

COLUMBUS STATE

COMMUNITY COLLEGE

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A G E N D A BOARD OF TRUSTEES MEETING

Thursday, September 22, 2016

**Workforce Development Building
315 Cleveland Avenue, Room 404**

6:00 p.m.

- I. Call to Order
- II. Roll Call
- III. Certification of Conformity with Section 121.22 (F) of the Ohio Revised Code
- IV. College's Mission and Vision Statements
- V. Opening Remarks from Chair Flowers
- VI. Opening Remarks and Introductions from President Harrison
- VII. Guest – Mr. Jack Hershey, President & CEO, Ohio Association of Community Colleges (OACC)
- VIII. Approval of Minutes
- IX. Revise Current Policy No. 3-02, Employment 1
- X. Awarding of Emeritus Status 3
- XI. Approval of 2016 Efficiency Report 7
- XII. Adopt New Policy No. 3-47, Suicide Prevention and Response..... 28

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

XIII. Revise Current Policy No. 5-10, Course Outlines and Syllabi..... 31

XIV. Revise 2016 Dates for the Committee of the Whole and Board of Trustees Meetings..... 33

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and Jefferson Avenue, Columbus, Ohio..... 34

XVI. Financial Statements as of, and for the two months ended August 31, 2016..... 44

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XVIII. President’s Report

XIX. Old Business

XX. New Business

XXI. Public Participation

XXII. Executive Session (*if needed*)

XXIII. Adjournment

President’s Office/Iss

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



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Revise Current Policy No. 3-02, Employment

BACKGROUND INFORMATION:

Columbus State is committed to the success of all students. As one of the most diverse institutions in Ohio, we seek to reflect the demographics of Central Ohio and leverage the College's and our region's rich diversity for the benefit of our local and global communities. The proposed revisions to College Policy No. 3-02 reflect the College's commitment to a comprehensive approach to diversity including proactive recruitment efforts to reach diverse candidates, fair recruitment and selection practices consistent with the Equal Employment Opportunity Act, and programs to retain and advance employees from underrepresented populations.

RECOMMENDATION:

That the Board of Trustees revises current Policy No. 3-02, Employment, effective September 22, 2016.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

EMPLOYMENT
Policy No. 3-02
Page 1 of 1

Effective March 28, 2013

DRAFT

- (A) Columbus State Community College ACTIVELY SEEKS TO CULTIVATE believes- in a globally diverse and multicultural environment that promotes equal opportunities to all applicants and employees. This is MOST OFTEN achieved through a competitive recruitment and employment process that provides qualified and diverse employees APPLICANTS. TO THAT END, COLUMBUS STATE WILL UNDERTAKE PROACTIVE RECRUITMENT EFFORTS TO REACH DIVERSE AUDIENCES, ENSURE FAIR RECRUITMENT AND SELECTION PRACTICES CONSISTENT WITH THE EQUAL EMPLOYMENT OPPORTUNITY ACT AND ESTABLISH PROGRAMS TO RETAIN AND ADVANCE EMPLOYEES FROM UNDERREPRESENTED POPULATIONS.
- (B) The President will establish procedures for the establishment and revision of job descriptions.
- (C) The President will establish procedures for the employment of full-time faculty and administrators.
- (D) The President will establish procedures for the employment of full-time staff.
- (E) The President will establish procedures for the employment of part-time staff.
- (F) The President will establish procedures for the employment of adjunct instructors.
- (G) The President will establish procedures for the employment of part-time college work study students.
- (H) The final determination of all hiring decisions rests with the President.
- (I) THE PRESIDENT WILL ESTABLISH PROCEDURES FOR THE SALARY PLACEMENT OF STAFF AND MANAGERIAL NEW HIRES.
- (J) THE PRESIDENT WILL ESTABLISH PROCEDURES FOR THE ESTABLISHMENT OF THE DEFINITION OF HARD-TO-RECRUIT POSITIONS FOR STAFF AND MANAGERIAL NEW HIRES.

Last Effective Dates: June 1, 2010
August 21, 2000



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Awarding of Emeritus Status: Associate Professor Susan Donohue, Allied Health Programs
Ms. Jennifer Leggett, Office of the Registrar
Dr. Andrew Rezin, Chair, Automotive & Applied Technologies
Professor Carolyn Steffl, Justice & Safety
Professor Amy Weber, Nursing

BACKGROUND INFORMATION:

Board of Trustees Policy 3-23 enables the conferral of emeritus status upon the retirement of an employee in recognition of outstanding service to the College. Requirements for consideration of emeritus status include at least fifteen years' employment by the college and favorable recommendations by the administrators in the employee's chain of authority.

RECOMMENDATION:

That the Board of Trustees grant emeritus status to Associate Professor Susan Donohue, Ms. Jennifer Leggett, Dr. Andrew Rezin, Professor Carolyn Steffl, and Professor Amy Weber.

Emeritus Status: Susan Donohue

Sue Donohue retired December 19, 2015 from Columbus State Community College after 30 plus years of service to the college. She deserves to be considered for emeritus status for her commitment to excellent teaching as well as her contributions to Columbus State Community College overall.

Sue stayed well connected to the community. She had great advisory committee attendance and support of her programs. She worked well with affiliates in securing sites for clinical placement which is a critical process for the program. Sue had a great reputation throughout the medical community, especially with former graduates. Sue continued to stay current in her medical profession and in her teaching. She also worked hard with the accreditation process for the Respiratory Care Program.

Sue provided quality service to the department, division, and college. She provided input and support by being a member of the Foundations of Excellence Project, Assessment Committee, Instructional Council, Reaffirmation of Accreditation Project, Division Curriculum Committee, COLS 1100 Committee, just to name a few of the most recent.

For these reasons and many more, Sue Donohue deserves the award of *Professor Emeritus*.

Emeritus Status: Jennifer Leggett

Jennifer Leggett, a pillar of the Columbus State Community College family, will retire on June 30, 2016. Jennifer began her career at Columbus State Community College in 1980 as a Work Study Student Employee. She became a part-time employee in May of 1981 and moved to full-time in April 1986. Jennifer has worked in many departments over the past 35 years, including Developmental Education, Cashiers Office, Financial Aid, Sports and Fitness Management and, of course, the Office of the Registrar.

Jennifer has had many different responsibilities within the department, such as Grade Change Forms, N Credit Forms, X Credit Forms, Transcript Requests and much more. She has also spent many hours working at the Registration Desk/Window. Jennifer has been the primary contact for rebuilding student records and researching and resolving duplicate record issues. She also assisted with the graduation ceremonies for many years.

Jennifer completed her State Board exams for Phlebotomy and Emergency Medical Services in 1985. She began teaching courses in EKG, Medical Terminology and Basic Life Support/First Aid in 1988. She also worked as an EMS dispatcher for Columbus State in 1990. From the late 1980's to the early 1990's she was the Cheerleading Coach. She started as an Assistant Cheerleading Coach and was promoted to Head Cheerleading Coach.

In 1993, Jennifer received her Associate of Technical Studies degree in Allied Health with a minor in Business Management from Columbus State Community College. She received her Bachelor of Science degree in Organizational Management from Wilberforce University in 1995.

Jennifer was named Columbus State Staff Member of the Month twice during her career! The first appointment was in the late 1980's and the second was during the 1990's. She has also been recognized as an Office of the Registrar Team Member of the Month. Jennifer has shared her resilient and resourceful leadership on numerous committees including Staff Advisory Council, Shared Governance, AQIP, Leadership, Switch to Semesters and many more.

Jennifer has shared her skills and expertise with the staff of the Office of the Registrar and we have all learned a lot from her.

Jennifer has been the records resource specialist beyond measure!!!

Emeritus Status: Andrew Rezin

Dr. Rezin began his career at Columbus State Community College as an adjunct faculty member teaching in the Automotive and Skilled Trades disciplines. He later became the Chairperson managing Automotive, Skilled Trades, Welding and Heating, Ventilation and Air Conditioning Technologies. Since that time Dr. Rezin has consistently demonstrated his strong commitment to his students, faculty, management, the college, and the Industry he serves.

He consistently went above and beyond the requirements of his position to ensure that the technologies he managed continued to have a success rate for our students as well as the college. He worked tirelessly to ensure that his Advisory Board Members in each of the disciplines provided up to date information on the industries they represented. He continued to improve all of the programs under his direction and provided high creditability for students graduating with Certificates and Degrees to the various industries he was associated with. Dr. Rezin ensured that all of his faculty were supported with what they needed to promote and deliver programs with top quality and relevant learning. Through his dedication to other community groups he improved the image of the college and the programs he represented.

Emeritus Status: Carolyn Steffl

Carolyn Steffl's request comes as a result of 30 plus years of experience at Columbus State and her lifetime commitment to the EMS profession. Even though Carolyn has retired she continues to be involved with the EMS Program as a tutor and mentor to the students.

Carolyn has been a Registered Nurse since 1970 and gained experience working at Mount Carmel East and Mount Carmel West intensive care units and Riverside Hospital emergency department. She was also crossed trained as a paramedic. This brought a wealth of clinical knowledge to the EMS program and her students at Columbus State. She is an asset to the EMS Program and an asset to the department. Her experience as an EMS professional instructor and her institutional history make her an ideal candidate for emeritus faculty status.

Emeritus Status: Amy Weber

Amy Weber retired at the end of spring semester 2016, with 26 years of teaching at CSCC with 17 of those years at the Professor level. Some highlights of Amy's career include:

- Course Leader for over 23 years
- Chairperson of various nursing committees: by-laws, faculty development, admissions, and curriculum
- Mentoring many new full time faculty
- Member of Division and College committees: Academic Pathways, Division Tenure and Promotion Committee
- Clinical Nurse Specialist in pediatrics for many years
- Certified Nurse Educator for 5 years (highest certification for nurse educators)
- Member of Sigma Theta Tau (nursing honor society)

In addition to her many roles as educator, advisor, and mentor to students, Amy has served her community by providing many volunteer hours including adult health teaching at her church and pediatric health teaching at numerous day care facilities. She was also an active participant on the Hilliard Shade Tree Commission.

Amy's service to the college, community, and the nursing profession are exemplary.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Approval of 2016 Efficiency Report

BACKGROUND INFORMATION:

In February 2015, the Governor issued an Executive Order creating the Task Force on Affordability and Efficiency to report to the Governor and General Assembly by October 1, 2015 on recommendations for state-sponsored institutions of higher education to be more efficient, offering an education of equal or higher quality while decreasing their costs at the same time. Section 369.560 of the House Bill 64 of the 131st General Assembly, the biennial budget bill, required Ohio's institutions of higher education to complete an efficiency review, based on the Task Force's recommendations, by July 1, 2016, and to submit their findings and implementation plans to the Chancellor by August 1, 2016. The College's 2016 Efficiency Report was submitted by the required date, pending Board approval, as allowed.

Columbus State's report has been developed by members of an internal efficiency work group using templates provided by the Ohio Department of Higher Education. The report is organized according to the three broad sections of the Task Force recommendations: Operational Efficiencies, Academic Practices, and Policy Reforms. Institutions were also required to submit a table showing Cost Savings, Redeployment of Savings & Tangible Benefits to Students and five-year goals for institutional efficiency savings and new resource generation.

Columbus State's work group developed the 2016 Efficiency Report by conducting a broad review of ongoing efficiency initiatives underway at the College and consulting with leadership in other areas specified by the Task Force recommendations. The 2016 Efficiency Report presented today includes many implementation plans that build upon current efficiency measures that support our commitment to stewardship, affordability and student success.

RECOMMENDATION:

That the Board of Trustees adopts the College's 2016 Efficiency Report as submitted to the Ohio Department of Higher Education, effective September 22, 2016.

COLUMBUS STATE

COMMUNITY COLLEGE

August 1, 2016

Dear Chancellor Carey,

Attached you will find Columbus State Community College's efficiency review based on the report and recommendations of the Ohio Task Force on Affordability and Efficiency in Higher Education, as required under Section 369.560 of the House Bill 64 of the 131st General Assembly. The attached responses are pending approval from the Columbus State Board of Trustees, which is expected in September.

The Task Force addressed many prudent efficiency measures within its recommendations. Providing students affordable opportunities to successfully earn degrees and certificates is a guiding principle at Columbus State. Our commitment to stewardship, affordability and student success is demonstrated by strategic partnerships, investments, and fiscal diligence, including the following:

FINANCIAL STEWARDSHIP AND EFFICIENCIES

- Forgoing tuition increases for 6 ½ years during the most recent recession, resulting in nearly \$30 million in tuition savings for our students and forgone revenue for the College.
- Maintaining the lowest in-state tuition rate of any non-levy community college.
- Releasing non-essential business services by selling our golf course, closing the child development center, and redeploying other assets to focus on our core mission of access, affordability, and completion.
- Developing extensive shared-services arrangements with strategic partners, including Reynoldsburg School District, Marysville School District, Columbus City Schools, Ohio University, Franklin University, and the Columbus Metropolitan Library.

MAKING COLLEGE AFFORDABLE THROUGH STRATEGIC PARTNERSHIPS

- Partnering with nine universities through the **Preferred Pathway** program guarantees admission for our graduates toward affordable 2+2 and 3+1 bachelor's degree programs. The College leads the State in the number of students earning certificates and transferring to four-year institutions. By completing freshman and sophomore years at Columbus State, Preferred Pathway students save 40% or more off a bachelor's degree.
- Partnering with more than 60 school districts in eight counties to offer dual credit opportunities allows students to fully realize the benefits of the State's **College Credit Plus** program. To advance the success of this program, the College allocated \$1 million in reserves to fund textbooks for **College Credit Plus** students in the first year of the program. This past autumn more than 2,400 students enrolled at Columbus State earning more than 11,200 credits. This is an increase of approximately 120% with student success

DAVID T. HARRISON Ph.D. PRESIDENT

rates exceeding 90% (demonstrated by obtaining a C or better and excluding withdrawals).

- Aggressively reducing textbook costs, saving students \$3.1 million since July 2012.

QUALITY ACADEMIC PROGRAMMING AND SUPPORT TO ADVANCE STUDENT SUCCESS

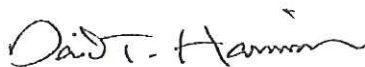
- Reducing achievement gaps for low income students and students of color. Initial data show that gaps have closed by 50% for low income students and 24% for students of color. These results have earned the College the distinction as an *Achieving the Dream Leader College*, a national designation that has been awarded to 19 community colleges committed to improving student success and closing achievement gaps.
- Reducing students' time to degree and remediation while insuring success through intensive advising, early alert interventions, and increased career services.
- Digitizing content in more than 45 course curricula and textbooks and creating digital objects grounded in proven learning theories designed to make course content more dynamic and interactive.
- Investing in competency based self-paced learning.

These initiatives are made possible through aggressive reallocations, prudent budget management, and implementation of new and more efficient processes, which have yielded savings or prevented large cost increases. For example, Columbus State's FY15 expenses were nearly flat compared to expenses in FY10, the year before adding a new campus in Delaware.

Our student success investments are showing promising results. Success initiatives often cost more, generate less revenue (or both) and require an ongoing investment for intended results to be achieved. Great gains have been made in removing barriers to student success, reducing achievement gaps, and making college more affordable, and we look forward to partnering with you to ensure that these gains will continue.

Thank you for your continued support in helping Columbus State meet the affordability and educational needs of our students and the workforce and civic engagement needs and expectations of the Central Ohio region. Please let me know if we can provide you any additional information.

Respectfully,



David T. Harrison
President

DAVID T. HARRISON Ph.D. PRESIDENT

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

No response required.

Master Recommendation 2 | Five-year goals: Each institution must set a goal for efficiency savings and new resources to be generated through fiscal 2021, along with a framework for investing those dollars in student affordability while maintaining or improving academic quality.

See "Five-Year Goal for Institutional Efficiency Savings and New Resource Generation" template at the end of the document.

Section I: STRATEGIC PROCUREMENT

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

Currently the College does not have the systems capability to track utilization rates of College contracts. Accordingly, Columbus State will survey other community colleges and determine their ability to track utilization rates and determine what it would take for Columbus State to have more detailed tracking. The College does, however, have data about the usage of the Inter-University College-Purchasing Group (IUC-PG) contracts and will analyze these data as well as overall spending to find additional opportunities for more efficient and affordable purchasing. In the short term, Columbus State will make the list of College contracts available to purchasers and encourage usage of these contracts.

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

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

Columbus State makes extensive use of group purchasing contracts including IUC-PG, Educational and Institutional Cooperative (E&I), State of Ohio, US Communities and others, resulting in \$772,000 in lower costs that would not have otherwise been achieved in FY15. The College is currently reviewing and updating its Purchasing policies and procedures. Procedures now support bidding for goods or services centrally, which allows bids received to be compared to prices available through group purchasing organizations. The College will review its Purchasing policies and procedures to clarify under what circumstances the College can make the decision to not use a contract through a group purchasing organization without going to the College's Board of Trustees for approval, and under what

circumstances Board approval would be necessary. Any Purchasing Policy changes will be approved by Columbus State's Board of Trustees.

Contract Type	Is the institution participating in joint contracts? [yes, no, plan to]	Include additional explanation here if needed. If the institution chooses not to participate, please explain why.
Copier/printer services	No	The college is currently under contract with Ricoh, which was competitively bid by the College after reviewing all available group purchasing contracts. The current contract expires in July 2017. In early 2017 the IUC-PG agreement will be reviewed.
Computer hardware	No	The College competitively bid computer hardware in the past year. Purchasing will work with IT when the next need arises and will review the IUC-PG agreement.
Travel services	No	The College does not contract with any travel agency and does not plan to in the future. The cost to hire a travel agency would make it prohibitive. The College has adequate staffing currently to handle travel needs in-house.
Outbound shipping	No	The volume of outbound freight is very low. The majority of College shipping expenses are incurred by the Bookstore that uses a group purchasing contract with discounted pricing.
Scientific supplies & equipment	Yes	The College is currently using the IUC-PG agreement for scientific supplies.

Section II: ASSETS AND OPERATIONS

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

Columbus State regularly conducts business planning to determine whether the College's non-core assets should be sold, leased, or re-purposed. As a result, most of its underperforming assets have been eliminated over the last four years:

- Columbus State's 9-hole Bridgeview Golf Course was closed in May 2013 and sold in June 2013.
- The College's Child Development Center was closed in May 2013. The space formerly used for this program has been repurposed to align with College priorities, including *College Credit Plus*.

The College also regularly reviews leased space to ensure that locations and facilities are meeting the academic and workforce needs of the Central Ohio Region:

- In January 2013, Columbus State's regional learning center in Reynoldsburg opened, bringing a new level of educational opportunities to the area. Co-located with Reynoldsburg High School (Livingston Campus), the Center represents a true shared service agreement including

classrooms, labs and a new Health Sciences lab. The agreement with Reynoldsburg City Schools allowed Columbus State to terminate two commercial leases for the Groveport and Gahanna regional learning centers which closed in 2013 and 2014 respectively.

- In September 2015, Columbus State moved its regional learning center in Dublin into the Integrated Education Center on Ohio University’s Dublin Campus where the College and Ohio University are establishing 2+2 Preferred Pathway programs.

The College will be upgrading its dining spaces in FY17 to transform its current café into a high-energy student learning environment, making better use of the space during non-meal times, as well as creating other smaller dining kiosks around the campus. Upgrades are also anticipated to provide partnership opportunities for enhanced services and offerings to students - including instructional opportunities for students in the Culinary and Hospitality program.

Over FY17 the College will complete intensive facilities’ assessments that include five components: Americans with Disability Act (ADA) compliance, Computerized Maintenance Management System (CMMS), Space Utilization, Building Needs, and Energy Master Plan.

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

As an institution whose enrollment peaked at 32,000 students in autumn 2011 and then experienced a 25% decline in enrollment the following autumn, Columbus State has managed its way through significant enrollment fluctuations. In fact, FY15 operational spending was essentially equal to FY10 operational spending, the year prior to opening a second campus which added approximately \$5 million in operating costs. This period of time included 6½ consecutive years during which the College did not increase tuition. Managing in this context required the College to constantly assess its business operations and its potential for partnerships.

For example, over the past year the College has extensively reviewed its purchasing processes to identify areas for potential improvements, which has resulted in using the Document Management System (DMS) to reduce costs of off-site storage, expedite processing by electronic routing of documents, and piloting the use of procurement cards (P-Cards) for many small-dollar purchases. The company, ADP, has been used for many years for processing payroll tax submissions and W-2’s, which is managed more efficiently given limited internal resources in this area. The College has also reviewed its method of providing transcripts to students resulting in a contract that is not only providing better services to students but also yielding savings to the College. Other operations that have been reviewed include enrollment verifications, financial aid, and human resource business processes.

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

Dining	Columbus State uses a private operator with expertise in dining services and has contracted out these services for over 25 years. While important to have food on campus for students, staff and visitors, dining services are not the College’s core mission, and therefore, a private operator can run the
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	operation more efficiently. Columbus State has bid its contract twice in the last 10 years.
Student Health Services	The College has not offered student health services for over a decade. For some time, the College had an agreement with an insurance provider to offer a plan with limited coverage but enrollment never reached levels for the program to be sustained. The program was not administered or funded by the college; students contracted directly with the insurance company. A subsequent attempt to attract another provider through an RFP process was unsuccessful (no proposals were received).
IT Help Desk	Columbus State runs its Help Desk in-house. Recently, the College engaged in a teleconference, led by Cuyahoga County Community College (Tri-C), to explore what other colleges are doing to gain efficiencies for these services. Columbus State is currently in the process of upgrading its platform for serving distance and digital learners and others who take courses outside the “normal” classroom schedule. The changes will allow self-service capabilities for students and employees to report problems 24 hours a day, seven days a week. This transition is expected to be completed over the next year.
Janitorial	These services are currently outsourced to a private vendor and will be re-bid in FY17. The College also uses services provided through the Department of Administrative Service’s Community Rehabilitation Program that assists State agencies and political subdivisions to purchase supplies and services offered by work centers which employ people with work-limiting disabilities.
Landscaping	These services are currently provided in-house.
Facilities Management	Columbus State’s Facilities’ staff manages the majority of maintenance needs and supplements as necessary with contracted services.
Real Estate Management	The College has limited real estate management needs. The majority of the work is managed internally.
Parking	The College self-manages its parking operations. A parking and transit strategy will be developed in the coming year.

The OACC CFOs meet monthly and have committed to review over the next year the operations identified by the Task Force to understand how each college addresses these needs, and the efficiencies/savings realized, to discuss whether regional cooperatives could be beneficial.

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

Columbus State is always looking for win-win opportunities with strategic partners and has a number of them that are academic, operational or both. Columbus State partners with nine four-year institutions through its Preferred Pathway Program. The College also has agreements with over 60 school districts in eight counties for the State’s *College Credit Plus* program. These partnerships are managed through the Central Ohio Compact: http://www.csc.edu/about/summit/pdf/CST-016%20CentralOHCompactBoard_3_1.pdf.

The College also partners with others for space and parking resources when these partnerships do not compete with the College's ability to deliver its mission. Parking resources have been shared at the Columbus Campus with the Columbus College of Art and Design (CCAD) and the Columbus Art Museum. Other operational partnerships include is the College's pouring rights contract and its partnership with the credit union and Education First.

A partnership between Columbus Metropolitan Library (CML) and Columbus State provides a "Columbus State Virtual Computer Commons" icon on the desktop of CML computers that enables students to work as if they are in a Columbus State computer lab. This is especially beneficial for students seeking access to Columbus State library resources and for distance learning students who may prefer to access their distance learning courses or other services available on the Columbus State network (library, shared drives, etc.) from any CML branch library, thus creating a "Computer Commons in the Community" throughout the city. Also, the library at Columbus State offers any of its students, faculty and staff the opportunity to obtain a CML borrower's card at its library reference services desk. With proper identification, librarians can issue a card so that the patron may use all of the services of CML at any branch library.

A partnership between the Delaware County District Library (DCDL) and Columbus State provides equivalent services of a branch public library in Moeller Hall at its Delaware Campus Learning Center. Thousands of DCDL library books and videos and access to electronic resources are available to Columbus State students, faculty and staff, as well as community members who can also obtain a DCDL borrower's card at the Columbus State Learning Center service desk."

Partnerships/Sponsorships*	Description
Ohio University	Preferred Pathway 2+2 and shared space on OU's Dublin Campus
Ohio State University	Preferred Pathway 2+2
Franklin University	Preferred Pathway 2+2 and 3+1, shared space at Columbus State's Delaware Campus
Capital University	Preferred Pathway 2+2
Otterbein University	Preferred Pathway 2+2
Miami University	Preferred Pathway 2+2
Ohio Dominican University	Preferred Pathway 2+2
Ohio Wesleyan University	Preferred Pathway 2+2
Columbus College of Art and Design	Preferred Pathway 2+2
Columbus City Schools	Credits Count – a partnership with AEP and Columbus City Schools to work with students and their families in exploring STEM (Science, Technology, Engineering, Mathematics) fields and help students fill in learning gaps so that they are ready to study college-level courses while still in high school.
Reynoldsburg City Schools	Shared space and provides college student support services at Reynoldsburg High School (Livingston Campus)
Marysville School District	Early College High School

Seven Central Ohio high-poverty school districts	Investing in Innovation (i3) grant to support Early College High School implementation in seven high-poverty districts in Central Ohio that includes implementation of a standards-based early college high school curricula and a comprehensive professional development and coaching program
CCAD, Columbus Museum of Art	Parking
Over 60 Central Ohio School Districts in eight counties	Alternative Funding Agreements through <i>College Credit Plus</i>
Capital University, Central Ohio Technical College, Columbus College of Art and Design, DeVry University, Franklin University, Mt. Carmel College of Nursing, Ohio Dominican University, Otterbein College, Pontifical College Josephinum	Higher Education Council of Columbus Cross Registration Program (HECC) – enables full-time undergraduate students to attend any HECC home institution (where the student is registered full-time) to register at another HECC member host institution for certain credit courses not available at the student’s home institution.

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

Section III: ADMINISTRATIVE COST REFORMS

Recommendation 5A Cost diagnostic: Each institution must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the institution — how many employees managers typically oversee, by the manager’s function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

Columbus State has a number of tools in place to monitor its spending, its revenue, and perform financial analyses. A multi-year trend report is regularly updated with enrollment, expenditure and revenue information. This report clearly shows that enrollment is the primary revenue driver.

In addition, the College has developed an Instructional Cost Model (ICM) where revenue and expenditures are allocated down to the course section level. The ICM has been used for many analyses over the years. For example, it was used when the College switched from quarters to semesters to ensure that changes were not resulting in an increase to students’ costs of attendance. It was also used when determining the financial viability of moving the regional learning center in Dublin to Ohio University’s new campus in Dublin. Most recently, the College has been reviewing how this information can be displayed in a dashboard format for faculty. To better inform this review, Columbus State reached out to Yavapai College in Prescott, AZ, who has a dashboard that uses benchmark information from the National Community College Benchmarking Project. This work has highlighted the fact that the biggest cost driver for instructional costs is the student-teacher ratio of a course. The plan is to finalize

the metrics for a dashboard over the next year and begin working with faculty so that this becomes a tool that informs their work.

Finally, distribution of employee costs is currently completed monthly and reviewed bi-annually in preparation for budget planning. The span of control for managers across the institution will be improved through the implementation of Position Control within the College's enterprise system.

Recommendation 5B Productivity measure: The Department of Higher Education developed a common measurement of administrative productivity that can be adopted across Ohio's public colleges and universities. While the measure should be consistent, each institution should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high volume environments vs. high-touch ones.

Columbus State has reviewed the initial Productivity Measure released by the Ohio Department of Higher Education. The results show Columbus State falling generally in the middle of the pack with regard to each measure while doing slightly better on the productivity measures than the efficiency measures. Having consistent benchmarks for the community college sector is critical in determining where improvements might be possible. Before conclusions can be drawn, however, it is important that the College gain a better understanding of how positions are assigned categorically through HEI by all community colleges so that the efficiency measures are comparable. Also, the cost of doing business from county to county is different which may drive costs higher in Central Ohio as opposed to more rural areas. The College will add this to its ongoing cost diagnostic work.

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

Columbus State has made some changes to its organizational structure over the past few years to better align leadership assignments to goals within each area. For example, Completion Advisors were moved from the Executive Office of Enrollment Management and Student Services to the Executive Office of Academic Affairs. Also, the dean position of Columbus State's Delaware Campus was broadened to include the regional learning centers at Reynoldsburg, Westerville, Dublin, Bolton Field, and South-Western at Grove City. Over the next couple years, the College will review its organizational structure in light of supporting its priority work around pathways for students in grades 9-14 who start their postsecondary work in high school.

Recommendation 5D Health-care costs: Like other employers, colleges and universities have experienced rapid growth in health-care costs. To drive down costs and take advantage of economies of scale, the Department of Higher Education has convened a working group to identify opportunities to collaborate. While no information on healthcare costs is required in this year's survey, please feel free to share ideas that the institution believes may be helpful for the working group to consider.

Any reforms considered by the State's working group should allow for choice and autonomy for each institution since there is no one-size-fits-all approach. Initiatives that have saved Columbus State on health care costs that the State's working group may want to consider studying include:

- Joining the Health Action Council (HAC): This collaboration has minimal cost per year but adds great value. Both public and private employers (i.e., Nationwide Insurance) can join. It provides purchasing power and economies of scale with autonomy. Columbus State had its health benefits, vision, and dental plans prior to the collaboration but were able to continue managing them along with the HAC contract – allowing the same benefits to be provided but at a lower cost. HAC also provides legislative updates, educational opportunities, and collaborative meetings where members work together for additional opportunities.
- Implementing a wellness plan program called "Health Rewards": This program is optional to employees but those who choose not to participate pay more for healthcare. With a participation rate of 75%, this program has been effective at incenting employees to obtain recommended preventative exams that inform them about their health which in turn motivates healthier lifestyles.

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

Columbus State is moving its primary data center to the SOCC in FY17. This will be more cost effective for the College, free up valuable space for more student-centric purposes, and improve data security and mitigate risk.

Recommendation 5F Space utilization: Each Ohio institution must study the utilization of its campus and employ a system that encourages optimization of physical spaces.

The College's Board of Trustees adopted a master plan in July 2013. The plan focused on advancing the College's three strategic goals – student success, workforce development and civic engagement. The College serves students at its two campuses and is continually expanding its reach through partnership-driven regional learning centers, expanded access to technology-enhanced learning, and collaborative relationships with K-12 districts, colleges and universities, libraries, and other partners.

As part of the master planning process, utilization of current office and office support space was analyzed on the Columbus Campus, Delaware Campus and five of the eight regional learning centers at that time (two were exempted from the model as they did not have dedicated office facilities). Another review focused on scheduling and the use of existing classrooms and class labs at the Columbus Campus. This latter review helped the College to more strategically schedule courses, which in turn improved the utilization of space.

In 2013, Columbus State celebrated its 50th anniversary. Since its inception, the College has grown substantially with current facilities measuring approximately 1.8 million sq. ft. Since many Columbus Campus facilities are at, or exceeding 40 years of age, the College is seeing an increase in deferred maintenance every year. As already mentioned, during FY17 the College will complete intensive facilities' assessments, one of which will be a Space Utilization Assessment.

Supplemental Recommendation 5G Energy Efficiencies: Seek to refine sustainable methods utilized by institutions to procure and use energy (resulting in more efficient use of energy), including, but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

In 2008, Columbus State recognized that energy is a strategic business and operating issue, and committed to sustaining the environment for future generations. The College exceeded the goal established by HB 251 of reducing energy consumption by 20% by 2014, using 2004 as a base. This was achieved by replacing boilers, chillers and lighting, reducing printing costs, establishing recycling operations, reducing natural gas use, and implementing building temperature set-backs.

In FY17, Columbus State will develop an Energy Master Plan that includes an energy consumption assessment across all Columbus State locations to identify possible energy cost savings and the efforts needed to realize these savings. This plan will identify cost-savings measures, the costs of implementation and estimated return on investment.

What energy efficiency projects has the institution implemented or enhanced within FY16?

Project	Collaborative Partnership(s)	Explanation
Boilers, lighting, various HVAC upgrades		

Section IV: TEXTBOOK AFFORDABILITY

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

Columbus State established the Textbook Affordability Advisory Committee in 2011. Since July 2012, the work of this group has resulted in savings to students of over \$3.1 million. This cross-functional Committee is comprised of representatives from Arts and Sciences, Career & Technical Divisions, Instructional Technologies & Distance Learning, Bookstore, and Library. The Committee's charge is to determine opportunities to reduce the financial impact to students resulting from the rising costs of textbooks and learning materials, and to act as a think tank for sharing best practices among departments learned through other regional and national sources. One of the standing sub-committees of this Advisory Team is the New Faculty/Student Orientation Sub-Committee which has a focus on textbook options and publisher relations.

Columbus State still operates its own bookstore with buyers who help serve as professional negotiators. These Bookstore staff work with faculty to educate them about negotiating textbooks costs. A "Faculty

Adoption” webpage has been developed to assist faculty with meeting their course material needs in the most affordable way and can be found here: <http://www.csc.edu/services/bookstore/faculty.shtml>

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

Columbus State is a leader in distance learning with the highest number of sections and enrollments in on-line education of all community colleges in Ohio. Academic departments continue to develop and enhance digital offerings and materials, which will result in more common use materials. Faculty are also being encouraged to adopt common materials in instances where digital material is not yet available. This work is currently in progress and will continue over the next several years. Specific emphasis will be placed on courses offered to *College Credit Plus* students (See response to Recommendation 6C).

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

The College partnered with several local school systems through State of Ohio *Straight A* grants to develop digital content for use in the high schools. The various partnerships provided the opportunity for the College to digitize content in over 45 courses. Columbus State was recently awarded a new *Straight A* grant for FY17 totaling \$929,446 to enhance student achievement through curriculum digitization. The College will collaborate with South-Western City Schools and Westerville City Schools to increase student achievement, improve access to pathways for in-demand jobs, and reduce textbook costs for *College Credit Plus* students.

Digital tools and supplemental materials will continue to be added for courses and the plan is to also offer specific programs in a digital format. A pilot program is underway in Columbus State’s Health Information Technology program and future learning platforms are being assessed.

Section V: TIME TO DEGREE

Recommendation 7A Education campaign: Each institution must develop a coordinated campaign to educate its full-time undergraduates about the course loads needed to graduate on time (two years for most associate degrees and four years for most bachelor’s degrees).

The College conducted a major *Take More to be Sure* communication campaign upon the conversion to a semester-based academic calendar. The campaign focused on the need for full-time students to take at least 15 credit hours per semester in order to stay on track for on-time graduation. Academic planning resources are designed to promote degree completion within two years, and students are provided guidance on full-time course scheduling through New Student Orientation programs and the COLS 1100 first-year-experience course required of all new degree-seeking students. Columbus State has updated the academic advising model to include completion advisors, embedded in each of three academic units of the College. These advisors work directly with students in academic planning and course scheduling to support on-time graduation.

Recommendation 7B Graduation incentive: Institutions should consider establishing financial incentives to encourage full-time students to take at least 15 credits per semester.

Columbus State has established *Crossing the Finish Line and Degree Completion* scholarships that students can obtain if they are nearing completion of a degree or certificate and have a minimum GPA of 2.75. The scholarships have assisted 60 students in pursuit of their educational goals since their inception in the 2013-14 school year.

Columbus State supports the idea of students being given assurance of their tuition costs if the objectives of continuous enrollment and timely degree completion are met. In fact, these objectives are built into the College's Technology and Facilities fee by exempting students from the fee who take 15 or more credits or who take courses over Summer term.

Recommendation 7C Standardize credits for degree: Institutions should streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less and an associate degree program can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

The College has reduced the number of credits necessary to achieve an AAS degree to a maximum of 65 credits. The one exception is the Aviation Maintenance Program, which must meet Federal Aviation requirements. Programs are also developing clear plans of study for students to follow for their academic path. In addition, the College is in the process of developing full-time and part-time degree plans linked to advising and the degree audit system.

Additional work remains in preparation to further engage and define the College's work with Pathways, ensuring seamless entry into programs with little or no overlap and keeping elective choices to a minimum. Each academic discipline will focus on content that is necessary for workplace skill attainment. The College is leveraging grants like Investing in Innovation (i3), New Skills at Work, and Credits Count to remove barriers from students getting on a pathway to earn a meaningful degree or certificate as quickly as possible and avoid starting their career with high debt loads.

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

Columbus State has implemented Starfish Early Alert monitoring across the entire curriculum of the College. The Early Alert functionality provides both timely information to students at risk of not succeeding in their courses, as well as prompts for proactive outreach directly to a student from a Columbus State retention specialist. The College is currently exploring an enhanced academic planning platform, in conjunction with participation in the American Association of Community College's (AACC) Pathways initiative, and has recently enhanced tutoring and supplemental instruction systems in support of greater student success and attainment.

Recommendation 7E Summer programs: Each campus must develop plans to evaluate utilization rates for summer session and consider opportunities to increase productive activity. In particular, institutions should consider adding summer-session options for high-demand classes and bottleneck courses that are required for degree completion.

Columbus State is exploring how to fully promote Summer term to those who are pursuing a degree at another institution, but want to take a course or two over the summer to lower their costs. Emphasis will also be placed on outreach to *College Credit Plus* students and returning adults.

For Summer 2016, the College is increasing the number of popular general education courses with delayed starts to appeal to wider student audiences and their varying availability. Likewise, the number of web courses will be increased for similar reasons.

Also, Columbus State's Technology and Facilities fee is exempt to students who take classes during Summer term to incentivize students to take courses over the summer.

The College also utilizes summer to help students be better prepared for College course work. Columbus State has a Placement Test Boot Camp, which is a free three-day prep session where students work on mathematics, reading and writing skills, learn techniques to boost test scores, and take a placement test at the end of the session. A College Prep Math Course is also available to high school seniors who have not been successful in traditional high school math classes and are not prepared for college math. The course uses a series of online, self-guided modules, which allow students to move at their own pace and repeat lessons and exercises until the material is learned. When the students are ready, a test is administered to assess their learning and determine if they are ready to move on to the next module.

Recommendation 7F Pathway agreements: Ohio institutions should continue to develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

Columbus State leads the State in the number of students receiving certificates and the number transferring to four-year institutions. Columbus State has 251 pathways to a bachelor's degree: four 1+3 agreements, 166 2+2 agreements, 76 3+1 agreements, and five 2+3 agreements. The College has successfully implemented this recommendation by working with more than 30 four-year institutions and with nine recognized Preferred Pathway partners: The Ohio State University, Ohio University, Franklin University, Otterbein College, Ohio Dominican University, Columbus College of Art & Design, Ohio Wesleyan University, Miami University, and Capital University. These partners afford benefits to Columbus State students beyond the transfer of credit (i.e., orientation, scholarships, etc.).

It is the College's process to first sign an institutional agreement, followed by program-to-program agreements. The foundation of these is a four-year plan of study that walks the student through completion of an associate's degree and then onto a bachelor's degree. In addition, this program allows students to pre-major in a four-year degree, access to advisors at their target university, and automatic acceptance into the four-year institution. Students save over 40% on the cost of a bachelor's degree with savings reaching close to 70% depending on the four-year institution and the pathway the student chooses.

The College's most recent effort to reduce time to degree for students is a partnership with Franklin University through the *EXACT Track* program, a new 3+1 evening and online program that allows students to earn a bachelor's degree in business in less than four years. *EXACT Track* provides comprehensive student support from both institutions, including free books and parking through the duration of the program.

Recommendation 7G Competency-based education: Institutions should consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

The College is planning to accomplish this at the program level as well as at the course level. Nursing will be completely competency-based by Autumn semester 2018 and other programs are under review for moving to this format. At the course level, the plan is to develop general education and high enrollment courses into the competency-based format. A self-paced math course has already been developed that allows students to move through several developmental math courses within one semester by mastering skills at their own pace before moving into the next module.

Section VI: DUPLICATIVE PROGRAMS

Recommendation 8 | Course and Program Evaluation: Institutions should consider consolidating courses and/or programs that are duplicated at other colleges and universities in their geographic area.

Columbus State works to establish strategic partnerships with other educational institutions to benefit students and implement more efficient operations. For example, starting with the Autumn 2015 term, Columbus State moved its Dublin location to Ohio University's Integrated Education Center on its Dublin Campus. An operating team from both institutions meets regularly to review opportunities for cost efficiencies and communicates on how best to create a seamless operation to the public. Efforts have resulted in pathways for students that are more affordable and avoid duplications.

Other operational/academic partnerships that are benefiting students include: a new partnership with Franklin University through the *Exact Track* program, a new 3+1 evening and online program that allows students to earn a bachelor's degree in business in less than four years; a partnership with Reynoldsburg City Schools where the College's regional learning center is co-located with Reynoldsburg High School (Livingston Campus); and partnerships with Marysville School District and Columbus City Schools.

Section VII: CO-LOCATED CAMPUSES

Recommendation 9 | Joint oversight boards: The state should establish joint oversight boards between co-located community colleges and regional campuses of universities with a mandate to improve efficiencies and coordination while maintaining the differentiated mission of each.

Recommendation not applicable to Columbus State.

Section VIII: POLICY REFORMS

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

Columbus State has developed financial literacy content that is included in New Student Orientation programming as well as the COLS 1100 first-year experience course. Additionally, the College has recently opened *Student Central*, a one-stop holistic service center that can better address the broad financial wellness of a student.

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

Continued clarity and support through State legislation for *College Credit Plus* and 2+2 / 3+1 pathways would help remove obstacles to student affordability.

Recommendation 10C Real estate sales: State law should be updated to streamline the process for how public institutions sell, convey, lease or enter into easements of real estate.

No response required.

Recommendation 10D Insurance pools: State law should be clarified related to the IUC Insurance Consortium, which buys property and casualty insurance on a group basis for most institutions.

No response required.

Section IX: Cost Savings, Redeployment of Savings & Tangible Benefits to Students

Recommendation	Provide the actual FY16 cost savings <small>*Put NA if no savings</small>	Provide the actual FY16 cost avoidances
<i>Efficiency Practices</i>		
3A: Campus Contracts	Saved \$90,000 in copier/printer expenses by negotiating a new contract.	
3B: Collaborative contracts		Saved \$315,700 by using IUC-PG agreements. Saved \$44,800 by using State of Ohio contracts.

4A: Asset Review		
4B: Operations Review	Netted \$200,000 with new transcript contract	
4C: Affinity partnerships and sponsorships		
5A: Cost diagnostic		
5B: Productivity measure		
5C: Organizational Structure		
5D: Health-care costs		\$800,000 in costs avoided by being self-funded
5E: Data Centers		
5F: Space utilization		
Energy projects		
Academic Practices and Policies		
6A: Negotiate cost on textbook affordability	See below for savings realized by students but not the College	
6B: Standardize materials		
6C: Develop digital capabilities		
7A: Education Campaign		
7B: Graduation Incentive		
7C: Standardize credits for degrees	See below for savings realized by students but not the College	
7D: Data-driven advising		
7E: Summer programs		
7F: Pathway agreements		
7G: Competency-based education	See below for savings realized by students but not the College	
8: Duplicative courses and programs		
Low-enrollment programs:		
10: Financial advising:		
Other:		
Bad Debt	Additional \$400,000 in FY16	
Larger class sizes	\$400,000 Savings associated with 172 fewer sections due to larger class sizes	
Total Expected Annual Cost Savings:	\$1,090,000	\$1,160,500

Efforts to Reduce the Cost of College for Students or Provide Tangible Benefits for the Quality of Students' Education

Columbus State is consistently looking for ways to reallocate savings that either reduce the cost of college for students or provide tangible benefits to the quality of students' education. For example, for a 6-1/2 year period, coinciding with the height of the most recent recession, the College chose to freeze tuition and avoided assessing additional fees. During this time, approximately \$18 million in College reserves and \$12.1 million in FY15-16 State capital funds were used to meet ongoing technology and facilities' needs rather than passing those costs onto students. Over this time period, enrollment also dropped significantly as a result of the College transitioning from quarters to semesters and many older students going back to work in a recovering economy rather than pursuing a degree or certificate.

Columbus State, however, was able to continue investing in strategic initiatives that benefit students through aggressive reallocations, offering an early retirement incentive, defunding positions that became vacant, revising its financial aid processes that resulted in a reduction of bad debt, and realizing net income by adhering to conservative budget management principles. While investments were not traced to the specific savings that made each of them possible, the following are investments that have yielded cost savings for students attending Columbus State:

INITIATIVE	SAVINGS / EFFICIENCY IMPACT
Reduction of credit hours required to complete an associate's degree	From FY15 to FY16 the average annualized savings for a student to obtain an associate's degree was \$101.95 per student.
Textbook affordability	Students have saved \$3.1 million since July 2012, over \$774,418 saved in FY16. In addition, digitization efforts saved students in those courses the cost of a textbook, an average of \$60.
Incorporation of remediation in the coursework and curriculum of credit-bearing courses	Students taking English 1101 are estimated to have saved an average of \$408 by not having to take remediation courses.
Offering fast-track degree completion programs	It is estimated that students being granted credits toward their degree for prior learning saved \$982 on average and that students taking proficiency exams saved \$1,203 on average.

<p><i>College Credit Plus</i></p>	<p><i>College Credit Plus</i> allows high school and middle school students who are ready to take college courses at no cost to them. Dual credit enrollment at Columbus State increased by about 120% from Autumn 2014 to Autumn 2015, with similar increases in Spring term. These students took an average of 8.43 credits over the academic school year, which would cost \$1,146 plus the cost of textbooks had these courses been taken at Columbus State after high school graduation. The average cost for these credits at a four-year institution would be \$3,500 in tuition alone plus the cost of textbooks if taken after high school graduation.</p>
<p>Programs that have reduced or eliminated the need for remediation coursework</p>	<ul style="list-style-type: none"> • Math 1099: It is estimated that students who take this course, a self-paced developmental math course allowing students to cover multiple classes, have saved on average \$408. • Math (ALEKS) Boot Camp: It is estimated that students who take this course save on average \$571. • Compass Boot Camp: It is estimated that students who take this course save on average \$816.
<p>Pathway agreements</p>	<p>Students who complete two years at Columbus State save at least 40% on a bachelor's degree with savings reaching close to 70% depending on the four-year institution and the pathway the student chooses. The number of students who transferred from Columbus State to a Preferred Pathway institution within two years increased from 1,312 in AU12 to 1,494 in AU13 (the latest data available).</p>

Many of the above programs are either ongoing and the investments in them are continuing (as opposed to reallocations in FY16) or represent savings to students which are not specifically “on the books” of Columbus State. For example, a student who realizes savings for a bachelor’s degree through participating in Columbus State’s Preferred Pathway program are not savings that are realized specifically by Columbus State.

Columbus State is investing in a number of student success initiatives that have improved completion rates, reduced the time to degree, and improved success. Some of these success initiatives include:

Early Alert	This powerful success monitoring tool helps facilitate communication between the instructor, support services, and students. Early Alert gives students early feedback on course progress and helps the College offer early intervention to students at risk.
COLS 1100/1101	These courses provides students with an introduction to the College. It emphasizes skills and resources necessary to be successful in their personal, academic, and career-related pursuits and includes an orientation to College resources, policies, and processes.
Orientation and Transitions	A new student orientation, designed to help ease the transition from high school to college, as well as prepare parents and families for their student's new journey, provides students and families with information on the services Columbus State has to offer. In addition, students are able to participate in a group-advising session and register for their first semester of classes.
General One Trailblazers	This Columbus State organization supports students who are among the first in their family to earn a college degree.
Honors Program	Columbus State's Honors Program provides high-ability students in Arts & Sciences or Career & Technical programs the opportunity to join a community of like-minded individuals who desire the benefits of rigorous curriculum and heightened student and faculty interaction.
Placement Boot Camp	This program is designed to help students improve their scores on the placement test so they can enroll in college-level coursework.
Redesign of Advising	Completion advisors are now embedded within the three academic schools to provide students who have declared a degree path specific advice on how to complete their pathway on time.
Student Support Services/First Year Experience	In addition to the success courses (COLS 1100/1101), mandatory orientation, tutoring, a self-paced development math course, and pathway courses with embedded developmental content, the College also recently opened <i>Student Central</i> , a one-stop location where students can easily find answers and connect to the resources that they need. A number of positions within Financial Aid and the Registrar have been repurposed to direct student support in <i>Student Central</i> through implementation of more efficient processes in these offices.

These success initiatives and others are showing promising results. Initial data indicate achievement gaps for Pell students having closed by 50% and for students of color by 24%. These results earned the College the designation as an *Achieving the Dream Leader College*. Results are also showing that the more success initiatives that students participate in, the better they persist. For example, 37% of new degree-seeking, non-high school students, who participated in only one success initiative in AU14, were still enrolled in AU15, while 71% were still enrolled in AU15 if they were involved in five or more success initiatives.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

New Policy No. 3-47, Suicide Prevention and Response

BACKGROUND INFORMATION:

Columbus State is committed to providing education, prevention, emotional support, intervention and postvention to all students, faculty, staff and managers at a high risk for suicide and for those impacted by suicide, with the goal of reducing suicides and other self-destructive behaviors. Recently enacted state legislation (Ohio Revised Code § 3345.37) requires all state colleges and universities to develop and implement a policy to advise students and staff on suicide prevention programs that are available on and off campus.

RECOMMENDATION:

That the Board of Trustees adopts new Policy No. 3-47, Suicide Prevention and Response, effective September 22, 2016.

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURES MANUAL

SUICIDE PREVENTION AND RESPONSE

Effective September 22, 2016

Policy 3-47

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(A) PURPOSE

Columbus State Community College is committed to providing education, prevention, emotional support, intervention and postvention to all students, faculty, staff and managers at a high risk for suicide and for those impacted by suicide with the goal of reducing suicides and other self-destructive behaviors.

(B) DEFINITIONS

As used in this policy or protocols incorporated therein, the following terms are defined and will be adhered to as follows:

At-risk Individual-Characterized by a high level of risk for suicide and/or a low level of protection against suicide risk factors.

Intervention - An activity or set of activities designed to decrease risk factors or increase protective factors related to suicidal behaviors.

Postvention - Activities following a suicide to help alleviate the suffering and emotional distress of the survivors and prevent additional trauma and contagion.

Prevention - Activities implemented with intent to reduce the risk of self-inflicted harm with intent to complete suicide.

Safe messaging - Media or personal communications about suicide or related issues that do not increase the risk of suicidal behavior in vulnerable people and that may increase help-seeking behavior and support for suicide prevention efforts.

Suicide- Death caused by self-directed injurious behavior with an intent to die as a result of the behavior.

Suicide loss survivor - A person who has lost a family member, friend, classmate or colleague to suicide.

(C) The following suicide prevention and response resources are available to Columbus State students, faculty and staff.

(1) For immediate crisis intervention access:

For immediate help in a crisis situation – dial 911

National Suicide Prevention Hotline – 1-800-273-TALK (8255)

Columbus Suicide Hotline - 614-221-5445

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Netcare Access (Franklin County) – Crisis Services – 614-276-CARE (2273) or 1-888-276-CARE (2273)

Additional resources can be found on the College's Suicide Prevention webpage found at: <http://www.csc.edu/services/suicide-prevention/>.

- (2) For mental health program access:

Columbus State Counseling Services 614-287-2818, Nestor Hall Room 010 (for currently enrolled students)

Matrix Psychological Services 614-475-9500, matrixpsych.com (for full-time employees)

Additional resources can be found on the College's Suicide Prevention webpage found at: <http://www.csc.edu/services/suicide-prevention/>.

- (3) The College recognizes that critical touch points in suicide prevention exist; therefore, it offers ongoing suicide prevention information and campaigns, which include regular distribution of informational flyers and posters throughout both campuses and the Regional Learning Centers. Educational and campaign materials also are made available at New Student Orientation, New Hire Orientation and outreach programming events. These multimedia materials include crisis hotline information, suicide warning signs and information about available resources.
- (4) The College has student communication plans in place which consist of educational and outreach suicide prevention activities each semester at both campuses and at the Regional Learning Centers. These plans include, but are not limited to, regular suicide prevention tabling events at mental health and wellness fairs and semester programming and outreach.
- (5) The College has postvention strategic plans that foster effective communication with students, faculty, staff and parents after a loss of a person to suicide.



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Revise Current Policy No. 5-10, Course Outlines and Syllabi

BACKGROUND INFORMATION:

Recent review of Policy No. 5-10 the College's Academic Council revealed the need to revise the policy to align with the College's transition from the use of Course Outlines to Course Proposals. The Policy provides that master course proposals, master course syllabi and course selection syllabi shall be prepared in accordance with proposed updates to Procedure Nos. 5-10(A) and (B).

RECOMMENDATION:

That the Board of Trustees revises current Policy No. 5-10, effective September 22, 2016.

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COURSE OUTLINES PROPOSALS AND SYLLABI
Policy No. 5-10
Page 1 of 1

Effective December 1, 2005

- (A) ~~Master Course Outline of all degree credit courses shall be prepared in accordance with a format and procedures adopted by the college and shall be placed on file as designated.~~
- (B) ~~Syllabi of all degree credit courses shall be prepared in accordance with a format and procedures adopted by the college and shall be placed on file in the appropriate department offices and distributed to students enrolled in the course.~~
- (A) A MASTER COURSE PROPOSAL SHALL BE PREPARED FOR EACH DEGREE CREDIT COURSE IN ACCORDANCE WITH THE FORMAT AND PROCEDURES ADOPTED BY THE COLLEGE AND SHALL BE PLACED ON FILE AS DESCRIBED IN PROCEDURE 5-10 (A).
- (B) A MASTER COURSE SYLLABUS SHALL BE PREPARED FOR EACH DEGREE CREDIT COURSE IN ACCORDANCE WITH THE FORMAT AND PROCEDURES ADOPTED BY THE COLLEGE AND SHALL BE PLACED ON FILE AS DESCRIBED IN PROCEDURE 5-10 (B).
- (C) A COURSE SECTION SYLLABUS SHALL BE PREPARED FOR EACH DEGREE CREDIT COURSE SECTION IN ACCORDANCE WITH THE FORMAT AND PROCEDURES ADOPTED BY THE COLLEGE AND SHALL BE PLACED ON FILE AS DESCRIBED IN PROCEDURE 5-10 (B). THE COURSE SECTION SYLLABUS WILL BE MADE AVAILABLE TO THE STUDENTS ENROLLED IN THAT SECTION, AS DESCRIBED IN PROCEDURE 5-10 (B).

COLUMBUS STATE
COMMUNITY COLLEGE

BOARD OF TRUSTEES AND COMMITTEE OF THE WHOLE
Meeting Dates – 2016
REVISED – September 22, 2016

BOARD OF TRUSTEES MEETINGS

<u>Date</u>	<u>Time</u>	<u>Dinner</u>	<u>Location</u>
Thursday, January 28, 2016	5:30 p.m.	5:00 p.m.	Columbus Hall
Thursday, March 31, 2016*	6:00 p.m.	5:15 p.m.	Eibling Hall
Thursday, May 26, 2016	6:00 p.m.	5:15 p.m.	Delaware Campus
Thursday, July 28, 2016	6:00 p.m.	5:15 p.m.	Union Hall
Thursday, September 22, 2016	6:00 p.m.	5:15 p.m.	Center for Workforce Development
Thursday, November 10, 2016*	6:00 p.m.	5:15 p.m.	Dublin-Regional Learning Center
Thursday, January 26, 2017	6:00 p.m.	5:15 p.m.	TBD

(Fourth Thursday of odd-numbered months only. Other meetings may be called according to need.)

**Adjusted due to conflicts. November Board Meeting Cancelled.*

COMMITTEE OF THE WHOLE MEETINGS

<u>Date</u>	<u>Time</u>	<u>Location</u>
Thursday, January 21, 2016	12:00 noon	Franklin Hall
Thursday, March 24, 2016*	12:00 noon	Delaware Hall
Thursday, May 19, 2016	12:00 noon	Center for Teaching and Learning Innovation
Thursday, July 21, 2016	12:00 noon	Madison Hall
Thursday, September 15, 2016	12:00 noon	Columbus Campus, TBD
Thursday, November 3, 2016*	12:00 noon	Columbus Campus, TBD
Thursday, January 19, 2017	12:00 noon	TBD

(Third Thursday of odd-numbered months only. Other meetings may be called according to need.)

**Adjusted due to conflicts. November Committee of the Whole Meeting Cancelled.*



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Property Acquisition - Parking Lot at the Northwest Corner of East Long Street and Jefferson Avenue, Columbus, Ohio

BACKGROUND:

To maintain its current parking capacity, the College is choosing to purchase a parking lots it leases to maintain sufficient parking capacity on its Columbus campus. Doing so will retain much-needed parking capacity and allow the College to secure the southeast boundary of its campus. The property is immediately adjacent to its existing parking garage.

The 2.7384 acre property is comprised of 280 parking spots. It was appraised twice, the first valuing it at \$1,685,000, and the second at \$2,625,000. At the \$2,200,000 purchase price, the cost per parking spot of acquiring the property is \$7,857. A statistical analysis conducted in March 2016 by Carl Walker parking consultants noted the median construction cost of constructing a space in a structured parking garage is \$19,037, or almost 2.5 times the cost of a surface parking spot.

Provided all contingencies are met, including approval of the purchase by the Controlling Board, the College will use local funds to purchase the property. The agreement for the purchase is attached.

RECOMMENDATION:

That the Board of Trustees approves the purchase of property at the Northwest Corner of East Long Street and Jefferson Avenue in Columbus, Ohio, authorizes the President to execute the final purchase provided all contractual contingencies are satisfactorily met, and authorizes the release of \$2,200,000 from the Capital Improvements and Land Acquisition account for this purchase.

**AGREEMENT FOR THE PURCHASE
AND SALE OF COMMERCIAL REAL ESTATE**

This Agreement is made and entered into by and between **BRSG Motor Company**, an Ohio corporation, whose address is 225 E. Spring Street, Columbus, Ohio 43215 (the "SELLER"), and **Columbus State Community College**, an Ohio State Community College organized and existing under the provisions of Ohio Revised Code Section 3358, and whose address is 550 East Spring St., Columbus, OH 43216 (the "BUYER"). The "Effective Date" of this Agreement shall be the date that it is last executed by a party to this Agreement.

WHEREAS, SELLER, as assignee of Columbus Motor Car Company, has been leasing to BUYER the Premises (as defined below) pursuant to a certain Parking Lot Lease Agreement (the "Lease") entered into in August 2010, which has been amended from time to time;

WHEREAS, the Lease provided BUYER with an Option to Purchase the Premises leased thereunder ("Option");

WHEREAS, BUYER hereby exercises such Option as of the Effective Date of this Agreement;

NOW THEREFORE, In consideration of the mutual promises of SELLER and BUYER herein contained, and subject to the terms and conditions hereinafter set forth, SELLER and BUYER agree as follows:

1. **THE PREMISES:** SELLER agrees to sell and convey to BUYER, and BUYER agrees to purchase from SELLER the real property and improvements located on the northwest corner of East Long Street and Jefferson Avenue, Columbus, Ohio, and identified as Franklin County Parcel Nos. 010-024737-00 and 010-052141-00 (together the "Premises"), with all improvements thereon, all appurtenant rights, privileges, easements and fixtures with respect thereto.

2. **PURCHASE PRICE:** BUYER agrees to pay for the Premises the sum of TWO MILLION AND TWO HUNDRED THOUSAND DOLLARS (\$2,200,000) ("Purchase Price"), payable in cash at Closing, and subject to any credits, prorations and closing costs as provided in this Agreement.

3. **DEED:** At Closing, SELLER shall deliver or cause to be delivered to BUYER, or BUYER'S nominee, a good and sufficient General Warranty Deed conveying marketable title to the Premises, in a form provided for under the law of the State of Ohio, executed and acknowledged by SELLER, and free and clear of all liens and encumbrances whatsoever except:

- (A) All zoning and building laws, ordinances, resolutions, and regulations affecting the Premises, adopted by any governmental or municipal

authority, and all amendments and additions thereto now or which will be at the Closing in force and effect; and

- (B) Non-delinquent real estate taxes and assessments;
- (C) Such state of facts as an accurate survey of the Premises may disclose;
- (D) Any other matter that the title company insuring BUYER'S title hereunder may raise as an exception to title as provided in paragraph 4 below and which remains as a Permitted Exception.

Any or all of the foregoing exceptions, and/or any other title exceptions, defects or objections which may be waived or consented to by BUYER, may for convenience be omitted by SELLER in the deed to be delivered at the Closing, but all of such exceptions shall nevertheless survive the closing and delivery of the deed.

4. **TITLE INSURANCE:** BUYER shall pay for a title search of the Premises plus the insuring premium for the standard ALTA form Owner's Title Insurance Policy (2006 form or later) with standard exceptions in the amount of the Purchase Price, and SELLER shall *credit* BUYER at Closing for the cost of the title search and premiums for the Title Policy, provided BUYER shall pay the cost of any endorsements which BUYER wants with respect to the Title Policy, any premium for Title Insurance in excess of the Purchase Price and any title insurance for any lender.

At or before Closing, SELLER shall deliver to BUYER an Affidavit with respect to off-record matters that will induce the Title Company to issue its title insurance policy without the standard exceptions, the FIRPTA Affidavit, and any additional documents that the Title Company may reasonably require for the proper consummation of the transaction contemplated by this Agreement.

BUYER shall select the title company of its choice (hereinafter the "Title Company") to conduct the search and to issue the commitment and owner policy with standard exceptions. BUYER agrees to pay for any endorsements BUYER requests with the Owner's Policy. The Owner's Policy shall show marketable title in the name of the BUYER, or BUYER'S nominee, free and clear of all liens and encumbrances except:

- (A) Those matters to be excepted in the General Warranty Deed as hereinbefore provided; and
- (B) Those which by the terms of this Agreement are expressly assumed in writing by BUYER; and
- (C) Those imposed by BUYER; and
- (D) The Title Company's exceptions listed on the title commitment unless removed by an endorsement, survey, or otherwise through negotiation of the parties as specified below in this paragraph 4.

Within thirty (30) days after the Effective Date (the "Commitment Period"), BUYER shall cause a search of title to the Property to be made, a standard ALTA Form commitment (2006 or later) for owner's title insurance in the amount of the Purchase Price

covering the Property (the "Title Commitment") and upon Closing, an owner's title insurance policy (the "Title Policy") from BUYER's chosen title company.

BUYER, at the sole expense of BUYER, may secure an ALTA/ASCM survey and legal description (collectively, the "Survey") of the Property to be performed or such other survey in order for the Title Company to issue its Title Policy free of any exceptions regarding an accurate survey except as are shown on such survey and acceptable to the Franklin County, Ohio Engineer's Office. The Survey shall be dated after the date of this Agreement and within thirty (30) days of the Effective Date, certified to SELLER, BUYER and the Title Company (and such other persons and entities as BUYER may designate) and shall be prepared in accordance with the minimum technical standards of the Ohio Board of Professional Land Surveyors, and must show the location of all visible easements and rights-of-way (whether public or private), access to public roads, and building lines and all improvements on the Property. Upon receipt, BUYER shall provide SELLER and its attorney with copies of the Survey.

Upon BUYER'S receipt of the Title Commitment and Survey, BUYER shall have fifteen (15) days ("Title Review Period") to determine whether any matter or matters affecting or relating to title to the Property are unacceptable including matters disclosed by the Survey. If BUYER finds any aspect or element of the Title Commitment or Survey unacceptable, BUYER shall deliver written notice of any such objection to the SELLER (the "Title Objections"), and provide SELLER with a copy of the document evidencing same, if available. SELLER shall respond in writing to such Title Objections within ten (10) days after SELLER's receipt of such Title Objections, indicating which Title Objections, if any, SELLER intends to cure. If SELLER shall elect to cure any such Title Objections, SELLER shall cure any such Title Objections on or before Closing; provided, however, SELLER may delay the Closing for periods not exceeding thirty (30) days in the aggregate for the sole purpose of curing such Title Objections. If SELLER shall elect not to cure all Title Objections or fails to cure a Title Objection prior to Closing for which SELLER has agreed to cure, BUYER shall have the right, in its sole discretion, to close pursuant to this Agreement, paying the full Purchase Price for the Property, and taking title thereto subject to such Title Objections or (as BUYER's sole remedy) to terminate this Agreement, in which event the parties shall be released from any further liabilities or obligations hereunder. If BUYER notifies SELLER of any Title Objections, and SELLER fails to notify BUYER within the period set forth above of its election to cure or not cure any or all such Title Objections, SELLER shall be deemed to have elected not to cure such Title Objections on or before the Closing Date. If BUYER elects to terminate this Agreement due to any Title Objections which SELLER declines or fails to cure, it shall so notify SELLER in writing on or before the later to occur of: (i) the tenth (10th) day after SELLER's notice to BUYER about which Title Objections it intends to cure; or (ii) the tenth (10th) day after SELLER's notice to BUYER that it will not, or that it is has failed to, cure a Title Objection prior to Closing.

5. PRORATIONS: RENTAL; UTILITIES; REAL ESTATE TAXES AND ASSESSMENTS:

Buyer has prepaid rent for the Premises for the period July 1, 2016 through June 30, 2017 in the amount of \$53,000. All such rental fees shall be prorated based on a 365-day calendar year until the date of Closing.

To the extent that there are any utility costs attributable to the operation of the Premises, SELLER shall pay these utility costs through the date of Closing, and SELLER and BUYER shall cooperate to have the utility meters read as close to the date of Closing as reasonably possible, and the utilities then transferred into the name of BUYER.

All assessments shall be paid in full at Closing. At Closing, SELLER shall pay or credit on the Purchase Price all delinquent taxes, including penalty and interest for the years prior to the year of Closing. At Closing, SELLER shall also pay or credit on the Purchase Price all other unpaid real estate taxes that are a lien for years prior to closing and a portion of such taxes for the year of Closing, prorated through the date of Closing and based upon a 365-day year, and, if undetermined, on the Purchase Price as if the tax rate and valuation were based on the Purchase Price, giving further effect to applicable exemptions, recently voted millage, change in valuations, whether or not certified. All delinquent real estate taxes, assessment installments, and all interest and penalties thereon, together with all current taxes and installments of assessments payable as of the closing shall be paid by SELLER. Undetermined real estate taxes shall be prorated on a 365-day calendar year basis as of the Closing and shall be based upon the last available tax rate and based on the Purchase Price as if the tax rate and valuation were based on the Purchase Price, giving further effect to applicable exemptions, recently voted millage, change in valuations, whether or not certified. Special assessments, if any, certified to the County Auditor shall likewise be prorated on a 365-day calendar year basis as of the date of the recording of the Deed. BUYER, if required, shall assume and pay all special assessments certified to the County Auditor from and after the date of the recording of the Deed. SELLER has not received any notice of any special assessment upon the Premises. All such prorations shall be final.

6. SELLER DELIVERABLES: Within five (5) days from the Effective Date, SELLER will supply BUYER with all material contracts, reports, inspections (including but not limited to soil studies and environmental studies) and surveys related to the Premises, as well as all warranties, which SELLER has in its possession.

7. POSSESSION: BUYER shall be entitled to possession of the Premises immediately upon the closing of this transaction.

8. DAMAGE TO THE PREMISES: If all or any part of the Premises is damaged or destroyed prior to the filing of the Deed for record, the BUYER shall have the right to terminate this Agreement or continue on with this Agreement and receive all insurance proceeds payable as a result of such damage or destruction.

9. **ESCROW AGENT:** The Title Company selected by BUYER is hereby designated as ESCROW AGENT to receive all funds and documents and to cause this transaction to be closed pursuant to the terms and conditions of this Agreement.

10. **CLOSING:** This transaction shall be fully closed within thirty (30) days after BUYER has satisfied or waived the contingencies set forth in Section 11, but not later than December 2, 2016. All funds and documents relating to this transaction shall be deposited with the ESCROW AGENT not later than the aforesaid closing date.

11. **BUYER'S CONTINGENCIES:** All the obligations of BUYER to purchase the Premises shall be subject to the following:

- (i) **Board Approval.** BUYER's securing the approval of the purchase of the Premises by the BUYER's Board of Trustees, the State of Ohio Controlling Board, and any other State authority whose approval is required by State law on or before November 25, 2016 ("Approvals").
- (ii) **Inspections.** The agents and employees of BUYER shall have the right to enter upon the Premises for the purpose of making inspections, at BUYER's sole risk, cost, and expense. These inspections may include any environmental audit that BUYER deems necessary, including but not limited to a Phase I and Phase II environmental assessment. If any inspection or test disturbs the Premises, BUYER shall restore the Premises to the same condition as existed before the inspection or test. The obligations of BUYER to purchase the Premises are contingent upon the review and approval by BUYER of all such tests and inspections within sixty (60) days of the exercise of the Option to Purchase. BUYER shall notify SELLER within the aforesaid period of time of any objection revealed by the Inspections conducted, allowing SELLER reasonable time to correct such objections. If SELLER cannot correct such objections, or refuses to correct such objections, BUYER may either terminate this Agreement or waive its objections and accept the Premises subject to the conditions disclosed by the Inspections. BUYER shall make its election to terminate this Agreement or waive its objections within fifteen (15) days after SELLER notifies BUYER that it cannot, or will not, correct such conditions.
- (iii) **Title.** BUYER shall secure a Title Insurance Commitment in the amount of the Purchase Price, and BUYER may, at its sole cost and expense, secure a survey of the Premises. The obligations of BUYER to purchase the Premises shall be subject to its review and approval of the Title Insurance Commitment and survey within sixty (60) days after the Effective Date. In the event that BUYER approves the Title Insurance Commitment and/or survey, at Closing the Title Insurance Company must be willing to deliver to BUYER an Owner's Policy of Title Insurance ("Title Policy"), dated the date and time of recording of the Deed in the

amount of the Purchase Price, insuring BUYER as the owner in fee simple title to the Premises subject only to the Permitted Exceptions, being those exceptions in the title insurance commitment approved and consented to by BUYER in writing. At Closing, BUYER shall receive a credit on the Purchase Price in the amount of the costs of all title searches and the title insurance premiums as provided in this Agreement.

- (iv) **Appraisal.** The Purchase Price must fall between two appraisals obtained by BUYER as required by State law for the acquisition of real estate by a State Community College.

12. **TIME OF THE ESSENCE:** Time is of the essence concerning all matters to be performed by SELLER and BUYER hereunder and if either fails to perform its obligations under this Agreement within the time required by the terms hereof, the other party may, at its option, treat this Agreement as terminated and shall notify the ESCROW AGENT and the other party in writing to that effect; otherwise, the ESCROW AGENT may proceed to close this transaction as soon as it is able to do so in accordance with the terms hereof. If SELLER elects to terminate this Agreement because BUYER has been unable to obtain the Approvals, then the Option shall be void and of no further force and effect. BUYER shall, however, retain its right of first refusal as provided in the Lease.

13. **SELLER'S CLOSING COSTS:** From the funds due SELLER there shall be deducted and paid:

- (A) Title examination expenses; and
- (B) Transfer tax; and
- (C) Liens and taxes not expressly assumed by BUYER in writing; and
- (D) Prorations and credits due BUYER; and
- (E) Recording fees for the cancellation of mortgages and liens not assumed by BUYER; and
- (F) One-half of ESCROW AGENT'S escrow fee; and
- (G) The premium for ALTA Owner's Title Insurance Policy for the Purchase Price ("Title Policy"); and
- (H) Other costs to be paid by SELLER under this Agreement.

14. **BUYER'S CLOSING COSTS:** At or before the closing, BUYER shall pay or cause to be paid the following:

- (A) One-half of the ESCROW AGENT'S escrow fee; and
- (B) Recorder's fees for the Deed and any mortgage;
- (C) The premium for any endorsements to the Title Policy; and
- (D) The premium for any ALTA Lender's Title Insurance Policy; and
- (E) Other costs to be paid by BUYER under this Agreement.

15. **BINDING EFFECT:** This Agreement shall be binding upon and shall inure to the benefit of SELLER and BUYER and their respective heirs, executors, administrators, successors, and assigns.

16. **APPLICABLE LAW:** This Agreement is made and entered into in the State of Ohio and shall be construed and enforced in accordance with the laws of the State of Ohio.

17. **NOTICES:** Any notice or communication required hereunder or by applicable law shall be in writing and shall be deemed delivered when either personally delivered to the party to whom it is directed or when mailed by certified mail return receipt requested postage prepaid to the address set forth at the beginning of this Agreement or to such other address as a party hereto may designate in writing as provided herein. SELLER and BUYER shall provide the ESCROW AGENT with copies of all notices or other communications by notifying the ESCROW AGENT in accordance with the terms hereof.

18. REPRESENTATIONS AND WARRANTIES:

(1) SELLER'S Representations, etc. SELLER hereby represents and warrants to, and covenants with, BUYER as follows:

(a) Except as may be disclosed in any environmental reports provided to BUYER by SELLER pursuant to this Agreement, Seller has not caused or permitted any hazardous material to be placed, held, located or disposed of on, under, or at the Premises or any part thereof and has no knowledge of any hazardous waste being placed, held, located or disposed of on, under or at the Premises or any part thereof.

(b) SELLER'S execution and delivery of, and performance under, this Agreement and the General Warranty Deed is pursuant to valid authority duly conferred upon SELLER and the signatories hereto and on the deed transferred to BUYER. The consummation of the transactions contemplated hereby and the compliance by SELLER with the terms of this Agreement do not and will not conflict with or result in a material breach of any of the terms or provisions of any agreement, arrangement, undertaking, accord, document, or instrument to which SELLER is a party or by which SELLER or the Premises is bound, or constitute a violation of any law to which SELLER or the Premises is bound or subject. SELLER will have an authorized representative to execute the deed transferring the Premises to BUYER, as well as any closing documents, and will supply BUYER and its title company with a properly executed resolution authorizing the same.

(c) There are no leases or agreements affecting the Premises, nor any unrecorded easements or agreements which affect the Premises, except for the Parking Lot Lease Agreement and amendments entered into with BUYER, which lease may be terminated at Closing.

(d) SELLER is not a foreign person within the meaning of Sections 1445 and 7701 of the Code.

(e) From the date of execution of this Agreement until the Closing:

(i) SELLER will continue to maintain the Premises in good and safe condition; and

(ii) SELLER will not sell, transfer, convey, lease (except to BUYER), or encumber, or cause or permit to be sold, transferred, conveyed, leased (except to BUYER), or encumbered, the Premises or any part thereof or interest therein, or alter or amend the zoning classification of the Premises, or otherwise perform or permit any act or deed which shall diminish, encumber, or affect SELLER'S rights in and to the Premises or prevent it from fully performing its obligations hereunder.

The above representations of SELLER shall survive the discharge of all other obligations owed by the parties to each other hereunder, and any transfer of title to the Premises. Except as set forth above, the Premises are being purchased AS IS/WHERE IS WITHOUT ANY REPRESENTATIONS AND WARRANTIES RELATING TO THE CONDITION OF THE PREMISES, INCLUDING WITHOUT LIMITATION, ANY MATTERS RELATING TO THE ENVIRONMENTAL CONDITION OR ANY OTHER PHYSICAL OR ECONOMIC MATTERS AFFECTING THE PREMISES. THE BUYER IS RELYING ON ITS OWN DILIGENCE INVESTIGATIONS RELATING TO THE PURCHASE OF THE PREMISES AND THE CONDITION THEREOF.

19. **WAIVER AND AMENDMENT:** Except for any contingencies intended for the benefit of only one party, the terms and conditions of this Agreement may be amended with, and only with, the express written consent of both SELLER and BUYER. No provision of this Agreement shall be waived, or deemed to be waived, unless such waiver is in writing and signed by the party entitled to waive such provision. The mere failure or delay of any party to enforce any term or provision of this Agreement, or to exercise any right or remedy with respect thereto shall not be deemed to be a waiver of such provision or any such right or remedy. The waiver by any party of a breach of any provision of this Agreement shall not be deemed a continuing waiver or waiver of any subsequent breach, whether of the same or another provision of this Agreement.

20. **ASSIGNMENT:** This Agreement may not be assigned without the express written consent of the other party.

21. **COMMISSIONS; BROKERS:** SELLER and BUYER represent and warrant to each other with respect to this Agreement for the sale and purchase of the Premises, and the exercise of any Option related thereto, that neither party has dealt with any real estate broker, sales person, or finder in connection with this transaction. If any claim is made for a broker's commission or finder's fee in connection with the exercise of the Option, the party who caused the claim to be made shall be responsible for paying or settling that claim.

22. **ILLEGALITY/SEVERABILITY:** In the event any provision of this Agreement shall be deemed illegal or unenforceable, the remaining provisions shall nevertheless be carried into effect and the defective provisions shall be deemed amended to comply with such law, rule, or statute rendering the same illegal or unenforceable.

23. **JURISDICTION AND VENUE:** The parties agree to exclusive jurisdiction and venue in Franklin County, Ohio to resolve any disputes related in any way to this Agreement or the sale of the Premises.


24. **COUNTERPARTS:** This Agreement may be executed in counterparts and shall be fully enforceable so long as all parties have signed either one Agreement or any other required documents in counterpart. This Agreement may be executed with signatures delivered by either facsimile or scanned email, and copies of such signatures so delivered shall be deemed as originals.

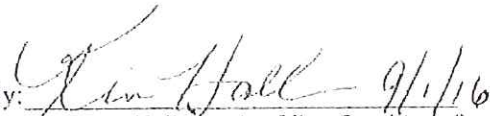
25. **FURTHER ASSURANCES:** Each party shall execute such further documents, papers, and instruments and take such further action as is necessary, appropriate, or helpful as the other party may reasonably request in order to carry out the purposes and the intent of this Agreement.

SELLER: BRSG MOTOR COMPANY,
an Ohio Corporation

By: 
Stephen L. Germain, President

**BUYER: COLUMBUS STATE
COMMUNITY COLLEGE**

By:  9/1/14
David T. Harrison, President

By:  9/1/16
Kimberly L. Hall, Senior Vice President for
Administration



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Financial Statements as of and for the two months ended, August 31, 2016

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:

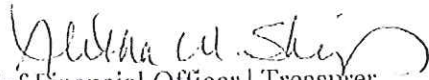
That the financial statements as of and for the two months ended, August 31, 2016, be accepted as presented.

COLUMBUS STATE

COMMUNITY COLLEGE

September 8, 2016

TO: Dr. David T. Harrison, President

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

SUBJECT: Financial Statements as of August 31, 2016

Attached are the financial statements of the Columbus State Community College District, the Foundation, and the President's Discretionary Fund for the period ended August 31, 2016.

I. General Fund (Exhibit B)

Revenues. Total Revenues through August are almost \$353,000 lower than through August of last year. This is the result of Summer 2016 enrollment being lower than Summer 2015 and tuition discounts for College Credit Plus being processed sooner than a year ago. Final FY17 SSI allocations from the state should be known by December.

Enrollment is still assumed to be flat, as budgeted, for these financial statements and, while firmer numbers won't be known for a couple weeks, enrollment for Autumn semester is currently trending flat to last Autumn. We are seeing increases in College Credit Plus enrollment of over 50% while traditional enrollment is down by about 2%.

Term	Original Budgeted Credit Hours	Actual Credit Hours*	Budget to Actual Increase/ Decrease	Prior Year FTEs	Current Year FTEs*	% Variance
Summer 2016**	39,499	39,499	0.0%	5,939	5,725	-3.6%
Autumn 2016	217,855					
Spring 2017	210,642					
Summer 2017**	46,368					

* Summer 2016 credit hours and FTEs are projected by the Budget Office, not the preliminary Census day numbers used historically, due to better historical trend information on the deregistration process for non-payment and on deferred payment options, both of which help inform enrollment projections.

** 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 August, expenditures are approximately 5.4% higher than the same period last year as compared to an overall annualized budget increase of 4.5%. The reason that year-to-date spending is trending higher than the increase of the overall annual budget is mostly due to the timing of maintenance agreement expenditures within the Information Technology category.

2. Auxiliary Fund (Exhibit D)

Auxiliary revenues in August are \$1,015,484 higher than the same period last year. Financial aid became available for use at the Bookstore at an earlier date this year which resulted in two extra business days for sales, so the increase is partially due to the timing of the start of Autumn semester. College Credit Plus (CC+) enrollment also contributed to additional book sales of \$417,757. Last year, textbooks were provided to CC+ partner institutions using Auxiliary funds (see column [E], row (25)), so there was no revenue recognized by the Bookstore. CC+ books are being discounted for partner institutions this year. Bookstore expenditures are flat to last year. Food services revenues are down considerably from the same point last year as anticipated and budgeted, reflecting terms of new contracts executed at the end of FY16 for both food services and for pouring rights. Expenses through August for food services are also down significantly from last year due to professional fees incurred last year that were one-time costs.

3. President's Discretionary Fund (Exhibit F)

To-date disbursements of \$1,348 left a balance of \$18,653 through August in this fund.

4. Foundation (Exhibits G and H)

Foundation contributions through August are \$116,029 compared to \$102,313 for the same period last year. While revenues reported for Taste the Future are still slightly lower through August 2016 compared to 2015, they were over \$30,000 higher in June 2016 compared to the same month in the previous year, so the revenue variance is mostly timing that resulted in more revenues reported at the end of the prior fiscal year. Management and General expenses are higher due primarily to investment fees that previously had been reported net against investment income on a monthly or quarterly basis, but are now charged separately from investment income on a semi-annual basis. Net investment activity through August is \$217,177, compared to a negative \$(226,094) last year, an increase of \$443,271. Much of the losses incurred last year were due to US stock market swings and the beginning of the repositioning of the Foundation's investments by new investment advisors.

5. Investments

The College's portfolio is invested consistent with its investment policy, with 40.70% currently invested in STAR Ohio, STAR Plus, and other money markets, with the balance in various federal agencies, municipal bonds, and treasury notes.

COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT AUGUST 31, 2016
With Comparative Figures at August 31, 2015

EXHIBIT A

<u>Assets</u>	August 31, 2016	August 31, 2015	<u>Liabilities and Fund Balance</u>	August 31, 2016	August 31, 2015
<u>Current Funds</u>			<u>Current Funds</u>		
Unrestricted			Unrestricted		
Educational and general			Educational and general		
Cash	\$ 25,181,748	\$ 27,669,093	Accounts payable	\$ 11,557,078	\$ 11,472,519
Investments (including money markets at cost and treasury bills and agency discount notes at market - (note 1))	107,870,336	102,897,564	Deferred income	32,940,243	31,334,279
Accounts receivable, net of allowance for doubtful accounts	14,948,520	12,137,948	Student tuition	426,161	318,483
Interest receivable	632,680	624,355	Lab fees and credit bank	-	-
Prepaid expense	6,951,406	6,374,650	Due to auxiliary funds	-	-
Due from agency funds	1,240,279	1,056,550	Due to restricted funds	29,292,200	23,229,516
Due from auxiliary funds	-	-	Due to plant funds	-	-
Total educational & general	\$ 156,824,959	\$ 150,760,660	Due to agency funds	-	-
			Fund balances (Exhibit C):		
			Allocated	67,906,217	67,429,428
			Unallocated	14,693,069	16,970,433
			Total fund balances	82,599,286	84,399,861
			Total educational & general	\$ 156,824,959	\$ 150,760,660
<u>Auxiliary enterprise</u>			<u>Auxiliary enterprise</u>		
Cash	\$ 2,895,398	\$ 2,439,659	Accounts payable	\$ 89,616	\$ 516,934
Investments	8,363,144	8,327,524	Due to educational & general fund	1,240,279	1,056,550
Accounts receivable	3,640,760	2,539,994	Due to Plant Fund	1,459,351	1,475,070
Inventories, at cost as defined (note 2)	1,932,980	2,618,749	Fund balances (Exhibit D):		
Other Assets	59,274	78,253	Allocated	243,019	-
Due from general fund	-	-	Unallocated	13,879,252	13,472,229
Due from grant funds	-	-	Total fund balances	14,122,271	13,472,229
Total auxiliary enterprise	16,911,516	16,520,783	Total auxiliary enterprise	16,911,516	16,520,783
Total unrestricted	\$ 173,736,485	\$ 167,281,443	Total unrestricted	\$ 173,736,485	\$ 167,281,443
Total current funds	\$ 173,736,485	\$ 167,281,443	Total current funds	\$ 173,736,485	\$ 167,281,443
	[A]	[B]		[C]	[D]

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

(Continued)

COLUMBUS STATE COMMUNITY COLLEGE
BALANCE SHEET AT AUGUST 31, 2016
 With Comparative Figures at August 31, 2015

EXHIBIT A
 (Continued)

<u>Assets</u>	<u>August 31,</u> 2016	<u>August 31,</u> 2015	<u>Liabilities and Fund Balance</u>	<u>August 31,</u> 2016	<u>August 31,</u> 2015
<u>Plant funds</u>					
Unexpended			Plant funds		
State appropriations receivable	-	-	Unexpended		
Capital Improvement Fund	1,202,183	1,015,038	Fund balances		
Total unexpended	<u>1,202,183</u>	<u>1,015,038</u>	Restricted	1,202,183	1,015,038
			Total unexpended	<u>1,202,183</u>	<u>1,015,038</u>
Cash from Bond Proceeds	-	-	Investment in plant:		
Deposit with trustees/escrow	-	-	Interest payable	-	-
Due from general fund	29,292,200	23,229,518	Capital lease payable	-	-
Land	25,518,235	25,518,235	Accounts payable	-	-
Improvements other than buildings	12,433,778	12,433,778	Bonds payable	6,920,000	8,475,000
Buildings	158,151,168	158,589,637	Deferred Gift Annuity	-	-
Movable equipment, furniture			Net investment in plant	179,729,868	174,217,384
and library books	45,264,800	40,256,615			
Construction-in-progress	253,502	8,627,333	Total investment in plant	<u>186,649,868</u>	<u>182,692,384</u>
Other Assets	1,210,896	2,835,824	Total plant funds	<u>187,852,051</u>	<u>183,707,422</u>
Less: accumulated depreciation	(95,474,701)	(88,798,556)			
Total investment in plant	186,649,868	182,692,384			
Total plant funds	<u>187,852,051</u>	<u>183,707,422</u>			
			<u>Agency funds</u>		
			Cash	-	-
			Due from agencies	6,951,406	6,374,650
			Due to educational and general fund	-	-
			Total agency funds	<u>6,951,406</u>	<u>6,374,650</u>
				[C]	[D]

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

EXHIBIT B

COLUMBIUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON
FOR THE TWO MONTHS ENDED AUGUST 31, 2016
With Comparative Figures at August 31, 2015

	FY 17		FY 16		FY 17 Projected Year End		FY 16 Projected Year End		Projected % of Budget
	Budget as approved May 2016	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 Projected Year End	
Revenues									
Abrogations									
Subsidy	\$ 67,016,575	\$ 11,169,430	16.67%	\$ 63,651,910	\$ 10,594,482	16.64%	\$ 63,651,910	\$ 18,812	(1)
Student Support Services	67,016,575	11,169,430	16.67%	63,651,910	10,594,482	16.64%	63,651,910	63,670,722	(2)
									(3)
Student									
Tuition	69,657,769	4,720,731	6.78%	69,775,325	5,723,125	8.20%	70,441,081	70,441,081	(4)
Fees	4,203,960	1,666,702	39.65%	3,810,117	1,607,220	42.18%	4,203,960	4,331,838	(5)
Special courses	1,172,651	220,090	18.77%	1,125,210	212,814	18.91%	1,172,651	1,351,101	(6)
	75,234,380	6,607,522	8.78%	74,710,652	7,543,161	10.10%	75,234,380	76,124,030	(7)
Contracted Services									
Net	364,124	(37,857)	-10.40%	309,234	(27,249)	-8.81%	364,124	423,270	(8)
	364,124	(37,857)	-10.40%	309,234	(27,249)	-8.81%	364,124	423,270	(9)
Other									
Partnership Revenue	6,960	-	-	3,490	-	0.00%	6,960	3,759	(10)
Miscellaneous	498,218	68,762	13.80%	448,514	50,349	11.23%	498,218	563,353	(11)
	505,178	68,762	13.61%	451,994	50,349	11.14%	505,178	567,112	(12)
Total revenues	143,120,257	17,807,859	12.44%	139,123,790	18,160,743	13.05%	143,120,257	140,785,134	(13)
Operating Expenditures									
Educational & general (instructional)	74,571,348	11,034,434	14.80%	71,908,341	11,019,159	15.32%	74,571,348	70,692,951	(14)
Library	2,051,992	325,311	15.85%	1,958,422	389,085	19.87%	2,051,992	1,786,078	(15)
General	11,149,472	1,642,850	14.73%	10,846,259	1,657,263	15.28%	11,149,472	9,989,653	(16)
Information Technology	14,235,359	4,146,984	29.13%	12,833,001	3,165,754	24.67%	14,235,359	12,168,488	(17)
Student Services	14,524,346	2,162,467	14.89%	13,827,151	2,110,034	15.26%	14,524,346	13,135,656	(18)
Operation and maintenance of plant	16,049,282	2,345,556	14.61%	15,035,149	2,147,605	14.28%	16,049,282	14,559,080	(19)
Administration	9,120,870	1,800,150	19.74%	9,170,359	1,759,961	19.19%	9,120,870	8,127,031	(20)
Transfer for debt service	1,417,588	236,266	16.67%	1,423,739	237,290	16.67%	1,417,588	1,423,739	(21)
	143,120,257	23,694,019	16.56%	137,002,421	22,486,152	16.41%	143,120,257	131,884,676	(22)
Non-operating & Encumbered									
Transfer for Capital Equipment	-	See Exhibit C		-	See Exhibit C		-	1,100,000	(23)
Transfer for One-Time Compensation	-	-		-	-		-	-	(24)
Transfer for Capital Improvements	-	300,000		300,000	-		-	4,300,000	(25)
Transfer for Scholarships	-	-		-	-		-	-	(26)
Transfer for Student Success and Innovation	-	-		-	-		-	1,000,000	(27)
Transfer for Technology Initiatives	-	-		-	-		-	1,800,000	(28)
Total expenditures and transfers	143,120,257	23,694,019	16.56%	139,102,421	22,486,152	16.17%	143,120,257	140,084,676	(29)
Operational revenues	-	(5,836,161)	N/A	21,369	(4,325,409)	N/A	-	700,456	(30)
Interest Income	150,000	(47,087)	-31.39%	150,000	39,642	26.43%	150,000	1,123,213	(31)
	150,000	(5,933,248)	-3.95%	171,369	(4,285,767)	-2.50%	150,000	1,823,671	(32)
Reserve expenditures from Exhibit C	-	1,411,808		-	685,284		(5,330,000)	(3,344,320)	(33)
Net Revenues/(Expenditures)	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)
	\$ -	\$ (7,345,057)		\$ -	\$ (4,971,051)		\$ 5,480,000	\$ 5,167,991	(34)

EXHIBIT C

COLUMBUS STATE COMMUNITY COLLEGE
STATEMENT OF CHANGES IN FUND BALANCES OF CURRENT
EDUCATIONAL AND GENERAL FUNDS
FOR THE TWO MONTHS ENDED AUGUST 31, 2016

	Balance at June 30, 2016	Net Increase for Current Period	Board Approved Additions	Transfers	Expenditures	Balance at August 31, 2016	
Unrestricted Allocated	\$ 15,866,021	\$ -	\$ -	\$(376,000)	\$(85,512)	\$ 15,404,509	(1)
Capital Improvements & Land Acquisition	90,116	-	-	-	-	90,116	(2)
Carpet/Furniture Reupholstering	86,517	-	-	-	(4,010)	82,507	(3)
Madison Hall One Stop Center	562,126	-	-	-	(31,329)	530,797	(4)
Jefferson Ave/Grove Street Repaving	604,121	-	-	-	(141,300)	462,821	(5)
Space Efficiency Upgrades	21,503	-	-	-	-	21,503	(6)
Project Planning	287,264	-	-	-	-	287,264	(7)
Union Hall Renovation	1,172,279	-	-	-	-	1,172,279	(8)
Site Development Delaware Campus	263,490	-	-	-	-	263,490	(9)
Bookstore/DX Modifications	88,553	-	-	-	-	88,553	(10)
Facilities Infrastructure Improvements	107,077	-	-	-	(35,983)	71,094	(11)
Student Support Services	2,829	-	-	-	-	2,829	(12)
Massage Therapy Space	-	-	-	300,000	-	300,000	(13)
Creative Campus	-	-	-	76,000	-	76,000	(14)
School of Hospitality Management	6,394,663	-	-	-	(137,121)	8,257,742	(15)
Capital Equipment	333,088	-	-	-	-	333,088	(16)
Target 2002	33,104	-	-	-	-	33,104	(17)
Collective Bargaining	20,756,987	-	-	-	-	20,756,987	(18)
Budget/Tuition Stabilization	1,692,142	-	-	-	-	1,692,142	(19)
Accumulated Lab Fees	125,353	-	-	-	-	125,353	(20)
Broadbanding	1,950,321	-	-	-	(293,423)	1,656,893	(21)
Think Again Scholarship	8,182,148	-	-	-	(224,466)	7,957,682	(22)
Student Success and Innovation	696,178	-	-	-	(3,424)	692,754	(23)
Strategic Growth Initiatives	3,007,018	-	-	-	(335,694)	2,671,324	(24)
Technology Initiatives	311,266	-	-	-	-	311,266	(25)
Human Capacity Development/Wellness	508,665	-	-	-	(59,963)	448,703	(26)
Campus Safety Initiatives	2,063,721	-	-	-	(55,470)	2,008,251	(27)
Energy Efficiency/Sustainability Initiatives	1,241,018	-	-	-	-	1,241,018	(28)
Health Care Self-Insurance Escrow	86,636	-	-	-	-	86,636	(29)
Health Care HSA Incentive	152,500	-	-	-	-	152,500	(30)
Self-Insured Workers Compensation Benefits	44,501	-	-	-	-	44,501	(31)
One-Time Compensation	17,903	-	-	-	(4,107)	13,796	(32)
Partnerships for Student Success	500,000	-	-	-	-	500,000	(33)
Workforce Development	57,219	-	-	-	-	57,219	(34)
Tobacco Free Campus Implementation	1,499	-	-	-	-	1,499	(35)
PERFORMS	69,318,026	-	-	-	-	69,318,026	(36)
Unallocated	20,085,717	(6,804,457)	-	-	(1,411,808)	14,693,059	(37)
Total General Fund	\$ 89,403,743	\$ (6,804,457)	\$ -	\$ -	\$ (1,411,808)	\$ 82,599,285	(38)

**COLUMBUS STATE COMMUNITY COLLEGE
OPERATIONAL BUDGET COMPARISON FOR AUXILIARY SERVICES
FOR THE TWO MONTHS ENDED AUGUST 31, 2016**
With Comparative Figures at August 31, 2015

EXHIBIT D

	FY 17		FY 16		FY 17 Projected Year End		FY 16 Projected Year End	
	Budget as approved May 2016	Actual to Date	Revised Budget as approved January 2016	Actual to Date	FY 17 Projected Year End	Projected % of Budget	FY 16 Projected Year End	Projected % of Budget
Auxiliary								
Sales/Revenues								
Bookstore	\$ 12,134,788	\$ 4,856,732	\$ 12,474,706	\$ 3,811,222	\$ 12,134,788	100.00%	\$ 12,938,442	103.72%
Food Services	235,000	29,374	389,227	59,399	235,000	100.00%	388,419	99.79%
Total Revenues	12,369,788	4,886,105	12,863,933	3,870,621	12,369,788	100.00%	13,326,861	103.60%
Cost of Goods Sold								
Bookstore	9,494,470	3,767,519	9,712,295	2,914,990	9,494,470	100.00%	9,843,611	101.35%
Food Service	32,500	6,061	65,000	6,170	32,500	100.00%	55,893	86.13%
Gross Margin	2,842,818	1,112,525	3,086,638	949,461	2,842,818	100.00%	3,427,267	111.04%
Operating Expenses								
Bookstore	1,866,497	262,365	1,856,351	256,174	1,866,497	100.00%	1,671,628	90.05%
Food Services	200,140	19,933	250,745	36,032	200,140	100.00%	199,477	79.55%
Auxiliary Administration	774,351	101,824	916,034	84,390	774,351	100.00%	630,245	68.80%
Total Expenses	2,840,988	384,121	3,023,130	376,596	2,840,988	100.00%	2,501,350	82.74%
Auxiliary Net Operating Income/(Loss)	1,830	728,404	63,508	572,865	1,830	100.00%	925,917	1457.95%
Net Income/(Loss)								
Bookstore	773,821	826,848	906,060	640,058	773,821	100.00%	1,423,203	157.08%
Food Services	2,360	3,380	73,482	17,197	2,360	100.00%	132,959	180.94%
Auxiliary Administration	(774,351)	(101,824)	(916,034)	(84,390)	(774,351)	100.00%	(630,245)	68.80%
Net Auxiliary Income/(Loss)	1,830	728,404	63,508	572,865	1,830	100.00%	925,917	1457.95%
Auxiliary Fund Balance at June 30, 2016		13,401,811		13,336,320				
Non-operating Revenues/Expenditures	(756,981)	(9,750)	(250,000)	(436,956)	(756,981)		(105,000)	
College Credit Plus	(243,019)	1,807	(1,000,000)		(243,019)		(900,000)	
Food Services/Renovations	-	-	(250,000)	-	-		-	
Transfers	-	-	-	-	-		-	
Audit Entries	-	-	-	-	-		-	
Auxiliary Fund Balance at August 31, 2016	\$ 14,122,271	\$ 14,122,271	\$ 13,472,229	\$ 13,472,229	\$ (698,170)	(H)	\$ (79,083)	(J)

(1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11) (12) (13) (14) (15) (16) (17) (18) (19) (20) (21) (22) (23) (24) (25) (26) (27) (28) (29) (30)

EXHIBIT E

COLUMBUS STATE COMMUNITY COLLEGE
CASH FLOW FORECAST
AS OF AUGUST 31, 2016

	Actual March 2016	Actual April 2016	Actual May 2016	Actual June 2016	Actual July 2016	Actual August 2016	
Beginning Cash	\$ 12,712,308	6,510,507	6,327,319	12,007,796	5,652,285	4,608,661	(1)
Cash Receipts	7,956,854	8,105,449	15,303,171	6,522,262	7,122,369	20,101,899	(2)
Cash Disbursements	(11,969,694)	(11,337,627)	(9,802,673)	(13,979,010)	(12,450,308)	(13,541,984)	(3)
Financial Aid	(2,188,961)	548,990	179,969	1,101,247	(715,685)	8,691,668	(4)
Outflow for investments	-	-	-	-	-	-	(5)
Inflow from investments	-	2,500,000	-	-	5,000,000	5,000,000	(6)
Ending Cash	\$ 6,510,507	6,327,319	12,007,786	5,652,285	4,608,661	24,860,244	(7)

	Forecasted September 2016	Forecasted October 2016	Forecasted November 2016	Forecasted December 2016	Forecasted January 2017	Forecasted February 2017	
Beginning Cash	\$ 24,860,244	6,094,959	5,569,674	5,779,389	6,314,104	5,873,819	(8)
Cash Receipts	8,484,715	7,434,715	5,684,715	8,184,715	16,359,715	7,884,715	(9)
Cash Disbursements	(12,500,000)	(11,500,000)	(11,500,000)	(10,500,000)	(12,000,000)	(12,000,000)	(10)
Financial Aid	4,250,000	40,000	(2,475,000)	850,000	11,700,000	90,000	(11)
Outflow for investments	(19,000,000)	-	-	-	(16,500,000)	-	(12)
Inflow from investments	-	3,500,000	8,500,000	2,000,000	-	3,500,000	(13)
Ending Cash	\$ 6,094,959	5,569,674	5,779,389	6,314,104	5,873,819	5,348,534	(14)

COLUMBUS STATE COMMUNITY COLLEGE
 PRESIDENT'S DISCRETIONARY FUND
 STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
 FOR THE TWO MONTHS ENDED AUGUST 31, 2016

EXHIBIT F

Cash at Beginning of Period		\$ <u>17,175</u>	(1)
			(2)
<u>Receipts:</u>			(3)
Deposit from General Fund	2,825	2,825	(4)
			(5)
			(6)
<u>Disbursements:</u>			(7)
Oberer's Flowers	348		(8)
Transfer to Staff Advisory Council	1,000		(9)
		<u>1,348</u>	(10)
		\$ <u><u>18,653</u></u>	(11)
	[A]	[B]	(12)
		<u>[C]</u>	

NOTE:

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

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

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
BALANCE SHEET AT AUGUST 31, 2016
With Comparative Figures at August 31, 2015

<u>Assets</u>	August 31, 2016	August 31, 2015	
Cash	\$ 870,558	\$ 1,215,671	(1)
Investments at market value (see note)	7,548,026	7,055,842	(2)
Pledges Receivable	4,290,160	5,424,995	(3)
Accounts Receivable	15,763	34,732 *	(4)
Total Assets	<u>\$ 12,724,507</u>	<u>\$ 13,731,240</u>	(5)
<u>Liabilities</u>			
Due to general fund	\$ 2,935	\$ 1,835	(6)
Pledge Payable	-	-	(7)
Trade Payables	243,910	717,998	(8)
Total Liabilities	<u>246,845</u>	<u>719,833</u>	(9)
<u>Fund balance</u>			
Permanently Restricted	4,112,928	4,058,893	(10)
Temporarily Restricted	5,610,170	6,574,391	(11)
Unrestricted	2,754,564	2,378,123	(12)
			(13)
Total fund balance	<u>12,477,662</u>	<u>13,011,407</u>	(14)
			(15)
Total Liabilities and fund balance	<u>\$ 12,724,507</u>	<u>\$ 13,731,240</u>	(16)
	[A]	[B]	(17)
			(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	\$ 181,295	181,295	2.40%
Equities	3,921,161	4,230,582	56.05%
Fixed Income	2,017,017	2,041,786	27.05%
Mutual Funds	1,068,092	1,094,363	14.50%
Total Investments	<u>\$ 7,187,565</u>	<u>\$ 7,548,026</u>	<u>100.00%</u>

EXHIBIT H

COLUMBUS STATE COMMUNITY COLLEGE DEVELOPMENT FOUNDATION
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
 FOR THE TWO MONTHS ENDED AUGUST 31, 2016
 With Comparative Figures at August 31, 2015

	August 31, 2016			August 31, 2015	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total All Funds	Total All Funds
Revenue					
Contributions - Scholarships and Programs	\$ 12,179	\$ 28,746	\$ 3,058	\$ 43,983	\$ 25,645
Contributions for Taste the Future	72,046	-	-	72,046	75,668
Contributions for Columbus State Corporate Gift	-	-	-	-	-
Administration Fee Income	-	-	-	-	-
Interest Income	57	22	-	79	110
Investment Income	-	-	-	-	-
Realized	(7,670)	(15,967)	-	(21,637)	212,115
Unrealized	85,475	153,339	-	238,814	(438,209)
Investment income-subtotal	77,805	139,372	-	217,177	(226,094)
Total revenues	162,087	168,140	3,058	333,285	(123,671)
Expenditures					
Scholarships and Projects	-	83,469	-	83,469	82,327 *
Contributions to Columbus State Corporate Gift	-	45,300	-	45,300	-
Administrative Fee Expense Management and general	-	-	-	-	-
Total expenditures	59,447	128,769	-	188,216	35,820
	59,447	128,769	-	188,216	118,147
Excess (deficit) of revenues over expenditures	102,640	39,371	3,058	145,069	(241,818)
Transfers	-	-	-	-	-
Fund balance at beginning of period	2,651,924	5,570,799	4,109,870	12,332,593	13,253,225
Fund balance at end of period	\$ 2,754,564	\$ 5,610,170	\$ 4,112,928	\$ 12,477,662	\$ 13,011,407
	(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 AUGUST 31, 2016

1) Investments

Investment Fund	Cost	Market Value	Yield to Maturity*	Average Maturity (days)
STAR Ohio/Operating	\$ 23,274,550	\$ 23,274,550	0.55%	1
STAR Ohio/Plant	1,202,183	1,202,183	0.55%	1
STAR Ohio/Auxiliary	3,400,875	3,400,875	0.55%	1
STAR Plus	5,081,081	5,081,081	0.40%	1
CSCC Operating Fund 1	35,630,028	35,540,740	0.99%	397
CSCC Operating Fund 2	24,703,461	34,893,040	1.20%	757
Auxiliary Services	4,952,759	4,983,765	1.03%	283
Plant Fund	9,049,601	9,080,926	1.26%	899
	\$ <u>107,294,538</u>	\$ <u>117,457,159</u>		

* Weighted

Portfolio Composition	Type	% of Total
	STAR Ohio	28.06%
	Agencies	48.90%
	Municipal Bonds	6.35%
	Treasury Notes	4.05%
	Cash & Equivalents	12.64%
		100.00%

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

2) Inventories

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

3) Plant Funds

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

4) Long-term debt

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

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

5) Interfund Accounts

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



COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

DATE: _____

SUBJECT:

Personnel Information Items

BACKGROUND INFORMATION:

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

FOR INFORMATION ONLY

COLUMBUS STATE COMMUNITY COLLEGE

BOARD OF TRUSTEES

INFORMATION ONLY

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

<u>NAME</u>	<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DATE</u>	<u>SALARY</u>
Michael Babb	Vice President	Information Technology	09/16/16	\$155,000
Jeremy Banta	Instructor	Engineering Technologies & Transportation	08/16/16	\$42,645
Kendra Barker-Poirier	Instructor	Allied Health	08/16/16	\$38,486
Kandi Betts	Instructor	Nursing	08/16/16	\$41,065
Abbey Billups	Instructor	Nursing	08/16/16	\$39,486
Kara Briscoe	Assistant Director	Admissions	07/01/16	\$67,537
Ruey Bruce	Instructor	Biological & Physical Sciences	08/16/16	\$42,645
Rochelle Burton	Instructor	Nursing	08/16/16	\$41,065
Rebecca Butler	Vice President	Enrollment Management & Student Services	09/12/16	\$155,000
Thomas Capps	Event Planner	Admissions	08/16/16	\$40,000
Laura Daily	Specialist	Telephone Information Center	08/16/16	\$33,800
Tamara Daniels	Assistant Director	Accounting Services	08/16/16	\$67,537
James Engler	Advisor	Delaware Campus	07/01/16	\$45,675
Ryan Fuqua	Specialist	Transcript Evaluation	08/16/16	\$33,134
Mark Gerko	Instructor	Engineering Technologies & Transportation	08/16/16	\$42,645
Michael Hicks	Program Coordinator	Equity & Compliance	08/22/16	\$49,836
Angela Hill	System Specialist	Academic Testing	07/05/16	\$37,856
Angela Howard	Instructor	Biological & Physical Sciences	08/16/16	\$42,645
Vickie Hunter	Administrative Assistant	Office of the President	07/01/16	\$70,000

Andrew Kerr	Instructor	Mathematics	08/16/16	\$42,645
Vanessa Langhurst	Supervisor	Library	08/16/16	\$55,262
Tim Malloy	System Administrator II	IT Network Engineering	09/01/16	\$77,883
Jasmine Marks	Specialist	Global Diversity & Inclusion Center	08/16/16	\$33,134
Karen Miller	System Specialist	Purchasing & Accounts Payable	08/16/16	\$37,856
Francis Neutzling	Web Developer	Marketing & Communications	08/01/16	\$57,000
Sean O'Neill	Instructor	Mathematics	08/16/16	\$41,065
Lisa Petersen	Administrative Assistant	Marketing & Communications	07/01/16	\$44,034
Jamie Powell	Specialist	Accounting Services	08/16/16	\$33,134
Ericka Purtee	Instructor	Nursing	08/16/16	\$41,065
Jill Ritchey	Instructor	Nursing	08/16/16	\$41,065
Alison Romanowski	Instructor	Nursing	08/16/16	\$41,065
Kevin Rooney	Grants Coordinator	Grants Office	07/16/16	\$55,000
Travis Russell	Groundskeeper I	Facilities	07/01/16	\$25,771
Diane Souza	Instructor	Sports, Exercise Studies & Hospitality Program	08/16/16	\$41,065
Alexander Stigler	Program Coordinator	Admissions	09/01/16	\$48,375
Debbie Strain	Specialist	Facilities	07/16/16	\$42,952
Elycia Taylor	Instructor	Communication	08/16/16	\$42,645
Jessica Wohlgamuth-Benedum	Instructor	Biological & Physical Sciences	08/16/16	\$42,645

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>
Jeevan Baretto	Instructor	Biological & Physical Sciences	08/20/16
Robert Cheripko	Assistant	Bookstore	08/05/16
Barbara Choma	Office Associate	Engineering Technologies & Transportation	08/18/16
Teresa Colapietro	Assistant Professor	Nursing	08/05/16
Shawna Casey	Accountant	Grants Accounting	07/22/16
Scott Durbin	System Administrator	Information Technology	07/29/16
Murray Holmes	Supervisor	Fiscal & Compliance Services	07/22/16
Debra Lambert-Wright	Specialist	Telephone Information Center	06/21/16
Jennifer Leggett	Specialist	Records	06/30/16
Adrienne Luke	Advisor	Disability Services	07/29/16
Amy Ooten	Office Associate	Career Services	07/12/16
Tina Pickering	Specialist	Transcript Evaluation	07/15/16
Michael Quinlan	Maintenance Repairperson	Facilities	06/30/16
Mikhail Shmukler	Accountant	Grants Accounting	07/22/16
Erica Taylor	Instructor	Nursing	08/13/16
Shawndeia Thomas	Office Associate	Veterinary, Imaging, & Surgical Technologies	09/05/16