the FY14 expense budget included retaining annually contracted faculty, compensation adjustments, and restoring funding for capital equipment and professional development which had been significantly reduced in FY13 as a means of reducing expenses to align with lower-than-budgeted revenues due to the enrollment decline. Additionally, payroll-related expenses funded previously from reserves were moved into the operating budget, including health savings account contributions and performance funds.

For the period ending October 31, 2013, total operating expenditures (before transfers) are \$45 million or 7.8% lower than the same period last year. Adjunct expenses were higher in Summer due to higher-than-projected enrollment. Year-to-year expense comparisons are impacted by the calendar realignment that included revisions to Summer pay schedules and the realignment of instructional payroll costs for Summer which straddles fiscal years as discussed above for revenues.

#### *Balancing the Budget*

The FY14 budget was balanced on \$2.5 million in Budget/Tuition Stabilization reserve funds. Based on the College's enrollment to date and the updated projections for State subsidy allocation, year-end projections assume \$730,000 may be necessary from reserve funds to balance the budget by year end. The need for reserve funds will continue to be monitored and adjusted as the year progresses.

#### *Reserve Spending*

In addition to total operating expenditures (before transfers) reported monthly on Exhibit B, approximately \$11 million is projected to be spent from funds allocated from the general fund for strategic priorities, as reflected on Exhibit C. Nearly half of the projected expense is for the Union Hall renovation, which is entering its second and final phase. Other significant FY14 projected spending includes scholarships, Student Success and Innovation Fund initiatives, continued implementation of campus safety security initiatives, and the Budget/Tuition Stabilization funds projected to balance the budget.

Because the College has been spending reserve funds on its strategic priorities, its total spending exceeds current year revenues. The projected FY14 net margin is a decrease in net assets of \$8.7 million (Exhibit B, column G, row 32), and accounts for the College's estimate of total spending from operating (Exhibit B), reserve spending on strategic priorities (Exhibit C), and other year-end audit adjustments such as depreciation.

Dr. David T. Harrison, President  
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November 7, 2013

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

The Bookstore revenues to date are 5.3% higher as compared to the same period last year and expenditures are lower by 4.4% due to lower payroll costs. Food services revenues and expense are impacted by the closure of the Convenience store when compared to last year. Comparisons in FY14 to FY13 for the Auxiliary Fund reflect the June 28, 2013 closures of the Child Development Center (CDC) and golf course.

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

The President's Discretionary Fund has a cash balance of \$19,355 at October 31, after disbursements of \$645.

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

Foundation contributions through October are \$262,874, compared to \$234,574 through October of last year. Management and General expenditures are \$63,815 compared to \$58,636 through the same period last year. Foundation expenses funded by the College totaled \$111,283 compared to \$98,356 as expected because the Executive Director position was vacant for the first seven months of last fiscal year. Not yet reflected in these financials is the \$5 million gift from the American Electric Power Foundation, which will fund a new pilot initiative to launch a STEM (science, technology, engineering, and math) dual enrollment program at Columbus City high schools. AEP's investment is the largest gift ever made to Columbus State.

5. **Investments**

The College's portfolio is invested consistent with its investment policy, with 38.4% currently invested in STAROhio and other money markets, with the balance in federal agencies.

**EXHIBIT A**  
**COLUMBUS STATE COMMUNITY COLLEGE**  
**BALANCE SHEET AT OCTOBER 31, 2013**  
 With Comparative Figures at October 31, 2012

<u>Assets</u>	<u>October 31, 2013</u>	<u>October 31, 2012</u>	<u>Liabilities and Fund Balance</u>	<u>October 31, 2013</u>	<u>October 31, 2012</u>
<u>Current Funds</u>			<u>Current Funds</u>		
<u>Unrestricted</u>			Unrestricted		
Educational and general			Educational and general		
Cash	\$ 8,224,166	\$ 6,600,391	Accounts payable	\$ 10,173,668	\$ 9,872,732
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1))	111,551,463	108,377,666	Deferred income	31,206,087	29,593,653
Accounts receivable, net of allowance for doubtful accounts	27,027,398	25,017,426	Student tuition	461,447	1,137,467
Interest receivable	-	-	Lab fees and credit bank	-	-
Prepaid expense	374,868	413,993	Due to auxiliary funds	-	-
Net Investment in Golf Course	787,500	2,007,226	Due to restricted funds	17,959,916	13,698,916
Due from agency funds	1,936,770	1,636,790	Due to plant funds	-	-
Due from auxiliary funds	-	-	Due to agency funds	-	-
Total educational & general	\$ 149,902,165	\$ 144,053,492	Fund balances (Exhibit C):		
			Allocated	69,018,379	71,626,824
			Unallocated	21,082,769	18,123,900
			Total fund balances	90,101,148	89,750,724
			Total educational & general	\$ 149,902,165	\$ 144,053,492
			<u>Auxiliary enterprise</u>		
Cash	\$ 4,285,171	\$ 2,979,180	Accounts payable	\$ 673,269	\$ 913,028
Investments	7,158,696	6,136,525	Due to educational & general fund	1,936,661	1,636,790
Accounts receivable	1,126,018	1,057,243	Due to Plant Fund	1,475,070	513,248
Inventories, at cost as defined (note 2)	2,913,715	3,522,648	Fund balances (Exhibit D):		
Other Assets	78,253	479,589	Allocated	-	350,000
Due from general fund	-	-	Unallocated	11,993,457	11,289,241
Due from grant funds	516,604	517,122	Total fund balances	11,993,457	11,639,241
Total auxiliary enterprise	16,078,457	14,702,307	Total auxiliary enterprise	16,078,457	14,702,307
Total unrestricted	\$ 165,980,622	\$ 158,755,799	Total unrestricted	\$ 165,980,622	\$ 158,755,799
Total current funds	\$ 165,980,622	\$ 158,755,799	Total current funds	\$ 165,980,622	\$ 158,755,799
	[A]	[B]		[C]	[D]

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

(Continued)

COLUMBUS STATE COMMUNITY COLLEGE  
BALANCE SHEET AT OCTOBER 31, 2013  
With Comparative Figures at October 31, 2012

EXHIBIT A  
(Continued)

Assets	October 31, 2013	October 31, 2012	<u>Liabilities and Fund Balance</u>	October 31, 2013	October 31, 2012
<u>Plant funds</u>			<u>Plant funds</u>		
Unexpended			Unexpended		
State appropriations receivable	-	-	Fund balances	3,384,195	3,857,508
Capital Improvement Fund	3,384,195	3,857,508	Restricted	3,384,195	3,857,508
Total unexpended	<u>3,384,195</u>	<u>3,857,508</u>	Total unexpended	<u>3,384,195</u>	<u>3,857,508</u>
Cash from Bond Proceeds	-	1,776	Investment in plant:		
Deposit with trustees/Escrow	-	-	Interest payable	-	-
Due from general fund	17,959,816	13,698,916	Capital lease payable	-	-
Land	25,518,235	29,618,235	Accounts payable	-	88,667
Improvements other than buildings	12,117,274	12,117,274	Bonds payable	11,460,000	12,425,000
Buildings	158,566,919	153,504,658	Deferred Gift Annuity	-	-
Movable equipment, furniture and library books	39,759,409	38,346,292	Net investment in plant	168,883,694	164,254,418
Construction-in-progress	5,025,582	4,202,609			
Other Assets	2,982,870	236,931	Total investment in plant	<u>180,343,694</u>	<u>176,768,085</u>
Less: accumulated depreciation	(81,586,411)	(74,958,605)	Total plant funds	<u>\$ 183,727,889</u>	<u>\$ 180,625,593</u>
Total investment in plant	<u>180,343,694</u>	<u>176,768,085</u>			
Total plant funds	<u>\$ 183,727,889</u>	<u>\$ 180,625,593</u>	<u>Agency funds</u>		
			Cash	787,500	-
			Deposits held in custody for others	-	2,007,226
			Due to educational and general fund	-	-
			Total agency funds	<u>\$ 787,500</u>	<u>\$ 2,007,226</u>
				[C]	[D]

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



COLUMBUS STATE COMMUNITY COLLEGE  
OPERATIONAL BUDGET COMPARISON  
FOR THE FOUR MONTHS ENDED OCTOBER 31, 2013  
With Comparative Figures at October 31, 2012

EXHIBIT B

	FY 14			FY 13			FY 14 Projected Year End			FY 13 Preliminary Year End		
	Budget as approved May 2013	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Revised Budget as approved January 2013	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Projected FY 14 Year End Budget	Projected % of Budget	FY 13 Preliminary Year End	Projected % of Budget		
<b>Revenues</b>												
<u>Appropriations</u>												
Subsidy Student Support Services	\$ 58,494,937	\$ 20,019,064	34.22%	\$ 60,304,059	\$ 20,122,840	33.37%	\$ 60,057,200	102.67%	60,304,099	100.00%	(1)	
Student	58,494,937	20,019,064	34.22%	60,304,059	20,122,840	33.37%	60,057,200	102.67%	60,304,099	100.00%	(2)	
Tuition									53,376		(3)	
Fees	76,267,304	22,963,194	30.11%	73,156,221	24,821,149	33.93%	77,606,753	104.76%	76,924,053	105.15%	(4)	
Special courses	5,076,982	2,123,515	41.83%	4,973,724	2,237,773	44.99%	5,076,982	100.00%	4,316,243	86.76%	(5)	
Contracted Services	724,153	444,627	61.40%	1,399,467	352,792	25.21%	724,153	100.00%	1,272,508	90.93%	(6)	
Net	82,068,439	25,531,336	31.11%	79,529,412	27,411,714	34.47%	83,407,888	101.63%	82,512,804	103.75%	(7)	
Other	325,000	7,543	2.32%	600,000	103,031	17.17%	100,000	30.77%	332,050	55.34%	(8)	
Miscellaneous	325,000	7,543	2.32%	600,000	103,031	17.17%	100,000	30.77%	332,050	55.34%	(9)	
Partnership Revenue	250,000	76,868	30.75%	430,000	-	-	250,000	100.00%	245,128	57.01%	(10)	
Total revenues	353,000	35,100	9.94%	250,000	49,539	19.82%	353,000	100.00%	125,835	50.33%	(11)	
Operating Expenditures	603,000	111,968	18.57%	680,000	49,539	7.29%	603,000	100.00%	370,963	54.55%	(12)	
Educational & general (Instructional)	141,491,376	45,669,911	32.28%	141,113,471	47,687,124	33.79%	144,168,088	101.99%	143,573,292	101.74%	(13)	
Library	76,982,593	23,465,266	30.48%	78,085,837	26,825,299	34.35%	78,121,765	101.48%	77,905,938	99.77%	(14)	
General	1,676,801	666,876	39.77%	2,164,804	783,289	36.18%	1,676,801	100.00%	1,817,148	83.94%	(15)	
Information Technology	10,702,744	3,382,397	31.60%	12,012,036	3,041,850	25.32%	10,702,744	100.00%	10,302,032	85.76%	(16)	
Student Services	13,141,946	5,152,135	39.20%	12,491,343	5,407,418	43.29%	13,141,946	100.00%	11,849,471	94.86%	(17)	
Operation and maintenance of plant	14,546,406	4,579,162	31.48%	13,874,365	4,664,898	33.62%	14,546,406	100.00%	13,426,474	96.77%	(18)	
Administration	13,915,739	4,220,274	30.33%	14,577,304	4,442,889	30.48%	13,915,739	100.00%	12,706,880	87.17%	(19)	
Transfer for debt service	9,626,408	3,069,328	31.88%	9,847,089	3,142,691	31.91%	9,626,408	100.00%	9,284,277	94.28%	(20)	
Total expenditures	1,388,906	462,969	33.33%	1,460,906	486,969	33.33%	1,388,906	100.00%	1,460,906	100.00%	(21)	
Non-operating & Encumbered	141,981,543	44,998,406	31.69%	144,513,684	48,795,303	33.77%	143,120,735	100.80%	138,756,126	96.02%	(22)	
Transfer for equipment and replacement	2,000,000	See Exhibit C		500,000	See Exhibit C		2,000,000	100.00%	-	0.00%	(23)	
Total expenditures and transfers	143,981,543	44,998,406	31.25%	145,013,684	48,795,303	33.65%	145,120,735	100.79%	138,756,126	95.68%	(24)	
Operational revenues	(2,490,167)	671,505	N/A	(3,900,213)	(1,108,179)	N/A	(952,647)	38.26%	4,817,166	-123.51%	(25)	
<b>Reserve Funding</b>												
Transfer-in Delaware Campus	-	-	-	823,668	234,260	28.44%	-	0.00%	-	0.00%	(26)	
Budget Tuition Stabilization	2,500,000	-	-	3,076,545	-	-	727,647	0.00%	-	0.00%	(27)	
Reserve Operation revenues	2,500,000	-	0.00%	3,900,213	234,260	6.01%	727,647	0.00%	-	-	(28)	
<b>Interest Income</b>												
Net Operating revenues	\$ 9,833	\$ 157,477	-	\$ -	\$ 181,261	-	\$ 250,000	-	\$ 197,562	-	(29)	
Net Revenues/(Expenditures)*	-	\$ 828,982	-	\$ -	\$ (692,658)	-	\$ 25,000	-	\$ 5,014,748	-	(30)	
Non-capital reserve expenditures*	-	-	-	-	-	-	8,755,000	-	-	-	(31)	
Net Revenues/(Expenditures)	-	-	-	-	-	-	(8,730,000)	-	-	-	(32)	

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

EXHIBIT C

COLUMBUS STATE COMMUNITY COLLEGE  
 STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT  
 EDUCATIONAL AND GENERAL FUNDS  
 FOR THE FOUR MONTHS ENDED OCTOBER 31, 2013

	Balance at June 30, 2013	Net Increase for Current Period	Board Approved Additions	Transfers	Expenditures	Balance at October 31, 2013	
Unrestricted							
Allocated							
Capital Improvements & Land Acquisition	\$ 7,312,891	\$ -	-	25,000	\$ -	7,337,891	(1)
Carpet/Furniture Reupholstering	170,516	-	-	-	-	170,516	(2)
Space Efficiency Upgrades	1,153,122	-	-	-	(52,879)	1,100,243	(3)
Project Planning	6,117	-	-	-	-	6,117	(4)
Union Hall Renovation	10,669,698	-	-	-	(560,593)	10,109,105	(5)
Site Development Delaware Campus	1,172,279	-	-	-	-	1,172,279	(6)
Bookstore/DX Modifications	263,490	-	-	-	-	263,490	(7)
Facilities Infrastructure Improvements	81,808	-	-	-	-	81,808	(8)
145-149 Cleveland Avenue Purchase	-	-	-	-	-	-	(9)
Student Support Services	53,376	-	-	-	-	53,376	(10)
Capital Equipment	6,709,128	-	2,000,000	-	(1,048,069)	7,661,059	(11)
Target 2002	333,088	-	-	-	-	333,088	(12)
Collective Bargaining	33,104	-	-	-	-	33,104	(13)
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987	(14)
Accumulated Lab Fees	1,393,352	-	-	242,470	(66,012)	1,569,810	(15)
Broadbanding	221,079	-	-	-	-	221,079	(16)
Think Again Scholarship	2,112,430	-	-	-	(408,570)	1,703,860	(17)
Student Success and Innovation	6,176,668	-	-	-	(2,203)	6,174,465	(18)
Strategic Growth Initiatives	1,213,509	-	-	-	-	1,213,509	(19)
Technology Initiatives	1,312,295	-	-	-	(230,135)	1,082,160	(20)
Human Capacity Development/Wellness	311,266	-	-	-	-	311,266	(21)
Campus Safety Initiatives	1,391,921	-	-	(25,000)	-	1,366,921	(22)
Energy Efficiency/Sustainability Initiatives	2,384,132	-	-	-	(37,200)	2,346,932	(23)
Delaware Campus Operations	1,098,432	-	-	-	-	1,098,432	(24)
Health Care Self-Insurance Escrow	1,023,018	-	-	-	-	1,023,018	(25)
Health Care HSA Incentive	86,636	-	-	-	-	86,636	(26)
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500	(27)
Voluntary Separation Incentive Plan	1,265,876	-	-	-	(25,363)	1,240,513	(28)
One-Time Compensation	78,665	-	-	-	(40,436)	38,229	(29)
Partnerships for Student Success	338,361	-	-	-	(30,886)	307,475	(30)
PERFORMS	12,089	-	-	-	(9,577)	2,512	(31)
Unallocated	69,287,833	-	2,000,000	242,470	(2,511,924)	69,018,379	(32)
Total General Fund	21,929,050	(1,115,736)	(2,000,000)	(242,470)	2,511,924	21,082,769	(33)
	\$ 91,216,883	(1,115,736)	-	-	-	\$ 90,101,148	(34)
	[A]	[B]	[C]	[D]	[E]	[F]	

EXHIBIT D

COLUMBUS STATE COMMUNITY COLLEGE  
 OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES  
 FOR THE FOUR MONTHS ENDED OCTOBER 31, 2013  
 With Comparative Figures at October 31, 2012

	FY 14		FY 13		FY 14 Projected Year End		FY 13 Preliminary Year End	
	Budget as approved May 2013	% of Budget Expended to Date	Revised Budget as approved January 2013	% of Budget Expended to Date	Projected Year End Budget	% of Budget	FY 13 Preliminary Year End	Projected % of Budget
<b>Auxiliary</b>								
<b>Sales/Revenues</b>								
Bookstore	\$ 14,905,690	40.83%	\$ 14,076,046	41.04%	\$ 14,905,690	100.00%	\$ 14,826,365	105.33%
Child Development Center	-	-	566,975	47.03%	-	-	656,785	115.84%
Food Services	420,000	45.29%	590,452	41.73%	420,000	100.00%	562,348	95.24%
Bridgeview	-	-	496,160	39.93%	-	-	297,971	60.06%
Total Revenues	15,325,690	40.95%	15,729,633	41.25%	15,325,690	100.00%	16,343,469	103.90%
<b>Cost of Goods Sold</b>								
Bookstore	11,546,468	38.37%	10,923,012	40.33%	11,546,468	100.00%	11,994,026	109.81%
Bridgeview	-	-	31,258	38.39%	-	-	58,408	186.86%
Food Service	55,000	27.13%	161,267	0.00%	55,000	100.00%	143,843	89.20%
Gross Margin	3,724,222	49.16%	4,614,096	44.00%	3,724,222	100.00%	4,147,192	89.88%
<b>Operating Expenses</b>								
Bookstore	2,035,416	29.41%	1,993,244	31.41%	2,035,416	100.00%	1,836,435	92.13%
Child Development Center	-	-	795,761	38.09%	-	-	824,321	103.59%
Food Services	236,819	18.36%	262,317	20.75%	236,819	100.00%	183,286	69.87%
Bridgeview	-	-	545,912	35.56%	-	-	437,783	80.19%
Auxiliary Administration	970,592	23.87%	506,209	34.34%	970,592	100.00%	492,559	97.30%
Total Expenses	3,242,827	26.95%	4,103,443	32.94%	3,242,827	100.00%	3,774,364	91.98%
Auxiliary Net Operating Income/(Loss)	481,395		510,653	0.00%	481,395	-	372,808	73.01%
<b>Net Income/(Loss)</b>								
Bookstore	1,323,806	79.82%	1,159,790	64.32%	1,323,806	100.00%	995,904	85.87%
CDC	-	-	(228,786)	15.96%	-	-	(167,536)	73.23%
Food Services	128,181	102.84%	166,868	90.36%	128,181	100.00%	235,219	140.96%
Bridgeview	-	-	(81,010)	-9.88%	-	-	(198,220)	244.69%
Auxiliary Administration	(970,592)	23.87%	(506,209)	34.34%	(970,592)	100.00%	(492,559)	97.30%
Net Auxiliary Income/(Loss)	481,395	198.77%	510,653	132.85%	481,395	100.00%	372,808	73.01%
Auxiliary Fund Balance at June 30, 2013	11,036,595		10,988,604		11,036,595		11,036,595	
Non-operating Revenues/Expenditures	-		(27,742)		-		-	
Transfers	-		-		-		-	
Auxiliary Fund Balance at October 31, 2013	\$ 11,993,457		\$ 11,639,241		\$ 11,993,457		\$ 11,993,457	

EXHIBIT E

COLUMBUS STATE COMMUNITY COLLEGE  
CASH FLOW FORECAST  
AS OF OCTOBER 31, 2013

	Actual May 2013	Actual June 2013	Actual July 2013	Actual August 2013	Actual September 2013	Actual October 2013	
Beginning Cash	\$ 5,830,407	848,389	8,684,173	4,041,163	12,954,634	4,831,094	(1)
Cash Receipts	12,426,037	6,252,846	6,751,456	18,486,836	6,479,315	5,972,984	(2)
Cash Disbursements	(12,542,785)	(11,136,778)	(10,914,454)	(11,552,154)	(11,834,469)	(12,115,844)	(3)
Financial Aid	(4,865,270)	12,719,716	(480,012)	13,978,789	(2,768,386)	1,455,113	(4)
Outflow for investments	-	-	-	(20,000,000)	-	-	(5)
Inflow from investments	-	-	-	8,000,000	-	8,000,000	(6)
Ending Cash	\$ 848,389	8,684,173	4,041,163	12,954,634	4,831,094	8,143,347	(7)

	Forecasted November 2013	Forecasted December 2013	Forecasted January 2014	Forecasted February 2014	Forecasted March 2014	Forecasted April 2014	
Beginning Cash	\$ 8,143,347	5,643,347	5,643,347	5,543,347	5,548,347	5,548,347	(8)
Cash Receipts	6,500,000	6,500,000	14,500,000	6,500,000	6,500,000	6,500,000	(9)
Cash Disbursements	(14,000,000)	(14,000,000)	(14,000,000)	(14,000,000)	(14,000,000)	(14,000,000)	(10)
Financial Aid	-	-	13,400,000	(995,000)	-	-	(11)
Outflow for investments	-	-	(14,000,000)	-	-	-	(12)
Inflow from investments	5,000,000	7,500,000	-	8,500,000	7,500,000	7,500,000	(13)
Ending Cash	\$ 5,643,347	5,643,347	5,543,347	5,543,347	5,548,347	5,548,347	(14)

COLUMBUS STATE COMMUNITY COLLEGE  
 PRESIDENT'S DISCRETIONARY FUND  
 STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS  
 FOR THE FOUR MONTHS ENDED OCTOBER 31, 2013

EXHIBIT F

Cash at Beginning of Period		\$ <u>17,907</u>	(1)
			(2)
<u>Receipts:</u>			(3)
			(4)
Deposit	2,093	2,093	(5)
			(6)
			(7)
<u>Disbursements:</u>			(8)
Oberer's Flowers	645		(9)
		<u>645</u>	(10)
		\$ <u>19,355</u>	(11)
	[A]	[B]	(12)
		<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 OCTOBER 31, 2013  
With Comparative Figures at October 31, 2012**

<u>Assets</u>	<u>October 31, 2013</u>	<u>October 31, 2012</u>	
Cash	\$ 195,354	\$ 217,208	(1)
Investments at market value (see note)	6,698,967	5,897,415	(2)
Pledges Receivable	124,460	75,850	(3)
Total Assets	<u>\$ 7,018,781</u>	<u>\$ 6,190,473</u>	(4)
<u>Liabilities</u>			
Due to general fund	\$ -	\$ 103,334	(5)
Pledge Payable	-	-	(6)
Trade Payables	-	-	(7)
Total Liabilities	<u>-</u>	<u>103,334</u>	(8)
<u>Fund balance</u>			
Permanently Restricted	3,698,272	3,655,630	(9)
Temporarily Restricted	1,743,501	1,522,857	(10)
Unrestricted	1,577,008	908,652	(11)
			(12)
Total fund balance	<u>7,018,781</u>	<u>6,087,139</u>	(13)
			(14)
Total Liabilities and fund balance	<u>\$ 7,018,781</u>	<u>\$ 6,190,473</u>	(15)
	[A]	[B]	(16)
			(17)

**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	\$ 118,070	118,070	1.76%
Equities	3,007,048	4,072,764	60.80%
Fixed Income	527,984	557,960	8.33%
Mutual Funds	<u>1,862,353</u>	<u>1,950,173</u>	<u>29.11%</u>
Total Investments	<u>\$ 5,515,455</u>	<u>\$ 6,698,967</u>	<u>100.00%</u>

EXHIBIT H

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION  
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
 FOR THE FOUR MONTHS ENDED OCTOBER 31, 2013  
 With Comparative Figures at October 31, 2012

	October 31, 2013				October 31, 2012 Total All Funds	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total All Funds		
Revenue						
Contributions - Scholarships and Programs	\$ 11,644	\$ 132,855	\$ 6,974	\$ 151,473	\$ 86,866	(1)
Contributions for Taste the Future	89,575	-	-	89,575	111,308	(2)
Contributions for Columbus State	-	21,826	-	21,826	38,400	(3)
Administration Fee Income	-	-	-	-	-	(4)
Interest Income	29	-	-	29	34	(5)
Investment Income						(6)
Realized	84,998	24,874	-	109,872	83,787	(7)
Unrealized	233,336	65,981	-	299,317	162,626	(8)
Investment income-subtotal	318,334	90,855	-	409,189	246,413	(9)
Total revenues	419,582	245,536	6,974	672,092	483,021	(10)
Expenditures						
Scholarships and Projects	-	121,801	-	121,801	129,122	(11)
Contributions to Columbus State	-	21,826	-	21,826	40,150	(12)
Administrative Fee Expense	-	-	-	-	-	(13)
Management and general	63,815	-	-	63,815	58,636	(14)
Total expenditures	63,815	143,627	-	207,442	227,908	(15)
Excess (deficit) of revenues over expenditures	355,767	101,909	6,974	464,650	253,113	(17)
Transfers	-	-	-	-	-	(18)
Fund balance at beginning of period	1,221,241	1,641,592	3,691,298	6,554,131	5,834,026	(19)
Fund balance at end of period	\$ 1,577,008	\$ 1,743,501	\$ 3,698,272	\$ 7,018,781	\$ 6,087,139	(20)
	[A]	[B]	[C]	[D]	[F]	(21)
						(22)

COLUMBUS STATE COMMUNITY COLLEGE  
NOTES TO FINANCIAL STATEMENTS  
AS OF OCTOBER 31, 2013

1) Investments

Investment Fund	Cost	Market Value	Yield to Maturity*	Average Maturity (days)
STAR Ohio/Operating	\$ 37,666,607	\$ 37,666,607	0.03%	1
STAR Ohio/Plant	3,384,195	3,384,195	0.03%	1
STAR Ohio/Auxiliary	1,285,463	1,285,463	0.03%	1
CSCC Operating Fund 1	27,104,919	27,026,415	0.15%	147.6
CSCC Operating Fund 2	41,886,270	41,992,246	0.62%	504
Auxiliary Services	5,856,074	5,873,232	0.81%	609
Plant Fund	4,854,408	4,866,195	0.75%	587
	<u>\$ 122,037,935</u>	<u>\$ 122,094,354</u>		

\* Weighted

Portfolio Composition	Type	% of Total
	STAR Ohio	34.68%
	Agencies	61.62%
	Cash & Equivalents	3.70%
		<u>100.00%</u>

2) Inventories

Bookstore inventories at year-end are stated at actual cost. At or near year-end a complete physical inventory is taken and adjustments, if any, are recorded.

3) Plant Funds

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

4) Long-term debt

Outstanding long-term debt consists of bonds payable in annual installments varying from \$800,000 to \$920,000 with interest at rates varying from 1.65% to 4.25%, the final installment being due in 2023, collateralized by a gross pledge basis, of the general receipts of the college, which include the full of every type and character of receipts, excepting only those specifically excluded which are primarily those that are appropriated from the State of Ohio.

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

5) Interfund Accounts

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





## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date \_\_\_\_\_

**SUBJECT:**

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>
Kimberly Connell (Repl. A. Whalen)	Specialist	Dual Enrollment	09/03/13	\$33,129
Roger (Keith) Kipp (Repl. M. McLaughlin)	Specialist	Human Resources	10/16/13	\$33,129
Haneefah Lee (Repl. Y. Fayne)	Representative	Telephone Information Center	10/16/13	\$34,133
Erica Robertson (Repl. N. Lee)	Instructor	Nursing	09/09/13	\$39,486
Zachary Rost (Repl. T. Taylor)	Advisor	Advising Services	10/16/13	\$44,034
Sarah Skeen (Funded set-aside position)	Specialist	Human Resources	09/16/13	\$33,129
Joel Smith (Rep. C. Cole)	Security Specialist	Police Department	10/17/13	\$28,939
Ruth Sternberg (Repl. A. Ruiz)	Program Coordinator	Academic Affairs	09/16/13	\$48,375
Darla Vanhorn (Repl. J. Cockrell)	Coordinator	Student Life	10/01/13	\$53,196

**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/reductions in force/terminations/retirements have been accepted.

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>
Seth Bumgarner (Position Elimination)	Advisor	Dual Enrollment	09/30/13
Curtis Darling (Resignation)	Building Services 1	Facilities Management	10/04/13
Susan Difrancesco (Resignation)	Accountant 2	Business & Campus Services	08/29/13
Stacy Drake (Resignation)	Project Specialist	Transitional Workforce	09/15/13
Carolyn Kaufman (Deceased)	Associate Professor	Psychology	09/07/13
Brian Kellenbarger (Resignation)	Maintenance Repairperson 1	Facilities Management	09/30/13
Carolyn Novak (Resignation)	Assistant Professor	Practical Nursing	09/20/13
Tenice Porter (Resignation)	Account Clerk	Business & Campus Services	08/21/13
Charoles Steward (Resignation)	Office Associate	Dean of Advising & Student Support	09/02/13
Maureen Tock (Position Elimination)	Advisor	Dual Enrollment	09/30/13
Lavada Washington (Position Elimination)	Advisor	Dual Enrollment	09/30/13
Andrew Whalen (Resignation)	Specialist	Dual Enrollment	06/16/13
Jennifer White (Resignation)	Barista	Business & Campus Services (Bookstore)	08/27/13