



COLUMBUS STATE COMMUNITY COLLEGE
Board of Trustees Committee of the Whole
Franklin Hall Board Room

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

May 21, 2009

MINUTES

Present:

William J. Dolan, Chair	Michael E. Flowers, Vice-Chair
Dr. Richard H. Owens, Board	Priscilla D. Mead, Board
Michael C. Keller, Board	Poe A. Timmons, Board
Dr. Val Moeller, President	Terri Gehr, Sr. V.P.
Will Kopp, V.P.	Dr. Deborah Coleman, V.P.
Hamid Danesh, V.P.	Tim Wagner, V.P.
Teresa Lister, Ex Officio Staff	Liliana Landauer, Ex Officio Student
Paulette Fortea, President's Assistant	Amy Brubaker (For Darrell Minor)

Mr. William Dolan, Board Chair, called the meeting to order at 12:23 p.m.

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

The President explained to the Board that, in accordance with Tenure Policy No. 5-02 approved by the Board of Trustees and effective December 1, 2005, all individuals having met the eligibility requirements for tenure and first promotion were reviewed by the Department Chairperson, the Division Dean, the Promotion and Tenure Review Committee, the Provost, and the President. Three (3) faculty members were recommended to the Board of Trustees for tenure. All three (3) faculty members are also being recommended for first promotion in rank to Assistant Professor.

The college is requesting that the following individuals be granted tenure effective at the beginning of the 2009-2010 contract year:

Heather Johnston	Social & Behavioral Sciences
Rebecca Mobley	Social & Behavioral Sciences
Kristina Schmid	Mathematics

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

(2) **Parking Capacity**

The I-70/I-71 split will be under construction shortly which will make it necessary for the College to move some of its parking lots since we are at the perimeter of the proposed construction area. The Board is being asked to approve an allocation of \$400,000 of which \$250,000 will be allocated from the Bond proceeds fund, and \$150,000 from the Capital Improvement Land Acquisition account for the purpose of creating new parking areas for the College.

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

(3) **Disposition of Real Property**

The City is interested in purchasing a parcel of land from the College. The purchase price is \$10,840 for .1058 acres of land. The Board is being asked to approve the sale of this parcel.

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

(4) **Awarding of Construction Contract**

The College wants to renovate space that is being vacated by the Public Safety Department in Union Hall for needed faculty offices. The Board is being asked to authorize the president, along with the Board Chair, to execute any contract for this purpose that exceeds \$50,000.00 but not to exceed \$60,000.00, and with subsequent affirmation of the Board at a later meeting so that construction will not be delayed.

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

(5) **Strategic Investments to Advance College Goals**

The Board previously approved five strategic goals to align the College's goals with those of the University System of Ohio, as well as the establishment of funds for specific strategic initiatives which are attached hereto as Exhibit "A." The Board is being asked to authorize the release of \$3,556,150 million of these funds in FY10 to invest in these strategic initiatives for the advancement of the College's goals as outlined in Exhibit "A." In addition, funding for the proposed initiatives outlined in the attached will be planned as three year initiatives as follows:

FY10	\$3,556,150
FY11	1,268,550
FY12	<u>1,135,300</u>
Total	\$5,960,000

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

(6) Student Scholarships

Last year, the Board approved \$3 million, \$1 million per year, for the “Think Again” scholarship. In order to maximize the effect of this scholarship, adjustments need to be made to the parameters under which the scholarship is awarded as follows:

1. Scholarship to be renewable for a second year;
2. Increase the annual award amount to \$1,500, and provide a second year up to \$2,500;
3. Eliminate the six credit hours enrollment requirement.

The Board is now being asked to approve an additional \$3.25 million over a three-year period from the FY09 budget for the “Think Again” scholarship. The Board is also asked to approve an additional \$250,000 for the Program Completion Last Dollar Scholarship fund for those students who run out of funds with only one or two quarters remaining to get their degree.

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

(7) Semester Conversion

The ten-year plan presented in the University System of Ohio included a change from quarters to semesters to move toward a common academic calendar for all public higher education institutions. Therefore, the Board is asked to approve the conversion from quarters to semesters for the College on or about the fall of 2012.

The Committee agreed to break the Board Action for semester conversion into two separate actions, one being a policy motion to authorize the change in calendar from quarters to semesters, and the second for approval of the allocation of the funds to begin the plan.

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

(8) Compensation Adjustments

The Board is being asked to approve a salary merit adjustment pool of 3.75%, totaling \$1,214,437 on an annual basis including benefits for non-union staff and administration; and \$936,967 which is an hourly rate for adjunct faculty of \$44.70 per contract hour. The Board is also being asked to approve a 3.75% increase in the hourly wage rate for part-time employees based on a positive evaluation. The requested increase pool would be \$2,400,000 from the general Fund and \$114,068 from the Auxiliary Fund.

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

(9) Operating Budget for FY2010

The Board is being asked to approve the FY 2010 Operating Budget for Columbus State Community College and the Auxiliary Enterprises as presented in “Exhibits B and C” respectively. It was noted that, depending upon what happens with the State funding, the budget may have to be resubmitted to the Board again in July.

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

(10) Personnel Information Items

There was no discussion of the personnel items; they are presented to the Board for informational purposes only.

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

(11) Financial Statements as of April 30, 2009

Ms. Gehr reported on the college's Financial Statements as of and for the ten months ended, April 30, 2009.

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

Executive Session

The Committee adjourned to Executive Session to discuss the president's evaluation at 2:23 p.m., and reconvened the regular meeting at 2:31 p.m.

There being no further business to come before the Committee, the meeting was adjourned.

Strategic Investments

The goal that is advanced by the proposed initiative(s), a description of the proposed initiative(s), the strategic initiative account from which the initiative(s) will be funded, and the amount of the proposed release of funds to be used over three years (FY10, 11, 12) are noted below.

GOAL #1: ACCESS

Initiative #1:

Enhancing the College's Web Presence: Columbus State's web presence plays a significant role in prospective and current students' access to the college and their retention. The college's ability to meet its access and success goals can be enhanced by improving the quality, timeliness and amount of information on the Columbus State Web site, improving the ease-of-use of the site, enhancing the presentation of information, and integrating all student services on the site by using the most current technologies, such as a Web portal.

Web Site Architecture Redesign Initiative

The initiative to redesign the college's web architecture will allow the college to best respond to the dynamic needs and demands of students and prospective students and to utilize technology advancements to promote access to Columbus State. This initiative will involve redesigning the overall college Web site to improve usability and appearance and to expand information on the site that is important and relevant to students and prospects. It will streamline the process for creating and updating the college's Web site and allow individual departments to update the information on their departmental sites while maintaining a consistent, cohesive, and attractive appearance and efficient architecture for the entire college site. This will help in recruiting students, giving students information to help them succeed, and making communication processes more effective and efficient.

Cost savings through added efficiencies will be possible when department Web sites will follow common templates, greatly reducing staff design time. Departmental Web coordinators will only have to update content, reducing time commitment, while improving the product.

Web Services Integration Initiative

Through this initiative Columbus State will further integrate all Web services for students, resulting in more efficient and user-friendly access to various services that are provided to students. Implementing a web portal and web content technologies will allow the college to bring disparate applications and services into a single, integrated Web presence environment. A Web portal is in line with making the college's services easier to access and use by students and faculty, by integrating multiple services in a single secure Web presence. The integrated portal will allow students to access all the college information they need (academic records, class schedules, college email, etc.) from one location, without having to log in to each system separately. The log-in site will also carry important messages and news from the college to make them better aware of services that can help them succeed, and each student can customize the site to carry the information most important to him or her.

Improved ease-of-access to information and services through the Web is significantly more critical than ever to promote Columbus State's many academic programs and to help students gain access to services that can help them succeed. These initiatives will allow the college to

significantly enhance its image and improve its ability to promote access to and success at Columbus State Community College.

Strategic Initiative Account: Technology
Amount: \$600,000

Initiative #2.

Marketing and Advertising Delaware Campus: A comprehensive marketing and advertising campaign for the Delaware Campus will begin this Spring and continue annually, focusing especially on increasing the enrollment of residents of Delaware and Union counties.

Particularly important will be the marketing that is done in the first three years as the college cements its footing in Delaware County with this new campus.

Strategic Initiative Account: Delaware Campus Operations
Amount: \$210,000

Goal #2 Success

Initiative #3.

Comprehensive Student Engagement Model: This comprehensive student engagement model will directly enhance retention and success of Columbus State students, including providing career assistance for students who have not yet selected a major. First, the model will be designed to connect in a systematic way all prospective, new, and returning students to academic, student service, and college social networks, with a focus on strengthening student learning and success. To do this existing staff will be leveraged through the expanded use of technology. In addition, the content and delivery of new student orientation and Columbus State's first year experience "first year orientation" course will be redesigned with a focus on student success skills, academic planning, building student learning communities and forging student identity with the college. Using data collected on the new student experience in their first quarter of study, specific intervention activities will be designed to increase student success and retention by improving in those areas indicated by the assessment.

Secondly, a specific counseling and academic planning program will be implemented that is designed to directly impact undecided students who have not yet selected a major or program of study at Columbus State. Both Columbus State data and national research show that students who do not declare a major early in their studies are much less likely to persist and succeed in college. The goal will be to assist new students with declaring a major by the end of their first quarter of study and to steadily reduce the overall pool of approximately 2,500-3,500 undecided students over three years of the initiative. Data will be collected to measure the impact on course completion, inter-quarter and autumn to autumn retention of students in order to determine the effectiveness of this intervention.

Strategic Initiative Account: Teaching and Learning
Amount: \$400,000

Initiative #4.

Expanded Tutoring System: Tutoring enhances success with course assignments and can provide a greater understanding of course materials. Tutoring has a direct correlation to retention of students in their courses through completion by providing a foundation for the course work ahead and ultimately leading to more students completing their programs of study.

Currently tutoring is offered by academic departments in different ways. With the increasing number of students, especially those needing tutoring services, improving the college's system of tutoring with a more structured approach to such services will not only allow for a greater alignment between the student and the services, but will also make the program easier to access and navigate. Further, the enhanced tutoring program will include a data-driven feedback loop that will yield information that faculty can use to continuously improve courses and programs.

Strategic Initiative Account: Teaching and Learning
Amount: \$850,000

Initiative #5:

Enhanced Adjunct Preparation: Quality instruction has long been the cornerstone of Columbus State's success. As the college continues to grow, its commitment to providing the training and resources needed to support all aspects of instruction must continue to evolve. This initiative focuses on expanding the training and on-going support of adjunct instructors. It provides for an expanded orientation for new adjuncts, increased interaction between adjuncts and full-time faculty in their departments and an expansion of the college's advanced adjunct training program. The result of this initiative will ensure that the college maintains the highest levels of quality in instruction leading to greater student satisfaction and success.

Strategic Initiative Account: Teaching and Learning
Amount: \$1,400,000

GOAL 4: SUSTAINABILITY

Initiative #6:

Document Management System: Consistent with its Sustainability and Access goals, the college will implement a Document Management System (DMS) to maximize efficiency in providing service to its students and employees, while increasing resource savings. The DMS for Columbus State is an enterprise scale system in which the college will manage the entire life cycle of documents. By taking advantage of modern technology, cost-effective and practical methods will be implemented to capture, produce, categorize and catalog, protect, share and distribute, archive and dispose of documents properly in digital format regardless of a document's origins.

The DMS will be an integral part of Delaware Campus operations from the beginning to facilitate and efficiently expand services provided on that campus, contributing to the goal of Access for students. These service improvements will also improve access for students on the Columbus campus and all off campus sites.

Cost savings realized through paper usage and duplication reduction, off- and on-campus warehouse and storage space reduction, improved access to documents for authorized personnel resulting in personnel time savings, and workflow management for all student and employee forms are a few ways that DMS will contribute to the Sustainability goal.

The DMS will also effectively assist in mitigating the risk and costs associated with regulatory compliance such as Family Education Rights and Protection Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA), and more.

Strategic Initiative Account: Technology
Amount: \$700,000

Initiative #7.

Health Care Self-Insurance: Over the last four years the college has positioned itself to more closely manage and control its health care costs. Health care is a vital benefit to employees and is an important recruitment and retention tool. In this initiative, consumerism, wellness, and health care education have been emphasized and promoted. At this juncture, it is prudent to move toward self-insurance. Self-insurance allows the college to better design insurance benefits and target efforts to contain experience rates. In addition, we can also partner with other institutions for services and pharmacy benefits so as to take advantage of economies of scale.

In order for this to work, seed money and transition funds are necessary. The college will save administration fees and will pay claims that are actually incurred. The college's insurance broker has reviewed the escrow account needs using actuarial analysis and past experience, and has determined that the \$1.5 million allocation approved by the Board in January 2009 is sufficient to launch a self-insurance program. A small portion of the funds will be needed in July to self-insure the dental and vision program. The balance of the funds will be used next spring when the health care program is bid.

Strategic Initiative Account: Health Care Self-Insurance Escrow
Amount: \$1,500,000

Initiative #8:

Health Care – Health Savings Account (HSA) Option: As part of its focus on wellness and consumerism its health care program, the college has advocated the use of Health Savings Accounts (HSAs). This focus incentivizes both consumerism and wellness because employees directly reap the benefits of prudent use of health benefits. As a participant in an HSA, an employee shoulders a high deductible plan (\$2,000 for a single; \$4,000 for a family). As an incentive to accept this plan, the college has split the deductible with the employees who are willing to share the risk and practice both consumerism and wellness. To continue to incent employees to stay in HSA plans, and to encourage others to participate, the program will need up to \$300,000 in FY10, a final amount to be determined subsequent to Open Enrollment which is held in May.

Strategic Initiative Account: Health Care HSA Incentive
Amount: Up to \$300,000

Columbus State Community College
Operational Budget Comparison
Proposed FY010 Budget Compared to RFY09 Budget

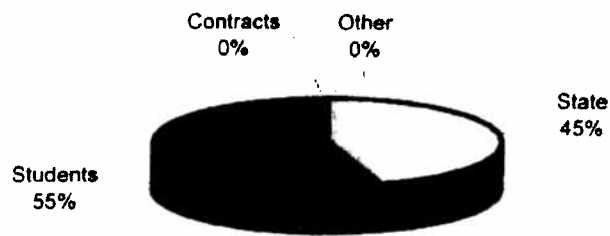
	(1) RFY09 Budget	(2) FY10 Proposed	(3) Difference	(4) Percent Increase/(Decrease)
Revenues				
Appropriations				
(a) Subsidy				
(b) Subsidy (1)	\$ 52,981,736	\$ 61,437,054	\$ 8,455,318	16.0%
(c) Access Challenge	6,202,382	-	(6,202,382)	100.0%
(d) Jobs Challenge	237,287	237,287	-	0.0%
	<u>59,421,405</u>	<u>61,674,341</u>	2,252,936	3.8%
Student				
(e) Tuition (2)	67,061,018	67,221,286	160,268	0.2%
(f) Fees (3)	4,529,209	4,895,921	366,712	8.1%
(g) Special courses	600,000	600,000	-	0.0%
	<u>72,190,227</u>	<u>72,717,207</u>	526,980	0.7%
Contracted Services				
Net	255,585	255,585	-	0.0%
	<u>255,585</u>	<u>255,585</u>	-	0.0%
Other				
(h) Interest	-	-	-	-
(i) Miscellaneous	250,000	250,000	-	0.0%
	<u>250,000</u>	<u>250,000</u>	-	0.0%
(j) Total Revenues	<u>132,117,217</u>	<u>134,697,133</u>	2,779,916	2.1%
Expenditures				
(k) Educational & General				
(l) (Instructional) (4)	89,104,135	73,399,372	4,295,237	6.2%
(m) Library	1,721,302	1,733,214	11,912	0.7%
(n) General (5)	10,712,626	10,629,986	(82,640)	0.8%
(o) Information Technology	10,835,735	11,889,075	1,053,340	9.7%
(p) Student Services	10,094,252	10,087,365	(26,887)	0.3%
(q) Operation and Maintenance of Plant	12,724,730	13,140,570	415,840	3.3%
(r) Administration (6)	6,893,807	6,535,645	(358,162)	5.2%
(s) Additional Payroll Items	-	2,400,000	2,400,000	100.0%
(t) Operational Expenses	<u>122,086,788</u>	<u>129,795,227</u>	7,708,441	6.3%
(u) Transfer for equip. and replacement	3,000,000	2,200,000	(800,000)	26.7%
(v) Transfer for debt service	1,548,819	1,548,819	-	0.0%
(w) Transfer for capital improvements	-	-	-	-
(x) Total expenditures & transfers	<u>126,635,605</u>	<u>133,544,046</u>	6,908,441	5.5%
(y) Operational Revenues	<u>\$ 5,481,612</u>	<u>\$ 1,353,087</u>	\$ (4,128,525)	75.3%

Notes

- (1) State subsidy assumes half the increase proposed for Columbus State, as projected at this time by Ohio Board of Regents
- (2) Tuition revenue assumes enrollment equal to FY09 and no tuition increase per proposed biennial budget. Sub HB1
- (3) Fee revenue includes Lab Fee Income and other student based fees
- (4) Proposed increase provides for 8 new faculty positions and adjunct budget necessary to support enrollment
- (5) General includes Planning & Construction, Human Resources, Office Services, Institutional Adv., KRP, Diversity & Inclusion and Development Office
- (6) Administration includes VP BAS, President's Office, & Business Office

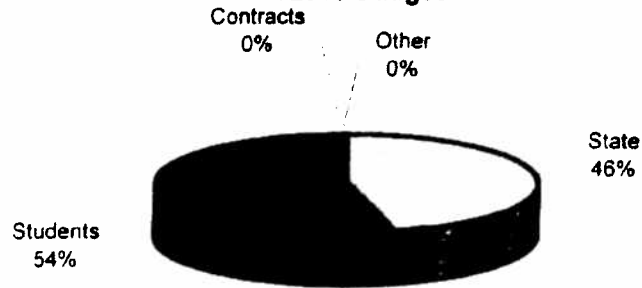
FY 10 PROPOSED OPERATING BUDGET REVENUES May, 2009

FY 2009 Revised Budget



\$132,117,217

FY2010 Budget



\$134,897,133

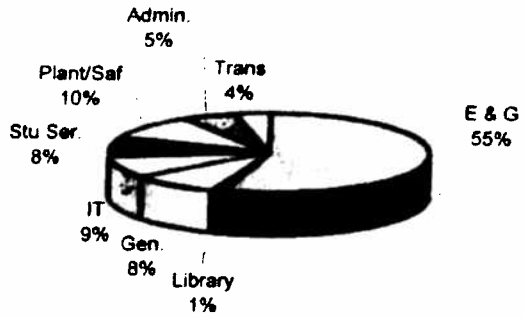
**Columbus State Community College
Auxiliary Services Fund Proposed FY 2010 Budget**

<u>Revenues</u>	RFY09 Budget	FY10 Proposed	Increase (Decrease)	Percent Change
Bookstore	2,701,334	2,882,294	180,960	6.7%
Child Development Center	957,608	965,895	8,287	0.9%
Food Services	342,412	352,298	9,886	2.9%
Bridgeview	447,100	487,102	40,002	8.9%
Total	\$ 4,448,454	\$ 4,687,589	239,135	5.4%
<u>Expenses</u>				
Bookstore	2,688,306	2,216,393	(471,913)	-17.6%
Child Development Center	1,129,847	1,189,332	59,485	5.3%
Food Services	74,130	74,943	813	1.1%
Bridgeview	480,274	525,527	45,253	9.4%
Total	4,372,557	4,006,196	(366,361)	-8.4%
<u>Net Income/(Loss)</u>				
Bookstore	13,028	665,901	652,873	5011.3%
Child Development Center	(172,239)	(223,437)	(51,198)	29.7%
Food Services	268,282	277,354	9,072	3.4%
Bridgeview	(33,174)	(38,425)	(5,251)	15.8%
Total	75,897	681,393	605,496	797.8%
Marketing*	41,761	142,587	100,826	
Administrative Salaries	-	424,738	424,738	
Add'l Payroll Items	-	114,068	114,068	
	41,761	681,393		
Total Auxiliary Net Income	\$ 34,136	\$ 0	(34,136)	-100.0%

* Marketing expenses for Auxiliary Enterprises were in part paid in FY09 from the General Fund.
For FY10, all auxiliary marketing expenses are budgeted in The Auxiliary Fund.

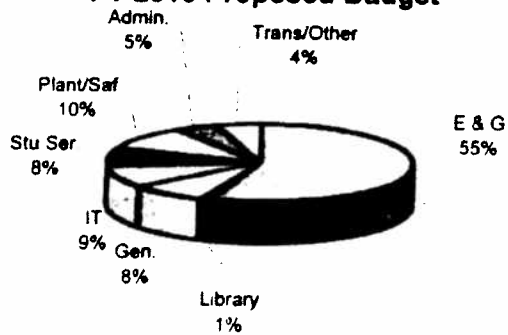
**COLUMBUS STATE COMMUNITY COLLEGE
FY 10 PROPOSED OPERATING BUDGET EXPENDITURES
May, 2009**

FY 2009 Revised Budget



\$126,635,605

FY 2010 Proposed Budget



\$133,544,046