



**COLUMBUS STATE COMMUNITY COLLEGE**

550 East Spring Street  
Columbus, Ohio 43216

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

**MINUTES**

BOARD OF TRUSTEES MEETING  
Thursday, March 27, 2008

**CALL TO ORDER:**

The regularly scheduled meeting of the Board of Trustees of the Columbus State Community College held on Thursday, March 27, 2008, was called to order by Chairperson Edgar in the Board Room of Franklin Hall at 6:11 p.m.

Dr. Moeller introduced Ms. Christa Metzger from the Office of the Attorney General who then administered the Oath of Office to one of the new members of the Board of Trustees, Ms. Debra Plousha Moore.

**ROLL CALL:**

Present: Ms. Suzanne Stilson Edgar, Chairperson  
Mr. William Dolan  
Dr. Richard Owens  
Ms. Poe Timmons  
Mr. Michael Flowers  
Ms. Debra Plousha Moore

Absent: Mr. Michael Keller  
Mr. William Antonoplos  
Ms. Priscilla Mead

**CERTIFICATION OF COMPLIANCE:**

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

**MINUTES:**

**Trustee Timmons moved**, Trustee Dolan seconded, that the minutes of the regular meeting of the Board of Trustees held on Thursday, January 24, 2008, be approved as presented.

A vote was taken which resulted in:

AYES: Members Edgar, Dolan, Timmons, Owens, Flowers, Plousha Moore  
NAYS: None

**COMMUNICATIONS AND RECOGNITION:**

Community Agency Recognition Presented to Goodwill Columbus.

In honor of Community College Month, this year the Board of Trustees presented the Community Agency Award to Goodwill Columbus at which many Columbus State students perform internships and are hired after graduation. Dr. Moeller presented the award to Ms. Marjory Pizzuti who accepted on behalf of the organization.

**CONSENT AGENDA:**

The consent agenda included the following items:

- (1) Approval for Sixteen (16) New Full-time Staff Positions
- (2) Make Permanent One (1) Temporary Full-time Staff Position
- (3) Allocation for Public Safety Systems
- (4) Renovation of 27-S Parking Lot
- (5) Revision of Policy 9-10, Investments
- (6) Internal Audit Functions Recommendation
- (7) Personnel Information

**Member Flowers moved**, Member Owens seconded, that the Board of Trustees:

- (1) Approve sixteen (16) new staff positions as permanent staff positions as listed in *Attachment "A"* for a total annual cost of \$888,429;
- (2) Approve, as permanent, the Office Associate position in the President's Office for a total annual cost of \$39,494;
- (3) Allocate \$850,000 of the funds previously allocated for the college's campus safety initiatives for the first phase of security enhancements and equipment;
- (4) Authorize a project budget of \$616,000 for renovations to the 27-S parking lot and the award of the construction contract to WB Republic Builders LLC in the amount of \$439,000 being the lowest responsive bidders;
- (5) Approve revisions to Policy 9-10 pertaining to the college's investments as proposed in *Attachment "B;"*
- (6) Authorize the President to continue outsourcing the internal auditing function of the college, and continue to report to the Board on the assessments of internal controls;
- (7) Approve the personnel information as presented.

A vote was taken which resulted in:

AYES: Members Edgar, Dolan, Owens, Timmons, Flowers, Plousha Moore  
NAYS: None

### **FINANCIAL STATEMENTS:**

**Member Plousha Moore moved**, Member Timmons seconded, that the financial statements as of and for the eight months ended February 29, 2008, be accepted as presented.

A vote was taken which resulted in:

AYES: Members Dolan, Edgar, Timmons, Owens, Plousha Moore, Flowers  
NAYS: None

**PRESIDENT'S REPORT:**

Dr. M. Valeriana Moeller, president, reported on the following items:

- (1) The President extended congratulations to the Cougar men's basketball team and coaching staff for making it to the national finals and placing second in the NCCJA Division II. This was the first time for the Cougars at the finals.
- (2) Dr. Moeller announced that April Alexander, Julie VanWynsberghe and Terri Williams Miller of Columbus State's Human Resources department, recently earned their Professional in Human Resources certification.
- (3) Dr. Val Moeller and Dr. Roderick McDavis, President of Ohio University signed a collaborative agreement to expand access to higher education opportunities in Central Ohio. Under this proposed program, students will be able to get an associate degree at Columbus State and then go on to obtain a bachelor's degree for Ohio University in two-years. This program is scheduled to begin in the Fall of 2008.
- (4) Susan Ewing-Ramsey, Coordinator in the International Enrollment department and Teresa Kackley, Office Associate for Curriculum Management, were both selected as Staff Employee of the Month for February and March respectively.
- (5) Dr. Moeller advised the Board that the college's Community Education and Workforce Development department received 4<sup>th</sup> place ranking in the *Columbus Business First Book of Lists*.
- (6) The President explained that, every year, OACC sets state policy priorities. This year the five top were:
  1. A commitment to the 2008/2009 tuition freeze
  2. Integration of Ohio's Adult Workforce Education System
  3. The Capital Bill which will be introduced shortly
  4. STEM 2
  5. The Strategic Plan for the University System of Ohio
- (7) The Board was advised that, every year, the two-year colleges nominate two students to the All-Ohio Academic Team. Columbus State has two representatives, Dawn Leach and Matthew Wolf. The State will recognize the team at a luncheon on April 30, 2008 at the Statehouse Atrium. It was also noted that this is part of Phi Theta Kappa. The Board members were invited to attend if available.

- (8) The Board received an overview of the focus areas of the State Strategic Plan Goals and Accountability Measures which are:
1. Accessibility
  2. Quality
  3. Affordability and Efficiency
  4. Economic Leadership
- (9) Dr. Moeller noted that, in the Governor's State of the State Address, he spoke about the Seniors to Sophomores program in which high school seniors will be allowed to serve their last year of high school at a college or university and they would get the first year of college at no charge. The Board of Regents has given out certain incentives to begin the program.
- (10) It was explained that the Governor has restructured how the dollars from the Workforce Development Act are going to be allocated. The Ohio Skills Bank is a component of the Board of Regents now. Columbus State has been asked to play a leadership role in the regional consortia. More details will follow at a later.

The President advised that the House and the Senate have both approved the Higher Education Act. She stated that everyone in higher education is concerned about the number of reporting requirements that are contained in both bills, which are over 240 requirements in the House bill and over 150 in the Senate bill. This is a concern because it will create the need to hire more personnel to just focus on reporting data.

- (12) Upcoming Evenst:

April 25	In-Service Day
April 30	All-Ohio Academic Team Luncheon
May 8	Board Retreat
May 22-23	OACC Spring Conference

### **Data Handbook**

Dr. Deborah Coleman, Vice President of the college's Knowledge Recourse Department, gave an overview of the 2<sup>nd</sup> edition of the college's Data Handbook, a copy of which had been distributed to the Board prior to the meeting. She explained that this is a compilation of selected descriptive data that most colleges discuss and relates to credit students and credit enrollment.

### **OLD BUSINESS**

Trustee Plousha Moore gave an overview of her participation at the OACC One Voice Legislative Advocacy Day program on March 12, accompanied by Dr. Moeller, Connie Myer, the student Ex-Officio and other college administrators. She stated that they met with Representatives Celeste, McGregor, and Maxwell-Heard, and a major part of the discussions focused on the adult career centers from the Department of Education to the Ohio Board of Regents and portions of the Chancellor's new Strategic Plan. Governor Strickland was the speaker at the luncheon.

Trustee Owens gave highlights from the Chancellors Video Conference held on March 13, which he attended here on campus. He noted that the Chancellor touched on general points of his new Strategic Plan, and where Ohio ranks among its national peers and the U.S. averages. It was noted that Ohio is not where it needs to be, however, we stand well within our peer range to many of the states with which we compete.

### **NEW BUSINESS:**

Chairperson Edgar advised the Board that she had nothing to report on the Board Delegate until she has had an opportunity to discuss this issue with Trustee Mead. Dr. Moeller explained some of the responsibilities of the Board Delegate to the new Board members.

Dr. Moeller announced that Chancellor Fingerhut will be the Spring Quarter graduation speaker in June.

### **PUBLIC PARTICIPATION:**

Dr. John Nesbitt, an adjunct at Columbus State, spoke from the floor concerning scheduling issues he has experienced here at the college. The Chairperson thanked Dr. Nesbitt for his comments, but explained that the Board of Trustees does not get involved with scheduling of the faculty.

**EXECUTIVE SESSION:**

**Trustee Dolan Moved,** Trustee Flowers seconded that the Board of Trustees adjourn to Executive Session according to Ohio Revised Code 121-22 for purposes of discussing collective bargaining.

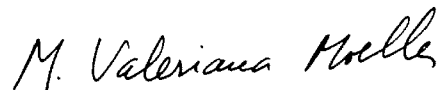
A vote was taken which resulted in:

AYES: Members Dolan, Edgar, Timmons, Owens, Plousha Moore, Flowers  
NAYS: None

The meeting of the Board of Trustees reconvened from Executive Session at 7:46 p.m.

**ADJOURNMENT:**

There being no further business to come before the Board of Trustees the meeting was adjourned at 7:48 p.m.



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M. Valeriana Moeller  
Secretary, Board of Trustees

P. Fortea  
Recording Secretary

***Request for Additional Staff***  
***Human Resources***  
***Human Capacity Development***

**POSITION TITLE**

Office Associate

**DEPARTMENT**

Human Resources, Human Capacity Development

**RATIONALE FOR POSITION**

The Human Resource Department is implementing a number of professional development activities to enhance the performance of employees throughout the college. To be successful in operationalizing these initiatives, it is crucial that training material and logistics are completed in a timely and effective manner. Other related duties will be to monitor tuition reimbursement and fee waiver programs as well as daily professional development duties. This is a long-term commitment which will help the staff of CSCC stay viable and cutting edge to provide quality education and services to students.

## Examples:

- Performance management training for all employees
- General training offerings for supervisors and staff
- Quality assurance initiative
- Leadership Institute
- New employee orientation

**POSITION COSTS**

<b>Salary:</b>	<b>\$28,652</b>	<b>(Pay Grade 27)</b>
<b>Benefits:</b>	<b>\$10,842</b>	
<b>Equipment:</b>	<b>n/a</b>	
<b>Space Needed:</b>	<b>Existing</b>	
<b>Other:</b>	<b>n/a</b>	
<b>Total</b>	<b>\$39,494</b>	



**Request for Additional Staff**  
*Business and Administrative Services*  
*Public Safety*

**POSITION TITLE**

(2) Communication Technicians (Dispatchers)

**DEPARTMENT**

Department of Public Safety (DPS)

**RATIONALE FOR POSITIONS**

These positions report to a communications supervisor. Dispatchers are the hub of campus safety communications. They answer all incoming calls requesting assistance and emergency service, dispatch Public Safety personnel to calls for service, dispatch for outside assistance from Columbus Police, Fire and others to assist our officers, maintain access to police databases, monitor systems, and assist students and others with parking permits, identification cards, and general information.

The additional dispatcher positions will complete our transformation from a 24/5 operation to a 24/7 communication/dispatching operation.

**POSITION COSTS**

<b>Salary:</b>	<b>\$57,304</b>	
<b>Benefits:</b>	<b>\$21,684</b>	
<b>Equipment:</b>	<b>\$ 500</b>	
<b>Space Needed:</b>	<b>n/a</b>	
<b>Other:</b>	<b>n/a</b>	
<b>Total:</b>	<b>\$79,488</b>	<b>(2 @ \$39,744 each)</b>

**Request for Additional Staff**  
**Business and Administrative Services**  
**Public Safety**

**POSITION TITLE**

(3) Police Shift Supervisors (one per shift)

**DEPARTMENT**

Department of Public Safety (DPS)

**RATIONALE FOR POSITIONS**

These positions will report to the Chief of Police. Currently, the 24/7 shifts are overseen by shift coordinators, not true supervisors. As our commissioned officers transition from unarmed to armed, true shift supervisors are needed to properly oversee campus police officers due to this notable expansion of the police role on campus. The requirements and expectations for true supervisors are higher, including evaluating employees' performance and handling all matters of discipline, and having in-depth knowledge in the appropriate application of all levels of force, police tactics, and arrest laws.

In addition providing supervision and management of a shift, supervisors will serve as an in-the-field patrol supervisor, schedule personnel to insure proper shift coverage; train, evaluate and discipline officers as necessary and as required; interact with outside safety and police agencies for additional assistance when necessary; assume immediate command authority during critical incidents; and assume administrative support functions at the direction of the Chief of Police, e.g., investigation oversight, community policing oversight.

**POSITION COSTS**

<b>Salary:</b>	<b>\$165,786</b>	
<b>Benefits:</b>	<b>\$ 46,018</b>	
<b>Equipment:</b>	<b>\$ 12,000</b>	
<b>Space Needed:</b>	<b>n/a</b>	
<b>Other:</b>	<b>n/a</b>	
<b>Total:</b>	<b>\$223,804</b>	<b>(3 @ \$74,601 each)</b>

**Request for Additional Staff**  
*Business and Administrative Services*  
*Public Safety*

**POSITION TITLE**

(1) Emergency Management Coordinator

**DEPARTMENT**

Department of Public Safety (DPS)

**RATIONALE FOR POSITIONS**

This position reports to the Director of Public Safety, and will provide a dedicated resource to campus emergency management and preparedness, enhancing the college's capacity deeper into the institution to respond capably in emergency situations. Responsibilities will include assisting departments in developing preparedness plans that cascade from the campus plan, including development and maintenance of a certified emergency response team; review and update college emergency preparedness plan; develop and coordinate appropriate training for college personnel; develop and coordinate drills and exercises that will keep the campus community prepared to deal with critical incidents; interface with other public agencies to coordinate planning and emergency responses, and participate in the emergency operation center as member of emergency management team at times of critical incidents.

**POSITION COSTS**

<b>Salary:</b>	<b>\$48,375</b>
<b>Benefits:</b>	<b>\$14,175</b>
<b>Equipment:</b>	<b>\$ 2,500</b>
<b>Space Needed:</b>	<b>n/a</b>
<b>Other:</b>	<b>n/a</b>
<b>Total:</b>	<b>\$65,050</b>

***Request for Additional Staff***  
*Learning Systems*  
*Applied Technologies*

**POSITION TITLE**

Lab Technician

**DEPARTMENT**

Applied Technologies

**RATIONALE FOR POSITION**

Applied Technologies started Autumn Quarter 2001. The program has expanded significantly since the opening of the Center for Workforce Development, with six labs and six classrooms designed for coursework in the basic construction trades (carpentry, electrical, plumbing, and welding). These courses require equipment and supplies, set-up/clean up, as well as a lab technician to assist students with their projects.

Currently, this program has one full-time employee who is responsible for coordinating all applied technology classes, off-campus apprenticeship activities, recommendation of class schedules, and the coordination of adjunct faculty. The lab technician position is essential for the continued growth of this program.

**POSITION COSTS**

<b>Salary:</b>	<b>\$30,696</b>	<b>(Pay Grade 28)</b>
<b>Benefits:</b>	<b>\$11,187</b>	
<b>Equipment:</b>	<b>n/a</b>	
<b>Space Needed:</b>	<b>n/a</b>	
<b>Other:</b>	<b>\$ 1,000</b>	
<b>Total:</b>	<b>\$42,883</b>	

***Request for Additional Staff***  
*Learning Systems*  
*Massage Therapy*

**POSITION TITLE**

Teaching Assistant

**DEPARTMENT**

Hospitality, Massage Therapy, Sports & Exercise Studies Department

**RATIONALE FOR POSITION**

Currently, ten hourly employees staff and manage the Massage Clinic. These individuals collect the quarterly statistical information required by the Medical Board, and provide the assessment data regarding new program candidates. Quality and consistency for these roles is an issue. Each quarter, more than 800 individuals are patrons of the Massage Clinic.

The funding of this position will assist with the quality and management of the Massage Clinic. This position will also assist with the organization and completeness of the multiple data sets required for completed reports. This information is required for the Medical Board and ongoing program applicants.

**POSITION COSTS**

<b>Salary:</b>	<b>\$36,481</b>	<b>(Pay Grade 30)</b>
<b>Benefits:</b>	<b>\$12,165</b>	
<b>Equipment:</b>	<b>n/a</b>	
<b>Space Needed:</b>	<b>n/a</b>	
<b>Other:</b>	<b>\$ 1,000</b>	
<b>Total:</b>	<b>\$49,646</b>	

***Request for Additional Staff  
Learning Systems  
Nursing***

**POSITION TITLE**

Academic Coordinator, Success Lab Nursing

**DEPARTMENT**

Nursing

**RATIONALE FOR POSITION**

This position was originally grant funded with an agreement to sustain the position once the grant concludes.

The position has made a significant impact on the retention of nursing students in their first three quarters of the program (the portion of the program with the greatest attrition). Analysis has shown that once a nursing student has reached the fourth clinical quarter of the program, their probability of successful completion increases considerably.

The grant ends June 30, 2008.

**POSITION COSTS**

<b>Salary:</b>	<b>\$47,724</b>	<b>(Pay Grade 33)</b>
<b>Benefits:</b>	<b>\$14,065</b>	
<b>Equipment:</b>	<b>n/a</b>	
<b>Space Needed:</b>	<b>n/a</b>	
<b>Other:</b>	<b>\$ 1,000</b>	
<b>Total:</b>	<b>\$62,789</b>	

**Request for Additional Staff**  
**Learning Systems**  
**K-12 Initiatives**

**POSITION TITLE**

Advisor K-12

**DEPARTMENT**

K-12 Initiatives

**RATIONALE FOR POSITION**

The K-12 Initiatives Department serves the campus and community as a portal of entry for all students under the age of 18 who have not graduated from high school. The entry portal concept is a service for credit and noncredit programming of underage students, parents, and guidance counselors to assist this population with the support that minors need while transitioning into an adult-based educational environment.

A full time advisor is needed to work with all aspects of the underage enrollment programs. This population includes Post Secondary Enrollment Options (PSEO), Self Pay, Early College, and Dual Enrollment. The population of underage students will continue to increase as we meet the requests from districts for dual enrollment programs.

It is projected the underage student population will increase approximately 150-200 students during the 2008-2009 academic year.

**POSITION COSTS**

<b>Salary:</b>	<b>\$40,063</b>	<b>(Pay Grade 31)</b>
<b>Benefits:</b>	<b>\$12,770</b>	
<b>Equipment:</b>	<b>\$ 4,350</b>	
<b>Space Needed:</b>	<b>n/a</b>	
<b>Other:</b>	<b>\$ 1,000</b>	
<b>Total:</b>	<b>\$58,183</b>	

**Request for Additional Staff**  
*Learning Systems*  
*Student Life*

**POSITION TITLE**

Coordinator of Judicial Affairs

**DEPARTMENT**

Student Life

**RATIONALE FOR POSITION**

From Autumn 2006 to Summer 2007, there were a total of 102 student conduct cases and related reports. This represents an increase of 164 percent over Autumn 2004-Summer 2005 (from 62 to 102 cases) and a current average of 25.5 cases per quarter. Cases resulting in conduct charges and requiring hearings have increased 232 percent, from 28 during 2004-05 to 65 during 2006-07.

This position is needed to coordinate the day-to-day operations of the student conduct process. This process includes: daily assessment of incident reports, follow-up, investigation and coordination of case information and materials, contact with witnesses, liaison with Public Safety, scheduling of hearings, assistance with coordination and facilitation of hearings, development and implementation of much needed training, and education on the code of conduct for students, student organizations, faculty and staff.

**POSITION COSTS**

<b>Salary:</b>	<b>\$48,375</b>	<b>(Pay Grade 33)</b>
<b>Benefits:</b>	<b>\$14,175</b>	
<b>Equipment:</b>	<b>\$ 4,350</b>	
<b>Other:</b>	<b>\$ 1,000</b>	
<b>Total:</b>	<b>\$67,900</b>	



**Request for Additional Staff**  
*Learning Systems*  
*Student Life*

**POSITION TITLE**

Disability Services Assistant

**DEPARTMENT**

Student Life

**RATIONALE FOR POSITION**

This position is needed to meet the demand of producing alternate media for students with disabilities. CDs and related digital formats are the number one requested formats by students with disabilities. The part time person working in this position at 30 hours per week is not sufficient to meet the demand of student requests during Autumn Quarter 2007 and Winter Quarter 2008 enrollment will have as challenging or greater demands.

Over the past year (Autumn 2006 – Autumn 2007), we have seen a 44 percent increase in the production of alternate media. This includes producing books in alternate format via tape duplication, CD burning, publisher e-text, reading books, scanning books onto CD, MP3 or e-text and ordering materials from Recording for the Blind and Dyslexic. In Autumn 2006, we logged 51 texts in alternate media, while in Autumn 2007 that number increased to 91. As of January 31, 2008, there is an increase for Winter Quarter 2007 (111) compared to Winter Quarter 2006 (46), which represents a 63 percent increase.

**POSITION COSTS**

<b>Salary:</b>	<b>\$28,652</b>	<b>(Pay Grade 27)</b>
<b>Benefits:</b>	<b>\$10,842</b>	
<b>Equipment:</b>	<b>n/a</b>	
<b>Space Needed:</b>	<b>n/a</b>	
<b>Other:</b>	<b>\$ 1,000</b>	
<b>Total:</b>	<b>\$40,494</b>	

***Request for Additional Staff  
Information Technology***

**POSITION TITLE**

(2) System Administrators, ERP Environments

**DEPARTMENT**

Data Center

**RATIONALE FOR POSITION**

The ERP environments at Columbus State provide mission critical administrative and student information systems to the campus community. From e-commerce, financials, payroll, registration to online transactions, these high maintenance services are increasingly depended upon in a 24 x 7 x 365 model.

The two additional system administrator positions are designed to achieve the following objectives:

- Establish a staff rotation to provide coverage of support hours and maintenance windows (240 hours per year on weekends and approximately 40 days a year for regular college off-hour process support, e.g, drop for non payment, payroll, patches, peak time monitoring)
- Provide coverage for after-hours on-duty
- Increase staff available for project work
- Mitigate risk through increased staff redundancy in case of departure or leave
- Enable effective succession management

**POSITION COSTS**

<b>Salary:</b>	<b>\$ 53,196</b>	<b>(Pay Grade 34)</b>
<b>Benefits:</b>	<b>\$ 14,990</b>	
<b>Equipment:</b>	<b>\$ 6,000</b>	<b>Laptop, remote connectivity, radio phone</b>
<b>Space needed:</b>	<b>Existing</b>	
<b>Other:</b>	<b>n/a</b>	
<b>Total:</b>	<b>\$ 148,372</b>	<b>(2 @ \$74,186 each)</b>

**Request for Additional Staff**  
*Institutional Advancement*  
*Media Relations*

**POSITION TITLE**

Coordinator, Media Relations

**DEPARTMENT**

Institutional Advancement

**RATIONALE FOR POSITION**

For the past several years, media relations duties (such as writing and distributing news releases, answering media inquiries, pitching potential news stories, coordinating news events, and maintaining media contacts) have been performed by the VP of Institutional Advancement, IA's Communications Coordinator, and IA's Web Communications Coordinator. This arrangement has served the college adequately in terms of announcing major news items and reacting to and answering media inquiries. However, as IA has expanded other communication initiatives significantly—especially in Web communication, employee communication, and student communication—the staff members in these positions have been unable to devote the time necessary to coordinate a proactive media relations campaign that promotes the college and its students and employees to the fullest potential.

This position will be responsible for coordinating and carrying out a proactive media relations campaign. He/she will produce news releases, generate news items, maintain relationships with all print and broadcast journalists throughout Columbus State's service area, generate and coordinate news events, develop news for the college home page and manage the college's "news media" Web site, generate articles in the national higher education and community college media, and serve as the college spokesperson for noncritical issues (the VP of IA will continue to serve as the college spokesperson for major issues). By significantly increasing the college's visibility in media throughout the college's service district, this position will play an important role in enhancing the college's image and supporting enrollment growth.

This position will also free up time enabling the Web Communications Coordinator to devote more time to developing and enhancing departmental Web sites, and it will enable the Communications Coordinator to expand communication initiatives with current students.

**POSITION COSTS**

<b>Salary:</b>	<b>\$58,522</b>	<b>(Pay Grade 35)</b>
<b>Benefits:</b>	<b>\$15,890</b>	
<b>Equipment:</b>	<b>\$ 2,500</b>	
<b>Other:</b>	<b>\$ 7,600</b>	<b>(Space/Furniture - One time office reconfiguration)</b>
<b>Total:</b>	<b>\$84,512</b>	

COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUAL

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## INVESTMENT POLICY

Effective August 1, 2004

Policy No. 9-10

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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 president, ~~the vice president for business and administrative services~~/treasurer, and deputy treasurers. The ~~vice president for business and administrative services~~/treasurer will adhere to this stated policy, Ohio Revised Code ("O.R.C."), Chapter 135, and all other applicable laws and regulations at all times. 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. The ~~vice president for business and administrative services~~/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 ~~vice president for business and administrative services~~/treasurer shall be the industry-standard "Prudent Investor 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 ~~vice president for business and administrative services~~/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:

COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUAL

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INVESTMENT POLICY

Effective August 1, 2004

Policy No. 9-10

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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 is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio. 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.
  2. **Liquidity:** The college's investment portfolio will remain sufficiently liquid to enable it to meet all operating requirements, which might be reasonably anticipated.
  3. **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.
  4. ~~Minimization of Cost~~ **COSTS FOR SERVICES:** ~~Relationships with securities dealers, investment bankers, and other entities providing investment services will be carefully managed to secure high quality services while simultaneously minimizing transaction costs.~~ 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. ~~Employees~~ MEMBERS OF THE INVESTMENT COMMITTEE and investment ~~consultants~~ 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.** ~~The college shall maintain a list of financial institutions and approved security broker/dealers selected by~~

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~~creditworthiness who are authorized to provide investment services and which qualify under O.R.C. 135.14(M)(1).~~

~~All financial institutions and broker dealers, that desire to become qualified suppliers of investment transactions to the college, should provide audited annual financial statements, proof of good standing with the Office of the Comptroller of the Currency, State Banking Regulators, or National Association of Security Dealers certifications, proof of Ohio Registrations and biographical and regulatory information on the persons who are the primary contact with the college. All financial institutions, broker/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.** Investments may be made only in:

- ~~1. publicly traded securities averaging at least twenty-five percent of the average amount of the investment portfolio over the course of the previous fiscal year invested in securities of the United States government or of its agencies or instrumentalities;~~
  - ~~2. the treasurer of state's pooled investment program;~~
  - ~~3. obligations of this state or any political subdivision of this state;~~
  - ~~4. certificates of deposit of any national bank located in this state;~~
  - ~~5. written repurchase agreements with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank;~~
  - ~~6. money market funds; or~~
  - ~~7. bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the federal reserve system, as a reserve.~~
1. U.S. TREASURY BILLS, NOTES, AND BONDS; VARIOUS FEDERAL AGENCY SECURITIES INCLUDING ISSUES OF FEDERAL NATIONAL MORTGAGE ASSN. (FNMA), FEDERAL HOME LOAN MORTGAGE CORP. (FHLMC), FEDERAL HOME LOAN BANK (FHLB), FEDERAL FARM CREDIT BANK (FFCB), STUDENT LOAN MARKETING ASSN. (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

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DIRECT ISSUANCES OF FEDERAL GOVERNMENT AGENCIES OR  
INSTRUMENTALITIES.

2. BANKERS' ACCEPTANCES, MATURING IN 270 DAYS OR LESS,  
RATED IN THE HIGHEST CATEGORY BY ONE OF TWO NATIONALLY  
RECOGNIZED RATING AGENCIES.
3. CERTIFICATES OF DEPOSIT OF ANY NATIONAL BANK LOCATED IN  
THIS STATE.
4. NO-LOAD MONEY MARKET MUTUAL FUNDS, RATED IN THE  
HIGHEST CATEGORY BY AT LEAST 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.  
ELIGIBLE MONEY MARKET FUNDS SHALL COMPLY WITH 135.01  
ORC, REGARDING LIMITATIONS AND RESTRICTIONS.
5. REPURCHASE AGREEMENTS WITH ANY ELIGIBLE INSTITUTION  
MENTIONED IN SECTION 135.03 ORC, OR ANY ELIGIBLE SECURITIES  
DEALER, EXCEPT THAT SUCH ELIGIBLE SECURITIES DEALERS  
SHALL BE RESTRICTED TO PRIMARY GOVERNMENT SECURITIES  
DEALERS.
6. REPURCHASE AGREEMENTS EXECUTED WITH ELIGIBLE  
BROKER/DEALERS WILL SETTLE ON A DELIVERY VERSUS  
PAYMENT BASIS WITH COLLATERAL HELD AT A QUALIFIED  
CUSTODIAN OR AGENT, DESIGNATED BY THE TREASURER.  
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, A MASTER REPURCHASE AGREEMENT WILL BE  
SIGNED BY CSCC AND THE ELIGIBLE PARTIES.
7. THE STATE TREASURER'S INVESTMENT POOL [STAR OHIO],  
PURSUANT TO 135.45 ORC.
8. BONDS AND OTHER OBLIGATIONS OF THE STATE OF OHIO OR ITS

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POLITICAL SUBDIVISIONS.

- (I) **Investment Committee/Investment Advisor.** An investment committee shall be established and shall consist of the ~~vice president for business and administrative services~~/treasurer and the deputy treasurers. The ~~vice president for business and administrative services~~/treasurer shall report to the board on the college's investments.

The college ~~may~~ SHALL retain the services of ~~an investment advisor~~ ADVISORS, experienced in the management and investment of public funds, TO MANAGE THE COLLEGE'S PORTFOLIO(S) and to advise the investment committee. INVESTMENT ADVISORS SHALL BE AUTHORIZED BY THE TREASURER 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.

- ~~(I) **Diversification.** The college will diversify its investments by security, type and institution. With the exception of direct obligations of the U.S. Treasury and STAROHIO, no more than 75% of the college's total investment portfolio will be invested in a single security type or with a single financial institution.~~
- (J) **Maximum Maturities.** To the extent possible, the college will attempt to match its investments with anticipated cash flow requirements. No investment shall be made unless the ~~vice president for business and administrative services~~/treasurer, at the time of making the investment, reasonably expects it can be held to its maturity. NO SECURITY SHALL BE PURCHASED THAT WILL MATURE MORE THAN FIVE (5) YEARS FROM THE DATE OF SETTLEMENT. ~~Unless there is no loss to be suffered due to early liquidation, the college will not directly invest in securities maturing more than five (5) years from the date of settlement.~~
- (K) **Safekeeping and Custody.** All ~~security~~ INVESTMENT transactions, including collateral ~~for~~ TO SECURE repurchase agreements, ~~entered into by the college~~ shall be conducted on a delivery-versus-payment basis. Securities INVESTMENT ASSETS INCLUDING COLLATERAL TO SECURE REPURCHASE AGREEMENTS, will be held by a third-party custodian



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~~designated by the vice president for business and administrative services/treasurer, and evidenced by safekeeping receipts. Securities shall be pledged at the federal reserve bank to collateralize all repurchase agreements with financial institutions. Pledged collateral~~ 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.

The ~~vice president for business and administrative services/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.

UNDER NO CIRCUMSTANCE WILL INVESTMENT ASSETS BE HELD IN SAFEKEEPING BY BROKER/DEALER FIRMS.

- (L) **Prohibited Investments and Investment Practices.** In addition to any other prohibitions in the Revised Code, the college shall not:
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 (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. Enter into reverse repurchase agreements;
  5. Leverage current investments as collateral to purchase other assets; and
  6. Invest in stripped principal or interest obligation of otherwise eligible obligations.
- (M) **Internal Controls.** ~~A current inventory of all investments shall be maintained, including:~~
- ~~1. Description of each security;~~
  - ~~2. Purchase price;~~
  - ~~3. Par value;~~
  - ~~4. Dates (beginning, settlement, and maturity);~~
  - ~~5. Rates; and~~
  - ~~6. Seller.~~

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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 MARKET VALUE OF EACH ASSET.

- (N) **SALE OF SECURITIES PRIOR TO MATURITY.** PORTFOLIO SECURITIES MAY BE SOLD PRIOR TO MATURITY UNDER THE FOLLOWING CONDITIONS:
1. TO MEET ADDITIONAL LIQUIDITY NEEDS.
  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.
- (O) **Education.** The ~~vice president for business and administrative services~~/treasurer shall participate in beginning and/or continuing education training programs sponsored by the State Treasurer or the State Auditor, as required pursuant to O.R.C. 135.22. Through participation in educational programs, the ~~vice president for business and administrative services~~/treasurer will develop and enhance background and working knowledge in investment, cash management, and ethics.