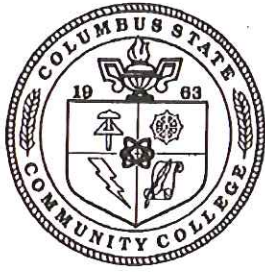


# COLUMBUS STATE

COMMUNITY COLLEGE



**COPY TO ALL BOARD MEMBERS**

Aissatou Bah, Ex Officio Student Member  
Michael Hicks, Interim Ex Officio Staff Member  
Thomas Shanahan, Ex Officio Faculty Member

**BOARD OF TRUSTEES  
COMMITTEE OF THE WHOLE**

Thursday, May 18, 2017

**12:00 p.m.**

**Columbus State  
Aquinas Hall Room 318**

**AGENDA (Revised)**

- (1) Call to Order
- (2) Roll Call
- (3) Certification of Conformity with Section §121.22(F) of the Ohio Revised Code
- (4) College's Mission and Vision Statements
- (5) Approval of Minutes
- (6) Tenure Appointments and First Promotion in Rank ..... 1
- (7) Financial Statements as of, and for the Ten Months Ended April 30, 2017 ..... 2
- (8) Operating Budget for Fiscal Year 2018 ..... 15
- (9) Tuition ..... 24
- (10) Adopt New Policy No. 13-14, Naming Rights ..... 26
- (11) Construction Contract Award: IT Closets Phase 2 Project ..... 31
- (12) Personnel Information Items (Information Only) ..... 32
- (13) Discussion of Current Issues
- (14) Executive Session (*if needed*)

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



# COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

**SUBJECT:**

Tenure Appointments and First Promotion in Rank

**BACKGROUND INFORMATION:**

In accordance with Promotion and Tenure Policy No. 5-19 approved by the Board of Trustees and effective August 31, 2015, all individuals having met the eligibility requirements for tenure and first promotion were reviewed by the Department Chairperson, Department Promotion and Tenure Review Committee, the Division Promotion and Tenure Review Committee, the Division Dean, the College Promotion and Tenure Review Committee, the Senior Vice President for Academic Affairs, and the President. Seven faculty members received recommendations that they be awarded tenure and promotion in rank to Assistant Professor by the Board of Trustees of the Columbus State Community College.

**RECOMMENDATION:**

That the following seven individuals be granted tenure and be promoted in rank to Assistant Professor effective at the beginning of the 2017-2018 contract year and invited to attend the September Board Meeting to be recognized.

**Arts & Sciences**

Anjali Gupta  
Elizabeth Hammond  
Julie Posey

Biological and Physical Sciences  
Psychology  
Biological and Physical Sciences

**Health & Human Services**

Kristopher Alexander  
Patricia Allen  
Kathy McManamon  
Andrea Pifher

Justice, Safety and Legal Studies  
Nursing  
Nursing  
Allied Health Professions



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

**SUBJECT:**

Financial Statements as of and for the ten months ended, April 30, 2017.

**BACKGROUND INFORMATION:**

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

**RECOMMENDATION:**

That the financial statements as of and for the ten months ended, April 30, 2017, be accepted as presented.

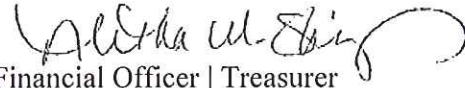
# COLUMBUS STATE

COMMUNITY COLLEGE

May 12, 2017

**TO:** Dr. David T. Harrison, President

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



**SUBJECT:** Financial Statements as of April 30, 2017

Attached are the financial statements of the Columbus State Community College District, the Foundation, and the President's Discretionary Fund for the period ended April 30, 2017.

## 1. General Fund (Exhibit B)

**Revenues.** In the Revised Budget, authorized by the Board at its January meeting, State subsidy (column G, line 1) was updated to reflect Columbus State's final FY17 allocation from the Ohio Department of Higher Education.

The figures in the table below show the latest enrollment projections compared to the FY17 Revised Budget. Enrollment for Spring 2017 is projected to be 2.1% down from last Spring rather than 5% down, the latter of which was the trend when the Board approved its FY17 Revised Budget. Summer 2017 continues to be projected 3% lower than Summer 2016, rather than flat as assumed in the Revised Budget. Current trends are down more than 3% but the gap continues to close. Tuition was reduced by \$200K from last month due mostly to additional discounts to tuition, which makes the updated year-end projection for total revenues (column G, row 22) almost even to the Revised Budget.

Term	Revised Budgeted Credit Hours	Actual Credit Hours*	Budget to		Prior Year FTEs	Current Year FTEs*	% Variance
			Increase/ Decrease	Actual			
Summer 2016**	40,175	40,175	0.0%	5,939	5,822	-2.0%	
Autumn 2016	218,261	218,261	0.0%	14,537	14,551	0.1%	
Spring 2017	198,976	204,981	3.0%	13,963	13,665	-2.1%	
Summer 2017**	47,162						

\* Summer 2016 and Autumn 2016 credit hours and FTE are now those reported by the Ohio Department of Higher Education. Spring 2017 credit hours and FTEs are projected by the Resource Planning and Analysis Office, not the preliminary Census day numbers used historically, due to better historical trend information. Summer 2017 is still too early to project.

\*\* Summer semester 2016 straddles both FY16 and FY17, with 46% of the revenue attributed to FY17. Likewise, Summer semester 2017 straddles both FY17 and FY18, with 54% of the revenue attributed to FY17.

**Expenses.** Through April, expenditures continue to be approximately 2.6% higher than the same period last year. Projected year-end spending was reduced by an additional \$200K due mostly to a reduction in obligations owed before the end of the fiscal year.



***FY17 Projected Net Operating Income.*** Net operating revenues (column G, row 34) are projected to be almost \$2.1 million based on the revenue and expenditure assumptions outlined above and including interest income, which is not budgeted. This could change, however, because with two months remaining, spending trends could still change; expenditures and revenues related to Summer term are still too early to confidently project and other large expenditure categories, like group health insurance, can swing significantly before year-end.

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

Bookstore revenues are 2% higher than the same period last year, while cost of goods sold, primarily textbooks, increased by 6.3%. Bookstore net income is lower than last year as a result of lower gross margin, primarily due to textbook discounts offered for the College Credit Plus program, as well as ongoing affordability initiatives. Additionally, increases occurred in operational expenses necessary to service the College Credit Plus program and costs for seasonal and temporary employees needed to support peak business periods. Food services revenues are down approximately 23% from the same point last year but above amounts anticipated and budgeted for FY17, reflecting terms of new contracts executed at the end of FY16 for both food services and pouring rights. Through April, food services expenses are also down significantly from last year due to one-time professional fees incurred last year and the closing of the café in December.

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

To-date disbursements of \$3,110 left a balance of \$16,890 through April in this fund.

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

Foundation contributions through April are \$901,639 compared to \$303,369 for the same period last year. The Foundation received \$90,000 in large one-time gifts this year that were not received last year, as well as \$460,675 for larger initiatives (Creative Campus, Hospitality Management & Culinary Arts). Net investment activity through April is \$673,552 compared with \$67,184 last year, an increase of \$606,368. Losses incurred last year were due mostly to stock market swings and the repositioning of the Foundation's investments by new investment advisors while more favorable performance in the stock market this year generated healthy gains for the investment portfolio, with approximately \$644,000 just since December. Management and General expenses are higher due to increases in Grant Admin Expenses and investment fees that were previously reported net against investment income but are now charged separately from investment income on a semi-annual basis.

5. **Investments**

The College's portfolio is invested consistent with its investment policy, with 40.53% currently invested in STAR Ohio, STAR Plus, and other money markets, with the balance in various federal agencies, municipal bonds, and treasury notes.

**EXHIBIT A**  
**COLUMBUS STATE COMMUNITY COLLEGE**  
**BALANCE SHEET AT APRIL 30, 2017**  
**With Comparative Figures at April 30, 2016**

<u>Assets</u>	April 30, 2017	April 30, 2016	<u>Liabilities and Fund Balance</u>	April 30, 2017	April 30, 2016
<b>Current Funds</b>			<b>Current Funds</b>		
<b>Unrestricted</b>			<b>Unrestricted</b>		
Educational and general			Educational and general	\$ 10,391,241	\$ 10,806,499
Cash	6,598,912	6,845,698	Accounts payable		
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1))			Deferred income	11,485,386	12,737,643
Accounts receivable, net of allowance for doubtful accounts	114,784,554	117,739,473	Student tuition	349,890	299,996
Interest receivable	19,542,046	19,521,204	Due to auxiliary funds	-	-
Prepaid expense	734,367	763,796	Due to restricted funds	-	-
Due from agency funds	2,124,616	92,348	Due to plant funds	34,220,381	27,371,454
Due from auxiliary funds	1,155,182	989,225	Due to agency funds	-	-
Total educational & general	<u>144,939,677</u>	<u>145,951,734</u>	Fund balances (Exhibit C):		
			Allocated	64,528,748	64,733,044
			Unallocated	23,964,031	30,003,097
			Total fund balances	<u>88,492,779</u>	<u>94,736,142</u>
			Total educational & general	<u>144,939,677</u>	<u>145,951,734</u>
<b>Auxiliary enterprise</b>			<b>Auxiliary enterprise</b>		
Cash	4,478,965	4,002,115	Accounts payable	90,619	127,417
Investments	8,420,638	8,364,242	Due to educational & general fund	1,155,182	989,225
Accounts receivable	953,233	149,895	Due to Plant Fund	1,459,520	1,475,070
Inventories, at cost as defined (note 2)	2,752,892	2,943,671	Fund balances (Exhibit D):		
Other Assets	59,274	78,253	Allocated	224,653	-
Due from general fund	-	-	Unallocated	13,735,048	13,463,068
Due from grant funds	-	-	Total fund balances	13,959,701	13,463,068
Total auxiliary enterprise	<u>16,665,022</u>	<u>16,054,780</u>	Total auxiliary enterprise	<u>16,665,022</u>	<u>16,054,780</u>
Total unrestricted	<u>161,604,699</u>	<u>162,006,514</u>	Total unrestricted	<u>161,604,699</u>	<u>162,006,514</u>
Total current funds	<u>161,604,699</u>	<u>162,006,514</u>	Total current funds	<u>161,604,699</u>	<u>162,006,514</u>
	[A]	[B]		[C]	[D]

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

(Continued)

**COLUMBUS STATE COMMUNITY COLLEGE**  
**EXHIBIT A**  
**BALANCE SHEET AT APRIL 30, 2017**  
**(Continued)**  
**With Comparative Figures at April 30, 2016**

<u>Assets</u>	<u>April 30,</u> 2017	<u>April 30,</u> 2016	<u>Liabilities and Fund Balance</u>	<u>April 30,</u> 2017	<u>April 30,</u> 2016
<u>Plant funds</u>			<u>Plant funds</u>		
Unexpended	-	-	Unexpended	-	-
State appropriations receivable	-	-	Fund balances	-	-
Capital Improvement Fund	1,290,995	1,111,667	Restricted	1,290,995	1,111,667
Total unexpended	1,290,995	1,111,667	Total unexpended	1,290,995	1,111,667
Cash from Bond Proceeds	-	-			
Deposit with trustees/Escrow	-	-	Investment in plant:		
Due from general fund	34,220,381	27,371,454	Interest payable	-	-
Due from Auxillary	1,459,520	1,475,070	Capital lease payable	-	-
Land	25,518,235	25,518,235	Accounts payable	-	-
Improvements other than buildings	13,304,974	12,433,778	Bonds payable	6,155,000	7,740,000
Buildings	169,493,823	168,151,168	Deferred Gift Annuity	-	-
Movable equipment, furniture	-	-	Due from Grant Funds	240,000	-
and library books	47,427,609	44,462,179	Net investment in plant	183,162,944	177,093,650
Construction-in-progress	1,224,344	1,147,607			
Other Assets	231,535	(181,620)	Total investment in plant	189,557,944	184,833,650
Less: accumulated depreciation	(103,322,477)	(95,544,220)	Total plant funds	190,848,939	185,945,318
Total investment in plant	189,557,944	184,833,650			
Total plant funds	190,848,939	185,945,318	<u>Agency funds</u>		
	\$	\$	Cash	-	-
			Due from agencies	2,124,616	92,348
			Due from general fund	-	-
			Total agency funds	2,124,616	92,348
				[C]	[D]



**EXHIBIT B**

**COLUMBUS STATE COMMUNITY COLLEGE  
OPERATIONAL BUDGET COMPARISON  
FOR THE TEN MONTHS ENDED APRIL 30, 2017  
With Comparative Figures at April 30, 2016**

	FY 17		FY 16		FY 17 Projected Year End		FY 16 Audited		Projected % of Budget
	Revised Budget as approved January 2017	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	Revised Budget as approved January 2016	Expended to Date (Actual & Encumbrances)	% of Budget Expended to Date	FY 17 Projected Year End	FY 16 Audited	
<b>Revenues:</b>									
<b>Appropriations:</b>									
Subsidy	\$ 67,039,588	\$ 55,862,490	83.33%	\$ 63,651,910	\$ 53,029,090	83.31%	\$ 67,039,588	\$ 63,651,910	100.00%
Student Support Services	-	-	-	-	-	-	-	18,912	-
	\$ 67,039,588	\$ 55,862,490	83.33%	\$ 63,651,910	\$ 53,029,090	83.31%	\$ 67,039,588	\$ 63,651,910	100.00%
<b>Student</b>									
Tuition	69,528,706	62,665,642	90.13%	69,775,325	63,971,044	91.66%	69,458,559	70,692,626	101.31%
Fees	4,286,267	3,843,077	89.66%	3,810,117	3,944,557	103.53%	4,286,267	4,331,709	113.66%
Special courses	1,419,371	1,076,581	75.85%	1,125,210	1,067,093	94.84%	1,333,802	1,340,392	119.12%
	75,234,344	67,585,300	89.83%	74,710,552	68,982,694	92.33%	75,078,628	76,364,727	102.21%
<b>Contracted Services</b>									
Net	364,124	406,987	111.77%	309,234	272,702	88.19%	562,370	562,370	154.44%
	364,124	406,987	111.77%	309,234	272,702	88.19%	562,370	562,370	154.44%
<b>Other</b>									
Partnership Revenue	6,960	6,983	-	3,480	-	0.00%	6,960	-	0.00%
Miscellaneous	498,218	367,515	73.79%	448,514	425,878	94.95%	511,882	563,232	125.58%
	505,178	374,598	74.15%	451,994	425,878	94.22%	518,842	563,232	124.61%
<b>Total revenues</b>	143,143,234	124,229,374	86.79%	139,123,790	122,710,384	88.20%	143,199,428	141,161,051	101.46%
<b>Operating Expenditures:</b>									
Educational & general (Instructional)	72,237,596	60,155,003	83.27%	71,908,341	59,878,509	81.88%	72,305,027	70,104,782	97.49%
Library	1,872,706	1,497,840	79.98%	1,958,422	1,517,354	77.48%	1,740,833	1,752,871	89.50%
General	11,012,428	8,921,526	80.11%	10,846,259	7,975,976	73.54%	11,009,207	9,954,107	91.77%
Information Technology	13,204,782	10,632,602	80.52%	12,833,001	10,610,173	82.68%	12,231,915	12,189,263	94.98%
Student Services	13,893,827	11,228,780	80.82%	13,827,151	10,947,329	79.17%	13,443,514	13,362,247	96.64%
Operation and maintenance of plant	14,770,498	12,398,173	83.94%	15,035,149	11,714,622	77.91%	15,068,484	14,676,342	97.61%
Administration	8,391,878	6,809,471	81.14%	9,170,359	7,152,182	77.99%	8,004,468	7,590,601	94.83%
Transfer for debt service	1,417,598	1,181,332	83.33%	1,423,739	1,186,449	83.35%	1,417,598	1,423,739	100.00%
<b>Total expenditures</b>	136,801,303	112,824,927	82.47%	137,002,421	109,982,994	80.28%	135,221,046	131,053,953	95.66%
<b>Non-operating &amp; Encumbered</b>									
Transfer for Capital Equipment	-	-	-	-	-	-	-	-	-
Transfer for One-Time Compensation	-	-	-	-	-	-	-	-	-
Transfer for Capital Improvements	-	-	-	300,000	-	-	-	-	-
Transfer for Scholarships	-	-	-	-	-	-	-	-	-
Transfer for Budget/Tuition Stabilization	1,318,956	-	-	-	-	-	1,318,956	-	-
Transfer for Campus Safety	700,000	-	-	-	-	-	700,000	-	-
Transfer for Student Success and Innovation	4,300,000	-	-	-	-	-	4,300,000	-	-
Transfer for Technology Initiatives	-	-	-	1,800,000	-	-	-	-	-
<b>Total expenditures and transfers</b>	143,120,259	112,824,927	78.83%	139,102,421	109,982,994	79.07%	141,540,002	139,253,953	100.11%
Operational revenues	22,975	11,404,447	N/A	21,369	12,727,370	N/A	1,659,426	1,907,098	N/A
<b>Net Operating revenues</b>	\$ 22,975	\$ 11,820,306	-	\$ 21,369	\$ 13,649,746	-	\$ 415,860	\$ 1,128,321	-
<b>Reserve expenditures from Exhibit C</b>	-	9,822,277	-	-	6,411,232	-	1,243,920	8,522,625	-
<b>Net Revenues/(Expenditures)</b>	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[J]
	-	1,998,029	-	-	7,238,514	-	631,366	(5,487,206)	-

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



COLUMBUS STATE COMMUNITY COLLEGE  
STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT  
EDUCATIONAL AND GENERAL FUNDS  
FOR THE TEN MONTHS ENDED APRIL 30, 2017

EXHIBIT C

	Balance at June 30, 2016	Net Increase for Current Period	Board Approved Additions	Transfers	Expenditures	Balance at April 30, 2017
Unrestricted						
Allocated						
Capital Improvements & Land Acquisition	\$ 15,866,021	\$ -	\$ -	(1,162,100)	(2,989,158)	11,714,763
Carpet/Furniture Reupholstering	90,116	-	-	-	(47,333)	42,783
Jefferson Ave/Grove Street Repaving	562,126	-	-	-	(513,167)	48,959
Space Efficiency Upgrades	604,121	-	-	200,000	(390,133)	413,988
Site Development Delaware Campus	1,172,279	-	-	-	-	1,172,279
Bookstore/DX Modifications	263,490	-	-	-	-	263,490
Facilities Infrastructure Improvements	496,666	-	-	(297,264)	(98,961)	100,441
Student Support Services	107,077	-	-	-	(83,945)	23,132
Creative Campus	-	-	-	300,000	(100,000)	200,000
School of Hospitality Management	-	-	-	668,100	(318,216)	349,884
COTA	-	-	-	125,000	(50,000)	75,000
EB 302 Renovation	-	-	-	110,810	(7,320)	103,490
Vet Tech Upgrade	-	-	-	100,000	(2,895)	97,105
Capital Equipment	8,394,863	-	-	-	(1,053,576)	7,341,287
Target 2002	333,088	-	-	-	-	333,088
Collective Bargaining	33,104	-	-	-	-	33,104
Budget/Tuition Stabilization	20,756,987	-	-	-	-	20,756,987
Accumulated Lab Fees	1,692,142	-	-	-	(219,742)	1,472,400
Broadbanding	125,353	-	-	-	-	125,353
Think Again Scholarship	1,950,321	-	-	-	(476,318)	1,474,003
Student Success and Innovation	8,077,648	-	4,300,000	-	(1,116,854)	11,260,794
Strategic Growth Initiatives	696,178	-	-	-	(41,367)	654,811
Technology Initiatives	3,007,018	-	-	-	(1,724,476)	1,282,542
Human Capacity Development/Wellness	311,266	-	-	-	-	311,266
Campus Safety Initiatives	508,665	-	700,000	-	(242,004)	966,661
Energy Efficiency/Sustainability Initiatives	2,063,721	-	-	92,954	(342,706)	1,813,969
Health Care Self-Insurance Escrow	1,241,018	-	-	-	-	1,241,018
Health Care HSA Incentive	86,636	-	-	-	-	86,636
Self-Insured Workers Compensation Benefits	152,500	-	-	-	-	152,500
One-Time Compensation	44,501	-	-	-	-	44,501
Partnerships for Student Success	17,903	-	-	-	(4,107)	13,796
Workforce Development	500,000	-	-	-	-	500,000
Tobacco Free Campus Implementation	57,219	-	-	-	-	57,219
PERFORMS	1,499	-	-	-	-	1,499
Unallocated	69,213,526	-	5,000,000	137,500	(9,822,277)	64,528,748
Total General Fund	16,740,625	2,538,629	(5,000,000)	(137,500)	9,822,277	23,964,031
	\$ 85,954,150	\$ 2,538,629	\$ -	\$ -	\$ -	\$ 88,492,779
	[A]	[B]	[C]	[D]	[E]	[F]

COLUMBUS STATE COMMUNITY COLLEGE  
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES  
FOR THE TEN MONTHS ENDED APRIL 30, 2017  
With Comparative Figures at April 30, 2016

EXHIBIT D

	FY 17		FY 16		FY 17 Projected Year End		FY 16 Audited	
	Revised Budget as approved January 2017	% of Budget Expended to Date	Revised Budget as approved January 2016	% of Budget Expended to Date	FY 17 Projected Year End	Projected % of Budget	FY 16 Audited Year End	Projected % of Budget
<b>Auxiliary</b>								
Sales/Revenues								
Bookstore	\$ 12,448,652	90.24%	\$ 12,474,706	88.30%	\$ 12,809,973	102.90%	\$ 12,938,442	103.72%
Food Services	269,325	98.76%	389,227	88.80%	280,326	104.08%	390,721	100.38%
Total Revenues	12,717,977	90.42%	12,863,933	88.31%	13,090,299	102.93%	13,329,163	103.62%
Cost of Goods Sold								
Bookstore	10,069,231	88.73%	9,712,295	86.51%	10,178,698	101.09%	9,843,611	101.35%
Food Service	25,871	110.20%	65,000	74.92%	28,509	110.20%	55,983	86.13%
Gross Margin	2,622,875	96.72%	3,086,638	94.25%	2,883,092	109.92%	3,429,569	111.11%
Operating Expenses								
Bookstore	1,893,683	76.53%	1,856,351	74.00%	1,819,299	96.07%	1,794,608	96.67%
Food Services	144,321	65.04%	250,745	57.50%	108,899	75.46%	191,070	76.20%
Auxiliary Administration	584,193	74.17%	916,034	50.37%	515,819	88.30%	621,603	67.86%
Total Expenses	2,622,197	75.37%	3,023,130	65.47%	2,444,017	93.20%	2,607,281	86.24%
Auxiliary Net Operating Income/(Loss)	678	82680.38%	63,508	1464.32%	439,075	64760.32%	822,288	1294.78%
Net Income/(Loss)								
Bookstore	485,738	175.04%	906,060	136.70%	811,976	167.16%	1,300,223	143.50%
Food Services	99,133	144.87%	73,482	207.88%	142,918	144.17%	143,668	195.51%
Auxiliary Administration	(584,193)	74.17%	(916,034)	50.37%	(515,819)	88.30%	(621,603)	67.86%
Net Auxiliary Income/(Loss)	678	82680.38%	63,508	1464.32%	439,075	64760.32%	822,288	1294.78%
Auxiliary Fund Balance at June 30, 2016	13,401,641		13,336,320		50,000		-	
Non-operating Revenues/Expenditures	(300,000)		(250,000)		(12,450)		(757,057)	
College Credit Plus	(237,103)		(1,000,000)		-		-	
Food Services/Renovations	-		(250,000)		-		-	
Transfers	-		-		-		-	
Audit Entries	-		-		-		-	
Auxiliary Fund Balance at April 30, 2017	\$ 13,959,701	[A]	\$ 13,463,068	[E]	\$ 476,625	[G]	\$ 65,231	[I]
		[B]		[D]		[H]		[J]
		[C]		[F]				

EXHIBIT E

COLUMBUS STATE COMMUNITY COLLEGE  
CASH FLOW FORECAST  
AS OF APRIL 30, 2017

	Actual November 2016	Actual December 2016	Actual January 2017	Actual February 2017	Actual March 2017	Actual April 2017	
Beginning Cash	\$ 8,741,096	2,675,449	7,649,295	7,859,164	6,237,931	7,003,776	(1)
Cash Receipts	5,718,189	8,275,818	16,778,578	6,979,305	9,172,328	7,902,933	(2)
Cash Disbursements	(11,962,065)	(11,355,467)	(11,564,865)	(11,611,857)	(13,072,067)	(12,124,903)	(3)
Financial Aid	178,229	(1,946,505)	13,996,156	(488,661)	1,665,584	(2,553,038)	(4)
Outflow for investments	-	-	(19,000,000)	-	-	-	(5)
Inflow from investments	-	10,000,000	-	3,500,000	3,000,000	6,000,000	(6)
Ending Cash	\$ 2,675,449	7,649,295	7,859,164	6,237,931	7,003,776	6,228,767	(7)

	Forecasted May 2017	Forecasted June 2017	Forecasted July 2017	Forecasted August 2017	Forecasted September 2017	Forecasted October 2017	
Beginning Cash	\$ 6,228,767	5,949,723	5,334,433	5,487,433	5,277,433	5,444,433	(8)
Cash Receipts	13,876,735	7,339,710	8,095,000	17,850,000	8,192,000	6,250,000	(9)
Cash Disbursements	(11,835,779)	(13,750,000)	(12,950,000)	(11,750,000)	(12,250,000)	(12,250,000)	(10)
Financial Aid	180,000	1,295,000	(992,000)	8,690,000	4,225,000	2,030,000	(11)
Outflow for investments	(7,500,000)	-	-	(15,000,000)	-	-	(12)
Inflow from investments	5,000,000	4,500,000	6,000,000	-	-	4,000,000	(13)
Ending Cash	\$ 5,949,723	5,334,433	5,487,433	5,277,433	5,444,433	5,474,433	(14)



COLUMBUS STATE COMMUNITY COLLEGE  
 PRESIDENT'S DISCRETIONARY FUND  
 STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS  
 FOR THE TEN MONTHS ENDED APRIL 30, 2017

EXHIBIT F

Cash at Beginning of Period		\$ 17,175	(1)
			(2)
<u>Receipts:</u>			(3)
Deposit from General Fund	2,825	2,825	(4)
			(5)
			(6)
<u>Disbursements:</u>			(7)
Oberer's Flowers	1,712		(8)
Transfer to Staff Advisory Council	1,000		(9)
Columbus State Bookstore	397	3,110	(10)
		\$ 16,890	(11)
	[A]	[B]	(12)
		[C]	

NOTE:

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

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

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION  
BALANCE SHEET AT APRIL 30, 2017  
With Comparative Figures at April 30, 2016

<u>Assets</u>	<u>April 30, 2017</u>	<u>April 30, 2016</u>	
Cash	\$ 1,414,770	\$ 839,652	(1)
Investments at market value (see note)	7,984,678	7,349,510	(2)
Pledges Receivable	3,802,504	4,281,040	(3)
Accounts Receivable	6,205	59,830 *	(4)
Total Assets	<u>\$ 13,208,157</u>	<u>\$ 12,530,032</u>	(5)
<u>Liabilities</u>			
Due to general fund	\$ 8,141	\$ -	(6)
Pledge Payable	-	-	(7)
Trade Payables	373,010	396,187	(8)
Total Liabilities	<u>381,151</u>	<u>396,187</u>	(9)
<u>Fund balance</u>			
Permanently Restricted	4,131,607	4,083,685	(10)
Temporarily Restricted	5,749,498	5,433,351	(11)
Unrestricted	<u>2,945,901</u>	<u>2,616,809</u>	(12)
			(13)
			(14)
Total fund balance	<u>12,827,006</u>	<u>12,133,845</u>	(15)
			(16)
Total Liabilities and fund balance	<u>\$ 13,208,157</u>	<u>\$ 12,530,032</u>	(17)
	[A]	[B]	(18)

\* Has been restated as part of year end audit by \$57,591 over last year.

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	\$ 225,725	225,759	2.82%
Equities	3,572,698	4,083,030	51.14%
Fixed Income	2,593,805	2,586,900	32.40%
Mutual Funds	<u>1,085,597</u>	<u>1,088,989</u>	<u>13.64%</u>
Total Investments	<u>\$ 7,477,825</u>	<u>\$ 7,984,678</u>	<u>100.00%</u>

EXHIBIT H

**COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
FOR THE TEN MONTHS ENDED APRIL 30, 2017  
With Comparative Figures at April 30, 2016**

	April 30, 2017			April 30, 2016	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total All Funds	Total All Funds
Revenue					
Contributions					
Scholarships and Programs	\$ 106,238	\$ 144,206	\$ 20,010	\$ 270,454	\$ 199,457
Taste the Future	142,210	-	-	142,210	100,162
Contributions for Columbus State	-	28,300	-	28,300	3,750
Creative Campus	-	260,000	-	260,000	-
Hospitality & Culinary Arts	-	200,675	-	200,675	-
Administration Fee Income	38,115	-	-	38,115	-
Interest Income	417	79	-	496	486
Investment Income					
Realized	103,128	185,216	-	288,344	289,966
Unrealized	138,122	247,086	-	385,208	(222,782)
Investment income-subtotal	241,250	432,302	-	673,552	67,184
Total revenues	528,230	1,065,562	20,010	1,613,802	371,039
Expenditures					
Scholarships and Projects	-	219,052	-	219,052	214,207
Contributions to Columbus State	-	71,700	-	71,700	3,750
Corporate Gift	-	500,000	-	500,000	1,084,513
Creative Campus	-	56,396	-	56,396	-
Hospitality & Culinary Arts	-	-	-	-	-
Administrative Fee Expense	-	38,115	-	38,115	-
Management and general	234,126	-	-	234,126	187,949
Total expenditures	234,126	885,263	-	1,119,389	1,490,419
Excess (deficit) of revenues over expenditures	294,104	180,299	20,010	494,413	(1,119,380)
Transfers	-	(1,727)	1,727	-	-
Fund balance at beginning of period	2,651,797	5,570,926	4,109,870	12,332,593	13,253,225
Fund balance at end of period	\$ 2,945,901	\$ 5,749,498	\$ 4,131,607	\$ 12,827,006	\$ 12,133,845
	[A]	[B]	[C]	[D]	[F]

\* Has been restated as part of year end audit. Reduced by \$57,591 over last year.



**COLUMBUS STATE COMMUNITY COLLEGE  
NOTES TO FINANCIAL STATEMENTS  
AS OF APRIL 30, 2017**

1) **Investments**

<u>Investment Fund</u>	<u>Cost</u>	<u>Market Value</u>	<u>Yield to Maturity*</u>	<u>Average Maturity (days)</u>
STAR Ohio/Operating	\$ 29,940,492	\$ 29,940,492	0.98%	1
STAR Ohio/Plant	1,290,995	1,290,995	0.98%	1
STAR Ohio/Auxiliary	3,418,016	3,418,016	0.98%	1
STAR Plus	5,097,012	5,097,012	0.65%	1
CSCC Operating Fund 1	35,705,663	35,722,648	1.30%	589
CSCC Operating Fund 2	34,970,358	34,940,881	1.45%	882
Auxiliary Services	4,984,142	5,004,117	1.33%	452
Plant Fund	9,108,505	9,083,520	1.41%	859
	<u>\$ 124,515,185</u>	<u>\$ 124,497,683</u>		

\* Weighted

<u>Portfolio Composition</u>	<u>Type</u>	<u>% of Total</u>
	STAR Ohio	31.93%
	Agencies	49.88% *
	Municipal Bonds	4.46%
	Treasury Notes	5.14%
	Cash & Equivalents	8.60%
		<u>100.00%</u>

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

2) **Inventories**

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

3) **Plant Funds**

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

4) **Long-term debt**

Outstanding long-term debt consists of bonds payable in annual installments varying from \$800,000 to \$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:**

Operating Budget for Fiscal Year 2018

### **BACKGROUND:**

Columbus State Community College Policy 9-01 requires that the Board of Trustees approves the District's operating budget prior to the beginning of each fiscal year. Fiscal Year 2018 (FY18) begins on July 1, 2017.

Columbus State is in a class of its own being the only College in the nation to be part of three prominent initiatives that are advancing student success: *Guided Pathways*, *Achieving the Dream Leader College*, and *Right Signals*. While some of the success gains realized by the College in recent years have plateaued, which is expected from more mature *Achieving the Dream* schools, the College still increased credentials awarded to African American students by 11.4% and Spring 2017 was the largest graduating class in the College's history despite flat to slightly declining enrollment in recent years.

This budget will continue to advance student success tied to the above initiatives as well as other student success initiatives that have proven to be successful. This will be accomplished, even though essentially flat revenue is assumed, through aggressive budget reallocations that were achieved through continued implementation of one of the College's AQIP Action Projects that had as its primary goal to align the College's resources to its strategic priorities.

Phase 1 of this action project, *Aligning and Communicating Strategic Priorities*, was recently completed. Accomplished in the first year was 1) development of a new project scoring and ranking methodology that informs leadership on which projects are most critical to advancing the College's mission and strategic priorities along with the financial and human resources necessary to successfully execute each project, and 2) a new budget calendar that provides for earlier and more in-depth discussions of the College's priorities. This year's planning process built upon the progress made last year by focusing on budgeting more closely to actual spending levels so that budget reallocations could be made and invested into the College's strategic priorities: student success, workforce development and civic engagement. These reallocations, which include only budgeting for 75% of budgeted vacancies (while hiring will not be impacted), will result in less net income in FY18 – unless revenue comes in higher than expected through increased enrollment, tuition flexibility provided by the State, and/or increased State Share of Instruction (SSI) funding.



Following are the specific revenue and expenditure assumptions supporting the FY18 budget. Additionally, one-time strategic investments from FY17 net operating revenues are outlined.

### Revenue

- *Tuition Revenue.* For planning purposes, enrollment of non-high school students is projected to be 2% down for FY18 while *College Credit Plus* (CCP) enrollment is projected to increase by 39%. This results in an overall projected enrollment increase of 1% over FY17. Tuition rates are assumed to remain the same in FY18 as they are in FY17 given the uncertainty of the outcome of the State's biennial operating budget for FY18 and FY19, House Bill 49, which won't be finalized until the end of June.
- *State Subsidy.* The College's SSI funding is assumed to be flat for FY18 compared to FY17. SSI funding within the latest version of the State's biennial operating budget (the House passed version) is flat to FY17 levels and additional reductions are possible given that State revenues continue to not meet estimates. We believe an assumption of flat within the College's budget, though, is still reasonable given that the SSI formula is entirely performance-based and the College is making progress on the formula's key success metrics – course completions, number of students obtaining degrees and certificates and transferring to 4-year institutions, as well as other metrics.
- *Other Revenue.* Other revenue in various categories for FY18 is assumed to be 1.5% down, aligned to the decrease projected for non-high school student enrollment.

### Expenditures

The FY18 proposed expenditure budget is essentially flat to the initial FY17 budget approved by the Board at the May 2016 meeting. Expenditure increases shown in Exhibit A (columns 6 and 7, rows m through t) reflect FY18 budgeted levels over FY17 projected spending, the latter of which includes one-time savings (such as budgeted positions remaining vacant for some portion of the year) or ongoing savings (due to conservative budgeting implemented in the past). Underspensing should be less in FY17 given the budget re-allocations outlined below.

- *Student Success.* The budget continues investment in proven success initiatives such as the planning for implementation of *Guided Pathways*, which will provide the supports and clear guidance needed for students to select and successfully complete courses without taking excess credits that lead to increased costs. Affordability is also a guiding principle for students in pursuit of a bachelor's degree. Almost 300 pathways now exist through Columbus State's *Preferred Pathway* program, which includes agreements with nine Ohio four-year institutions, that guarantees Columbus State students are accepted into one of these universities. Students who first choose Columbus State on their path to a bachelor's degree will save at least 40% off a bachelor's degree and as much as 75% depending on the number of years the student spends at Columbus State.



Other success initiatives that continue to be supported in the budget include in-person and on-line tutoring, early alert monitoring of student progress with timely feedback that allows for necessary interventions to be instituted, supplemental instruction, contextualized math courses that address degrees and certifications that do not have mathematics as a core competency, career counseling, and a self-paced mathematics course that allows students to cover multiple developmental math courses within one course if they demonstrate mastery over the content. The budget also supports reallocations to Student Central, a one-stop location where students can easily find answers and connect to resources that they need, and for a new array of college readiness tests that replaced Compass testing this past academic year.

A placeholder for compensation adjustments is provided through budget reallocations but its allocation has not yet been specifically determined since faculty negotiations have not yet been finalized. The College values its full-time faculty as leaders in meeting the College's mission "to educate and inspire, providing our students the opportunity to achieve their goals."

- *Partnerships.* The proposed FY18 budget includes continued support of the 2+2 partnership between Columbus State and Ohio University at its new Dublin Campus. Autumn 2017 will begin the third year of this partnership. Support of Columbus State's partnership with Franklin University at Columbus State's Delaware Campus is also continued, which supports the degree, *EXACTTrack*, which allows students to take evening and on-line programming to earn a bachelor's degree in business in less than four years. A third cohort will begin this program in Autumn 2017.

Columbus State's K-12 partnerships continue to expand, serving over 3,000 students in *College Credit Plus*. The *Credits Count* program through American Electric Power and the *New Skills at Work* program through JPMorgan Chase have created an important foundation upon which to build. The Investing in Innovation (i3) grant through the U.S. Department of Education is focused on providing the supports needed for low-income students to be college and career ready. This work is key to ensuring Central Ohio can meet the workforce needs of our region and critical to Ohio reaching its goal of 65% of all working adults having either a postsecondary certificate or degree by 2025. This partnership activity is integral to the collaborative work Columbus State is leading through the Central Ohio Compact.

- *Debt Service.* Expenditures in FY18 for debt service are assumed to be flat even though \$700K will not be needed for debt service due to a 2007 issue for the garage being paid off at the end of FY17. While these funds will be needed for a new debt issuance on the new Hospitality Management and Culinary Arts (HMCA) building starting in FY19, the one time savings of \$700K in FY18 is proposed to be used for advancement of the College's comprehensive campaign related to raising funds for the new HMCA building as well as other goals being defined in partnership with Columbus State's Foundation Board; for execution of one-time work related to construction of the HMCA building; and for recruitment and strategic enrollment efforts.

- *Capital Equipment.* This need has been funded by net income in recent years. In an effort to move this ongoing expense back to the operating budget, 50% of this need, or \$550K, is assumed from FY18 revenues. The balance will be supported from the Capital Equipment allocation in reserves which has built up a healthy balance over the years.

The FY18 budget will also allow the College to:

- continue tutoring services at a level commensurate with assumed enrollment levels;
- maintain annual contracted faculty; and
- increase faculty release time and project management support in relation to new processes implemented through the AQIP action project discussed earlier.

### **One-Time Strategic Investments from FY17 Net Operating Revenue**

Net income is generated when revenue comes in higher than expected and/or spending is lower than budgeted. FY17 expenditures through December 31, 2016 were trending 5.2% below budget, which was mostly due to budgeted positions being vacant for all or some portion of the first half of the fiscal year. Rather than wait until the end of the fiscal year, the Board reduced operating budgets and provided for one-time allocations within reserves in the following areas:

- *Student Success and Innovation:* \$4.3 million was provided for success and completion initiatives, curriculum development, professional development, 2+2 and other affordability pathways, and diversity and cultural inclusion.
- *Campus Safety:* \$700,000 was provided for the 911 project and other safety and emergency response training.
- *Budget/Tuition Stabilization:* \$1.3 million was provided within reserves for an operating contingency.

Of the \$1.3 million made available as a contingency, only about \$211K has been used to this point. It is estimated that \$1.0 million may be available for re-allocation to other strategic purposes by the Board by the end of FY17. In addition, the operating budget may yield an additional \$2.1 million in net income as explained in the April monthly financials board action.

The \$2.1 million of additional net income is not a definitive figure at this time due to Summer term enrollment still being uncertain and the possibility of large expenditure obligations materializing before the end of the fiscal year (like large health care claims). For this reason it is proposed that the President be given the authority to allocate all or some portion of projected net income prior to July 1, 2017. Consideration for allocations will include one-time compensation, workforce innovation, campus safety, campus improvements, and additional funds for advancement of strategic enrollment and fundraising activities (as previously discussed).



### **Auxiliary Fund:**

The proposed FY18 budget for the Auxiliary Fund is summarized in Exhibit B. Revenues for FY18 are budgeted at 18.6% below FY17 Projected Year-end, while expenses are budgeted at 3.8% higher. As the College continues to aggressively implement textbook affordability measures, the net income generated by the Bookstore to fund costs paid out of the fund becomes tighter, a situation that has been anticipated and is closely monitored.

*Bookstore.* The combined efforts of the Bookstore's representatives, faculty and administrators on the *Textbook Affordability Committee*, now in its sixth year, continues to yield savings to students through more used textbook offerings, price reductions negotiated with publishers, and faculty choosing lower cost options. Net revenues for the Bookstore are budgeted lower, similar to the decrease from FY16 to FY17 Projected Year-end, reflecting the impact of affordability initiatives as well as continued advances in digital offerings in lieu of textbooks in some classes.

As approved by the Board in January, any remaining funds from the FY17 textbook allocation for the *College Credit Plus* program will be used to pay or offset a portion of the FY18 shipping costs incurred by the College for all school districts partnering with Columbus State until those funds are exhausted. In addition, the Bookstore has offered a discount to districts for textbooks purchased by the districts for *College Credit Plus* students.

*Food Services.* The College has negotiated a new food and dining services agreement that includes provisions to modernize and diversify food service offerings in several locations on the Columbus campus and to renovate space in the Union Hall café to transform it into a high-energy student learning environment. The Auxiliary budget again includes non-operating, one-time funds for the planning and implementation of the Union Hall portion of this project, which is expected to extend into FY19.

### **Plant Fund:**

The Board's *Resource Planning Principles* call for reserving 3-5% of operating revenues to meet capital equipment and deferred maintenance costs. A new Technology and Facilities fee and an On-line Course Fee, both begun in FY17, allow the College to meet this principle and is addressing most of the ongoing maintenance and technology infrastructure needs of the College.

It is estimated that these fees will yield \$4.6 million in FY17 and \$4.47 million in FY18. The decrease is based on an assumption that non-high school enrollment will decrease; these fees do not apply to *College Credit Plus* students. The estimated need for ongoing technology and maintenance totals almost \$4.8 million. The balance of this need will be supported through reserve funding for Capital Improvements.



**RECOMMENDATION:**

That the Board of Trustees authorizes:

- **FY18 Operating Budget for:**
  - Columbus State Community College District (Exhibit A)
  - Auxiliary Enterprises (Exhibit B)
  - Plant Fund (Exhibit C)
  
- **Strategic Reserves:**
  - The President to allocate additional FY17 net operating revenue commensurate with projections through June 30 and aligned to priorities outlined above.

**Columbus State Community College  
District Operational Budget Comparison  
Proposed FY18 Budget Compared to FY17 Projected YE, FY14, FY15 and FY16 Audited**

	(1) FY14 Audited	(2) FY15 Audited	(3) FY16 Audited	(4) FY17 Projected YE	(5) FY18 Proposed	(6) Difference PYE17/FY18	(7) Percent Inc./(Dec.)
<b>Revenues</b>							
<b>Appropriations</b>							
(a) Subsidy	\$60,429,174	\$61,204,273	\$63,651,910	\$67,039,588	\$67,039,588	\$ -	0.0%
(b) Student Support Services	54,827	42,529	18,812	-	-	-	0.0%
(c)	60,484,001	61,246,802	63,670,722	67,039,588	67,039,588	-	0.0%
<b>Student</b>							
(d) Tuition	75,171,489	70,311,673	70,692,626	69,458,559	69,972,393	513,834	0.7%
(e) Fees	4,134,013	3,841,854	4,331,709	4,286,267	4,189,986	(96,281)	-2.2%
(f) Special Courses	1,271,839	1,370,449	1,340,392	1,333,802	1,333,802	-	0.0%
(g)	80,577,341	75,523,976	76,364,727	75,078,628	75,496,181	417,553	0.6%
<b>Other</b>							
(h) Partnership Revenue	294,248	269,733	0	6,960	8,352	1,392	20.0%
(i) Contract Services	215,016	478,940	562,370	562,370	525,158	(37,212)	-6.6%
(j) Miscellaneous	243,929	553,984	563,232	511,882	544,692	32,810	6.4%
(k)	753,193	1,302,657	1,125,602	1,081,212	1,078,202	(3,010)	-0.3%
(l) <b>Total Revenues</b>	<b>141,814,535</b>	<b>138,073,435</b>	<b>141,161,051</b>	<b>143,199,428</b>	<b>143,613,971</b>	<b>414,543</b>	<b>0.3%</b>
<b>Expenditures</b>							
(m) Educational & General (Instructional)	70,707,172	70,776,554	70,104,782	72,305,027	76,096,153	3,791,126	5.2%
(n) Library	1,767,766	1,852,634	1,752,871	1,740,833	1,886,339	145,506	8.4%
(o) General	10,614,191	9,470,691	9,954,107	11,009,207	11,351,461	342,254	3.1%
(p) Information Technology	11,368,078	12,334,256	12,189,263	12,231,915	13,650,302	1,418,387	11.6%
(q) Student Services	13,731,567	13,739,721	13,362,247	13,443,514	14,822,660	1,379,146	10.3%
(r) Operation & Maintenance of Plant	13,231,453	13,815,511	14,676,342	15,068,484	15,749,670	681,186	4.5%
(s) Administration	7,889,695	8,171,540	7,590,601	8,004,468	8,089,789	85,321	1.1%
(t) <b>Operational Expenditures</b>	<b>129,309,922</b>	<b>130,160,907</b>	<b>129,630,214</b>	<b>133,803,448</b>	<b>141,646,373</b>	<b>7,842,925</b>	<b>5.9%</b>
<b>Transfer for:</b>							
(u) Equip. & Replacement	2,000,000		1,100,000		550,000	550,000	100.0%
(v) Debt Service	1,388,906	1,376,385	1,423,739	1,417,598	1,417,598	-	0.0%
(w) Capital Improvements	1,850,000	2,100,000	4,300,000			-	0.0%
(x) One-Time Compensation	1,700,000	1,100,000				-	0.0%
(y) Scholarships	1,850,000					-	0.0%
(z) Student Success & Innovation		1,100,000	1,000,000	4,300,000		(4,300,000)	-100.0%
(aa) Technology Initiatives			1,800,000			-	0.0%
(ab) Campus Safety Initiatives				700,000		(700,000)	-100.0%
(ac) Budget Stabilization				1,318,956		(1,318,956)	-100.0%
(ad) <b>Total Expenditures &amp; Transfers</b>	<b>138,098,828</b>	<b>135,837,292</b>	<b>139,253,953</b>	<b>141,540,002</b>	<b>143,613,971</b>	<b>2,073,969</b>	<b>1.5%</b>
(ae) <b>Net Operational Revenues</b>	<b>3,715,707</b>	<b>2,236,143</b>	<b>1,907,098</b>	<b>1,659,426</b>	<b>-</b>		
(af) <b>Interest Income</b>	<b>346,842</b>	<b>688,848</b>	<b>1,128,321</b>	<b>415,860</b>	<b>-</b>		
(ag) <b>Net Revenues</b>	<b>\$4,062,549</b>	<b>\$2,924,991</b>	<b>\$3,035,419</b>	<b>\$2,075,286</b>	<b>\$ -</b>		

**Notes**

- (a,5) *Subsidy* is assumed to be flat based on the House Passed version of HB 49, the FY18-19 biennial budget.
  - (d,5) *Tuition* revenue is based on a 1% increase in enrollment (2% down for non-high school students and 39% up for CCP students) and a flat tuition rate.
  - (e,5) *Fee revenue* includes application, records & ID fee, lab, parking and other fees.
  - (m) *Education and General (Instructional)* includes the Schools of Arts & Sciences, Health & Human Services, and Business, Engineering & Technologies; Strategic Workforce; Digital Education; Dual Credit; Curriculum Management; Academic Affairs VP Offices; and the Delaware Campus and Regional Learning Centers.
  - (o) *General* includes Facilities Design & Construction, Human Resources, Procurement & College Services, Marketing & Communication, Grants Office, Diversity & Inclusion and the Foundation Office.
  - (q) *Student Services* includes Disability Services, Admissions, Student Conduct, Career Services, Testing Center, Telephone Information, Registrar, Financial Aid, Counseling, Advising, Athletics, Student Advocacy, Student Central, Student Engagement, Veterans Office, TRIO/Special Projects and Dean/VP Offices.
  - (s) *Administration* includes VP Business Services, Resource Planning, President's Office, Delaware Campus Admin, Accounting Services, Institutional Effectiveness, General Counsel and an allocation for bad debt.
- (1,2,3) The net revenues on line (ag) were subsequently allocated after the fiscal year was closed when the audit was finalized.

**Columbus State Community College  
Auxiliary Services Budget Comparison  
Proposed FY18 Budget Compared to FY17 Projected YE, FY16 and FY15 Audited**

	(1) FY15 Audited	(2) FY16 Audited	(3) FY17 (Projected YE)	(4) FY18 Proposed	(5) Difference FY17 vs FY18	(6) Percent Inc/(Dec)
<b>Revenues</b>						
(a) Bookstore	\$3,130,730	\$3,094,831	\$2,631,275	\$2,150,400	(\$480,875)	-18.3%
(b) Food Services	339,553	334,738	251,817	195,000	(\$56,817)	-22.6%
(c) <b>Total Revenues</b>	<b>3,470,283</b>	<b>3,429,569</b>	<b>2,883,092</b>	<b>2,345,400</b>	<b>(537,692)</b>	<b>-18.6%</b>
<b>Expenses</b>						
(d) Bookstore	1,696,974	1,794,608	1,819,299	1,913,318	\$94,019	5.2%
(e) Food Services	120,065	191,070	108,899	87,342	(\$21,557)	-19.8%
(f) <b>Total Expenses</b>	<b>1,817,039</b>	<b>1,985,678</b>	<b>1,928,198</b>	<b>2,000,660</b>	<b>72,462</b>	<b>3.8%</b>
<b>Net Income/(Loss)</b>						
(g) Bookstore	1,433,756	1,300,223	811,976	237,082	(\$574,894)	-70.8%
(h) Food Services	219,488	143,668	142,918	107,658	(\$35,260)	-24.7%
(i) <b>Total Net Income/(Loss)</b>	<b>1,653,244</b>	<b>1,443,891</b>	<b>954,894</b>	<b>344,740</b>	<b>(610,154)</b>	<b>-63.9%</b>
<b>Miscellaneous</b>						
(j) Administrative Office	495,835	498,101	415,818	319,122	(\$96,696)	-23.3%
(k) Marketing	32,146	26,029	30,001	25,500	(\$4,501)	-15.0%
(l) College Strategic Priorities	162,892	97,473	70,000	-	(\$70,000)	-100.0%
(m) <b>Total Miscellaneous</b>	<b>690,873</b>	<b>621,603</b>	<b>515,819</b>	<b>344,622</b>	<b>(171,197)</b>	<b>-33.2%</b>
(n) <b>Total Auxiliary Net Income</b>	<b>\$962,371</b>	<b>\$822,288</b>	<b>\$439,075</b>	<b>\$118</b>	<b>(438,957)</b>	<b>-100.0%</b>
(o) Capital Equipment, One-Time Comp and College Credit Plus textbooks	\$ 47,210	\$ 757,057	\$ 37,550	\$ 150,000		
(p) College Strategic Priorities				156,000		

**Notes**

- (a) Bookstore sales are budgeted at \$12,655,400.  
(j) Administrative Office includes expenses related to administrative expenses common to both enterprises.  
(o) Capital Equipment, One-Time Comp, and College Credit Plus textbooks to be funded from Auxiliary's reserves.



**Columbus State Community College  
Plant Fund  
Proposed FY18 Allocations**

<b>Plant Fund</b>	(1) FY17 Projected	(2) FY18 Proposed	(3) Difference PYE17/FY18	(4) Percent Inc./Dec.
<b>Revenues</b>				
(a) Technology/Facilities	\$ 2,980,080	\$ 2,893,657	\$ (86,423)	-3%
(b) On-line courses	1,623,955	1,576,567	(47,388)	-3%
(c) <b>Total Revenues</b>	<b>\$ 4,604,035</b>	<b>\$ 4,470,224</b>	<b>(133,811)</b>	<b>-3%</b>
<b>Expenditures</b>				
(d) Ongoing Technology	\$ 2,139,000	\$ 2,587,240	\$ 448,240	21%
(e) Ongoing Maintenance/Facilities	2,218,245	1,882,984	(335,261)	-15%
(f) <b>Total Expenses</b>	<b>\$ 4,357,245</b>	<b>\$ 4,470,224</b>	<b>112,979</b>	<b>3%</b>
(g) <b>Net Plant Fund Revenue</b>	<b>\$ 246,790</b>	<b>\$ -</b>		

**Notes**

- (g,2) Any additional maintenance/facilities needs will be addressed through the Capital Improvement funding in reserves.



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

### **SUBJECT:**

Tuition

### **BACKGROUND INFORMATION:**

Columbus State continues to align its resources to meet its student success and workforce development goals through aggressive reallocation of resources and the use of one-time resources. These efforts have allowed Columbus State to:

- Make substantial progress in closing achievement gaps for students. Data show that gaps have closed by 50% for low-income students and 24% for students of color;
- Lead the State with awarding certificates which is allowing students to meet Ohio's workforce needs, particularly in Central Ohio;
- Reduce students' time to degree and remediation while ensuring success through intensive advising and early alert interventions;
- Digitize content in course curricula, including electronic textbooks and open-source educational materials, to enhance learning and reduce textbook costs; and
- Reduce the cost of the bachelor's degree by expanding 2+2 and 3+1 bachelor's degree programs through the Preferred Pathway partnerships.

The College's ongoing commitment to affordability was most evident during the height of the Recession—between 2007 and 2013. Columbus State chose not to raise tuition, saving students and families nearly \$30 million. In fact, the College didn't increase tuition by \$30 per credit over this time, that the General Assembly authorized, to ensure student access during this difficult economic time - which has positioned Columbus State as the region's college affordability solution. At just over \$4,000 per year for full-time students, our tuition is dramatically lower than that of other Central Ohio institutions. As a result, over 75% of Columbus State students are debt-free.

Continued investment in success initiatives will significantly expand the scope of current completion initiatives and substantially increase the College's ability to meet the needs of all students and accelerate student success outcomes by:

- Expanding career counseling and job placement for students, including *College Credit Plus* students;
- Scaling promising student success interventions such as real-time monitoring of student performance, mandatory tutoring, and acceleration or elimination of college remediation through the use of technology and deeper partnerships with high schools. The goal is to make engagement inescapable;
- Bringing to full scale New Student Orientation;
- Building upon Columbus State's leadership position in online learning, and increasing the development of digital course materials to eliminate or dramatically reduce textbook expenses;
- Repurposing aging facilities to meet the needs of today's workforce and better integrate technology into student learning; and
- Making available scholarships for students to ensure access and affordability.

Given that planning for the State budget for the next biennium is still under consideration by the 132<sup>nd</sup> Ohio General Assembly, assumptions are necessary based on the best information available. The As-Introduced version of H.B. 49, the FY18-19 biennial budget, prohibited any increases in in-state undergraduate instructional, general, or other fees (except for room and board), while H.B. 49 as passed by the Ohio House of Representatives would allow for a tuition increase. As the legislation is currently pending before the Ohio Senate, for budget planning purposes, the College has not assumed any tuition increase in the FY18 Operating Budget.

If enacted, the College would set a tuition rate as allowed by the approved State budget, effective Autumn Semester 2017, to support the success initiatives described above. These additional allocations and adjustments would be brought for approval to the Board of Trustees if the need is an overall increase in the budget approved by the Board at its May 2017 meeting.

**RECOMMENDATION:**

That the Board of Trustees approves a tuition rate for the FY18 operating budget equal to the amount allowed by H.B. 49 as enacted.





## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

**SUBJECT:**

Adopt New Policy 13-14, Naming Rights

**BACKGROUND INFORMATION:**

As opportunities increase to bestow the honor of naming facilities and units, the College seeks to cement its practice of having only the Board of Trustees authorize the naming of facilities and units after careful consideration and recommendation by the President, and to outline boundaries within which naming opportunities shall be considered and bestowed.

The proposed policy:

- Provides clarity, consistency and transparency to the naming process;
- Authorizes the implementation of guidelines and/or procedures for the naming of College units, building and physical spaces; and
- Serves as reference document for the College's Board of Trustees, the College's President, the Foundation Executive Director, and the College Administration.

**RECOMMENDATION:**

That the Board of Trustees adopts new Policy 13-14, Naming Rights, effective June 1, 2017.

COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUAL

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NAMING RIGHTS  
Policy No. 13-14  
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Effective \_\_\_\_\_

**A. Purpose, Propriety and Due Diligence**

The Board of Trustees establishes this policy to bestow the honor of naming College facilities and units to:

- Honor individuals by recognizing exceptional service to the College, community, state or nation;
- Honor long-term and significant financial contributions to the College; or
- Honor financial contributions to support the physical space named.

This policy

- Provides clarity, consistency, and transparency to the naming process;
- Authorizes the implementation of guidelines and/or procedures for the naming of College units, buildings and physical spaces; and
- Serves as a reference document for the College's Board of Trustees, the College's President, the Foundation's Executive Director, and the College administration.

A College unit or facility shall be named only after careful consideration of the potential impact the naming will have on the College and the College community at the time of the naming and over time. Due diligence will be exercised to ensure that the proposed name will be consistent with College's mission, tradition, and values. The College will also evaluate the distinction a proposed name will lend to the College.

**B. Naming Responsibility**

The responsibility and authority for naming a unit or facility shall be that of the Board of Trustees, acting after receiving a recommendation from the President.

The President is an essential participant in all naming actions, and he shall have the responsibility with respect to such actions.

1. Naming shall be consistent with the College's interests, commensurate with the contribution, and equitable in relationship to contributions for similar naming actions.

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2. For units, the President shall seek and receive advice of representative members of faculty, staff and students directly affected by the proposed naming action before acting on a proposal.
3. The President may recommend exceptions to this policy as may be deemed appropriate, subject to approval by the Board of Trustees and after consultation with College leadership when appropriate.
4. The President shall establish appropriate opportunities, stipulations, and minimum financial parameters applicable to naming opportunities, including specific naming plans for new facilities to be constructed and major renovations of existing facilities and spaces.
5. The President may convene a Naming Advisory Committee to review naming opportunities. The Committee shall include at least the President as its ranking member, the Executive Director of the Foundation, and the College's General Counsel. Others may be invited by the President as proposals and circumstances may warrant. The Committee shall be an advisory body to the President and shall have no policy-making or administrative authority.
6. A gift associated with a naming opportunity shall be documented in a written gift agreement executed by the donor and the College which specifies the terms of pledge payments, projected lifespan of the named facility, space or program, duration of naming, and the form of alternative donor recognition thereafter.

### **C. Definitions and Considerations for Funding and Recognition**

*General.* Units and facilities generally will be named for individuals; however, in very selective situations, a corporation or organization may name an academic program.

The President and the College's Foundation will partner to seek financial gifts commensurate with the project under consideration and compatible with the mission of the College, as determined by the College in its sole discretion.

*Units.* A "unit" means any academic program, department, center, institute or other organizational entity of the College. In recommending funding levels for naming units, factors to consider include operating budget, national ranking, similar naming opportunities at peer institutions, and the potentially transformative nature of a



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NAMING RIGHTS

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philanthropic contribution. Gifts to name units should focus on establishing endowments to enhance and support programs and faculty.

*Facility.* A “facility” means every building, addition to a building, space in a building, outdoor space (such as garden, court, plaza, memorial, or marker), street, and other tangible and relatively permanent feature located on College property.

Naming opportunities may include:

1. New facilities that are to be constructed or acquired;
2. Existing facilities that are undergoing major or minor renovations; or
3. Existing facilities that are not undergoing renovations.

In recommending a facility naming, factors to consider include construction or renovation costs, location, visibility, and prominence of facility or space; frequency of use by College and non-College constituents; appropriate reflection of age of facility or space; and replacement cost or cost of comparable recent new construction for similar college facility.

Naming a facility is given in recognition of a gift to the College that represents a significant share of the facility costs, as recommended by the President. In-kind gifts may be considered for naming, provided that the life-cycle costs of acquiring and maintaining the equipment are considered in the calculation of the value of the in-kind gift.

*Duration.* The naming of College units and facilities will endure for the useful life of the program or space and/or a minimum period of years. In the event that a unit or facility ceases to exist, is substantially altered, or is replaced, the original donor or his/her heirs/successors will be offered the first opportunity to make a new gift to retain the naming. If no such gift is forthcoming, then a new donor may be sought and the new name will be subject to the approval of the Board of Trustees. The original donor’s gift will be acknowledged in perpetuity in an appropriate way, such as a commemorative plaque in a public part of the new/renewed facility.

*Term Naming.* In appropriate instances, most often involving a corporate donor, a naming may be granted for a pre-determined fixed term, generally not more than 10 years. At the end of the term, the name of the facility or physical space shall expire but may be renewed with the same or a new name. The gift agreement should clearly specify the period of time for which the facility will be named.

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**D. Stewardship**

The President shall appoint a steward of approved naming opportunities who will ensure the naming and gift agreements are appropriately administered, communicated, and implemented consistent with established College procedures and guidelines.

**E. Right of Removal**

In the interest of maintaining its reputation, the College reserves the right to remove the name given to any unit or facility should the College, in its sole discretion, determine that the name adversely impacts or may adversely impact the College's reputation. The College shall notify donors of such decisions and shall bear no financial responsibility to return any received contributions to the donor.

These actions, and the circumstances that prompt them, may apply to an approved naming that has not yet been acted upon or to a conferred naming.

A name may also be removed if a donor fails to maintain payments on a pledge upon which the naming was bestowed, or if a planned gift upon which a naming was bestowed does not result in the value agreed upon.

The College also reserves the right to dispose of any named property or facility as deemed necessary, via sale, demolition, etc. Named properties would be amended, removed, or disposed of only upon recommendation by the President and approval by the Board of Trustees, with notification to the donor or a donor's representative.

**F. Procedures/Guidelines**

The President may establish procedures and/or guidelines to administer this policy.



## COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

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

### **SUBJECT:**

Construction Contract Award: IT Closets Phase 2 Project

### **BACKGROUND INFORMATION**

State law requires the Board of Trustees to authorize the award of construction contracts that exceed \$200,000.

Using state capital funds, the IT Closets Phase 2 Upgrades Project will create six (6) new IT Closets and renovate one (1) existing IT closet in Davidson, Franklin and Delaware Halls. The project scope includes: addition of shell walls, installation of electrical and HVAC cooling systems and access controls. The existing closet renovation includes: upgrades to electrical equipment, a new HVAC system and access controls. The switches, racks, etc. were previously purchased and are ready for installation.

The total phase 2 construction project budget is \$303,421.99. The project is estimated to be completed by September 2017.

Using the statutorily-required bidding process for construction contracts, the lowest responsive and responsible bidder is T-Built Construction.

### **RECOMMENDATION:**

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

<b><u>Project</u></b>	<b><u>Company</u></b>	<b><u>Amount</u></b>
IT Closets Phase 2 Upgrades Project	T-Built Construction Services Inc.	\$245,000





## 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>
Teresa Berry	Office Associate	Design, Construction & Trades	04/17/17	\$30,180
Sibhan Courts	Coordinator	Police Department	05/01/17	\$48,375
Robert Cowles	Supervisor	Delaware Campus	04/17/17	\$55,262
Michelle DeNune	Specialist	Financial Accounting and Reporting	03/01/17	\$33,134
Yuvonne Henry	Police Officer	Police Department	03/07/17	\$44,990
Josephine Newman	Program Coordinator	Grants	04/03/17	\$58,000
Hunter Reid	Police Officer	Police Department	04/24/17	\$44,990
Kara Seigh	Specialist	Dual Enrollment	04/17/17	\$33,987
Tommy Tucker	Office Associate	Sport Exercise Studies & Hospitality Programs	04/03/17	\$32,698
Kathryn Weimerskirch	Specialist	Center for Advising Support & Experience	03/16/17	\$33,134
Telly Williams	Technician	Enterprise Applications	03/15/17	\$40,060

COLUMBUS STATE COMMUNITY COLLEGE

BOARD OF TRUSTEES

INFORMATION ONLY

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

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>
Rita Bedritis	Supervisor	Conference Center	03/27/17
Chandra Bell	Director	Career Services	04/28/17
Mary "Pat" Campbell	Office Associate	Biological & Physical Sciences	03/31/17
Timothy Goetz	Advisor	Center for Advising Support	03/21/17
Kelly Jackson	Specialist	Residency	04/14/17
Joan Kimbler	Office Associate	Human Services	04/28/17
Robin Reed	Clinical Coordinator	Human Services	05/19/17
Ruth Sternberg	Program Coordinator	Grants Office	03/31/17